



LEADERSHIP PROFILE

Mosaic Life Care

Vice President, Finance



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Organization Overview

Mosaic Life Care is a physician-led health care company, re-imagined. We are dedicated to not only treating you when you are sick, but also to keeping you healthy. We are connected to the hearts, minds, and spirits of our patients and want to help them become the healthiest version of themselves. We do not just treat diseases and conditions, we improve lives.

Medical Center, Clinical Facilities

- Service area comprised of 23 counties in northwest Missouri, northeast Kansas, and southeast Nebraska.
- Only tertiary hospital between Kansas City, MO. and Omaha, NE.
- Medical Center (352 licensed beds – Level II trauma) in St. Joseph, MO.
- LTACH (40 licensed beds) in St. Joseph, MO.
- Northwest Medical Center (25-licensed bed – critical access hospital) in Albany, MO.
- More than 60 area clinical facilities offering urgent, specialty (including oncology) and primary care.
- Region's largest employer with 3,900 caregivers.
- Member of the Mayo Clinic Care Network.

Community Benefit

- Goal of 10 percent of revenue committed to community benefit.
- Provided more than \$50M in net community benefit expense in FY17
- Foundation created to provide opportunities for healthier, more livable communities by investing in our youth, schools, and community empowerment.
- More than 60 programs and initiatives focused on improving population health and community benefit including assisting more than 15,000 area residents lose more than 100,000 pounds and teaching elementary school students to make healthy choices.
- The 2009 Foster G. McGaw Prize recipient — one of the most respected community service honors in health care.

ACO and Population Health

- One of only two in the nation who achieved shared savings while assuming both upside and downside risk reducing cost per Medicare beneficiary, per month, by six percent.
- Nearly 10 years of population success data of providing high quality care while controlling and reducing costs.
- Robust electronic medical record capability rated at Healthcare Information and Management Systems Society (HIMSS) Stage 6, as well as an innovative patient portal improving health-care engagement and access.
- Redefining what population health looks like in the future for our regional market.

MPact Health

Mosaic Life Care, Mercy, and University of Missouri Health Care formed a multi-state provider network called MPact Health. It is a new health care collaborative that is structured to allow members to work together as equal partners on common goals while enabling each health system to serve the health care needs of its communities and preserve its independence and unique identity. MPact Health is focused on what consumers want and need: low cost, high quality and high satisfaction, now and in the future. To meet that goal, the three health systems will work together to share best practices in business, clinical and operational practices. The work of the network will be conducted by task forces comprised of leaders and physicians from each health system.

Combined, St. Louis-based Mercy, St. Joseph-based Mosaic Life Care and Columbia-based MU Health Care have more than 5,600 hospital beds, more than 47,000 employees and approximately 3,000 employed and affiliated physicians. The health systems serve patients in urban and rural areas of Missouri and surrounding states.

MPact Health is governed by two boards. The MPact Health board provides strategic direction, oversees partnerships and affiliations, and provides the business structure for the CIN. The CIN Board governs quality improvement, clinical integration, best practice, Chapter performance, insurance strategy and is the contracting entity for the enterprise. Dirck Clark of Kansas City, formerly Chief Strategy Officer for Mosaic Life Care, was named President of MPact Health.

Vision, Mission, and Values

Vision

To transform community health by being a life-care innovator focused on patients, value, and quality

Mission

To improve population health outcomes in our region by providing the right care, at the right time, place, and cost

Values

Our value statement is that the needs of our patient come first. Our vision and mission will be achieved through exercise of our core values:

- Sacred Trust
- Servant's Heart
- Respect
- Honesty
- Compassion
- Integrity
- Healing

System Awards and Recognition

Mosaic Life Care constantly measures its performance against other regional and national hospitals and organizations to ensure the best possible care is provided to its patients and quality is demonstrated in all aspects of health care delivery.

Mosaic Life Care has been awarded and recognized for many outstanding achievements, including but not limited to:

Mosaic Life Care, formerly Heartland Regional Medical Center, is a recipient of the **Healthgrades** 2018 America's 50 Best Hospitals Award™. The distinction places Mosaic Life Care at St. Joseph in the top 1% of more than 4,500 hospitals assessed nationwide, for its consistent, year-over-year superior clinical performance as measured by Healthgrades, the leading online resource for comprehensive information about physicians and hospitals. Mosaic Life Care is the only hospital in the state of Missouri that received the America's 50 Best Hospitals Award™.

Mosaic Life Care announced that it is a recipient of the **Healthgrades** 2018 Patient Safety Excellence Award™, a designation that recognizes superior performance of hospitals that have prevented the occurrence of serious, potentially avoidable complications for patients during hospital stays.

Becker's Hospital Review recently published the 2018 edition of its list of "100 Great Community Hospitals" and Mosaic made the list. Hospitals were chosen based on analysis of key awards, rankings and certifications in addition to the hospital's reputation for leadership and innovation. It is a testament to all of our caregivers for the outstanding care they provide each and every day. They are truly making a difference in the lives of those we serve.

BECKER'S
Hospital Review

In 2017, **Truven Health Analytics**™, a leading provider of data-driven analytics and solutions to improve the cost and quality of health care, included Mosaic Life Care in its 100 Top Hospitals® list for the third year in a row. The Truven Health 100 Top Hospitals is the most comprehensive, academically driven study of its kind. It evaluates clinical and operational performance in 11 areas, addressing: inpatient mortality; 30-day mortality rate; complications; core measures; 30-day risk-adjusted readmission rate; severity-adjusted average length of stay; mean emergency room throughput; inpatient expense per discharge; Medicare spend per beneficiary; adjusted operating profit margin; and Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) score (patient rating of overall hospital performance).



Heartland Health/Mosaic Life Care was also named to the 2017, 2015 and 2013 "**Most Wired**" Hospitals list by H&HN (Hospitals & Health Networks) Magazine. This honor recognizes the innovative improvement and quality of Heartland Health's information technology network.

Mosaic Life Care received a five-star rating from **The Centers for Medicare & Medicaid Services** (CMS) Overall Hospital Quality Star Rating, which was released December of 2016. Star ratings were assigned to 3,629 hospitals across the United States. Only 83 hospitals were awarded a five-star overall hospital quality rating on CMS' Hospital Compare website. Mosaic Life Care is the only five-star hospital in Missouri.

Heartland Health/Mosaic Life Care has been named in 2013, 2014, and 2015 as a **Top Performer on Key Quality Measures®** by **The Joint Commission**, the leading accreditor of health-care organizations in America. Heartland Health/Mosaic Life Care was also recognized for exemplary performance in using evidence-based clinical processes that are shown to improve care for certain conditions such as acute myocardial infarction (AMI), heart failure (HF), pneumonia and surgical care improvement project (SCIP).



Heartland Health/Mosaic Life Care has been named for several years as one of the **Top 100 Privately Held Companies** by Ingram's magazine.



Mosaic Life Care was given an **"A" rating by The Leapfrog Group in 2015, 2014, and 2013**. The Leapfrog Hospital Survey is the Gold standard for comparing hospitals' performance on the national standards of safety, quality and efficiency that are most relevant to consumers and purchasers of care. Grades are given to hospitals

based on their overall performance in keeping patients safe from preventable harm and medical errors. The grades are derived from expert analysis of publicly available data using 28 evidence-based national measures of hospital safety.

Mosaic Life Care was recognized as one of Becker's Hospital Review's **"100 Accountable Care Organizations to Know (2015 and 2013)**." This list includes Medicare and commercial ACOs, the majority of which are led by hospitals or health systems. ACOs were selected for inclusion based on the number of physicians involved and lives covered, as well as the lifespan of the ACO, whether it has multi-payer arrangements and whether it recently struck new agreements with payers.

In addition, the organization was named **Integrated Health Value-Based Health Corporate Winner** by the Institute for Health and Productivity Management (IHPM) – As only one of five selected to receive this prestigious honor based upon the outstanding integrated health and productivity model achieved by the organization over a sustainable period of time.

Truven Health Analytics, a leading provider of data-driven analytics and solutions to improve the cost and quality of health care, included Mosaic Life Care in its **100 Top Hospitals** list in 2016 and 2015. The Truven Health 100 Top Hospitals study identifies hospitals and leadership teams who provide the highest level of value to their communities, based on a national balanced scorecard.



Mosaic Life Care, President and CEO Mark Laney, MD and Mosaic Life Care caregivers made the trip to Washington, D.C., to receive the 2009 Malcolm Baldrige National Quality Award. This prestigious award is the nation's highest presidential honor awarded to organizations for quality and organizational performance excellence.

For more information on Mosaic Life Care, please visit www.mymosaiclifecare.org.

Position Summary

The Vice President, Finance is a newly restructured role that provides vision and leadership to maximize Mosaic Life Care's financial performance by establishing financial policies, procedures, controls and reporting systems. This individual works with leaders and caregivers (term used for all employees) across the system to improve financial understanding, resolve issues, and educate and strive for continual process improvements. The VP, Finance facilitates preparation and insures completion of capital budgets, operating budgets and forecasts, and various financial analyses and reporting. This position conducts long-term financial projections including partnering with operations to assist in the development of operating plans that support the long range financial plan. The VP, Finance is responsible for decision support related functions, but not limited to, financial reporting (daily indicators, service lines, productivity, financial analysis presentations, etc) as well as cost accounting quality, integrity, and enhancing the underlying processes. This position has functional responsibility for integrating the work of the Vice President, Controller into various financial reporting and analysis.

In addition, the VP, Finance will work in cooperation and in a consultative manner with the senior leadership/management, medical staff, and ancillary/support/clinical areas, in the organization's decision-making structures and processes. This key leader will provide analytics around financial objectives and policies to maximize return on Mosaic Life Care's financial assets and be very involved in the support of day-to-day operations where needed.

The VP, Finance accomplishes this through highly effective relationships with direct reports, caregivers, peers, medical staff, officers, presidents/administrators, regulators, vendors and consultants. All functional initiatives are carried out in alignment with Mosaic Life Care's Mission/Vision/Values and Strategic Priorities.

The Vice President, Finance will report directly to the Chief Financial Officer for Mosaic Life Care and will lead a team of 16 professionals. Reporting directly to the VP are the following:

- Director of Decision Support
- Director of Financial Planning & Analysis

Behavioral Competencies

Demonstrates effective and ethical leadership at all times—contributes to creating a positive culture that that embodies servant leadership and positive patient experiences. Serves as a role model for HEART behaviors as defined in the RESPECT *Counts* document.

H – Hear: Listens to the voice of the customer.

E – Excellence: Invests in doing the right thing right. Values the pursuit of life-long learning.

A – Appearance: Creates a positive impression in personal appearance and in the facility.

R – Responsibility: Complies with organizational and industry standards and regulations.

T – Teamwork: Collaborates with others.

Below are Key Duties and Responsibilities:

- Serves as an advisor to the Chief Financial Officer. This individual articulates a vision for the future direction of the responsible departments and assures that every decision made advances the department toward that vision. This leader is knowledgeable of national trends and applies this knowledge to benefit the organization; anticipates changes that will be required to realize the vision; and guides transformation in a systematic, inspirational manner.
- Develops and oversees budgets that conform to the strategic and financial plans of the hospital and health system. Verifies the integrity of the operating budget by measuring, projecting and analyzing variances and recommending appropriate action to senior leadership.
- Develops ways to grow and expand the services of the department--assuring an appropriate combination of programs and services to meet the continuum of care needs for the regional service area. The VP, Finance is a thought leader and expert regarding his or her area and contributes to the annual strategic planning discussion.
- Provide analytics for strategic financial and capital decision making. Analyze strategic options and lead ROI analysis advising the CFO and other senior leadership on best strategic and financial direction.
- Builds highly effective partnerships with key stakeholders of the organization. The VP, Finance works with peers, executives, medical staff, organizational leaders and caregivers in staff functions such as human resources, project management, quality, risk management, marketing and communications and technology services to accomplish finance area goals.
- Develops trusted relationships with vendors and consultants to support service line initiatives. This is accomplished through a combination of pro-active rounding approaches and informal relationship building.
- Accomplishes his or her goals through effective selection, development and coaching of the leadership team. The VP, Finance continually seeks and applies best practice approaches in providing feedback through formal semi-annual and annual performance reviews and regular informal conversations.
- Uses critical conversations techniques to retain and grow high performers; to provide clarity and development for middle performers; and to improve or deselect low performers, and advocates the use of this approach to assure consistency of development and improvement of front-line caregivers.
- Leads, administers and improves all aspects related to performance outcomes for the finance areas assuring achievement of top performance in quality of financial reporting and stakeholder satisfaction.
- Collaborates with organizational leaders to establish annual and ongoing measures of financial performance and assures alignment to the organizational balanced scorecard measures.

- Engages direct report leaders, front-line caregivers and medical staff in understanding, prioritizing and deploying best practice performance improvement methodologies to assure top performance outcomes.
- Responsible for developing and monitoring accurate financial reporting in a timely manner to meet organizational needs. The VP, Finance is expected to perform quality checks of key reports to ensure a greater level of accuracy prior to information being reported to the organization, executives, and governing bodies.
- Works with financial analysts and decision support personnel to create and monitor operational, capital, and long-range financial plans. The VP, Finance is responsible for leading those system processes, including continual process improvement as well as the reporting, as needed.
- Responsible for educating organizational leaders on the financial plans and enhancing the overall credibility and engagement in the processes. The VP, Finance will be required to present and be engaged in numerous executive and governing body level discussions and expected to clearly understand the processes and the relevant details to present in a credible manner.
- Continually gathers information from a variety of sources to identify critical issues/problems and to develop breakthrough solutions. This leader continually seeks knowledge related to best practice, evidence-based leadership approaches and engages others through teaching, feedback and encouragement.
- Participates on a variety of multi-disciplinary, cross-functional teams and committees to represent the finance area and to contribute to the broader organizational outcomes. The VP, Finance is expected to spend time to strategically anticipate organizational and CFO needs.

Goals and Objectives

During the first 12 to 18 months of his/her tenure, the Vice President, Finance will be expected to achieve the following:

- Earn the trust and establish credibility among the employees, Senior Leadership Team, and medical staff within Mosaic Life Care.
- Gain a solid understanding of the current operating and capital budgeting processes as well as the long range planning process within the system. Evaluate current practices and institute improvements to ensure that the process is as accurate as possible, involves as much input from the departmental level as possible, and is as efficient as possible.
- Is seen by key leadership, management staff, and physicians as one who is knowledgeable about the issues important to them and one with whom they can partner. Will have assisted executive leadership in the development of financial strategic plan.
- Identify opportunities to improve efficiency with the use of technology and other performance improvement initiatives.

- Assess and gain a solid understanding of what the organization's gaps and key needs are from a decision support, financial planning, and analytics perspective. Put into place a plan and structure to build an effective team to meet those needs.
- Evaluate, synthesize and maximize data and analytics for short/long term strategic financial decision making.
- Establish strong collaborative relationships with fellow departmental Vice Presidents. Specifically, this positions relationship with the Vice President, Controller will be critical in the long-term success of the department/organization.

Candidate Qualifications

The section below outlines the qualifications and selection criteria for the ideal candidate for the VP, Finance position.

Education/Certification

- Bachelor's degree in finance, accounting, administration or related field is required.
- Master's degree in healthcare administration, business, finance, accounting, or related field is required.
- A CPA is also preferred.

Knowledge and Work Experience

- Ten years of relevant experience with increasing responsibility and exposure to integrated health systems. Comprehensive background in financial analysis and specific experience in techniques relating to cash flow, return on investment and cost/benefit relationships.
- Development/deployment of initiatives that accomplish annual goals, with ability to articulate these goals and their alignment to the overall strategy of the organization.
- Proven record of developing and implementing strategic plans and the ability to translate those plans into action to achieve the goals of the organization.
- Demonstrates passion and successful record of process and performance improvement. Understands how to drive change.
- A history of innovation in organizational development, team development, and in developing solutions to support a data driven environment.
- Strong record of selection, development, and retention of high-performing leaders and/or caregivers. Understands how to create a culture of learning.
- Ability to work effectively and collaboratively with diverse constituents. Manages associated conflict and competing priorities in a diplomatic, non-defensive manner.
- Demonstrates ability to present to executive committees and the Board of Directors.
- Broad-based experience in all aspects of managing an organization, including finance; information systems; program, service or business development; communications and marketing; and caregiver relations.
- 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 hospital or multi-hospital system.
- Has been part of an organization that implemented an organizational transformation.
- Ability to create a vision and unite stakeholders around that vision.
- Understands disciplines of evidence-based leadership, including rounding; use of leadership evaluation management systems; effective formal and informal feedback; and other systematic management approaches.
- Understands the regulatory environment.

Leadership and Competencies

- 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 but also a keen balance between delegation and hands on involvement.
- Strong verbal and written communication skills, in order to effectively discuss financial issues and performance and to foster culture of the growing health system.
- Strong leadership/influencing skills are required with the ability to work effectively within a system and influence others and achieve results.
- A personal presence which is characterized by a sense of honesty, integrity and caring with the ability to inspire and motivate.
- A collaborative team player who appreciates and values total transparency. While freely and openly sharing information with others, he/she will also seek and share opinions with others. This individual will be flexible, accept feedback and input from others, and will be seen as thoughtful with an open style. He/She will be one who can build trusting partnerships with the executive leadership and others.
- The VP, Finance will be one who is visible throughout the organization, not one to manage from his/her office.
- The VP, Finance navigates through difficult, abstract, and complex situations—helping to resolve ambiguity and inspire others to their best performance.
- The VP, Finance will have an entrepreneurial spirit, be innovative, nimble and possess resiliency during challenging situations.

The Vice President, Finance is a critical role within the organization and key to the success of the CFO. The following provides additional clarity to the candidate above and beyond the job description to minimize any miscommunication and enhance the likelihood of success. These are tasks and/or responsibilities where delegation is done on a limited basis and for the less sensitive aspects of the various areas. These are tasks that require completing with more strategy, thought processing, and excellence and where the risk of not being successful is too high to not have our VP, Finance highly engaged.

- To provide clear, concise, timely and solid recommendations/solutions to challenges/problems that present themselves and understand the detail enough to speak with clarity and confidence regarding the recommendations/solutions.
- To act decisively in the best interests of the organization based on an understanding with enough detail to support the likelihood of a favorable outcome.
- To provide clear, concise, timely communication in vision setting to leadership and staff.
- To take personal accountability for delivering results as a top priority with minimal mistakes/errors in tasks and judgment as would generally be acceptable for a VP.

- To be an organizational expert and resource in healthcare finance and add value through being a strategic resource to the CFO and operations. To maintain or improve upon that level of expertise and accountability.
- To maintain a high level of credibility with organization's senior leadership team and governing body by providing timely and accurate information presented in a concise and professional manner.
- To be able to communicate the financial "story" throughout the organization to engage leaders at all levels while maintaining a solid understanding of the details that helped to develop the "story".
- To develop, maintain, and improve internal controls as they relate to the organization's financial planning and analysis (including decision support). To embed a fundamental approach to reliance on processes throughout the planning processes.
- To improve the timeliness, accuracy, and quality of the organization's financial reporting as it relates to financial planning and analysis (including decision support).
- To develop a plan to learn and assume remaining VP Finance responsibilities from CFO in a timely and agreeable manner.
- To be able to work with both concrete and abstract information and produce a high-quality work product. Including enough understanding of the details to ensure the work product prepared by team is completed with a high degree of accuracy.
- To anticipate the needs and, at times, communicate that there is a need to the CFO regarding the various aspects of finances of the organization.
- Financial analysis and reporting related to the monthly financial information. This is to include communication throughout the organization and finance committee and board. This also includes Service lines, Monthly financial forecasts, MD&A, MOR, etc.
- Capital committee process, including annual capital prioritization. Including the integrity and close management of the adherence to the process, process improvements, reporting to executives, as well as finance committee and board reporting. This includes leading the financial reporting and tracking at the internal "PRAC" committee related to the capital in conjunction with the organizational non-capital requests being led by the VP Project Management.
- Long range financial planning process. Including the integrity and close management of the adherence to the process, process improvements, reporting to executives, as well as finance committee and board reporting. In addition, the clear communication and tracking of agreed upon strategic initiatives. These include assisting leaders in the organization with a greater understanding of how the VP Finance plans to track, report, consequences of decisions they may make, and ultimately presenting information with a high degree of credibility and certainty.

- Finance Committee/Board of Trustee reporting- This would include reviewing any presentation and validating that the financial information being presented is indeed accurate, considering unintended consequences, and helping leaders understand their financial implications of their presentation. This would also include supporting the CFO or organizational leaders in presenting complex financial information in a summarized manner.
- Annual budget process as it related to incorporating the strategic initiatives, managing the divisions and communicating with leaders as to their operational targets, goals, etc and helping to develop key estimates. This is in addition to maintaining a close enough monitoring to ensure the integrity of the process is being maintained and that the output reporting is of a high degree of quality. This includes understanding the details enough to discuss at meetings with fellow leaders or executives including discussions around risk, opportunities, and sensitivities of certain changes in the budget.
- Be a key member of the senior leadership team of the organization by being able to quickly tie in and communicate the impact of certain financial decisions on the various aspects of the organization (margin, days cash, covenants, ratings, etc). Be a strategic thought leader from a finance perspective and valuable partner with operations. This includes strong relationships with operational executives. This also includes assisting the organization and its leaders in managing organizational risk.
- Enhance CFO division and overall organizational credibility by consistently producing a high-quality product and taking on a high degree of accountability for the financial information being presented.

Procedure for Candidacy

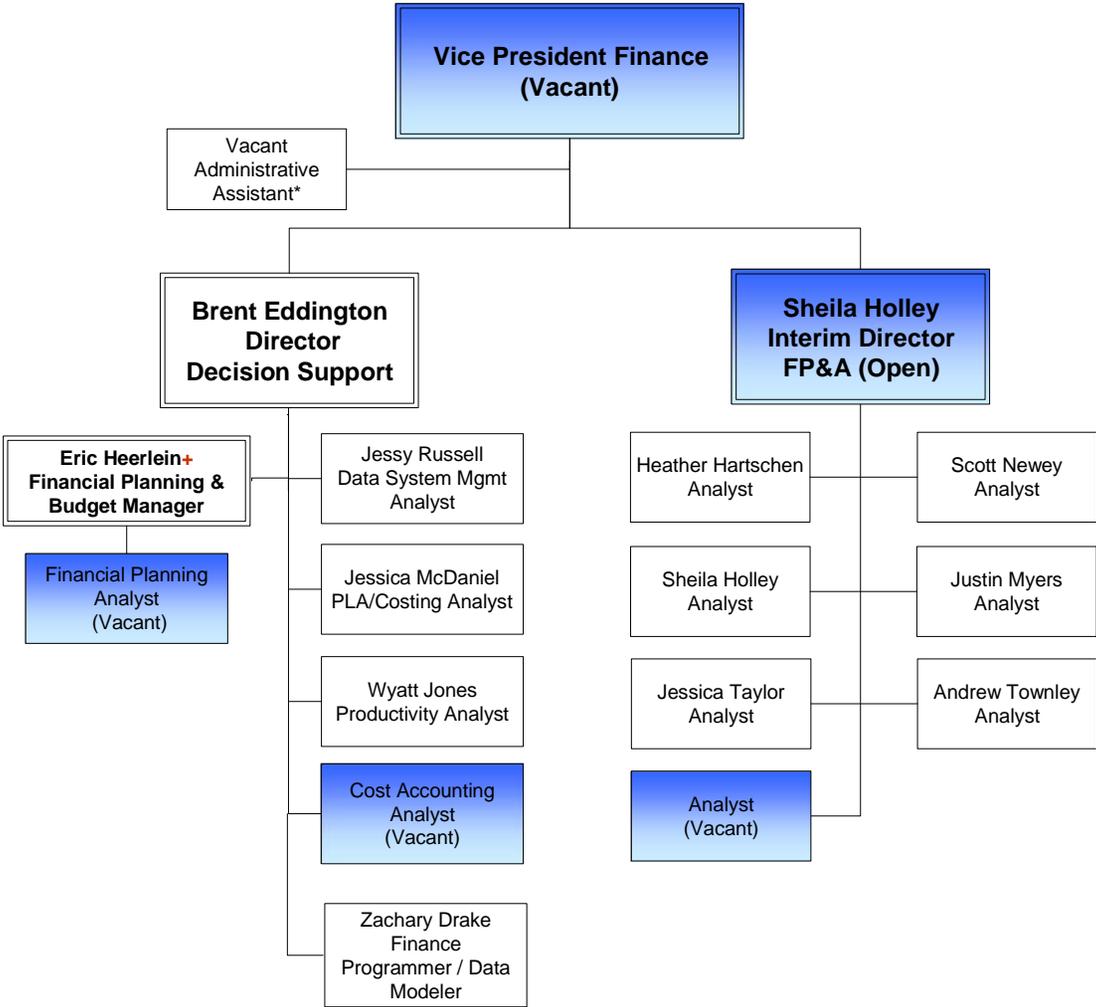
Please direct all nominations and resumes to Diane Smith or Kyle Wiederhold, preferably via e-mail, to:

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It is Mosaic's policy to recruit, hire, pay, train, and promote individuals, as well as administer any and all personnel activities, without regard to race, color, religion, age, gender, national origin or ancestry, marital status, military/veteran status, or status as a qualified individual with a disability, in accordance with applicable laws. Mosaic will not tolerate any unlawful discrimination and any such conduct is prohibited.

Organization Chart



Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life.

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