A Position Profile

Senior Vice President and Chief Financial Officer

St. Luke’s Hospital
Chesterfield, Missouri
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St. Luke’s Hospital

St. Luke’s Hospital is an independent, faith-based, non-profit healthcare provider committed to improving the quality of life for its patients and the community.

In its 150-year history, St. Luke’s has grown from a single hospital location to an advanced network of care. Through nearly 3,800 employees, including approximately 800 physicians, St. Luke’s provides personalized healthcare services in over 60 specialty areas at its 493-bed hospital in Chesterfield, Missouri, and offers 25 other locations across the greater St. Louis area, bringing quality healthcare services such as urgent care, imaging, and primary and specialty care close to home. In addition, more than 400 volunteers are an integral part of the St. Luke’s team, providing important services that support staff, patients, families, and visitors.

St. Luke’s offers a wide range of health and wellness education opportunities to the community, with many free and low-cost programs available. Each year, more than 40,000 people participate in healthy living classes and events, screenings, worksite wellness programs, and clinical education through St. Luke’s. For example, St. Luke’s is the region’s exclusive Spirit of Women hospital, providing exceptional women’s services, education, and community outreach programs that help women and their families take action for better health.

The hospital furthers its healing mission through St. Luke’s Pediatric Care Center in North St. Louis County, which provides healthcare to medically underserved and underinsured children in St. Louis City and County in a private practice setting.

St. Luke’s is nationally-recognized for quality care and consistently earns high patient satisfaction scores. In addition, St. Luke’s is the exclusive St. Louis affiliate of the nation’s No. 1 heart hospital, Cleveland Clinic’s Sydell and Arnold Miller Family Heart & Vascular Institute.
Mission

Faithful to our Episcopal-Presbyterian heritage and its ministry of healing, St. Luke’s Hospital is dedicated to improving the health of the community. Using talents and resources responsibly, our medical staff, employees, and volunteers provide care for the whole person with compassion, professional excellence, and respect for each other and those we serve.

Living the Mission

Mission outreach is a founding principle of St. Luke’s Hospital, which had its beginnings February 28, 1866. Founders’ Day is celebrated to remember its heritage and to honor its founders, whose vision it continues to live out each day. St. Luke’s remembers and reaffirms its mission, which is the foundation supporting its service in and to the community.

St. Luke’s lives out its ministry of healing by dedicating itself to improving the health of the community through the wide array of services it makes available to the St. Louis metropolitan area. Its mission commitment includes the vital areas of community outreach, community health, community health information and education, and community services, to name a few.

In addition to the regular services provided, as a not-for-profit organization, St. Luke’s continues to provide much needed charitable care to people throughout the St. Louis area. It supports a wide variety of community causes and outreach efforts, both externally and internally, from sponsoring free clinics and screenings for the underserved, to making available an employee crisis fund which serves those in need. These important endeavors embrace a common thread congruent with its mission statement, providing services for those who may otherwise go without.

St. Luke’s Core Values

At St. Luke’s, each and every day, we put into practice our values:

Human Dignity
We accept and treat all persons as being created in the image of God.

Compassion
We respond with caring to the needs of others as if they were members of our family.

Justice
We honor each person’s rights and responsibilities in light of the common good.

Excellence
We set and strive to attain high standards of performance and continuous improvement.

Stewardship
We use our talents and resources wisely, with honesty and integrity.
Vision

St. Luke’s will be a premier regional healthcare provider serving St. Louis Metro, portions of Eastern Missouri, and Southwestern Illinois. We will actively reach out to the public, physicians, employees, referring providers, and the communities we serve offering a wider range of health services than a traditional hospital.

Medical Staff

The medical staff of St. Luke’s Hospital includes approximately 800 physicians in 60 specialties. Approximately 250 of these physicians are employed, either through the hospital or through St. Luke’s Medical Group. St. Luke’s Hospital employs physicians providing hospitalist services (adult, pediatric, and OB), critical care/intensivist services, emergency medicine, urgent care, sleep medicine, and occupational medicine services.

Affiliated with St. Luke’s Hospital, St. Luke’s Medical Group employs 125 primary care and specialist physicians in addition to 25 nurse practitioners/physician assistants. Patients are served at over 40 practice sites in St. Louis and St. Charles Counties. These physicians represent 26 different specialties with over 26,000 monthly patient visits. The physicians participate in most insurance plans, including some value-based arrangements such as Medicare Advantage. Additional relationships exist with physicians through management and co-management arrangements.

Population Health/Healthcare Reform

St. Luke’s is participating in the mandatory CMS bundled payment model for hips and knees effective April 1, 2016. During fiscal year 2017, St. Luke’s will be evaluating an ACO. While not currently participating in a Clinically Integrated Network, current networks that have been formed in the St. Louis market have all approached St. Luke’s regarding participation. This is being evaluated.

A Population Health department was formed in early 2015. The primary focus of the department has been to assist St. Luke’s Medical Group with value-based/pay for performance contracts and Medicare-required quality programs. Support includes quality measure aggregation, closing care gaps and care management support for the primary care practices, in addition to evaluation and implementation of key components for possible future patient-centered medical home accreditation.
Locations

1. St. Luke’s Hospital, Chesterfield, Missouri
2. The Mr. and Mrs. Theodore P. Desloge, Jr. Outpatient Center, Chesterfield, Missouri
3. Surrey Place Skilled Nursing/Residential Care, Chesterfield, Missouri
4. St. Luke’s Urgent Care, Chesterfield, Missouri
5. St. Luke’s Urgent Care - Creve Coeur, St. Louis, Missouri
6. St. Luke’s Urgent Care, Ellisville, Missouri
7. St. Luke’s Urgent Care, Fenton, Missouri
8. St. Luke’s Urgent Care - Ladue, St. Louis, Missouri
9. St. Luke’s Urgent Care, Kirkwood, Missouri
10. St. Luke’s Urgent Care, O’Fallon, Missouri
11. St. Luke’s Urgent Care, Weldon Spring, Missouri
12. St. Luke’s Pediatric Care Center, St. Louis, Missouri
13. St. Luke’s Medical Offices and Therapy Services, Ellisville, Missouri
17. St. Luke’s Center for Diagnostic Imaging, Frontenac, Missouri
18. St. Luke’s Center for Diagnostic Imaging - Midwest Breast Care Center, St. Louis, Missouri
20. St. Luke’s Rehabilitation Hospital, Chesterfield, Missouri
21. St. Luke's Therapy and Nutrition Counseling Services at the Jewish Community Center - Creve Coeur, St. Louis, Missouri
22. St. Luke’s Therapy and Nutrition Counseling Services at the Jewish Community Center - Chesterfield, Chesterfield, Missouri
24. St. Luke’s Sleep Medicine Center, O’Fallon, Missouri
25. St. Luke’s Convenient Care, Des Peres, Missouri
26. Open Upright MRI of Missouri, Creve Coeur, Missouri

Medical Services

Albert Pujols Wellness Center for Adults with Down Syndrome
Anticoagulation Clinic
Brain & Spine Center
Breast Health Services
Cancer Center
Cardiac Rehabilitation
Cardiology
Cardiothoracic Surgery
Centers for Diagnostic Imaging
Cleft Palate
Clinical Trials
Convenient Care
Diabetes Education
Dialysis
EEG/EMG/Evoked Potential Lab
Emergency Department
Epilepsy Care Center
Gastrointestinal Lab (GI Lab)
Genetic Counseling
Gynecology
Heart & Vascular Institute (a Cleveland Clinic affiliate)
High-Risk Breast Clinic
Home Health Services
Hospice Services
Hospitalists Program
Hyperbaric Medicine
Imaging/Radiology
Infertility/Reproductive Services
Infusion Center
Lab Services
Maternity Services
Mammography Services
Neonatology
Neurology
Neurosurgery
Nuclear Medicine
Nutrition Wellness & Diabetes Center
Occupational Therapy
Orthopedics and Total Joint Center
Osteoporosis Center
Palliative Care
Pediatric Care Center – North County
Pediatric Services
Pelvic Health Services
Perinatal Services
Pharmacy Services
Physical Therapy
Pulmonary Services
Quick Care for Kids
Rehabilitation Hospital
Sleep Medicine & Research Center
Social Work
Speech Therapy
Stroke Center
Surgical Services
Surrey Place – Assisted Living: Skilled Nursing
Therapy Services
Urgent Care Centers
Vascular Access Center
Vascular Services
WingHaven® Health Services (outpatient services)
Women’s Centers
Women’s Services
Workplace Health
Wound Care
Additional Services

- Clinical Pastoral Education
- Continuing Medical Education Courses
- Employer Wellness Programs
- Executive Health Program
- Institute for Health Pastoral Care: A Ministry of Presence
- Patient Relations Physician Referral Service
- Residency in Medicine Speakers Bureaus Spirit of Women Support Groups Volunteer Services

For more information regarding the services offered at St. Luke’s, please visit:
https://www.stlukes-stl.com/services/index.html

2015 Growth and Advancements

St. Luke’s is proud of its recent growth and advancements, which include:

- Patient access to both 2D and 3D mammogram options at St. Luke’s Women’s Center and several other locations. St. Luke’s is also the first healthcare provider in the area to offer 3D mammography on its mobile mammography unit.
- A team of St. Luke’s cardiologists and cardiothoracic surgeons began offering Transcatheter Aortic Valve Replacement (TAVR), a new minimally invasive valve replacement surgery.
- St. Luke’s Hospital Lung Cancer Screening Program was named a Screening Center of Excellence by The Lung Cancer Alliance. Lung Cancer screenings were offered through a grant from the St. Louis Men’s Group Against Cancer and to veterans through a partnership with the Vietnam Veterans of America, American Veterans and Military Officers Association in partnership with the Lung Cancer Alliance.
- St. Luke’s has a comprehensive approach to diagnosing and treating patients throughout the state and region with hypertrophic cardiomyopathy (HCM). These patients are offered care from medical specialists spanning numerous disciplines and have access to the latest in imaging, diagnostics, and interventions to treat HCM.
- Missouri named St. Luke’s Hospital a Designated Stroke Center, the newest component of the Time Critical Diagnosis (TCD) System. St. Luke’s also earned The Joint Commission’s Gold Seal of Approval™ for certification as a Primary Stroke Center, recognizing St. Luke’s for exceptional efforts to improve results for patients with stroke.
- To expand its comprehensive pediatric care, St. Luke’s launched Quick Care for Kids in March 2015. It provides pediatrician-level care after hours on a walk-in basis.
- St. Luke’s completed a multi-phase renovation to its Maternity Services, including significant remodeling of the birth suites and newborn nursery. The Saigh Foundation Special Care Nursery was also extensively renovated to integrate newer technology and state-of-the-art design for the care of premature babies and other newborns needing advanced care.
- St. Luke’s opened a new Urgent Care Center and primary care physician office in Chesterfield Valley.
• St. Luke’s broke ground on a new outpatient building on the west side of the main campus. This $40 million facility will provide space for additional physician offices and allow for the expansion of outpatient services.

• St. Luke’s expanded its electronic medical record system, mystlukes, to many physician offices, providing patients and their designated family members a secure tool to conveniently access health records online.

• St. Luke’s established a clinic at Meramec Bluffs Senior Living Community to provide primary care and convenient care to residents.

Affiliations/Partnerships

• St. Luke’s is a member of the Ozark Independent Health Alliance, a collaboration between five independent Missouri hospitals to share ideas, best practices, and work together to lower costs of care, improve quality, and enhance the scope of healthcare services provided.

• St. Luke’s Rehabilitation Hospital is a joint venture with Kindred Healthcare.

• Gateway Endoscopy Center is a joint venture with USPI (Tenet) and Gateway Gastroenterology (eight-physician GI group).

• An affiliate of The Cleveland Clinic Heart & Vascular Institute.

Quality

Year after year, St. Luke’s is nationally recognized for superior clinical quality and patient care. Being named One of America’s 50 Best Hospitals™ for nine consecutive years speaks directly to its commitment to quality. Specific quality data measured and reported to state and federal government include:

Value-Based Purchasing
Value-Based Purchasing is a program of the Centers for Medicare & Medicaid Services to reimburse acute-care hospitals based on the quality of care they provide. St. Luke’s compares very favorably to state and national averages, ranking No. 6 among more than 100 hospitals in Missouri for Value-Based Purchasing. Specifically, St. Luke’s Value-Based Purchasing score was higher (better than) state and national averages:

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Infections
St. Luke’s infection rates are statistically better (lower) than the U.S. benchmark for these common hospital infections:

• Central line associated blood stream infections

• Clostridium Difficile (C. Diff)
Readmissions and Mortality
St. Luke’s has the lowest 30-day readmission rate in the area and the sixth-lowest in the state of Missouri for all five of the patient populations tracked as part of the national Readmissions Reduction Act: acute myocardial infarction (heart attack), congestive heart failure, pneumonia, chronic obstructive pulmonary disorder, and total hip/knee replacement. For heart failure, specifically, St. Luke’s 30-day readmission rate is the single best in St. Louis and the second-best in the state.

St. Luke’s also has statistically better (lower) mortality rates for heart failure, pneumonia, and stroke than the national average, and lower mortality than the U.S. standard for acute myocardial infarction (heart attack), chronic obstructive pulmonary disorder, and total hip/knee replacement.

Patient Satisfaction
Based on Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) data, St. Luke’s has the third-highest ranking in the state for overall hospital rating and the second-highest ranking for the survey question, “would you recommend,” from among the nearly 100 hospitals in Missouri that report survey results.

Philanthropy
Acts of kindness and philanthropy are found every day throughout St. Luke’s Hospital ministries. The Office of Development is dedicated to helping St. Luke’s accomplish its mission through philanthropic support.

In fiscal year 2015, St. Luke’s Hospital received more than $11.5 million in philanthropic support.

Friends of St. Luke’s
The Friends of St. Luke’s is a group of individuals who are making a difference in the lives of patients and families across the St. Louis region through their financial support of St. Luke’s. In 2015, they contributed more than $726,000 from annual gifts, special contributions and events, including the Imagine Gala, Tour de Wellness, and the Young Friends Holiday Party.

Young Friends
Young Friends is a group of dynamic professionals dedicated to promoting St. Luke’s health and wellness initiatives throughout their communities. Young Friends raised more than $12,900 by hosting several fundraising events to benefit St. Luke’s Pediatric Care Center.

2014 Imagine Gala
Proceeds exceeding $208,000 from the 2014 Imagine Gala benefited the St. Luke’s Center for Cancer Care. These charitable gifts help the Center continue to offer a wide range of services to cancer patients, survivors, and their families.

Tour de Wellness
The 2015 Tour de Wellness event included more than 500 cyclists and 90 volunteers, raising $30,000 to support St. Luke’s community outreach programs and screenings, which impact more than 40,000 people in the St. Louis area each year.
Honor Your Physician
The Honor Your Physician program offers the opportunity to acknowledge and thank St. Luke’s physicians who provide exceptional care.


Recent Honors and Awards

St. Luke’s Hospital is consistently honored for excellence in patient care, employee satisfaction, and more.

In fact, St. Luke’s is the only St. Louis hospital recognized as one of America’s 50 Best Hospitals™ by Healthgrades® (2007-2015), ranking among the top 1 percent in the nation based on superior clinical quality.

America’s 50 Best Hospital™, Healthgrades® 2007-2015
St. Luke’s Hospital has been named one of America’s 50 Best Hospitals for nine years in a row, making it the only hospital in St. Louis to achieve the designation since the inception of this Healthgrades list. As one of America’s 50 Best Hospitals, St. Luke’s rates among the top 1 percent of hospitals in the nation for clinical excellence based on survival and complication rates. According to Healthgrades, an independent healthcare ratings organization, patients admitted to an America’s 50 Best Hospital are more likely to have successful treatment without major complications.

Women’s Choice Award®, WomenCertified, Inc. 2015-2016
St. Luke’s Hospital earned the 2015 and 2016 Women’s Choice Award as one of America’s Best Hospitals for Heart Care, Cancer Care, and Obstetrics, and as one of America’s Best Stroke Centers and Breast Centers. WomenCertified, Inc., an advocate for female consumers, created the national Women’s Choice Award program. According to WomenCertified, the Women’s Choice Award is based on robust criteria that consider patient satisfaction, clinical excellence, and what women really want when it comes to treatment and a quality hospital experience.

Five-Star Recipient for Multiple Services, Healthgrades® 2016
St. Luke’s Hospital achieved five-star ratings for the quality of its heart attack, heart failure, cranial neurosurgery, stroke, pneumonia, peripheral vascular bypass, colorectal surgeries, bowel obstruction, sepsis, and respiratory failure services, according to a national hospital quality study published by Healthgrades, an independent healthcare ratings organization. A five-star rating indicates that a hospital’s clinical results are significantly better than expected. According to Healthgrades, patients treated at a hospital receiving five stars have a higher chance of survival and a lower risk of complications during a hospital stay than if they were treated at a hospital receiving a one-star rating in that procedure or condition. For this analysis, Healthgrades evaluated about 40 million Medicare inpatient records from
2012 through 2014 for nearly 4,500 short-term acute care hospitals nationwide, and it assessed hospital performance related to 33 of the most common conditions and procedures.

**HCAHPS Best Performer, Avatar Solutions, 2015**
St. Luke’s Hospital is a recipient of three Avatar Solutions patient experience awards. The awards distinguish St. Luke’s as a 2015 HCAHPS Best Performer in three areas: overall rating, willingness to recommend, and communication with doctors. The Avatar Solutions HCAHPS Best Performer recognition is awarded to the facility in Avatar’s national database with the highest top box rating for each HCAHPS composite in each bed size category.

**Outstanding Patient Experience Award™, Healthgrades® 2011-2016**
St. Luke’s Hospital is a recipient of the Healthgrades 2016 Outstanding Patient Experience Award. To determine its 2016 Outstanding Patient Experience Award recipients, Healthgrades evaluated 3,858 hospitals that submitted at least 100 patient experience surveys to the Centers for Medicare & Medicaid Services, covering admissions from April 2014-March 2015. Hospitals had to meet survey response size and clinical quality thresholds in order to be eligible for the award.

**Women’s Health Excellence Award™, Healthgrades® 2009-2015**
St. Luke’s Hospital is the only Missouri hospital to achieve the Healthgrades 2015 Women’s Health Excellence Award. The recognition distinguishes St. Luke’s as a top-performing hospital in women’s health services, including cardiac care, vascular surgery, stroke care, respiratory services, orthopedic surgery, and spine surgery. To identify the 2015 Women’s Health Excellence Award recipients, Healthgrades examined Medicare hospitalization records from 2011 through 2013 for female patients across the nation.

**Best Places to Work, St. Louis Business Journal 2010-2016**
St. Luke’s Hospital was named one of the Best Places to Work by the St. Louis Business Journal from 2010 through 2015.

**Top Workplaces, St. Louis Post-Dispatch 2013-2016**
St. Luke’s Hospital was named on the list of the St. Louis Post-Dispatch Top Workplaces, which is a list of the best places to work in the greater St. Louis area. The Top Workplaces are determined based solely on employee feedback. The employee survey is conducted by WorkplaceDynamics, LLP, a leading research firm on organizational health and employee engagement.

**17th Annual Greater St. Louis Top 50 Award, RCGA 2012**
St. Luke’s Hospital was selected as a recipient of the 17th Annual Greater St. Louis Top 50 Award presented by the St. Louis Regional Chamber and Growth Association (RCGA) and RubinBrown. This award recognizes companies in a variety of industries, and the Top 50 companies are selected based on their contributions to the St. Louis region and how they have positively affected the future of the business community.

**Spirit of Women® Premier Hospital, Spirit of Women Health Network®**
The Spirit of Women Health Network named St. Luke’s Hospital a Spirit of Women Premier Hospital. The national designation is based on a comprehensive evaluation of innovation and excellence in women’s healthcare and community outreach. The standards were
developed by the Spirit of Women Health Network in consultation with the Office on Women’s Health in the U.S. Department of Health and Human Services. Spirit of Women is a coalition of hospitals and healthcare providers across the United States that ascribes to the highest standards of excellence in women’s health, education, and community outreach. St. Luke’s is the only Spirit of Women hospital in St. Louis.

Surrey Place Recognized as a Best Nursing Home for 2015
Best Nursing Homes St. Luke’s Surrey Place was recognized as one of the Best Nursing Homes for 2015 by U.S. News and World Report. The award is based on ratings in four areas: health inspections, nurse staffing, quality measures, and fire safety. Based on those categories, Surrey Place received a five-star out of five rating. Surrey Place is a skilled nursing facility with both private and semi-private rooms. Located in West St. Louis County, Surrey Place is a 55,000-square-foot facility nestled in a wooded area overlooking the Missouri River. Surrey place has 120 beds in its skilled nursing unit. In addition, there are 20 residential care private rooms for residents who require only minimal assistance with bathing and dressing. Additionally, staff work with short-term residents who simply need a few weeks of medical rehabilitation.
Executive Biographies

Christine M. Candio  
President and Chief Executive Officer

Christine M. Candio joined St. Luke’s Hospital as President and Chief Executive Officer in January 2015. Christine previously served as CEO of Inova Alexandria Hospital, a 318-bed, non-profit hospital in northern Virginia, and as Senior Vice President of Inova Health System. She also served as the Chair of the American College of Healthcare Executives (ACHE) from 2013 to 2016. Christine received her Master’s degree in Public Administration with a focus in Healthcare Management from Fairleigh Dickinson University and her Bachelor’s degree in Nursing from William Paterson College of New Jersey. She began her career as a nurse, progressed through nursing leadership ranks at several hospitals, and gained extensive healthcare operations and senior executive leadership experience during the past three decades.

Jon Bettale  
Vice President, Surgical and Ambulatory Services

Jon Bettale has been in his current role since July 2015. In his previous role, Jon worked with the BJC PMO as Activation Lead/Project Management for campus renewal for two years, and as Director of Patient Care-Surgical Service at Barnes Jewish Hospital from 2006 to 2013 with responsibility for 20 cost centers. Prior to his tenure at BJC, Jon worked at St. Luke’s as a Director of the Cardiac Service Line and Director of Nursing from 1991 to 2006. Jon has also served as adjunct faculty to the Goldfarb College of Nursing Graduate Program since 2007, teaching Nursing Leadership, Nursing Ethics and Law, Human Resource Management, Financial Management, Organizational Behaviors, and Capstone Leadership Practicum.

Jan Hess  
Vice President, Quality/Marketing

Jan Hess joined St. Luke’s Hospital in 1976 as the assistant director of medical records after graduating from Saint Louis University and became part of the hospital’s leadership team in an administrative role in 1989. She earned a Master’s degree in Human Resources Management from Washington University and a Bachelor of Science degree in Medical Records Administration from Saint Louis University.

Sharon Mertzlufft  
Vice President and Executive Director, Development

Sharon Mertzlufft joined St. Luke’s Hospital in July 2015 as Vice President and Executive Director of Development. The Office of Development oversees philanthropic initiatives in support of the hospital’s operating, service/programmatic, and capital funding needs. Prior to joining St. Luke’s, Sharon served as Director of Development for the public-private CityArchRiver 2015 project (2012-2015), Senior Vice President of Institutional Advancement and Senior Development Manager for Missouri Botanical Garden (2003-2012), Product
Manager with TSI Holdings in St. Louis (2000-2003), and in campaign management roles for the United Way of Greater St. Louis (1988-2000). Sharon received her Bachelor of Science degree in Business Administration from the University of Missouri – St. Louis and her Master of Business Administration degree from Webster University in St. Louis.

**Don Miller**
**Vice President, Operations**

Don Miller joined St. Luke’s in 2004. Previously, he was at the Provena Saint Joseph Hospital organization in Illinois. He received a Master’s degree in Health Administration from Ohio State University and a Bachelor of Science (Business) from Indiana University.

**Diane Ray**
**Vice President and Chief Nursing Officer, Patient Services**

Diane Ray joined St. Luke’s in 1980 as part of the nursing staff, with increasing responsibilities through the years as Head Nurse, Director of Nursing, and currently, Vice President of Patient Services and Chief Nursing Officer. She is a Fellow in the American College of Healthcare Executives. She earned her Bachelor degree in Nursing and Master’s degree in Business Administration from Maryville University of St. Louis.

**Janette Taaffe**
**Vice President, Human Resources**

Janette Taaffe joined St. Luke’s in 1997. Prior to this, she worked as an RN, a Nurse Manager in CVICU, a Nurse Recruiter, and an HR Manager over a 13-year period for St. Louis University Hospital. She is currently the Vice President of Human Resources. She completed a Bachelor of Science in Nursing in 1983 and a Master of Business Administration degree in Marketing in 1990.

**Bill Meyer**
**Chief Information Officer**

Bill Meyer was appointed Chief Information Officer of St. Luke’s Hospital in 2001 after serving as the Director Information Services from 1984 to 2000. His career at St. Luke’s began in 1979 as an Internal Auditor, and he was promoted to Controller in 1982. Prior to joining St. Luke’s, Bill was employed as a Senior Internal Auditor with Wagner Electric Corporation from 1974 to 1979. He earned a Bachelor of Science in Business Administration from the University of Missouri – St. Louis. Bill is a member of the College of Healthcare Information Management Executives and Healthcare Information and Management Systems Society.
Position Description

The Senior Vice President and Chief Financial Officer (SVP and CFO) will serve in a critical role as St. Luke’s Hospital’s principal financial strategist, developing a financial strategy that will allow the Hospital to have the financial resources needed to meet its strategic objectives. This executive is responsible for organizational oversight of all financial planning, performance, and investment strategy, as well as executive oversight of departments, including: Patient Financial Services, Financial Planning and Decision Support, Materials Management, Information Services, MSO Administration, Managed Care and Payer Relations, Physician Practices and Medical Group operations, Physician Employment and Contracting, Population Health, GME, Risk Management and Corporate Compliance, Strategic Planning and Business Development, off-campus imaging centers (CDI joint venture), Surgery Centers (USPI joint venture), and other departments and legal joint ventures as appropriate in accordance with Hospital policies and practices.

Responsibilities include oversight and direction setting for market share/growth, budget, information technology, contracting, revenue cycle, and working with the Vice President of Physician & Network Development to identify and grow physician services and physician contracting with insurers and the community. The SVP and CFO ensures awareness and compliance with laws, regulations, and administrative rulings of governmental and other regulatory and advisory authorities related to areas of responsibility. This leader directs financial management functions, studies, and interprets financial and statistical trends, projects financial needs and plans, and recommends business development opportunities all in order to advance the mission and strategic goals of St. Luke’s. The SVP and CFO has organizational responsibility for approximately 560 FTEs and for organization-wide expense budgets of approximately $500 million. He/she performs duties and responsibilities in a manner consistent with the St. Luke’s mission and values.

Reporting Relationship

The Senior Vice President and Chief Financial Officer reports to the Chief Executive Officer.
Principal Accountabilities

- Responsible for financial strategy and financial management of the organization including:
  - Evaluate new business lines, joint ventures, and related opportunities.
  - Evaluate, negotiate, and execute physician employment and services contracts.
  - Establish relationships with financial services institutions and direct capital debt strategies and work with credit agencies to establish strong bond ratings.
  - Set investment strategy and oversee investment management.
  - Develop the financial services strategic plans, goals, and metrics in support of strategic plans and goals.
  - Develop and monitor the system-wide capital and operational budgets in support of strategic plans and goals.
  - Responsible for audit (GAAP) functions.

Participate as a part of the Senior Staff in the development and implementation of the Hospital’s plans and programs as a strategic partner, but particularly in terms of the impact on financial management, physician practice management, service line analysis, and all other areas of responsibility.

- Attend all Board of Directors and all Board committee meetings as needed and provide support and consultation. Provide input on Board and Board Committee agendas and presentation materials as appropriate and requested by the Board and CEO. Develop and implement Board-approved financial policies.

- Provide leadership and direction to the Vice President of Physician and Network Development, including managed care contracting on behalf of St. Luke’s Hospital, ensuring competitive contract terms and compensation rates for the hospital and physician practices. Has organizational oversight of operational direction of Medical Group physicians, including physician recruiting and all activities and initiatives overseen by the Director of Medical Affairs.

- Develop and direct the application of financial, accounting, and patient accounting policies, procedures, practices, programs, and internal controls, promoting an organizational climate of stewardship and fair allocation of resources while empowering managers and employees to an appropriate level of personal decision making and accountability.

- Working with the Chief Information Officer, provide oversight for the development and implementation of Information Services’ long-term strategy and management of technology in order to enhance patient care, continuously advance IS resources to enhance decision making, and improve organizational performance.

- Responsible for oversight of revenue cycle, including all patient financial services, abstracting, billing, and establishing related metrics to measure organizational effectiveness.
• Working in conjunction with the Vice President of Human Resources, assist with the strategic direction for pension management. Serve on the hospital Benefit Committee.

• Provide oversight and direction to:
  
  o Materials Management to develop and maintain an effective purchasing and cost control system.
  o Population Health initiatives to develop and grow internal and external initiatives, creating expansion into new insured products and networks.
  o All facets of Strategic Planning and Business Development, including planning and developing business opportunities and operational oversight of all legal joint ventures and other business units as appropriate.
  o Corporate Compliance and Risk Management functions, including management of legal risks, professional, general, and other liability insurance programs, and effective operation of the Corporate Compliance Committee.

• Promotes and provides courteous and effective communication with internal and external customers. Able to communicate effectively with all levels of the organization, including employees, managers, physicians, Senior Staff, and the Board of Directors.

• Performs other work duties as assigned.

Knowledge, Skills, and Abilities

• Bachelor’s degree required with a CPA and FHFMA preferred. MBA or Master’s degree in related field strongly preferred.
• Experience as a leader with healthcare experience strongly preferred.
• Background in financial management required.
• Necessary skills include: strategic planning skills, analytical ability, good judgment, able to appropriately manage confidential matters, and strong commitment to the organizational focus.
• Position requires a self-directed individual who is a team player and able to work with all levels of the organization.

Personal and Professional Attributes

The successful candidate will possess a wide range of needed personality traits, work habits, and social skills necessary to perform effectively within St. Luke’s Hospital. This individual will possess both personal and professional integrity, strong communication skills, and a professional appearance and presentation.

Specifically, the following knowledge, skills, and abilities will be required to be successful in this position:

• Honest and a highly ethical team player.
• An extremely organized, disciplined, hands-on, and process-oriented leader who is not afraid of digging into details when necessary.
Initiative, self-confidence, good judgment, and the ability to make decisions in a timely fashion.
Highly engaged, energetic, focused, and execution-oriented.
Willing and able to roll up sleeves and do hands-on work one minute and discuss strategic positioning and the “big picture” the next.
Strong business acumen, intelligence, and capacity; able to think strategically and implement tactically.
Strong work ethic; achievement-oriented; motivated beyond personal interests.
Open leadership style. Actively seeks out and supports collaborative thinking and problem solving with others in the organization. Does not view collaborative dialogue around decisions as a personal attack on abilities.
Problem-solves and approaches work from a “return on investment” perspective.
Knowledgeable of how decisions impact all aspects of the business. Approaches his/her work as an interconnected system. Ability to understand major objectives and break them down into meaningful action steps.
A “failure is not an option” mentality and demonstrated proactive management style.
Community Information

The Senior Vice President and Chief Financial Officer position will be in the organization’s Chesterfield/St. Louis, Missouri, region. As you will read, this region is a community of choice for many good reasons.

Chesterfield, Missouri

Incorporated in 1988 and covering approximately 32 square miles in suburban St. Louis County, the City of Chesterfield, Missouri, is a thriving residential and business community. Chesterfield is located just 25 minutes west of downtown St. Louis along Interstate 64. It is a special place where gleaming mid-level office buildings, tree-lined neighborhoods, shopping centers, and rustic horse farms have found a way to blend harmoniously upon a 32-square-mile canvas of rolling hills and lush green valleys.

Nearly 48,000 people call Chesterfield home. The City is a wonderful blend of attractive homes, excellent senior living facilities, top-rated school districts, houses of worship, and unlimited shopping and dining destinations, along with historic and cultural attractions.

There are peaceful residential neighborhoods, bustling shopping areas, beautifully designed business establishments, and well laid out parks and pathways. Chesterfield is served by two excellent school districts as well as several outstanding private schools. Chesterfield seeks resident involvement in community affairs and continually promotes transparency in municipal government matters.

It is a community that has benefited from amazing foresight, imagination, commitment, and collaboration of people who live and work there. It is an example of what can happen when residents, civic, and business leaders work toward a shared vision to create an outstanding community in which to live, work, and play.

Housing

Some of the St. Louis area’s finest single-family homes, apartments, and condominiums can be found gracing the lush wooded landscapes of Chesterfield. A myriad of home styles are offered, ranging from Colonial to Tudor to French to contemporary. Chesterfield is attractive as a place to live and is viewed as the ideal West St. Louis County location. The community has much to offer its residents. For those seeking a more carefree style of living,
Chesterfield offers an array of beautiful condominium and luxury apartment communities in a wide range of prices. Many of these communities include such amenities as swimming pools, tennis courts, private lakes, clubhouses, and walking trails.

Chesterfield also boasts a number of retirement communities offering independent living, assisted living, nursing home care, or any combination of the three.

**Education**

*Public School Districts*

Chesterfield is home to two top-rated public school districts:

- **Parkway School District**  
  [http://www.edline.net/pages/ParkwayC2/About_Parkway](http://www.edline.net/pages/ParkwayC2/About_Parkway)

- **Rockwood School District**  
  [http://www.rsdmo.org/chesterfield/Pages/default.aspx](http://www.rsdmo.org/chesterfield/Pages/default.aspx)

*Private and Parochial Education in Chesterfield*

- Academy of St. Louis
- Ascension Catholic School
- Barat Academy
- Chesterfield Day School
- Academy of St. Louis
- Chesterfield Montessori School
- Incarnate Word Catholic School
- The Goddard School
- United Hebrew Congregation Educational Center
- Chesterfield Montessori School

There are many other nationally renowned private schools in the St. Louis area.

**Things to Do**

A wide variety of cultural and recreational opportunities are available in Chesterfield. Enjoy the free Sounds of Summer Concert Series at the Chesterfield Amphitheater and the Chamber of Commerce Free Concert Series at Faust Park. The Chesterfield Amphitheater also offers concerts, movies, and other exciting events throughout the year. Explore nature at the Botanical Garden’s Butterfly House or start the day at the Chesterfield Valley Athletic Complex, which includes over 485 acres of parkland, and then cool off at the Family Aquatic Center in the afternoon. The Hardee’s Iceplex is one of the premier ice skating facilities in the Midwest, consisting of two NHL arenas and one Olympic arena. Go to Logan College to relax while listening to the talented St. Louis Civic Orchestra. Or go shopping at Chesterfield Mall or one of the area’s great outlet malls! Keeping fit is easy with numerous walking trails, including the Riparian Trail or the Monarch Chesterfield Levee Trail that will soon encompass the entire Chesterfield Valley. Join the YMCA or the Jewish Community Center for other ways to stay in shape.
St. Louis, Missouri

St. Louis, the second-largest city in Missouri, is the center of the metropolitan statistical area comprised of Franklin, Jefferson, Lincoln, St. Charles, St. Louis, and Warren counties in Missouri, and Bond, Calhoun, Clinton, Jersey, Macoupin, Madison, Monroe, St. Clair, and Washington counties in Illinois. Since its founding, St. Louis has undergone several significant stages of development which parallel the nation’s westward expansion, symbolized by the city’s famous Gateway Arch. St. Louis enjoys a rich and culturally diverse life and a revitalized downtown commercial district. As one of the first regions in the country to confront defense cutbacks in the 1990s and develop plans for dealing with them, the St. Louis area has emerged as a national laboratory for the post-Cold-War economy.

Education

Preschool

Many options are available for a rewarding preschool experience. Many St. Louis public schools offer preschool programs, including three magnet early childhood centers, as well as a Montessori program. Head Start/Early Head Start programs are operated by the Urban League of Metro St. Louis, the YWCA of Greater St. Louis, and Grace Hill Neighborhood Services.

Kindergarten through 12

St. Louis Public Schools

The St. Louis Public School system serves nearly 43,000 students at 56 elementary schools, 21 middle schools, 11 high schools, and 4 special schools.

Magnet Schools

Twenty-five magnet schools at all levels within the St. Louis Public School system offer specialized curriculum in visual and performing arts, gifted education, international studies, basic instruction, graphic design, math/science and technology, academics and athletics, military/ROTC training, Montessori, and early childhood education.

Charter Schools

Charter Schools are an alternative form of public education in St. Louis. Charter schools are independent public schools created by teachers, parents, or citizens with a common educational mission. Eight charter schools are currently open in St. Louis.

Voluntary Inter-district Transfer Program

Nearly 10,000 African-American students from the St. Louis attend public schools in St. Louis County. Which districts a student may attend depends on where in the city the student lives.

Technical and Career Education

St. Louis Public Schools operates the St. Louis Career Academy. Two technical high schools operated by Special School District of St. Louis County are open to City students.
Roman Catholic and Lutheran Schools
Some families choose Roman Catholic, Lutheran, or other religiously affiliated schools near where they live or work. They can be found located throughout the city.

Independent Private Schools
Several independent private schools are located in or near St. Louis.

Homeschooling
Many parents in the St. Louis area choose to teach their children at home, in accordance with Missouri laws. Numerous groups - both secular and religious - offer support for homeschoolers.

Higher Education/Technical Training
- Fontbonne University is a four-year coeducational Catholic institution in St. Louis, founded in 1923. It offers liberal arts, professional, and adult education programs to 3,000 students annually.
- Harris-Stowe State University has grown from a teacher preparation institution to a University that offers 14 degree programs.
- MU Missouri Extension is Missouri’s one-stop source for practical education on almost anything.
- Ranken Technical College is a career technical training school in St. Louis. The career technical college prepares students with extensive, hands-on career training programs.
- Saint Louis University is a Catholic, Jesuit university ranked among the top research institutions in the nation.
- Sanford-Brown offers short-term programs and hands-on training for individuals pursuing new careers and current healthcare professionals looking to take their career to the next level.
- St. Louis Community College provides four main campuses strategically located throughout the St. Louis Metropolitan area, from the very north in Ferguson at the Florissant Valley location, to the city’s central corridor at Forest Park, to the southwest area of the county at the Meramec campus, to the burgeoning West County area at the Wildwood campus.
- University of Missouri-St. Louis is home to programs that consistently earn high rankings in their fields and is the largest university in St. Louis, and the third-largest in Missouri.
- Washington University in St. Louis is counted among the world’s leaders in teaching and research, and draws students and faculty from all 50 states and more than 120 nations.
- Webster University, a worldwide institution, ensures high-quality learning experiences that transform students for global citizenship and individual excellence.

Things to Do
From the Gateway Arch to the St. Louis Cardinals to the Anheuser-Busch Brewery, downtown St. Louis is packed with amusements, and so is the rest of the city. Forest Park offers the Missouri Botanic Garden, the SLAM and the Zoo, while Grant’s Farm, Scott Joplin’s home, Six Flags, and other historic sites ring the city.
Sports for the Spectator

Fans can enjoy watching the 11-time World Series Champion St. Louis Cardinals play ball in Busch Stadium. The stadium offers the very best of baseball tradition with a great view from every seat, authentic ballpark dining, and a wide variety of off-field activities for pre- and post-game entertainment. New for the 2014 season was the Ballpark Village entertainment district. Featuring dining, nightlife, entertainment, and the Cardinals Hall of Fame & Museum, the new district is located adjacent to Busch Stadium.

Watch the talented NHL St. Louis Blues take to the ice at the Scottrade Center. The team is named after the famous W. C. Handy song “Saint Louis Blues” and was founded in 1967 as an expansion team during the league’s original expansion from six to 12 teams. The Blues are the oldest NHL team never to have won the Stanley Cup.

In addition to sports in the pro ranks, minor league and college teams are also a big hit in St. Louis. The Saint Louis University Billikens compete in the Atlantic 10 conference in a variety of men’s and women’s sports. The men’s basketball team has become a regular in the NCAA Tournament. College basketball is at the top of the sports menu every March as well. The State Farm Missouri Valley Conference Men’s Basketball Tournament comes to town at the Scottrade Center and the winner earns an automatic berth in the NCAA tournament.

Sports for the Participant

A city of parks and sports enthusiasts, St. Louis offers attractive outdoor facilities and a selection of major and minor sports for the individual, including golf, tennis, bicycling, and softball, and water sports such as swimming, water skiing, and boating. Forest Park offers recreational opportunities, including skating, jogging, and tennis on nearly 1,300 acres.

For more information on St. Louis, please visit:
http://explorestlouis.com/travel-tools/visitors-guide/?gclid=CNiA5KyH4s0CFYw2g0od3XiCpw
Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today’s competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Senior Vice President and Chief Financial Officer position for St. Luke’s Hospital in Chesterfield, Missouri.

For additional information on Furst Group, please visit our website at www.furstgroup.com. To learn more about this particular position, please call (800) 642-9940 or contact:

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