



**THE DEACONESS ASSOCIATIONS, INC.**  
*has retained Tyler & Company for an exciting search for a*

**CHIEF FINANCIAL OFFICER**  
**Cincinnati, Ohio**

**THE CLIENT:** The Deaconess legacy is one of compassionate care in the Christian tradition that has enhanced Greater Cincinnati's health and well-being through hospital and specialty healthcare services since 1888.

Headquartered in Cincinnati, Ohio, today Deaconess is an independent, diversified, not-for-profit enterprise managing a \$600+ million portfolio of health services, programs, investments and community grant initiatives in Greater Cincinnati and across the country.

The organization searches for new ways to improve people's health while lowering costs through new delivery models and consumer education. The Deaconess Associations, Inc. (DAI) believes that today's healthcare yields the best outcomes by facilitating access to care, encouraging prevention, and supporting wellness initiatives -- and their investments and programs reflect this philosophy.

The business success of The Deaconess Associations, Inc. also enables the organization to provide financial support to a wide range of community health programs. Deaconess' social investments serve people who are vulnerable to health-related problems and need community support to meet basic healthcare needs. Deaconess responds to causes that focus on at-risk youth, the homeless, the addicted, the elderly and other populations who require community support to improve their quality of life.

**MISSION:**

Deaconess invests in healthcare ventures and community programs which offer:

- Solutions for the fastest-growing and/or most vulnerable populations
- Solutions which require fewer resources and more immediate care
- Solutions which fill voids in treatment and improve quality of life

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- Solutions which involve alliances with other community providers who are committed to a similar mission and values

**VISION:**

- A healthcare model which delivers expert care in a coordinated, convenient and affordable environment.

**VALUES:**

- A spiritual core: Christian heritage guides direction and actions
- Service leadership: Values and responds to the needs of stakeholders
- Teamwork: Promotes collaboration to maximize productivity, foster relationships, and encourage innovation
- Continuous improvement: Promotes a learning environment that welcomes change leading to performance improvement
- Public accountability: Actions are transparent and respect the integrity and expectations of the communities and regulatory agencies we serve
- Financial strength: Practice responsible stewardship to protect resources and promote internal growth
- Providing healthcare access and education to the at-risk population.

**HISTORY:** In 1888, the Cincinnati community started a “sick house” staffed by Methodist deaconesses who traveled from Germany to answer the local Evangelical Protestant Society’s call to care for the sick. Deaconess Hospital was the first “general” hospital in the city and also operated the city’s first training school for nurses. Throughout the 20th century, Deaconess expanded its campus and services to accommodate the changing science and technology of healthcare. In 2011, the progression of healthcare toward prevention, wellness and outpatient care prompted Deaconess to transition from an inpatient delivery model to one that caters to the diverse needs of today’s fastest-growing populations – providing care that is more accessible and cost effective.

**PRESENT:** Today, DAI consists of four portfolio companies delivering care in Senior Living Communities, Home Care and Home Health. Because of its desire to grow, Deaconess is adding this CFO position to its current Executive team as it seeks to expand services into other healthcare businesses, such as ambulatory provider settings, pharmacy, payers and technology through an aggressive acquisition strategy.

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**CURRENT ENTERPRISES – and growing!**

**Deaconess’ Senior Care Communities** provide accommodations and patient care to individuals who prefer or require:

- Independent living
- Assisted living
- Skilled nursing
- Rehabilitation
- Dementia services

Deaconess Senior Services is a non-profit management company with a 25-year history of providing superior accommodations and care for the residents in senior retirement communities and patients in nursing homes. Four facilities located in Southern Ohio and Kansas offer a range of services which cater to individual preferences and needs, including independent living, assisted living and skilled nursing, as well as specialized rehabilitation and dementia services.

**Deaconess Home Care Services** provides specialized home care services:

- World-class orthopaedic care to patients in their homes and manage the distinctive medical and rehabilitation needs of orthopaedic patients.
- Assistance with the activities of daily living (personal hygiene, dressing, eating, maintaining continence, transferring to/from beds and chairs) to promote independence.
- Deaconess expands its delivery of health-related care to the community through specialized home care. The ability to remain in a private home setting is a preference or necessity for many. Deaconess recognizes that maintaining such independence often requires additional support and provides the following home care solutions:
  - ❖ Summit Orthopaedic Home Care brings world-class orthopaedic care to patients in their homes and manages the distinctive medical and rehabilitative needs of these patients. Serving central and southwest Ohio, Summit has been recognized as a Top 500 Agency by Home Care Elite.
  - ❖ Health Care Bridge is based in northwest Ohio and provides help in the homes of those needing assistance with the activities of daily living. While the medical needs of patients receiving home care are routinely met, many individuals also need help performing basic functions to remain independent. Health Care Bridge fills that void by helping with personal hygiene, dressing, eating, maintaining continence and getting in and out of beds and chairs.
  - ❖ LifeSpring In-Home Care Network is a nation-wide family of home care services designed to assist people to remain at home, even with health concerns. Based in Oklahoma, LifeSpring has 50 years of home care, hospice, and staffing expertise.

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**The Deaconess Foundation** supports community health needs by investing in initiatives which provide healthcare access and education to the at-risk population. Deaconess Associations, Inc. financially supports the Foundation on an annual basis. The Deaconess Foundation's funding priority is to provide healthcare access and education to the at-risk population. Since 2012, the Foundation has made over \$10 million in grants to community organizations which deliver measurable healthcare improvements, in one of two focus areas:

- ❖ **Providing Access** - The Deaconess Foundation provides grants to community organizations to establish Deaconess Health Check clinics in underserved neighborhoods, reducing emergency room costs and improving overall community health. There are currently 12 Deaconess Health Checks in Greater Cincinnati.
- ❖ **Community Program Support** - The Deaconess Foundation funds programs which yield significant outcomes and impact in education and prevention. These programs include:
  - Deaconess Heimlich Heroes Program: Heimlich Maneuver Training
  - Boys and Girls Club of Cincinnati "Fit for Life" program
  - YMCA of Greater Cincinnati's Diabetes Prevention Program
  - Greenlight Fund of Cincinnati's Center for Employment Opportunities and Family Independence Initiative
- ❖ **Nursing Scholarships** - Deaconess has a long history of supporting the nursing profession. In 1918, The Deaconess School of Nursing graduated the first group of nurses registered with the Ohio State Medical Board. The Foundation continues that tradition by awarding scholarships to students of tristate colleges and universities each year. Since 2014, the Deaconess Foundation has granted over \$275,000 to more than 50 students enrolled in undergraduate and graduate nursing programs, as well as those pursuing advanced degrees in social work and certification in dental assistant programs.

**THE POSITION:** The CFO is accountable for the administrative, financial and risk management operations of the company, to include the development/enhancement of a financial and operational strategy, metrics tied to that strategy, and the ongoing monitoring of control systems designed to preserve company assets and report accurate and timely financial results. In addition, it is expected the CFO will play a major role in the growth of the company through direct, hands-on involvement in both organic and inorganic pathways.

The Chief Financial Officer will be a visible leader within The Deaconess Associations, Inc. holding company and its subsidiaries, and a key member involved in the development of the culture and future vision of DAI. This progressive and influential executive will serve as a trusted advisor to the organization, able to provide data, communication and a leadership style which will bring the CEO, COO and Board of Directors together to enable an effective decision. As part of the chief executive team, the Chief Financial Officer is chartered with helping Deaconess create its strategy to continue to grow and develop into opportunities as presented by

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acquisition and affiliation targets, population health and other market influences. Success in these areas will create a platform for future career growth opportunities within the organization.

Reporting to and partnering with the Chief Executive Officer of The Deaconess Associations, Inc., the Chief Financial Officer will manage a Corporate Controller, IT Manager and Internal Auditor.

**Essential Functions:**

- Plan, develop, organize, implement, direct and evaluate the organization's fiscal function and performance.
- Evaluate and advise on the impact of long-range planning, introduction of new programs/strategies and regulatory action.
- Lead the diligence process and provide guidance and recommendations around acquisitions to ensure accurate and thorough information is provided for the decision-making process to the executive team and Board.
- Assist in the growth strategy of the company, to include vetting of acquisition targets, executive interviews, site visits and in-depth, first hand diligence to contribute to the overall understanding of the risk and benefit of every acquisition.
- Provide timely and accurate analysis of budgets, financial reports and financial trends to assist the CEO, COO and Board in performing their responsibilities.
- Enhance and/or develop, implement and enforce policies and procedures of the organization by way of systems that will improve the overall operation and effectiveness of the business, and reduce its risk.
- Enhance and improve the planning, budgeting and reporting process to provide timely and accurate actual and forecasted results of the organization.
- Provide strategic financial input and leadership on decision making issues affecting the organization.
- Develop and maintain relationships with bankers, investment bankers and other lending sources to optimize leverage opportunities for the company.
- Manage any third parties to which accounting or finance functions have been outsourced.
- Develop financial and tax strategies.
- Work with the executive team to develop performance measures that support the company's strategic direction.
- Oversee employee benefit plans, with emphasis on maximizing a cost-effective benefits package.
- Monitor all open legal issues involving the company, and legal issues affecting the industry.
- Maintain appropriate insurance coverage.
- Ensure company complies with all legal regulatory, and record keeping requirements of auditors and government agencies.

**THE CANDIDATE:** The successful candidate will be a team- and results-oriented leader who will have more than 10 years of demonstrated experience in progressively more senior positions, and will have experience managing finance, accounting, and acquisitions within the healthcare industry. Experience acquiring and managing entities from within a holding company or private

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equity organization is desired. Experience in an ambulatory environment is helpful, as is experience within a non-profit setting.

This individual will have significant experience directing strategy, financial planning, budgets, accounting and controls, reimbursements and expansion activity, ideally within a high growth environment. Additionally, experience is valued in the areas of Lean methods, quality principles, optimization, IT integration, treasury and predictive modeling. The chosen candidate will be mission-minded and able to engage community, governmental and organizational leaders in an effective manner. The ability to develop processes and controls which will minimize risk in the newly acquired organizations, is a desired attribute. A bachelor and master's degree in accounting, finance, business administration or a closely related field from an accredited institution is required; CPA certification is helpful, but not required.

**Key attributes for success in the position include:**

- Flexible;
- Able to assess risk;
- Decisive;
- Able to field multiple questions and challenges without being defensive;
- Excellent communicator;
- Strategic thinker;
- Strong negotiator;
- Strong process design, redesign and implementation skills;
- Strong leadership skills;
- Relationship builder;
- Thinks from a Board perspective;
- Collaborative team builder, supporter, motivator; and
- Able to unify people behind a strategy and mission and mobilize around specific initiatives.

**Personal characteristics sought:**

- Mission focused;
- Servant leader;
- Good listener;
- Humble;
- Flexible;
- Respected and involved, internally and externally;
- Trustworthy;
- Diligent;
- Strong fiscal conscience;
- Excellent work ethic;
- Energetic, charismatic, dynamic; and
- Ethical and moral strength.

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**THE COMMUNITY:**



Cincinnati's downtown lies near the mouth of the Licking River, and spreads over a number of hills, bluffs and low ridges overlooking the Ohio River in the Bluegrass region of the country. Greater Cincinnati spans southern Ohio and Indiana, and northern Kentucky. The downtown area is a pedestrian paradise, with riverside parks, bridges for walking and running and venerable old riverboats on which to drink, dine or even attend the theater.

With the presence of multiple major colleges in the area (University of Cincinnati, Xavier University, University of North Kentucky, The Ohio State University, Miami University of Ohio, and Ohio University) the community is youthful and family focused. The people in Cincinnati are some of the nicest people you will ever meet, and they enjoy supporting their community. The Ohio River offers recreational boating along with many options for dining and shopping on both sides of the river.

Cincinnatians are loyal to their football and baseball teams, the Bengals and the Reds, respectively, and there's a friendly rivalry between teams at Xavier University and the University of Cincinnati.

There's no shortage of things to do in Cincinnati. Families enjoy the Cincinnati Zoo & Botanical Garden, the Cincinnati Museum Center and the Newport Aquarium, which is just over the Ohio River in Kentucky. The metro area's northern suburbs boast attractions like Kings Island, Great Wolf Lodge and the Beach Waterpark. The Over-the-Rhine district is known for its 19th-century architecture, including Findlay Market, which has food and craft vendors. The area's breweries are a nod to Cincinnati's German heritage, while arts and entertainment venues include parks with free concerts, shows at historic Music Hall and live performances at Riverbend Music Center.

While Cincinnati has many pedestrian-friendly neighborhoods, the best way to get around the larger Cincinnati area is by car, and the traffic volume is at a pleasant level. Other travel options include bus and taxi services, along with the new streetcar service. The Cincinnati streetcar is an

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electric mode of transportation operating on a 3.6-mile loop connecting key communities in the city's urban core. The area is served by two airports, with the closest major airport, Cincinnati/Northern Kentucky International Airport, located 20 minutes west of downtown Cincinnati. Centrally located, Cincinnati is within driving distance to many other popular Midwest cities, making it an attractive location for major corporations such as Procter & Gamble, Macy's, Kroger, Great American Insurance, GE Aircraft Engines, Amazon and numerous healthcare providers.

**COMPENSATION:** A compensation and benefit package, as well as relocation assistance, is offered.

**CONTACT:**



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We prefer to receive resumes in Word format via email.

DAI is an equal opportunity employer and is committed to providing equal employment opportunity to all persons regardless of race, color, religion, gender, national origin, creed, age, disability, military service or any other classification protected by state and federal law.