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Position Profile

VICE PRESIDENT, FINANCE – PHYSICIAN PRACTICES



Aurora Health Care[®]



AURORA HEALTH CARE POSITION PROFILE VICE PRESIDENT, FINANCE – PHYSICIAN PRACTICES

AURORA HEALTH CARE

Aurora Health Care, a not-for-profit Wisconsin integrated health care provider, is a nationally recognized leader in efforts to improve the quality of health care. It has locations in more than 90 communities throughout eastern Wisconsin and Northern Illinois, including 15 hospitals, 185 clinics and over 80 community pharmacies. Approximately 3,400 physicians are affiliated with Aurora Health Care, including more than 1,200 who make up Aurora Medical Group and the 350 physicians of Aurora Advanced Healthcare.

For additional information about Aurora Health Care, kindly visit www.aurora.org

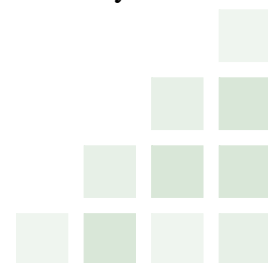
AURORA MEDICAL GROUP

Aurora Medical Group (AMG) is a patient focused, multispecialty group practice utilizing a physician and administrative partnership model. Since Aurora Medical Group's inception in 1991, physicians have held senior leadership roles in its medical advancement, growth, development and operations.

AMG began in 1991 with three physicians. In 2006, net revenues of the organization were approximately \$400M with 650 employed physicians. In 2009, it doubled in size to \$800M in net revenues, employing 1,100 physicians and 340 NP, PA and CRNA professionals. In 2010, AMG is expected to break through the one billion dollar net revenue mark and employ over 1,400 physicians.

VICE PRESIDENT, FINANCE – PHYSICIAN PRACTICES

The Vice President, Finance-Physician Practices will provide strategic direction for physician practice financial planning, physician compensation analysis, forecasting and budgeting processes. S/he will plan, develop, and implement business and financial strategies and will conduct analysis of operating results and new business opportunities which support strategic planning processes including capital budget, forecasting and financial control models. The VP, Finance will be responsible for ensuring financial strategies and processes are in alignment with and effectively support the achievement of the organization's objectives and mission.



REPORTING RELATIONSHIPS

This position reports to Aurora Health Care Vice President, Strategic Finance and will have a matrixed reporting relationship to Aurora Medical Group Vice President / Chief Operating Officer.

Reporting to this position are finance leadership and staff.

POSITION LOCATION

The Vice President, Finance-Physician Practices will office in Milwaukee, Wisconsin. S/he will work collaboratively with market group finance leadership and corporate executives at other Aurora sites throughout the region.

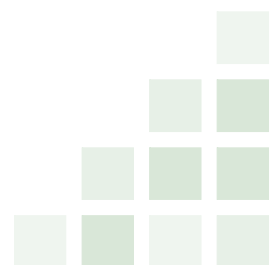
ESSENTIAL FUNCTIONS

- Collaborates with market group finance and corporate executives to develop, implement, and evaluate physician practice budget targets; approve final budgets; develop revenue, expense, and capital budgets; analyze contractual allowance rates; and develop mid-year adjustments to the budget as needed.
- Oversees the direction of financial forecasting to perform a competitive analysis by estimating future financial outcomes using historical data, market and economic indicators. Prepares financial pro formas, develops and prepares financial analyses, performs financial projections and modeling, develops reports, and analyzes operations to create and support effective, successful business plans.
- Oversees financial benchmarking by comparing business processes and performance metrics to best practices in the market, and implements improvements to gain efficiency, lower cost, and higher quality.
- Collaborates with market group finance executives to oversee and direct business plans for new capital and physician practice programs, the evaluation of staff and physician additions/replacements, analysis of non-physician staff productivity, budget analysis, and key financial planning/modeling to ensure physician practice strategic objectives are obtained.
- Aligns physician practice financial goals with market group, corporate, and organizational objectives. Identifies and quantifies the resources needed to achieve these objectives, and calculates the cost of each resource.
- Oversees the evaluation and analysis of revenue enhancement and expense reduction projects, proposed new contracts for goods/services, payor reimbursement/managed care analysis, and operating results.
- Oversees the evaluation of the financial return on physician practice strategic alternatives including acquisitions, divestitures, and major restructuring in conjunction with market group



leadership. Performs due diligence of target acquisitions, participates in managing post acquisition integration, and establishes methodologies for planning, forecasting and analyzing the results of new acquisitions.

- Oversees and directs the financial analysis of physician compensation, including proposed physician staff additions and the physician incentive compensation program.
- Serves as a business partner to physician practice leadership, and acts as a contributor to growth strategies, tactics, and mid and long-range planning, ensuring that current revenue-generating strategies create enterprise value. Advises senior management on the financial implications of business activities and proposes recommendations to enhance financial performance.
- Directs management financial reporting systems, and ensures the efficient operations of the financial planning and analysis activities through the development and management of financial reports, forecasts, budgets, and financial planning.
- Accountable for the development, administration, and monitoring of budgets (expense, capital, assets, production, projects).
- Oversees the development and administration of policies and procedures to accomplish department-specific and organizational initiatives.
- Responsible for taking an active leadership role in non-profit or community-based organizations by providing community service hours or serving in professional organizations. Also, encourages team members to participate in these same community activities.
- Performs human resources responsibilities for staff which include interviewing and selection of new employees, promotions, staff development, performance evaluations, pay adjustments, resolution of employee concerns, disciplinary counseling, terminations, and employee morale.
- Responsible for understanding and adhering to the Aurora Health Care Code of Excellence and for ensuring personal actions, and the actions of employees supervised, comply with the policies, regulations and laws that affect Aurora's business.



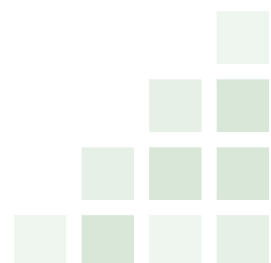
SPECIALIZED EXPERIENCE & QUALIFICATION REQUIREMENTS

- Demonstrated leadership skills and abilities. Leadership experience should include management of staff, budgets and finance and/or accounting functions at the director or executive level.
- Demonstrated skills and experience in consulting with physicians, and physician practice leadership to develop effective key financial strategies that support practice growth and generate positive revenue.
- Comprehensive knowledge of effective best practice in financial operations, regulations, and guidelines.
- Knowledge of corporate accounting and of Medicare, Medicaid, and managed care reimbursement methodologies and how they impact operations.
- Knowledge and skills in developing strategic and tactical plans to meet business objectives in a large healthcare system.
- Excellent written and verbal communication skills and the ability to communicate effectively with all levels of employees, which is necessary to collaborate with management/executives/other organizations.
- Ability to understand the needs of a diverse population and a larger corporate structure. Demonstrated ability to interact and consult with senior management and influence management and contributors at all levels of the organization. Demonstrated ability to explain complex financial issues to non-financial staff and leadership.
- Strong understanding of health care dynamics and economics as it relates to the profitability of various services and the margin contribution available with marginal investment.
- Demonstrated proficiency in the Microsoft office (Word, Excel, PowerPoint, Access) or similar products.

EDUCATION AND LEADERSHIP QUALIFICATIONS

Advanced level knowledge of accounting, finance and business operations, equivalent to that which would be acquired by completing a regionally accredited master's degree program

Knowledge, skills and abilities required to perform this job are typically acquired through a minimum of ten years of progressively responsible experience in finance that includes experiences in developing, implementing, and evaluating strategic financial plans; overseeing budgeting and reporting processes and systems; and overseeing financial modeling and analysis within a large integrated healthcare system



INTERESTED AND QUALIFIED CANDIDATE CONTACT INFORMATION

For more information or to nominate a colleague, kindly contact one of the following executive search professionals.

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