

Confluence Health

Chief Financial Officer | Leadership Profile



Purpose: This summary is intended to provide information about Confluence Health and the position of Chief Financial Officer. It is designed to assist qualified individuals in assessing their interest.



Our History: The origins of Central Washington Hospital date to the early 1900s with the establishment of Central Washington Deaconess Hospital and St. Anthony's Hospital. The two organizations merged in 1974 to form Central Washington

Health Services Association. The St. Anthony's facility was renamed Rosewood Hospital in 1974 and the facilities combined their operations at the remodeled and expanded Rosewood Hospital site under the name Central Washington Hospital.

Dr. L.M. Mares, Dr. A.G. Haug and Dr. L.S. Smith founded the Wenatchee Valley Clinic in 1940. Their philosophy was that patients were best served when they had easy access to other specialists under the same roof.

In 2012, the two organizations began the process of affiliating, which was finalized in July 2013. Collectively known as Confluence Health, our affiliation allows us to offer a full range of inpatient and outpatient health care services and cutting-edge technology.



Today Confluence Health still has the best interest of our patients at heart; we're just larger and able to take care of more of them. In fact, with a full range of healthcare services and cutting-edge technology, we've got North Central Washington covered with a rural healthcare delivery system second to none.

Our founders recognized that a regional patient base was required to support specialty care in a rural environment, but even they didn't envision a comprehensive healthcare delivery system encompassing a region of roughly 12,000 square miles. Today over 60 percent of our business comes from outside the greater Wenatchee area, and our

specialists drive over 130,000 miles annually to provide outreach to clinics in North Central Washington communities.

Confluence Health is a strong believer in being a corporate good neighbor and is generous in its contributions to local community organizations—including matching employee and physician contributions to various community foundations.

Our Affiliated Physicians: The Wenatchee Valley Medical Group has a rich and deep history of bringing primary care services and specialty care medical services to North Central Washington. WVMG and Confluence Health are inseparable organizations with historical ties and a commitment to meet the Mission and realize the Vision of each organization collaboratively. Our futures are completely linked, and mutual success is seen as the only acceptable outcome. WVMG Physicians are the clinical leaders of Confluence Health and fully share in the administrative leadership responsibilities of the health care system.



Our Mission: We are dedicated to improving our patients' health by providing safe, high-quality care in a compassionate and cost-effective manner.

Our Vision: To become the highest value rural healthcare system in the nation that improves health, quality of life, and is a source of pride to those who work here.

Our Foundation: Confluence Health defines, measures and communicates what success means by using four strategic pillars of success:

- Culture of Safety and Value
- Regional Relationships
- Financial Stability
- Continuous Improvement

These pillars help us evaluate why we are here, what we want to accomplish, how we determine our progress, and how we share that information with our employees, physicians, patients and communities. By using the four pillars as drivers for success, we can motivate and empower our employees in ways never thought possible. In fact, the first Confluence Health policy ever created was our “Speak Up” policy, which was put in place to help promote worker empowerment and facilitate rapid open communication within teams as well as with leadership on events that have actual or potential harm for our patients, staff or visitors.



It all reinforces our management methodology—the Confluence Health Value System (CHVS)—that was developed to take a closer look at the numerous processes throughout our organization, in order to provide high quality care. The system allows the staff to take necessary time and energy to step back and utilize a common set of tools to understand where our improvement opportunities are, and then actually change them for the better. Fostering these changes is made possible through open communication, daily huddle boards, weekly accountability sessions and bi-monthly report outs for employee driven improvement work.

Organization Overview: Confluence Health is a vertically integrated rural healthcare delivery system with two hospitals, multi-specialty care in over 30 services lines, and primary care in 12 communities across North Central Washington. With over 300 physicians and 170 advanced practice clinicians, we serve an area of approximately 12,000 square miles and cover nearly every corner of this region through specialty outreach. We are North Central Washington's largest employer with more than 4,000 employees.



Services We Provide:

- 1,080,487 outpatient visits per year
- 1,261,297 operating room minutes spent annually
- 1,282 newborns delivered
- 14,264 surgeries provided
- 200+ hospital beds
- 47,000+ acute patient days

Confluence Health Financial Performance (in \$000's)

Ratio/Statistic	Audited 2016	Audited 2017	Audited 2018	Budgeted 2019
Total Revenue	\$661,384	\$697,050	\$706,523	\$716,947
Operating Income	\$25,742	\$18,604	\$20,654	\$21,640
Operating Margin	3.90%	2.70%	2.90%	3.00%
Operating EBIDA Margin	7.10%	5.90%	6.40%	6.70%
Debt to Cash Flow (x)	3.6	3.1	3.8	4.5
Cash to Debt	110.60%	129.40%	137%	148.80%
Days Cash On Hand	96.9	102.9	101.5	105.4

The Opportunity: The Chief Financial Officer will be an integral, contributing member of the Confluence Health executive leadership team and will effectively lead the Finance division for the system. Driving financial excellence and performance measures at the system level, collaboratively and respectfully engaging others in advancing initiatives, and partnering with the CEO and senior colleagues on strategic financing and other matters help to define the call for leadership for this unique opportunity. The CFO will foster an atmosphere supporting high performance and personal accountability and will serve as a contributing, strategic and operational leader, further advancing the organization's strategic goal of elevating its culture while also consistently living the values of CH. In addition, the CFO will also be equally responsible for the financial management and success of our affiliated physician group, Wenatchee Valley Medical Group, which co-manages Confluence Health.

This role requires an innovative, technically superb leader who is by nature highly performance-oriented in advancing high quality finance and financial strategy services. The ideal candidate will be a collaborative, communicative, innovative and results-oriented leader. He/she will have a minimum of 10 years of finance management experience, a significant portion of which should be in health system organizations. The CFO is responsible for working with the executive leadership team in implementing system-wide strategy and for planning, organizing, interpreting, and administering system financial policies and all financial operations. In addition, the CFO is responsible for monitoring and assuring the organization achieves its agreed upon performance targets, including but not limited to quality, patient satisfaction and financial goals. The CFO will work closely with the CEO and the executive leadership team in formulation of system goals and in the implementation of financial policies, strategies and objectives. In addition, the CFO will play an active role in support of the Board and Board committees and the Wenatchee Valley Medical Group and its Board; represent the system with regard to outside organizations and various external matters; and oversee other functions and programs as assigned.

The CFO will report directly to Dr. Peter Rutherford, CEO of Confluence Health. The following areas report to the Chief Finance Officer:

- Network Strategies
- Finance
- Revenue Cycle
- Accounting
- Budgeting
- Business Intelligence
- Supply Chain
- Patient Services

Essential Job Functions:

- *Strategic Planning & Leadership:* Works with CH executive team and other leaders across the organization to develop, implement, and maintain strategic plans and activities that meet, and align with, the needs and goals of CH. Leads the financial operational and capital planning efforts for the organization in to achieve the goals of the overall strategic plans of the CH. Makes key presentations to health system leadership groups and the CH Board; is an active member of the Executive Leadership Team. Keeps current with the latest emerging healthcare issues, financial and non-financial, and brings those to the table in all relevant discussion forums & planning events.
- *Budgeting & Financial Management:* Develop, implement and maintain performance standards, measurements and corrective devices which review and appraise the soundness, adequacy, and application of operating and finance controls, and ensure that approved plans are accomplished.
- Coordinates the Health System contractual and other relationships with third party payers.
 - a. Ensure quality financial analysis and support in the identification, evaluation and negotiation of new business ventures, affiliations and partnerships consistent with the short and long-term strategic business plans of the health system.
 - b. Monitor key financial and operational performance ratios/measures against which the health system's financial performance can be assessed.
 - c. Actively manages our interests in the co-owned Health Alliance Northwest insurance plan, our employee health plan and in our Accountable Care Organization.
 - d. Responsible for understanding and application of Rural Health Care rules and reimbursement.
 - e. Represents Confluence Health on State and National Value Based Payment groups.

- f. Participates on the Confluence Health Retirement Plan Committee.
 - g. Ensure an annual review of the health system's Investment Policy.
 - h. Maintain an in-depth knowledge of changing economic, political, regulatory and social conditions and their impact on the health system.
 - i. Establish and maintain relationships with, and represents the health system to, the medical community, government, regulatory bodies and the public.
- *Staff and Department Management:* Directs the work of assigned health system staff. Conducts performance evaluations and recommends increases, promotions and disciplinary actions. Develops departmental goals and plans designed to attain agreed upon goals. Develops policies and procedures affecting the department and audit procedures in order to determine need for change/modifications. Monitor and continually improve staff utilization throughout CH. Hires, fires, and assists in the training of new employees.
 - *Operations Management:* Plans, coordinates, and prioritizes all operational activities in responsible departments to ensure that service levels are met or exceeded. Communicates priorities and interaction with all CH users and others to ensure the timely achievement of operational requirements.
 - *Customer Service, Advisory/Communication:* Provides proactive advice, counsel and services to the management and employees. Prepares and presents performance measurements to management and executives. Participates in key health system departmental meetings to improve communications and align service expectations with current plans. Works with departments to ensure that productivity tools are being used and the associated benefits realized. Provides the best possible customer service to all CH employees.
 - *Projects:* Manages complex projects as assigned and is responsible for successful completion within budget.
 - *Professional Development:* Participates in professional development activities and maintains professional affiliations. Keeps abreast of developments in the field and arranges staff training programs to improve and/or enhance skills & techniques.

Candidate Qualifications:

Education & Experience

- Requires MBA, MHA or other relevant master's degree. CPA Desired.
- Must have a minimum of 7 years of senior level financial management experience in health care, with a broad-based understanding of all aspects of related legal/regulatory issues; Requires a minimum of 10 years of management experience.
- Preferred experience includes CFO experience in a healthcare setting involving Rural Health, Provider Based Rural Health, and Free-Standing Outpatient Clinical Practices, Acute Care Inpatient hospital experience and Medical Group Management responsibilities.
- Functional understanding of Home Health including Hospice and Palliative Care.

Skills & Abilities:

- Ability to envision the future and develop strategic plans based upon those visions, and then to take those strategic plans which align with overall system strategic goals and assist in translating them into realistic tactical plans.
- Proven ability to be an integral part of the Health Alliance NW Board and a vertically integrated health care system.
- Proven ability to direct and manage a professional staff of 15 people including supervisory level staff.
- Demonstrated ability in building positive relationships.
- High levels of problem-solving ability in order to proactively determine problem areas and coordinate implementation of effective solutions.
- Solid project management skills with an ability to coordinate a large number of concurrent projects.
- A solid understanding of healthcare business information needs.
- Excellent written & verbal communication skills, and outstanding customer service skills.

Our Community: Wenatchee, Washington



Wenatchee is located in the heart of Washington, a thriving community for a work-life balance. We enjoy open skies, snow-capped mountains, and the lakes and rivers of the high desert. We are the proud home of orchards, farms and many flourishing local communities.



The quality of life in the Wenatchee Valley is unsurpassed, evident by a steadily increasing population and a strong, diverse economy. The area's natural beauty and abundance of recreational opportunities are two of the many reasons people come to the Wenatchee Valley.

With an urban area consisting of 80,000 people, the region offers the perfect balance of larger city amenities with the relaxed and friendly environment of a smaller town. Residents and visitors escape from their everyday routines on the Apple Capital Loop Trail, a pedestrian and bicycle path that meanders along the banks of the Columbia River, crossing at two points and connecting the cities of East Wenatchee and Wenatchee.

Along this developing waterfront you'll find Pybus Public Market; a community gathering place with an excellent source of locally grown fruits and vegetables complimented by a quality selection of artisan and ethnic products.



Adjacent to the waterfront is beautiful historic downtown Wenatchee. Home to numerous small businesses you will find a truly unique shopping and dining experience.



The area is a growing hub for all of North Central Washington serving a population base of over 250,000 people. The Valley economy is also closely tied to the Seattle and Spokane Metro areas given we are only a 2 ½ hour drive from each.

The performing and visual arts are highly valued in the region adding to our rich cultural diversity and history. East Wenatchee is actively involved in international relations through an ongoing cultural exchange with Misawa, Japan. The Mayors of East Wenatchee, Wenatchee, and Misawa signed a Sister City Agreement in 2001. Misawa was selected because East Wenatchee was the landing site of Clyde Pangborn and Hugh Herndon, flying Miss Veedol on the first non-stop Trans-Pacific Flight from Misawa, Japan, in October 1931. The two cities host delegations from Misawa in the spring during the Washington State Apple Blossom Festival and in the fall during the Wings & Wheels Festival. Likewise, a delegation from our community visit Misawa in August of each year.

Explore the sites below to learn more about our local lifestyles.

Local Information

(Music, Cuisine, Culture, Festivals, Outdoors & Events)

Wenatchee, Washington: <https://visitwenatchee.org/>

- Wenatchee Downtown: <https://wendowntown.org/>
- Mission Ridge: <https://www.missionridge.com/>
- Pybus Market: <https://pybuspublicmarket.org/>
- Wenatchee Outdoors: <https://wenatcheeoutdoors.org/>
- Performing Arts Center: <https://www.numericapac.org/>
- Ohme Gardens: <https://www.ohmegardens.org/>
- Highlander Golf: <http://www.highlandergc.com/>
- Town Toyota Center: <https://www.towntoyotacenter.com/>
- Wenatchee Wild: <https://www.wenatcheewildhockey.com/>
- Wenatchee Symphony: <https://wenatcheesymphony.org/>
- Our Valley Our Future: <http://www.ourvalleyourfuture.org/>

Lake Chelan, Washington: <https://www.lakechelan.com/>

- Campbell Resort: <https://campbellsresort.com/>
- Grandview on the Lake: <https://www.grandviewonthelake.com/>
- Wapato Point Resort: <http://www.wapatopoint.com/>
- Bear Mountain Golf Ranch: <http://bearmtgolf.com/>
- Gamble Sands Golf: <https://www.gamblesands.com/>
- Wineries: <http://www.lakechelanwinevalley.com>
- Slide Waters: <https://www.slidewaters.com/>

Leavenworth: <https://leavenworth.org/>

- Icicle Creek Center for the Arts: <https://icicle.org/>
- Sleeping Lady Resort: <https://www.sleepinglady.com/>
- Post Hotel: <https://posthotelleavenworth.com/>
- Silvara Cellars: <https://www.silvarawine.com/>
- Leavenworth Ski Hill: <https://skileavenworth.com/>
- Leavenworth Summer Theater: <https://www.leavenworthsummertheater.org/>

Schools:

- Wenatchee School District: <https://www.wenatcheeschools.org/>
- Eastmont School District: <https://www.eastmont206.org/>
- St. Joseph's School: <http://www.saintjosephcatholicschool.org/>
- The River Academy: <http://theriveracademy.org/>
- Cascade Christian: <https://www.cascadechristian.org/>
- St. Paul's Lutheran: <http://www.stpaulslutheralschool.com/>
- Valley Academy: <https://www.wenatcheeschools.org/val>

Real Estate Information

- Laura Mounter Rel Estate: <https://www.lauramounter.com/>
- Windermere Wenatchee: <http://windermerewenatchee.com/>
- Premier One Properties: <https://www.premierone.biz/>

Find us online at:

- Facebook: Facebook.com/confluencehealth
- LinkedIn: LinkedIn.com/confluence-health
- Instagram: Instagram.com/confluencehealth
- Twitter: Twitter.com/WeAreConfluence
- YouTube: YouTube.com/confluencehealth

To learn about our corporate culture and the Wenatchee Valley, watch below:

We are Confluence Health:

https://www.youtube.com/watch?time_continue=2&v=1Ue8R9CSi-E

Voices of Confluence Health:

<https://www.youtube.com/watch?v=ugVIMHWc00g>

We are Wenatchee 1:

<https://vimeo.com/88411706>

We are Wenatchee 2:

<https://vimeo.com/121429638>

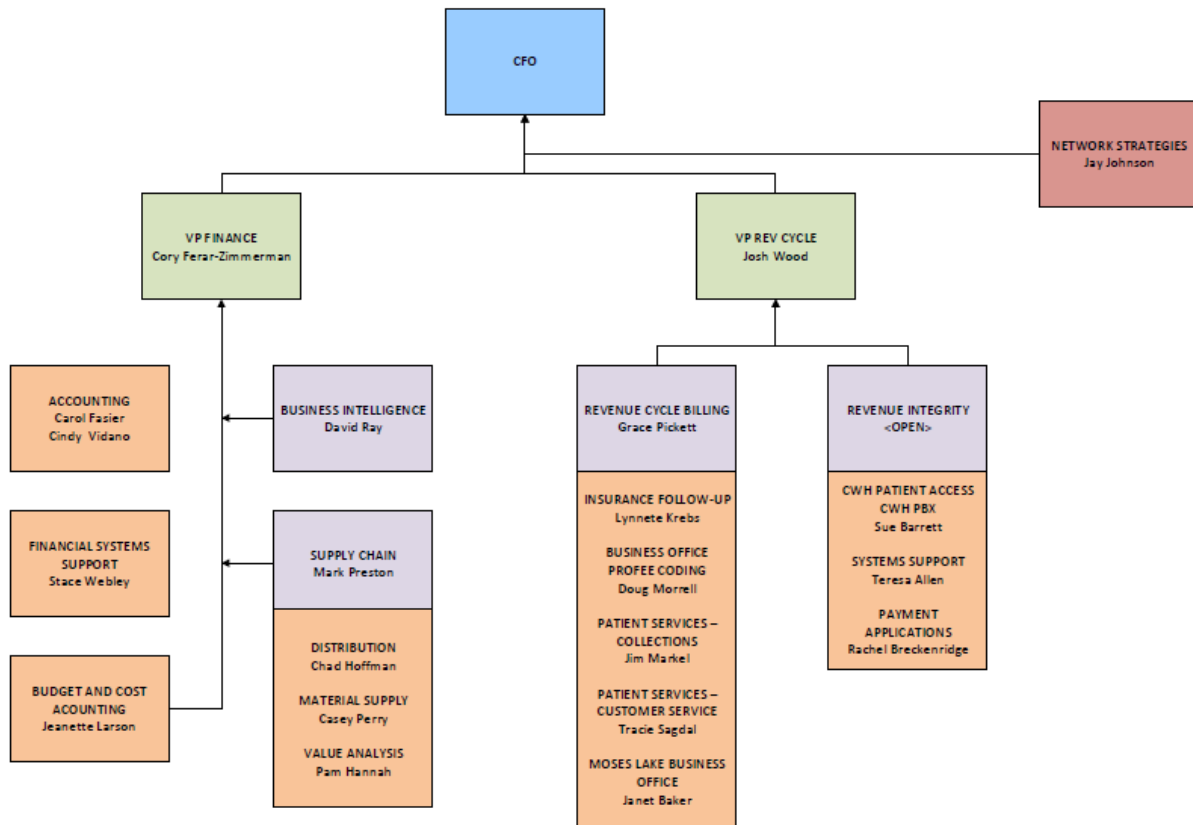
Procedure for Candidacy

Please direct all nominations, letters of interest and resumes in Word format via email to:

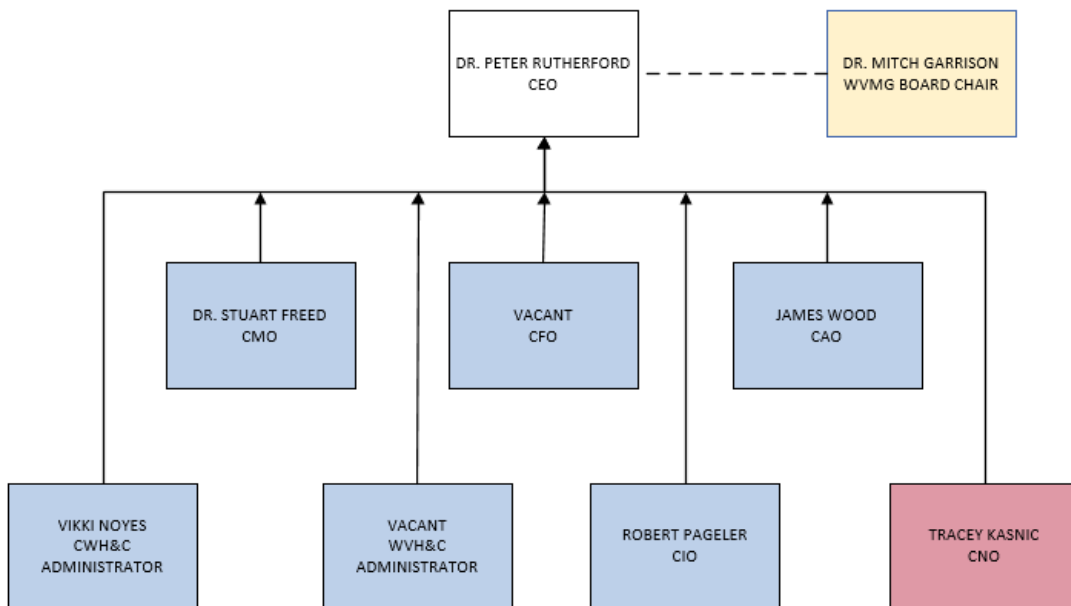
JoEllen Colson
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Confluence Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any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

Organizational Structure:



Executive Structure:



Corporate Structure:

