CFO Forum: Present, Past, and Future

Panel Discussion

Moderator: Kevin Boren
Format For the Panel

• Each Speaker will be introduced and give their perspective on the changing role of the CFO

• We will open up the panel to questions
Mike Marshall
Chief Financial Officer
Anderson Healthcare
Anderson Healthcare
System Chart

Southwestern Illinois Health Facilities, Inc. (d/b/a Anderson Hospital), Illinois non-profit corporation

- Maryville Medical Services, LLC
- Anderson Medical Group
- Anderson Hospital Foundation
- Anderson Real Estate, LLC
- Maryville Imaging, LLC
- Community Hospital of Staunton
  - Friends of Community Hospital
About Anderson Healthcare

• Independent Community System
• Metro East Illinois (St. Louis MSA)
• 2 Hospitals
  – 154 bed Anderson Hospital
  – 25 bed Community Memorial of Staunton (CAH)
• Medical Group of 40+ providers
• $160M in Patient Revenue
Past

"Be 'creative'? I'm an accountant, not a novelist."
Present

“What if we don’t change at all ... and something magical just happens.”
"The scary thing is he's our CFO."

Future
C. John Kraft
Chief Financial Officer
Pulaski Memorial Hospital
Pulaski Memorial

• Independent 25 Bed Critical Access Hospital

• Southern Indiana
Changing Role of CFO

• Evolution of health care reimbursement

• Impact on the CFO Role

• Looking into the future
Gordon T Edwards
Chief Financial Officer
Marshfield Clinic Health System
MCHS is an integrated regional health care provider

Integrated Healthcare Provider

- Regional, not-for-profit health care provider serving nearly the entire state of Wisconsin since 1916
- One of the largest private medical practices in the United States, over 1,200 providers in 86 specialties
- Sixth largest health plan in Wisconsin
- Expansive ambulatory services, with strategic affiliations with hospital providers
- Serves as an academic campus for the University of Wisconsin School of Medicine and Public Health providing residency and fellowship training programs
- Revenues in excess of $2B split evenly between delivery system and health plan
Our Mission: We enrich lives.
. . . to create healthy communities through accessible, affordable compassionate healthcare.

Our Vision: We will innovate, and define the future of healthcare for generations. We will be the consumer’s first choice for healthcare.

Our Core Values:

Patient-Centered
We listen, serve and put the needs of the patient first

Trust
We earn trust through honesty, integrity, respect and compassion

Teamwork
We work together, respecting each other and our professional roles

Excellence
Through research, education and best practice, we deliver exceptional quality

Affordability
We are accountable as we manage resources and deliver value-based care
Our challenge – a transformation

(Cunningham & Fiume 2003)
Finance’s role in a healthcare organization

• **Freedom fighter.** We must reduce targets, measures & controls vs. increasing them.

• **Advisor.** We must improve our business analysis skills vs. financial & accounting expertise.

• **Architect of adaptive management.** We must enable local managers to respond to events vs. tighten top-down planning & control.

• **Warrior against waste.** We must eliminate all costs that add no value vs. manage costs through tighter budgets.

• **Master of measurement.** We must measure to learn & improve vs. to tighten accountability.

• **Regulator of risk.** We must manage risk by raising competencies vs better procedures.

• **Champion of change.** We must lead and demonstrate the changes our organizations need.
Panel Discussion: Open Questions

Please Wait for a Microphone and introduce yourself

Moderator: Kevin Boren