



# LEADERSHIP PROFILE

BayCare Health System

**System Director of Finance and Accounting**



*Prepared by:*

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August 2017



## Organization Overview

BayCare is a leading not-for-profit health care system that connects individuals and families to a wide range of services at 14 hospitals and hundreds of other convenient locations throughout the Tampa Bay and central Florida regions. Inpatient and outpatient services include acute care, primary care, imaging, laboratory, behavioral health, home care, and wellness.

BayCare was formed in 1997 when the leading not-for-profit hospitals in the Tampa Bay area came together with a common mission to improve the health of their communities. To keep pace with health care's rapidly changing fiscal environment, the hospitals knew that in order to remain competitive, they had to continue providing patients with more, while spending less. As a united health system, BayCare Health has become more efficient by consolidating duplicative non-patient care services such as purchasing, human resources and financial services. Currently, BayCare is a \$3.8 billion organization recognized for its quality and financial performance.

In addition to efficiencies, BayCare also created a very unique delivery model for a successful health system. BayCare is a joint operating agreement between three Community Health Alliances, or CHA's. The name reflects both their community hospital status and how they work together to improve the communities they serve.

BayCare Health System by the numbers (2017)			
<b>Hospitals</b>	14	<b>Births</b>	15,178
<b>ASC/Urgent Care/Imaging Facilities</b>	44	<b>Team Members (employees)</b>	26,900
<b>BayCare Medical Group (BMG) Providers</b>	700	<b>Outpatient Surgeries</b>	60,820
<b>BMG Visits</b>	1.2 million	<b>Discharges</b>	171,650
<b>Beds</b>	3,511	<b>Emergency Room Visits</b>	658,191
<b>Physicians on Staff</b>	5,400	<b>Home Health Visits</b>	855,106

BayCare's operations are organized in a matrixed fashion with most of the administrative support services within BayCare consolidated under Vice Presidents in each area. These areas include finance, team/human resources, information services, managed care, risk management, performance improvement/clinical outcomes, health information management, electronic medical records, central business office, physician services, and marketing and communications.

The 14 hospitals have been recently organized into a market regional structure and include:

### East

- [St. Joseph's Hospital](#)
- [St. Joseph's Children's Hospital](#)
- [St. Joseph's Women's Hospital](#)
- [St. Joseph's Hospital-North](#)
- [St. Joseph's Hospital-South](#)
- [South Florida Baptist Hospital](#)

## West

- [Mease Countryside Hospital](#)
- [Mease Dunedin Hospital](#)
- [Morton Plant Hospital](#)
- [Morton Plant North Bay Hospital](#)
- [St. Anthony's Hospital](#)
- [BayCare Alliant Hospital](#)

## Polk

- [Bartow Regional Medical Center](#)
- [Winter Haven Hospital](#)
- [Winter Haven Women's Hospital](#)

## Centralized Divisions

At the system level, BayCare operates an **Ambulatory Services Division**. Ambulatory Care is led by a Senior Vice President and operates outpatient surgery, imaging, home care, wellness and lab outreach businesses, a durable medical equipment company, as well as real estate development. Ambulatory Care has a number of home care locations in the state of Florida, including BayCare's service area of Pinellas, Hillsborough, and Pasco, as well as Hernando, Polk, Sarasota, Citrus, Lake Marion, and Manatee counties. The focus of Ambulatory Care is to capture volume growth through new patient access points and to manage the patient's illness from onset to outpatient and inpatient settings, as needed.

**BayCare Home Care** has been providing quality home care to Florida residents since 1976, providing comprehensive service excellence across many disciplines for the at-home patient. Located at community offices throughout Tampa, St. Petersburg, Clearwater and 13 surrounding counties, it is the second largest provider of home care services in the state of Florida. BayCare HomeCare is accredited by The Joint Commission and has also been frequently recognized as one of the nation's leading home care organizations by HomeCare Elite and ranked in the top 25% of all home care agencies in the nation, based on quality outcomes, quality improvement, and financial performance. BayCare HomeCare provides the full range of in-home patient care services including: home health, home medical equipment, respiratory therapy products and services, retail pharmacy, in-home infusion services, wheelchair transport, pre- and post-mastectomy supplies and our exclusive in-home personal emergency response system called CareLink.

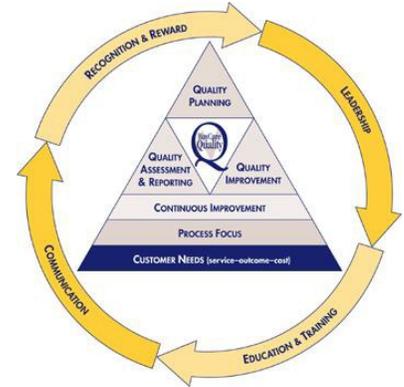
**BayCare Behavioral Health Division** is a clinical division of BayCare Health System that provides a vast array of services in the Tampa Bay Region (Pinellas, Pasco, Hillsborough and Hernando Counties) and delivers a full continuum of care across the BayCare Health System and Tampa Bay Region. Behavioral Health annually provides over 265,000 outpatient visits, over 15,000 inpatient admissions within the hospitals, 22,000 residential bed days and 3,000 psychiatric consults in medical settings.

**BayCare Medical Group (BMG)** has more than 700 providers in over 180 locations throughout the Tampa Bay area and provides a wide range of primary care and specialty services to children and adults. BMG is dedicated to providing patients with the highest quality of care. Many BMG offices have been awarded the highest level of Recognition by the National Committee of Quality Assurance as a Physician Practice Connections® Patient-Centered Medical

Home. They offer all specialties including primary care, subspecialty, and hospital based specialties. Last year the gross charges were over \$140 million.

## BayCare Quality Philosophy

BayCare defines Quality as "Serving the Needs of Our Customer." Efforts are aimed at meeting the needs of the customer and improving customer satisfaction with the services delivered. The foundation of the Quality philosophy is built upon "Customer Needs," "Process Focus" and "Continuous Improvement." Guided by those principles, BayCare has established a Quality Process - a series of actions that bring about changes and results. "Quality Planning", "Quality Improvement" and "Quality Assessment and Reporting" formulate BayCare's Quality Process. In addition, the Quality model works in an environment with "Communication," "Education & Training," "Recognition & Reward" and "Leadership."



## Mission, Vision and Values

**Mission:** *BayCare Health System will improve the health of all we serve through community-owned health care services that set the standard for high quality, compassionate care.*

**Vision:** *BayCare is an extraordinary team leading the way to high-quality care and personalized customer-centered health.*

**Values:** *The values of BayCare Health System are trust, respect, responsibility, excellence and dignity and reflect our responsibility to achieve health care excellence for our communities.*

For more information about BayCare Health System, please visit their website:

<http://www.baycare.org>

## Position Summary

### Duties and Responsibilities

The System Director of Finance and Accounting will be responsible for all financial accounting and reporting functions for the entire BayCare Health System. The Director will oversee all internal controls, tax, and Generally Accepted Accounting Principles (GAAP) compliance, as well as driving continuous improvement across all financial accounting and reporting activities. The System Director of Finance and Accounting will be a Business Partner for the areas assigned within the Health System and will perform those duties in a manner that reflects the values of BayCare Health System. This key leader is operationally responsible for all system accounting/general ledger functions, financial statement preparation, fixed asset management, payroll, and the accounts payable processes for BayCare Health System and its affiliated entities.

The Director will provide oversight on financial information systems and ensures integrity of data and reports. He/she will be responsible for the annual external and internal audits as well as the financial analytics and support for system self funded insurance products including worker's compensation, pension funds, employee benefits, malpractice, and general liability insurance. Additionally, the Director will ensure there are strong internal controls in place throughout BayCare and all related entities/affiliates.

The System Director of Finance & Accounting will collaborate with the Director of Financial Planning & Analysis, Director of Finance Support Services, and other members of the finance division to facilitate system financial planning and budgeting. Reporting to the Vice President of Finance, the System Director will be involved in supporting presentations to the finance board and audit committee and will work closely with the senior leadership team. Finance is centralized throughout BayCare and they utilize a Finance Business Partner model to support operations from a finance perspective.

The System Director will direct a team of approximately 39 staff members with five direct reports. It is important to note that the BayCare Corporate Office in Clearwater has the majority of the finance and accounting staff located on site but there are still some located physically out in the various hospitals and other sites.

Specific area and responsibilities will include:

#### **Accounting**

- Responsible for establishing an effective system of internal and administrative controls to ensure the timely and effective input, completion, and reconciliation of the general ledger, accounts payable, payroll, fixed assets, inventory, and miscellaneous accounts receivable systems.
- Ensures processes to ensure liabilities are recorded.
- Oversees continuous improvement of processes to achieve best practices and optimal output.

- Oversees payroll processes to ensure timely and accurate payroll payments and appropriate payroll tax laws are being followed.
- Provide oversight for accounting functions for the general ledger and subsidiary ledgers while ensuring compliance with policies, procedures, state regulations, and GAAP. Directs the preparation, review, and finalization of monthly financial statements, the annual external financial audit, internal audits, and other third-party audits for BayCare Health System and related affiliated entities.
- Provide oversight on the payroll process ensuring accuracy of payment to employees. Coordinate with the Human Resources department to support BayCare's compensation and benefit programs. Ensures compliance with Florida wage and hour laws.
- Provide oversight on the accounts payable process, ensuring timeliness of payments, capture of p-card rebates and discounts including vendor tax-reporting and coordination with purchasing and receiving on purchase order issues.
- Responsible for an effective internal control system over cash and other organizations assets.

### **Financial Duties**

- Drives effective decision support processes to analyze proposed investments, effectively allocate capital and negotiate favorable vendor contracts/terms.
- As part of the business management team proactively guide, challenge, and consult the business towards economics decision making and value generation.
- Leads dedicated finance management team members to provide operational services to each management team including: understanding and aligning finance objectives with operational goals.
- Participates with Finance Management in customer councils to define FP & A services, service level agreements and interaction models to ensure the highest possible value is delivered to the Business Partner.
- Provides the business with in-depth analytics, competitive analysis, and peer benchmarking and predictive analysis to drive business growth.
- Serves as a trusted financial advisor for the business unit, including being the primary liaison between the business and Shared Service functional teams and other Finance Divisions.

### **Financial Management**

- Oversees the financial modules of the ERP system, including appropriate internal controls and standards in coordination with the Financial Systems team.
- Partners with Financial Systems teams to identify optimal tools and technologies to produce and streamline processes and reporting.
- Participates with Senior Leadership and other Finance Division teams in development of guidelines for financial and capital planning, and deploys enterprise-wide methodology and standards for forecasting and reporting for the business areas assigned.
- Responsible for incorporating strategic initiatives and financial goals into the operating and capital forecast for business areas assigned.

## **Financial Reporting**

- Assists in preparation of assigned areas for tax reporting.
- Ensures appropriate internal controls are in place for all financial processes assigned.
- Manages the relationship with the external auditors.
- Provide oversight of the preparation and submission to regulatory agencies of federal, state, and local tax returns for all BayCare entities and affiliates. These include, but are not limited to, Forms 990, 199, 1099, K-1s, as well as sales tax, welfare exemptions for property taxes, and unclaimed property filings.
- Overall responsibility for the issuance of the audited and interim financial statements for BayCare and JOA members to ensure timeliness, accuracy and GAAP.
- Oversees the annual benefit plan audit and annual A-133 Audits.
- Oversees the annual financial statement audit plan and audit, working in collaboration with the other finance divisions.
- Oversees the accounting policies and procedures for BayCare, including areas not directly responsible for.
- Oversees the analysis of accounting rules to assess the impact to BayCare as well as implementation, if applicable.
- Oversees the preparation of the monthly financial statements to ensure accuracy, timeliness and compliance with GAAP.
- Provides accurate and timely reporting for any external filings.

## **Financial Leadership**

- Leads a high-performance team, establishing clear goals, opportunities and career trajectories for team members assigned.
- Supports the VP BayCare Finance and performs other duties assigned.
- Serve as a financial consultant to the business areas assigned regarding economical use of the organization's resources, ensuring adherence to the organization's financial goals, and to promote an understanding and appropriate utilization of monthly financial reports.
- Provides effective oral and written communications; keeps managers and employees informed.
- Maintains effective personnel administration within the department to achieve maximum productivity; ensure adherence to personnel policies and procedures.
- Plan and coordinate the selection, training, evaluation, and assignment of department personnel to facilitate the productive and efficient use of human resources. Recommend changes to department staffing based on changing needs.
- Maintain databases and reports for the required financial information systems. Ensure that all systems are kept up-to-date with upgrades and enhancements. Work with other departments to ensure their understanding of all products' capabilities and strive to assist them in their data requirements.

## Goals and Objectives

The System Director of Finance & Accounting is expected to accomplish several key objectives within the first 12 to 18 months.

- Gain the confidence and trust of the senior leadership team within BayCare Health System.
- Develop positive professional relationships and earn the reputation as a credible and respected member of the financial services management team within BayCare.
- Gain a solid understanding of the culture and operational strategies of BayCare.
- Examine all departmental services (AP/Payroll/Financial Statements/Metrics Reporting) in terms of processes, practices, and procedures. Develop a plan to modernize and deploy the use of technology/software to maximize efficiency and effectiveness of all services and activities. Ensure that these are on par with industry best practices.
- Put into place enhancements to improve the timeliness of monthly, quarterly, and year end reports. Ensure these reports are highly accurate (error-free) and meet industry best practices in terms of timeliness of the close process.
- Review - redesign if necessary - and implement procedures and systems that are needed to maintain a highly efficient department.

## Candidate Qualifications

### Education/Certification

- Bachelors of Science in Accounting/Finance required.
- Masters in Business, Accounting or related field is strongly preferred.
- Certification as a CPA is required.

### Knowledge and Work Experience

- Minimum of 13 years of accounting and finance experience in a hospital or health system; seven years of management experience. Shown leadership experience in a shared service matrix environment required. Candidates with significant experience in a public accounting firm/consulting company or related corporate experience will also be considered.
- Expert knowledge of general ledger, accounts payable process, payroll and tax.
- Strong working knowledge of generally accepted accounting principles, cost accounting principles, payroll process and Federal and State regulations pertaining to the healthcare industry.
- Candidates with experience in an organization, where patient/customer satisfaction is considered a very high priority and a part of the culture is essential.
- Demonstrated success in managing the financial functions utilizing technology (financial and statistical reporting, operations analysis, and data integrity) required to support the growth of a large hospital or multi-hospital system.

- A history of innovation in organization development, team development, and in developing solutions to support a user driven environment.
- Experience in presenting information to senior leadership, management, and employee groups is a must.
- Must be comfortable in leading the relationship with auditing agency and the annual audit process. Ideally, this person will have a history of no audit adjustments with regard to their past audit processes.

### Leadership Skills and Competencies

- Possess superior interpersonal qualities and the demeanor and style to quickly establish credibility in the organization.
- Someone who is energetic, enjoys working with people at all levels of the organization, and has a good sense of humor.
- An individual of unquestioned integrity and moral character; an individual the organization can trust without reservation to represent the values of the organization.
- A creative and 'can-do' problem solver with the willingness to take the initiative in leading change as well as the ability to effectively manage change.
- An uncompromising commitment to the value of staff involvement in decision-making and finding solutions to future challenges.
- Strong interpersonal skills; can work with individuals at all levels of the organization from entry-level staff to the executive suite, and board members.
- He/she will be someone who has a high level of 'personal ownership' in the future success of the hospital/system in which they belong.
- Willingness to address tough issues, one who possesses good judgment and common sense, and the ability to act decisively at the right time. Ability to persuade others, develop consensus, influence outcome and stay the course.
- Adjectives and phrases that describe the successful candidate for this position are: up-front, honest/straight-forward, good sense of humor, approachable, positive and 'can-do' style, and is energized by improving the working environment for employees.

## BayCare Leadership Essentials

**These competencies are universally required of any leadership role at BayCare.**

### Engage

Communicator: Communicates consistently and transparently...early and often. Seeks to understand the needs, feelings and capabilities of others. Is tactful, honest, and treats others with **respect**.

- Presents information and ideas clearly, succinctly, and transparently
- Builds **trust** by demonstrating active listening skills and encouraging an open exchange of ideas
- Maintains self-control and preserves **dignity** of others during all interactions
- Ensures understanding, commitment and alignment to system, team and individual goals
- Closes the feedback loop and uses reflective listening to ensure understanding and commitment

Talent Developer: Motivates and guides others to reaching personal and organizational goals. Coaches, mentors, and challenges in a way that inspires people to reach their full potential.

- Demonstrates a track record of recruiting and retaining top talent
- Connects team members to meaningful opportunities for career enhancement
- Promotes team member empowerment and autonomy through **trust** and delegation
- Provides stretch assignments that build capability and confidence
- Creates individualized development plans that build the talent pipeline

Emotional Intelligence: Creates positive relationships that foster a healthy and fun environment for Team Members to work, Physicians to practice and for consumers to engage with our services.

- Demonstrates self-awareness of behavioral strengths and short comings
- Fosters **trust** by being open, honest, and vulnerable
- Sustains **respectful** relationships by understanding own and others' emotions and behaviors
- Is fair, considerate, and tactful with colleagues, consumers and Team Members
- Reads situations and dynamics accurately and works to bring about harmony and productive outcomes

### Deliver

Collaborator: Works with teams to deliver on our vision and shared goals. Finds common ground with a wide range of stakeholders. Seeks the mutually beneficial solution for all constituencies including our consumers.

- Mobilizes teams to action while removing organizational barriers
- Models collaboration and teamwork to promote "*One BayCare*"

- Creates an inclusive environment promoting cross-functional ownership in decision making to build consensus and stimulate commitment
- Understands and artfully navigates our highly matrixed structure
- Encourages ideas from others and engage in shared decision making

Catalyst for Change: Adapt, evolve and transform through thoughtful experimentation and continuous learning. Seek out opportunities within change to differentiate BayCare from its competition and offer the highest level of value for our consumers.

- Remains agile and flexible while anticipating future trends/opportunities
- Fosters an environment of innovation, implementation and sustainability
- Stays current in knowledge and skills while possessing the learning agility to develop new capabilities
- Embraces the reality of constant industry change and uses it as an opportunity to mobilize and inspire
- Disrupts the status quo with new perspectives, thoughts and creative ideas

Results Driven: Leads by setting challenging goals and aligning Team Members to them. Owns and delivers results. Tracks and validates accomplishments using appropriate metrics.

- Takes personal **responsibility** and accountability for failures and successes and learns from both in equal measure
- Demonstrates a firm understanding of the business of healthcare and delivers against established service, outcome and cost targets
- Embraces thoughtful risk-taking to discover solutions that advance BayCare's Mission and Vision
- Develops new approaches that lead to value creation and efficiency
- Identifies and integrates relevant data to drive BayCare's operational **excellence**

# The Community

## Tampa Bay

Tampa Bay is a vibrant waterfront area on Florida's beautiful West Coast and offers a unique blend of urban excitement set in natural surroundings earning its top ranking as one of America's Best Places to Live and Work.

Tampa Bay consists of Hillsborough, Pinellas, Pasco and Hernando counties. With just over 4.2 million people, the Tampa Bay Metropolitan Statistical Area is the largest in Florida, the second largest in the Southeast and the 19th largest in the nation. It is also the largest seaport in the U.S.



The area also has a healthy mix of technology, financial, insurance and real estate firms, manufacturing, and warehousing and distribution. The Tampa Bay area has developed a "super" region dedicated to becoming a national focus for high technology firms. The result of cooperation between central Florida's leaders in academia, the private sector, economic development and government agencies from 13 counties from

the Gulf Coast to the Space Coast is the Florida High Tech Corridor, home to 3,000-plus high-tech companies. Tampa Bay is ranked number one in Florida for high tech jobs.

Tampa Bay scored highest in climate, recreation, leisure resources and education. The area's 19 universities and colleges (including the University of South Florida, one of the largest universities in the Southeast) and 70 vocational schools play an important role in training the highly skilled workforce needed by the growing number of high-tech firms.



The Tampa Bay area offers numerous indoor and outdoor recreational activities to its residents as well as its tourists. In addition to the soft sands of Pinellas County beaches, area attractions include: theme parks and aquariums; cruises, fishing boats and charters; art, historical and architectural museums; art galleries, fairs and festivals; a waterfront convention center; and, numerous state parks, animal sanctuaries, and nature preserves.

Situated in a semi-tropical climate, Tampa Bay enjoys nearly ideal weather the year around. The average winter temperature is 62.5 degrees Fahrenheit and the average summer temperature is 81.4 degrees Fahrenheit. Year-round average rainfall totals 46.7 inches.

The region features a highly developed infrastructure with a network of road, air, water and rail transportation. It also boasts a multilingual, highly trained workforce supported by outstanding educational institutions. With a low cost of living, no state income tax and affordable housing, health care and groceries, there's no shortage of people who want to live and work here.

Tampa Bay is home to three professional sports teams: the Tampa Bay Buccaneers NFL team, the Tampa Bay Rays MLB team and the reigning NHL Eastern Conference Champion Tampa Bay Lightning.

Additionally, Tampa Bay has earned an outstanding reputation as an ideal location for big events, having previously hosted four Super Bowls including Super Bowl XLIII in 2009. Most recently Tampa has been home to the 2009 NCAA Women's Volleyball Championship, 2009 SEC Men's Basketball Tournament, 2008 NCAA Women's Final Four, 2008 – 2009 ACC Football Championship, and the 2007 ACC Men's Basketball Tournament.

Additional information on the area may be located by accessing the following web sites:

Tampa Bay, Florida [www.visittampabay.com](http://www.visittampabay.com)

Clearwater, Florida [www.clearwaterflorida.org](http://www.clearwaterflorida.org)

St. Petersburg, Florida [www.stpete.com](http://www.stpete.com)

Dunedin, Florida [www.dunedin-fl.com](http://www.dunedin-fl.com)



## Procedure for Candidacy

Nominations and resumes should be submitted in confidence to the BayCare Health System Director of Finance and Accounting search team of David Boggs and April Allen:

[BayCareDirFinance@wkadvisors.com](mailto:BayCareDirFinance@wkadvisors.com)

The search process is underway and will continue until the position is filled.

The material presented in this position should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from BayCare Health System documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

*BayCare Health System values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

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