

## **SEARCH FOR: VICE PRESIDENT, CONTROLLER**

### **THE ORGANIZATION**

The organization is a privately-held community bank with \$500 million in assets, 4,000 accounts, several community branch locations, and 50 employees. It was purchased by the current owners in the 1980's and has operated in the broader Tulsa market since that time. The bank is well positioned for future growth and has enjoyed consistent success over the past several years.

### **THE POSITION**

- Reports to: Chief Financial Officer; also reporting to the CFO is the Vice President, IT.
- Responsible for: Establishing accounting and financial reporting policies, procedures and controls along with associated financial reporting systems; managing and participating in accounting and financial reporting activities; developing and administering the operating budget; and for ensuring compliance with associated legal and regulatory requirements. (The Controller will serve as a strong back-up to the CFO.)
- Bank Committees: Will serve on the Asset-Liability, Audit, and IT Steering Committees.

### **KEY RESPONSIBILITIES**

1. Policies and Procedures – Develop, recommend and implement policies, processes and procedures to guide the Bank's accounting and financial reporting functions and activities.
2. Operational Budgeting – Manage and participate actively in the planning, preparation and administration of the Bank's operating budget.
3. Accounting and Financial Reporting – Supervise the activities of the Accounting Department and ensure the accurate and timely preparation and dissemination of financial statements and reports, including those for regulatory authorities, and maintain the general ledger structure.
4. Independent and Internal Auditing – Lead and coordinate the internal audit process and the annual independent audit, including those audit activities required by State regulatory authorities.
5. Compliance – Ensure compliance with relevant regulations and requirements and prepare related reports and information, including those for the executive team.
6. Cash Management – Manage and participate in the cash management function, including monitoring and analyzing correspondent accounts, accounts payable, prepaid expenses, fixed assets, and investment accounting.
7. Management Reporting – Supervise and participate in financial planning and analysis activities and in the preparation of related reports and information for the leadership team and the Board of Directors.
8. Process Improvement – Initiate and implement improvements in accounting, budgeting and financial reporting processes and procedures.

## **CANDIDATE QUALIFICATIONS/PROFILE**

1. **EDUCATION** – Bachelor’s degree in Accounting.

2. **CERTIFICATION** – CPA - PREFERRED

3. **EXPERIENCE** – At least 5 years of related experience in accounting and financial reporting capacities, including management experience in a similar services organization.

Related experience in a supervisory capacity in banking – highly desirable.

Prefer training and experience in a larger metropolitan banking organization.

Prefer related experience with Jack Henry software.

## 4. **CANDIDATE QUALIFICATIONS/ESSENTIAL ATTRIBUTES**

- **Management Capability** – Demonstrated capability to provide direction, training, mentoring and support to subordinate personnel.
- **Hands-On Style** – Highly organized, attentive to detail and methodical in approach.
- **Interpersonal Skills** – Positive and likable in nature, with the ability to develop relationships and to work with individuals at all organizational levels.
- **Communication Skills** – Able to communicate in a concise, understandable manner with individuals and groups and to prepare and deliver well organized presentations.
- **Analytical Skills** – Quantitative mind and analytical nature with demonstrated ability to assess problems and issues and initiate associated corrective actions.
- **Proactive/Responsive** – Able to anticipate and prepare for challenges and to respond quickly to unanticipated issues and challenges.
- **Systems Orientation** – Understanding and appreciation of the use of automated systems and processes in the improvement of efficiency and the control of costs.
- **Compliance Manager** – Demonstrated understanding of relevant regulatory requirements and proficiency in meeting related compliance requirements.
- **Consensus Builder** – Demonstrated ability to gain support and build consensus for ideas and initiatives.
- **Potential** – Potential for and interest in higher levels of management responsibility.
- **Computer Proficiency** – Proficiency in the use of personal computers, including word processing, spreadsheet, outlook and database applications.

## **COMPENSATION**

The starting compensation package will include a competitive base salary, opportunity for incentive compensation and a competitive package of benefits.

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# **SEARCH FOR: EXECUTIVE DIRECTOR- PATIENT CARE SERVICES -**

## **MUSKOGEE**

### **THE ORGANIZATION**

Acquired in 2017, Saint Francis Hospital Muskogee is an acute care hospital with over 140 providers and 320 beds. An acute care hospital with over 140 providers and 320 beds and over 900 employees. The community hospital serves a seven county area with a wide range of services including an enhanced level III emergency department, labor and delivery, intensive care, cardiology, a cancer center, physical medicine and rehab, geri-psych, outpatient surgery and wound care, as well as many other services.

The Saint Francis organization is a not-for-profit health system wholly owned, operated and anchored by a 1,112-bed tertiary center which includes the region's only children's hospital and neonatal intensive care unit, a 168-bed heart hospital and a leading trauma and emergency center. In total, the organization has more than 10,000 employees, 406 physicians, 157 advance practice practitioners (PAs and NPs), and 700 volunteers, making it the largest private employer in Tulsa County. The System continues to grow at a rate that outpaces the national average in health care.

### **THE POSITION**

Reports to: Vice President/Administrator of the hospital and manages a staff of 420 employees in nursing and patient care services, including those in behavior health, medical/surgical, progressive care, intensive care and emergency services.

### **KEY RESPONSIBILITIES**

1. **Operational Planning** - Develop, recommend and administer annual operating plans, budgets and programs to meet the strategic direction established by the executive leadership team.
2. **Performance Improvement** – Direct activities that promote the delivery of effective quality patient care and the development of policy and procedures and guidelines to comply with professional accreditation and government standards.
  - Analyze patient, physician and employee satisfaction data for the facility and develop action plans to address concerns and foster an environment which reinforces employee and physician engagement and the patient experience.
  - Monitor and improve patient outcomes through the performance improvement program.
3. **Staff Competency** – Plan and implement initiatives to assure staff competency and compliance with Joint Commission and hospital standards.

- Support standardization through the consistent application of policies/procedures and legal compliance with regulatory requirements.
4. Financial Planning and Reporting - Coordinate with the Administrator to develop financial goals and reporting systems which address utilization/standardization, resource management, nursing workload/productivity measures and skill mix.
    - Insure budget plans are achieved in a timely manner with analysis and reporting of associated cost reductions.
    - Monitor utilization of resources and direct corrective action related to fiscal management.
  5. Organizational Development - Assess and optimize the departmental management structure and effectiveness and enhance management capabilities through proper alignment of the structure and staff recruitment, retention, mentoring and professional development.
    - Mentor directors, managers and staff and foster an environment within the hospital that encourages interdepartmental collaboration and patient focus.
    - Adopt innovative approaches to insure the recruitment and retention of clinical staff in line with best practices for rural hospitals.
    - Develop and implement plans and initiatives to improve productivity, efficiency and performance.

## **CANDIDATE QUALIFICATIONS/PROFILE**

### **1. EDUCATION/LICENSURE - Bachelor's Degree in Nursing**

- Master's degree in Nursing, Business, Healthcare Administration or similar/related degree preferred.
- Valid State of Oklahoma Registered Nurse Licensure.

### **2. EXPERIENCE - At least 12 to 15 years of related experience, including at least five to seven years of experience at the senior management level.**

- Demonstrated progressive responsibility in healthcare administration in a similar patient care organizations.

### **3. CANDIDATE PROFILE/KEY REQUIREMENTS**

- Leadership Skills – Experienced leader with proven ability to select and develop top-notch talent for the organization.
- Collaborator – Able to foster collaborative partnerships in the implementation and administration of service and program delivery.
- Visionary – Proactive with demonstrated ability to set the strategy and direction for the organization and to be adaptive and creative in anticipating and dealing with change.
- Organizational Skills – Highly organized and attentive to detail with the ability to manage multiple projects and assignments and to dig down into the details of problems and details when necessary.

- Confidence – Assertive and confident in interpersonal style, with demonstrated skill in seeking the ideas and suggestions of others and building consensus for new initiatives.
- Communication Skills – Proven oral and written communication skills, with the ability to interact with a variety of hospital personnel, including the medical staff, deliver professional presentations, and to prepare concise, understandable business reports.
- Fast-Paced Hands-On Style – Ability to work in a faced-paced organization with an active hands-on involvement in the operations and activities for which responsible.
- Ethics and Integrity – Unquestioned ethics, honesty and integrity in professional, business and personal dealings.
- Quality Management – Demonstrated skill in clinical quality management, patient satisfaction and employee engagement.
- Technical Knowledge – Proven knowledge of healthcare issues and trends, legal compliance requirements and managed care contracts.
- Cost Effective – Ability to plan and manage costs and budgets and to ensure operational programs are developed and delivered in a cost-effective manner.
- Muskogee Residence – Prefer experience in a smaller community healthcare organization, as well as a willingness to live in the Muskogee area.

**COMPENSATION**

The starting compensation will include a competitive base salary, incentive compensation opportunity, and an attractive package of executive benefits.

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**SEARCH FOR: DIRECTOR, PATIENT ACCOUNTING**

**THE ORGANIZATION**

The organization is a not-for-profit health system wholly owned and operated in Tulsa. It is anchored by a 1,112-bed tertiary center which includes the region’s only children’s hospital and neonatal intensive care unit, a 168-bed heart hospital and Tulsa’s leading trauma and emergency center. In total, the organization has more than 10,000 employees, 406 physicians, 157 advance practice practitioners (PAs and NPs), and 700 volunteers, making it the largest private employer in Tulsa County. The System continues to grow at a rate that outpaces the national average in health care.

The Health System currently includes the following organizations, in addition to its primary hospital:

- Children's Hospital
- Heart Hospital
- Healthcare clinics with 95 locations in Eastern Oklahoma
- Psychiatric Clinic and Hospital
- Additional hospitals in South Tulsa, Muskogee, and Vinita

## **THE POSITION**

Reports to: Vice President, Finance; also reporting to this Vice President:

- Executive Director, Finance
- Directors of Finance (3)
- Manager, Tax and Audit
- Manager, Decision Support
- Supervisor, Internal Audit

Directs: Total staff of 70 employees - through the Managers of 3<sup>rd</sup> Party Collections (2) and the Manager, Self-Pay and Agencies

Responsible for: Directing the system business offices in maximizing cash flow and improving patient and customer relations and for providing oversight to business office functions from the point of the initial patient visit through billing, collection and account adjudication.

## **KEY FUNCTIONS/RESPONSIBILITIES**

1. Policies/Processes – Develop, update and administer policies, processes and practices to ensure consistent implementation of the patient accounting function.
2. Revenue Management – Provide oversight of business-related functions and the revenue cycle from patient visit at point of entry to the accurate adjudication of patient accounts.
3. Compliance – Oversee regulatory management and compliance.
4. Performance Measurement – Establish best practice standards and metrics for patient accounting functions and manage related performance assessment, reporting and enhancement.
5. Financial Planning and Analysis – Supervise financial forecasting and reporting, including “dashboard” reports on performance in relation to key metrics for the revenue cycle – e.g., AR less than 45 days, cash collections as a percent of 60 day trailing net revenue, bad debt expense no more than 6% of gross revenue.
6. Staff Development – Provide HR leadership to the organization, including hiring and developing staff aligned with the culture, core competencies and values of the patient accounting organization.
7. Payer Relations – Manage payer relations, ensuring proper reimbursement for services rendered.
8. Process Improvement – Lead change management and best practices initiatives, including those associated with the proper organization of functions and the improvement of productivity.

## **CANDIDATE QUALIFICATIONS/PROFILE**

1. **EDUCATION** - Bachelor's degree in Accounting, Business Administration, Healthcare Administration or a related discipline.
  - Prefer completion of at least 20 hours of accounting course work.
2. **EXPERIENCE** - At least 7 to 10 years of related experience in patient accounting, revenue cycle management or business office operations management leading up to director-level responsibility.
  - Related experience with patient accounting systems in the healthcare field.
  - Related experience with regulatory compliance management in the healthcare field.
  - Record of success in achieving significant results in patient accounts receivable in line with best practice metrics.
  - Prefer related experience in financial management, including financial forecasting, budgeting and reporting.
  - Related experience in managing through subordinate managers – highly desirable.
3. **PERSONAL CHARACTERISTICS/PROFICIENCIES**
  - Leadership Skills – Demonstrated capability as a leader with the skills and desire to take an organization to higher levels of performance.
  - Organized – Highly organized and attentive to detail with the ability to manage several functions in a complex organization.
  - Financial Acumen – Ability to understand and meet the financial challenges and requirements of a successful healthcare organization.
  - Analytical Capabilities – High level of analytical skills and adept at translating strategic vision into operational initiatives.
  - Negotiation Skills- Demonstrated judgement, decision making and negotiating skills.
  - Organizational Savvy – Capability and political sensibility required in dealing with a broad range of constituents – including physicians, management team, insurers and patients.
  - Consensus Builder – Able to serve skillfully as a team player and leader and to build consensus and support for new initiatives and directions – especially those required for improved performance.
  - Builder/Innovator – Desire to build and enhance, rather than to simply monitor and maintain – i.e., innovator rather than maintainer.
  - Interpersonal Skills – Well developed communication and interpersonal skills with the ability to work effectively with personnel at all organizational levels.
  - Proactive – Innovative and proactive in approach with a demonstrated desire to stay on top of new developments and techniques.
  - Ethics and Integrity – Unquestioned ethics and integrity with core values that will align with those of the organization.

## **COMPENSATION**

The starting compensation will include competitive base salary and an attractive package of employee benefits.

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