

Dynamic Financial Leadership

Synergizing People, Operations, & Strategy

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CFO, Baton Rouge & Lake Charles

COO, Baton Rouge Medical Center

Overview: Synergizing People, Operations & Strategy

- ✓ Overview of Ochsner and my career journey
- ✓ People
 - Onboarding as a new CFO in a new region
 - Building trust and creating a culture of empowerment
 - Focus around engagement and turnover
- ✓ Operations
 - Establishing rhythm and financial accountability
 - Labor and agency management
 - Post-covid turnaround
- ✓ Strategy
 - Ochsner's strategic vision
 - The CFOs role in strategic decision making
 - Bringing system guidance to a local level



OUR PURPOSE:

Our Patients, Our Teams, Our Communities

—
Our True North

OUR VISION:

Inspiring Healthier Lives and Stronger Communities

—
What we aspire to achieve

OUR MISSION:

Serve, Heal, Lead, Educate, Innovate

—
How we fulfill our purpose

OUR VALUES:

—
How we behave



Patients are
always our
FIRST priority.



Always act with
Integrity.



Approach every
experience with
Compassion.



Inclusivity
inspires us to do
our best.



Excellence is
an ongoing
journey.



Teamwork
makes us
stronger.

Shaping the Future of Healthcare

Ochsner serves patients throughout

**LOUISIANA,
EVERY STATE**

In the nation, and in more than

65 COUNTRIES

Healthy State is a bold and collaborative plan to realize a healthier Louisiana by addressing the top drivers of poor health.



38K Employees



4,761 Physicians & APPs

46 Owned, Managed, & Affiliated Specialty Hospitals

370 Health Centers & Urgent Care Centers

1,514,000 Patients served in 2023

4.7M Clinic Visits in 2023

90 Medical Specialties & Subspecialties

4K Patients Enrolled in 600 Clinical Studies in 2023

30K Patients Enrolled in Digital Medicine in 2023

My Career Journey

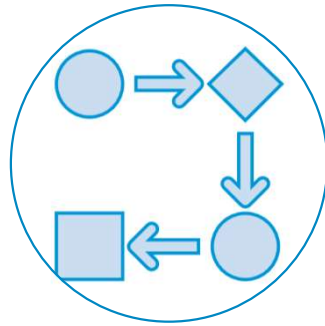


Entry Level Finance

Banking, Finance Fellow, Hospital Finance Manager

Rotations in rev cycle, accounting, decision support, reimbursement. Finance partner to nursing and surgery, assistant controller.

2009



Interim-Operations

Clinic and Periop Services

Interim managed community clinics, part of periop "SWAT" team

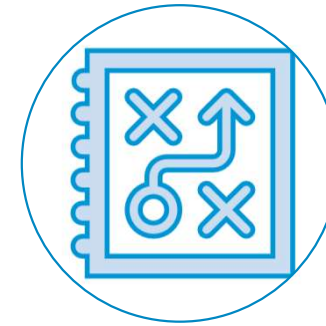


Director of Finance

Partnerships & Integration, Hospital Finance

Healthcare M&A-partnerships & integration. Rejoined OMC-Jeff Hwy to lead hospital finance dpmt.

2016



Hospital Operations

AVP Assoc. Admin/VP – Patient Flow Center & OHOSM

Led all support services, hosp pt flow, transfer center, flight care. Created PFC, opened & led Ortho Hospital.



Regional Executive

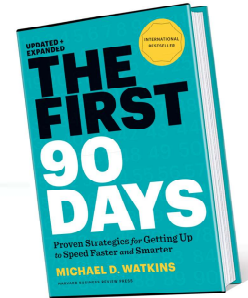
COO/CFO

Strategy Within A Division, Integration Across All Regional Sites, Partnerships, Highly Matrixed Structures – Leading Through Influence

2024

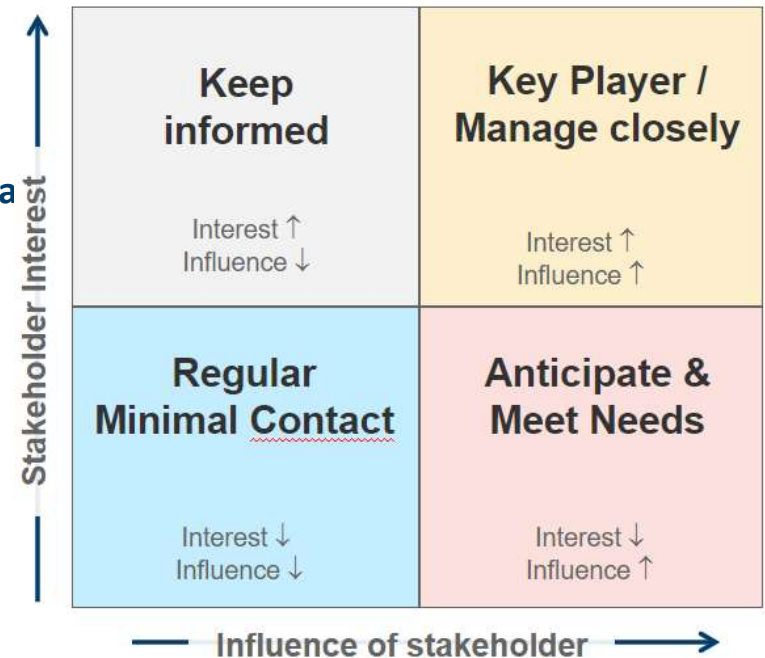
People

New Executive Onboarding: *Assessing People, Operations & Strategy*



1. People

- a. Stakeholder mapping – Physician and administrative leaders
 - a. Arrange coffee or lunch w/ key players
 - b. Read through prior years engagement survey
 - c. Read through prior evaluations for new direct reports
 - d. Establish mutual beneficial meeting rhythm (w/ minimal deviation)
 - e. Understand where quick change is needed



Onboarding with New Direct Team

- Met with all new direct reports 1-on-1 in first week (had meetings set prior to transition)
- First team meeting was an “orientation on my leadership style”
 - Set goal to accelerate trust and team cohesion
- Evaluation period began shortly after transition
 - Solicited feedback from key peers, leaders and business partners
 - Focused 80% on future, 20% on past
- Developed meeting rhythm, made it a priority and did not compromise connection time
 - Make it a priority to meet them where they are / in a comfortable setting

Emergenitics

• “Jack of all trades, master of none”

• Low expressiveness, high social – empathize w/ other ways of thinking and can understand all points of view

• Calm, stoic, thoughtful, quiet, hard to read

• Don't do well in large groups

• High assertiveness – determined and driving, comfortable handling uncertain situations

• Don't do well in corporate culture, hate chain of command

• Prefer fast pace, focused and firm.

• NEVER FEEL ORGANIZED

Communication

• Nothing about me without me (nothing about you, without you)

• If I separate you, my goal is you will hear it from me first

• If I have really to influence decision making on things that impact you, I will seek your input and opinion (no matter how small it is)

• I hate surprises, and I expect you to all equally hate them

• Transparency vs full-disclosure vs overshare

• Open to all levels of communication – Teams, text, email – I am inconsistent, but I do not text or call outside of normal work hours unless it's an emergency

• I email at weird times, but I do not expect a response (with) normal work hours (and) I do not text or call outside of normal work hours unless it's an emergency

• Debate and disagreement is healthy and necessary, prefer conflict in smaller groups/ 1 on 1s

• Information needs to be disseminated (up/down) across the information, everyone on the same page

• If you can't attend a meeting, send a replacement to represent you and your areas. I will do the same.

Evals/Feedback/Talent Management

• Evals are never a surprise, summation of routine feedback

• Eval timeline (for me) is twice a year discussion around career path, trajectory, timing, succession planning, etc

• If opportunities arise during the year that align with discussions, we will discuss

• I do skip levels as part of eval process, encourage you to do the same. Especially performers. I'll start this with mid years this year.

• I am very interested this year in understanding your leadership talent (calibrated review)

Decision Making/Speed of Execution

• Empowerment to make decisions, all the way down to front-line staff

• If decision is wrong, but reasoning behind it is logical, no blame (assuming no patient/employee/RH issues)

• Small mistakes are okay. The larger the decision, the more people that should be looped in for group discussion and shared culpability

• Leverage me to hold other areas accountable, or escalate thematic issues

• I like to move fast, or at least continually progress things.

Leadership & Personality Traits

• Authentic self – for better or worse

• Do not enjoy “forced” things, as its not authentic to me

• Highest functioning teams have the highest trust (hate this is now an Ochsner buzzword)

• Struggling with a bust circle in BR, working on it!

• Accessible and approachable (even though it's not perceived that way)

• Obsess over team culture, engagement, development/influencer of results

• Instant reaction in any problem is to help solve it (some call it unhealthy)

• Common direct report statement: “I have a problem, but I don't need you to do anything about it”

• I do not like titles or hierarchy

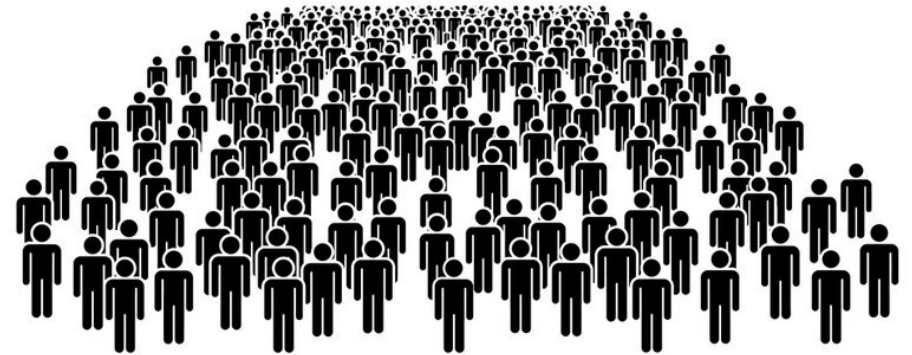
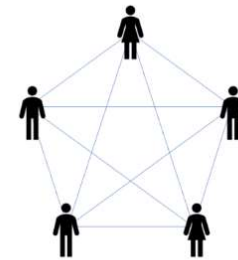
• Easily triggered by “that's the way we've always done it”

• Here's a rant on meetings...



From direct team to regional influence

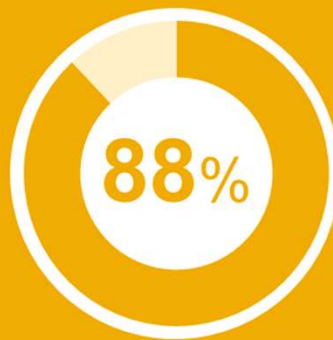
- Rounding - Got comfortable being uncomfortable
 - Made rounding buddies
 - Quarterly candy pass
 - Weekend Admin on Call (AOC) rounds
 - Weekly patient rounds
 - Lunch in provider lounge
- Partnered with employee engagement committee on activities and fundraising
- Regular rhythm with HR Business Partner and regional Diversity, Equity & Inclusion (DEI) Director
- Monthly team meetings have significant people focus:
 - Onboarding ambassadors
 - Names for personal letters
 - Best practice sharing
 - Engagement survey deep dives



Workforce Engagement is Essential



56% of Ochsner's workforce are millennials or Gen Z who prefer a "trust & inspire" culture



88% of employees leave their jobs for reasons other than compensation – like not feeling trusted or valued



31% lower voluntary turnover at companies with culture of employee recognition

Engaged Employees, Physicians & APPs Contribute to A Stronger Culture

TRUST & BELONGING



EMPOWERMENT



ACCOUNTABILITY



Gallup Q12 Employee Needs

Q03. Know me

Q05. Care about me

Q07. Hear me

Q10. Help me build mutual trust

Q01. Focus me

Q02. Free me from unnecessary stress

Q06. Help me grow

Q08. Help me see my importance

Q04. Help me see my value

Q09. Help me feel proud

Q11. Help me review my contributions

Q12. Challenge me

Senior Leader Rounding | Focus Groups | Diversity Hiring Panels | Onboarding Ambassadors | Ovations

Operations

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2. Operations

- a. Familiarize with prior financial statements down to department level
- b. Review regional market data and analytics
- c. Understand external market dynamics



Re-establishing an Operational Playbook...

...And Closing the COVID chapter

- External factors created new habits and norms during COVID
 - Supplies -> Whatever is needed
 - Labor -> Normalized agency
 - Hospital Metrics -> Lost ability to trend/benchmark
- Established Hospital Monthly Operating Review (MOR) Cadence
 - Complete summary
 - Screen-shot: Financials, Labor, Pt. Experience scores
- Finance team member created and taught nursing supervisor finance class

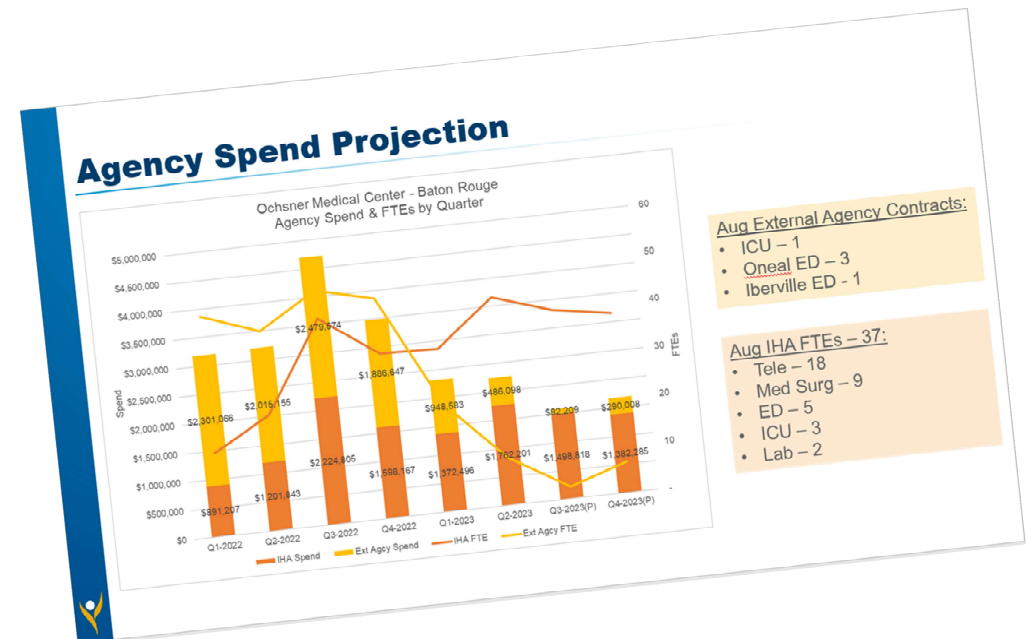
New, Simplified MOR Template:

Department: Cath Lab/CVRU/IR <u>Top 5 Priorities</u>		
Item	Status	
Recruitment & Agency. We are fully staffed and have no agency currently.		<p style="text-align: center;"><u>Help Needed/Escalations</u></p> <ul style="list-style-type: none"> Defib and transport monitors for Cath lab and IR Air-conditioned lead apron for Dr. Abi-Samra <p style="text-align: center;"><u>Recognition</u></p> <p>Jacob Matte, RT for putting together the RCIS Certification education for the staff. He also took extra call over the weekend to allow the other staff the ability to stay for the class on both Saturday and Sunday.</p>
Engagement. The Fall engagement survey mean was 4.38! We continue to promote activities outside of work and also have cake for birthdays and potluck for nurse's week and tech week.		
IR Team: IR team is fully staffed. The Cath lab continues to support the IR team in high acuity cases. The IR team will begin taking independent call in March.		
Vendors. We are working hard to utilize our preferred vendors to decrease costs per procedure in the Cath lab.		
Discretionary Expenses & Funnel. The team is reducing the amount of supply choices in the lab in order to decrease the amount of inventory in the department.		

Re-establishing an Operational Playbook...

...And Closing the COVID chapter

- Weekly agency calls w/ key leaders
- Moved supply chain and hospital medicine under CFO
- Created monthly “Surgery Summit” with hospital, clinic and finance leaders
- Took a fresh look at all data being sent out by finance team





FINANCIAL ACCOUNTABILITY & SUSTAINABLE GROWTH

The Results!



\$6,902,961
Cost Savings

Salary dollars based on actual HPU

9.2%
Revenue Growth YoY
2022 vs 2023



6,600

Unique patients receiving shared care through expanded Louisiana Women's Healthcare partnership since 2021

16.9% Increase in Visits



100%
Agency Free
(excluding EVS)

Surgical Growth

YoY Improvement 2021-2023

19%
The Grove

23.2%
Region

Hospital of the Year

2023 Louisiana State Nurses Association
Louisiana Nurse Foundation Award



\$35+M
Financial Turnaround
in 2023

2024 Initiatives

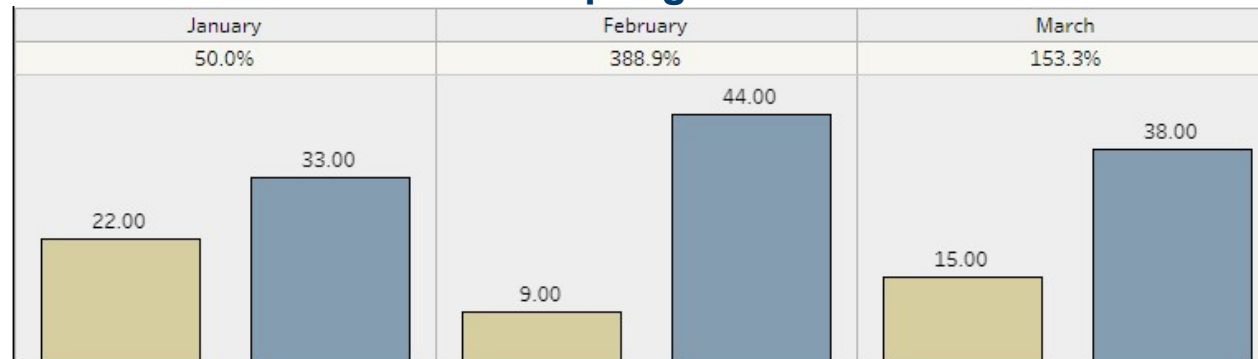
Observation Management

	2021	2022	2023	2024
Obs Patient LOS (Obs Hours)	31.20	30.41	36.39	32.76
Obs Patient LOS (Total Hours)	37.57	36.01	42.79	37.93
Obs Cases as % of IP Med+Obs Cases	34.7%	35.3%	33.1%	20.8%
Status Flips IP to Obs	10.8	20.3	15.8	5.6
IP to Obs Downgrade %	4.3%	7.9%	6.8%	3.7%
Status Flips Obs to IP	145.1	146.3	123.8	143.3
Obs to IP Upgrade %	36.5%	36.4%	34.8%	48.7%
Obs Cases Over 48 Obs Hours	39.6	36.6	47.5	20.0
% of Obs Cases Over 48 Obs Hours	15.7%	14.3%	20.5%	13.3%

Other Strategic Projects:

- Enrolled in Medicare BPCI-A
- Modernizing capital and space requests
- Reducing ED High Utilizers

Accepting Transfers



Strategy

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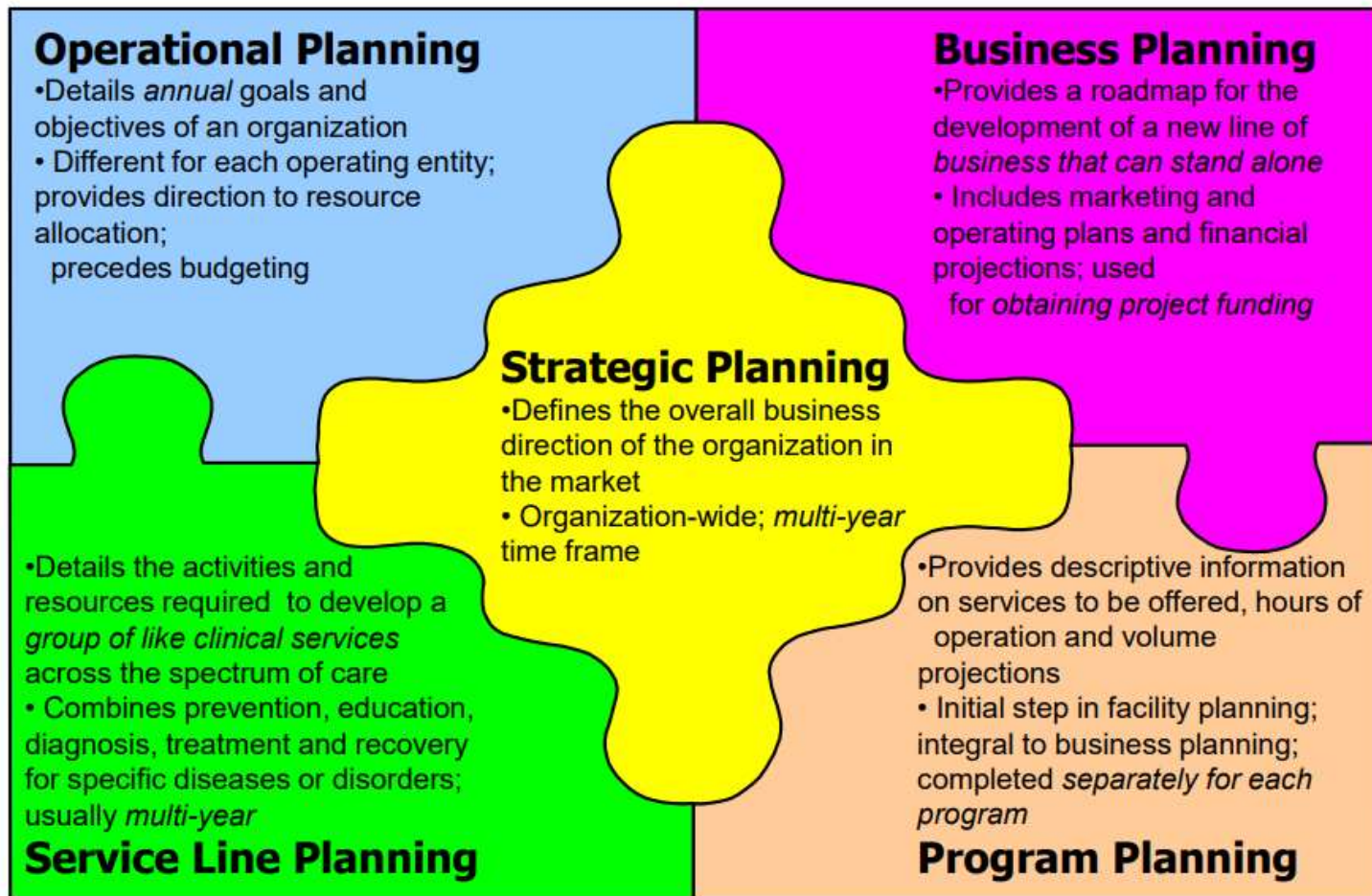
- a. Familiarize with prior financial statements down to department level
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3. Strategy

- a. Review prior year strategic plans
- b. Review pro formas for previous strategic projects
- c. Understand system executives outlook on Baton Rouge
- d. Understand local leaders outlook on Baton Rouge strategic plan



Types of Planning



Ochsner Health Strategy Influencers



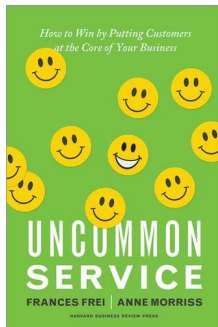
Frances Frei

- Strategy Consultant – Customer Focus
- Culture and Values

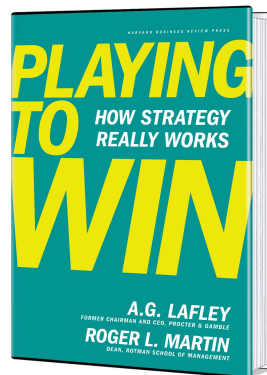


Ranjay Gulati

- Strategy Consultant – Partnerships, Playing to Win, Disruption



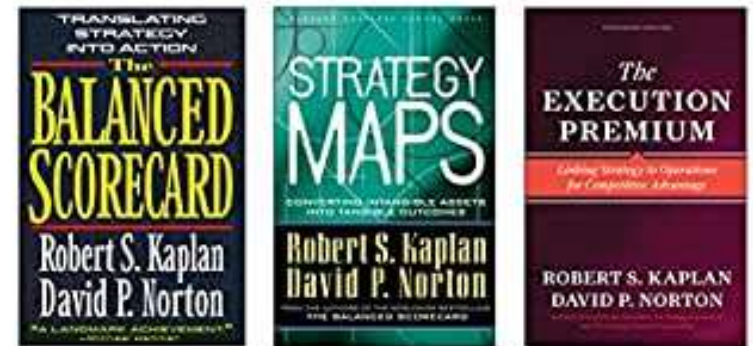
[The Four Things a Service Business Must Get Right \(hbr.org\)](#)



[Playing to Win: How Strategy Really Works - YouTube](#)

Strategy Execution

Balanced Scorecard Success



THE KAPLAN-NORTON COLLECTION



Foundation for Our Strategic Plan

Understand Internal Trends

- Unique patient growth
- Provider recruitment success
- Leakage/Outside Provider Expenses

External Market Data

- Industry Trends: National and Local
- In-market Physician Supply & Demand
- Population Growth Projections

System Strategy

- Guidance from service lines
- Capital outlay projections
- Growth outlook

Hospital Strategy

- Campus renovation/upgrades
- Space optimization
- Explore new services

ASC/Clinics

- Provider recruitment plan
- Addition/expansion of existing sites
- New opportunities & partners

People

- Projected hiring needs
- Job areas with potential short-falls
- Team Talent Review Process



FINANCIAL ACCOUNTABILITY & SUSTAINABLE GROWTH

Growth is a Strategic Imperative

TWO STRATEGIES FOR GROWTH



Inorganic Growth

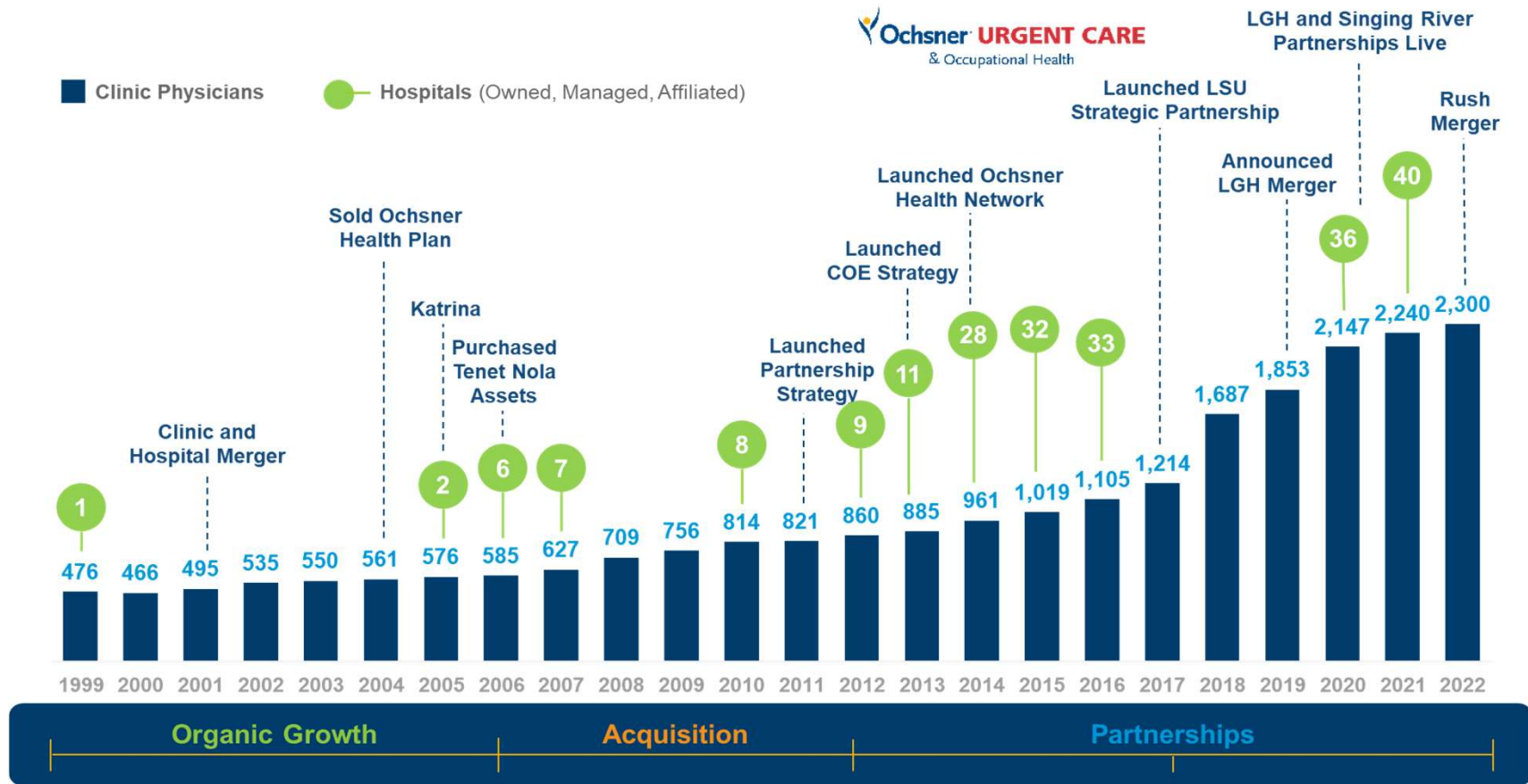
Grow Business
from the **Outside**



Organic Growth

Grow Business
from **Within**

Ochsner's Inorganic Growth Track Record



Strategic Growth Goals

Be the care provider of choice for outpatient, ambulatory surgery and short-stay care within the Baton Rouge Region.



Cost, Benefit, Downstream Impact

Strategic Planning Analysis – O’Neal Campus

Strategic Plan	Benefit	Downstream Impact
Plaza IV Utilization (Total - \$1.9 Million: BH outfitting \$350K, and Wound Care outfitting 1.4 Million)	Relocation of Executive Team to allow for consolidation of Behavioral Health Expand care services at Plaza IV to include wound care for patients	Concerns about executive team being offsite Clinic expansion for Peds Safer environment for pts and staff in BH Potential to relocate The Grove Admin to BH offices on 4 th floor and allow Peds to expand on 5 th floor
ED Expansion – O’Neal (estimated cost \$3.4 Million)	Increased throughput ability Increased patient experience	Need from system service line (cardiology) to implement provider rotations to expand access at O’Neal
Addition of EP/Hybrid OR (estimated cost of \$3.2 Million)	Growth for cardiology service line Expansion of services for patients	Increased need to recruit Cardiologists now
Increased PodFoot Expansion - O’Neal 5th Floor (estimated cost \$ Million)	Outdoor location to add additional podfoot Increase in pt experience	Potential for negative employee experience regarding patients up and down. Potential to have to relocate podfoot to 1st floor long term.
Med PodFoot Expansion -- O’Neal 1st Floor (estimated cost \$ Million)	Med clinic long term for hospital staff Increased pt experience Increased employee engagement (less stressed from employee input)	Includes relocation of EPD and Medical Dept (increased cost) Potential to expand long term off outdoor wall
Med Group Wing Addition -- O’Neal (estimated cost \$ Million)	Increase beds at O’Neal campus and bring wing(s) up to maintenance Medic long term goal to benefit existing structures for patients and staff	Ability to accept transfer Ability to accept downstream volume from new Grove ED

To Avoid The “Fall” in a Market Inflection, You Must Pursue an AND strategy Operational Excellence AND Strategic Growth



Source: Adapted From Ranjay Gulati
Professor, Harvard Business School²⁷

Key Takeaways

- **Embrace diverse experiences:** Non-linear career journeys offer a wealth of experiences and perspectives into the business and people leadership – Embrace new challenges and learning opportunities
- **Prioritize preparation and alignment:** During an executive role transition, prioritize self-preparation and assessment from day one – This sets a strong foundation for effective decision-making and integration with the finance function.
- **Focus on people-centric leadership:** Make people your top priority – start by cultivating trust and credibility within your direct team of influence. Understanding the motivations and pain points of key players and influencers enables you to effectively navigate the landscape & drive collaboration.
- **Operational excellence & collaboration:** Focus on the “how” rather than the “what” in operational finance – be an obstacle remover, facilitating collaboration, consultative leadership and problem-solving, rather than merely implementing changes and tasks.
- **Strategic alignment & growth:** Develop smart strategies that align with evolving market dynamics and organizational goals – operational excellence is as crucial as growth initiatives in driving financial and organizational health and sustainable performance.

Q & A

Measuring Success?

Strategic/ Transformational Change

- **Fundamental shift in how we do the work**
- Intense focus on improvement
- Usually long-range in nature
- Tackles Organizational Legacies/ Structures/ barriers that may historically have been in place
- Rigor on Goal Setting, Timelines, Project Management Principles
- Reallocation of Organizational Resources and Talent (Time Included; could include redeployment)
- Part of Organizational Strategy/ Change Agenda- Requires Robust Change Management Planning

Prioritization Tied to Strategic Goal/Outcome, Reallocate Resources from other initiatives to accomplish, ruthless prioritization of activities to drive focus

Operational Excellence/ Continuous Improvement

- **Continue to operate as normal with a shift in what we focus on**
- Part of our continuous improvement journey; hardwired into daily operational processes/operating rhythm
- Can be short or long term in nature; usually part of a larger goal/target
- Usually relies on resources that already exist in the organization or as stretch projects for key individuals (additive work)
- Part on annual operating plan and financial improvement plan- largely incremental in nature

Prioritization Tied to 1 year goal/outcome, operational capacity of leaders, availability of resources

People & Culture: Destination 2026

Strategic Initiatives Updates

- ✓ On track
- In progress
- Future



Renovate Culture

1

- ✓ Align Culture & Employer Brand Experience
- Redesign Performance Development
- ✓ Create High-Trust & Inclusive Organization
- ✓ Celebrate Service Milestones and implement Standing Ovations awards
- ✓ Establish True North steering council and refresh PAC forum to advise on and guide culture change



Strengthen Leader Capability and Effectiveness

2

- ✓ Strategic Learning Council
- ✓ Leader Capabilities Model (Incl. Empowerment & Consultative leadership framework)
- Academies, Core Curriculum, MicroLearnings, High Potential Programming
- Talent Dashboard



Reimagine Employee Value Proposition

3

- Pay Equity, Transparency
- ✓ Competitive / Simple Employee Value Proposition
- Job design & role clarity
- Streamline Candidate Experience and team member journey
- Tailored Benefits & Compensation Models
- ✓ Market Intelligence for Workforce
- ✓ Meaningful Rewards & Recognition



Adopt an Adaptive Career Management & Internal Mobility Approach

4

- Adaptive career paths
- Talent marketplace / workday career hub
- Career Solutions center
- Individual Career Development Plans
- Increase workforce development talent readiness and prog success rate



Evolve DEI Strategy from Transactional to Transformational

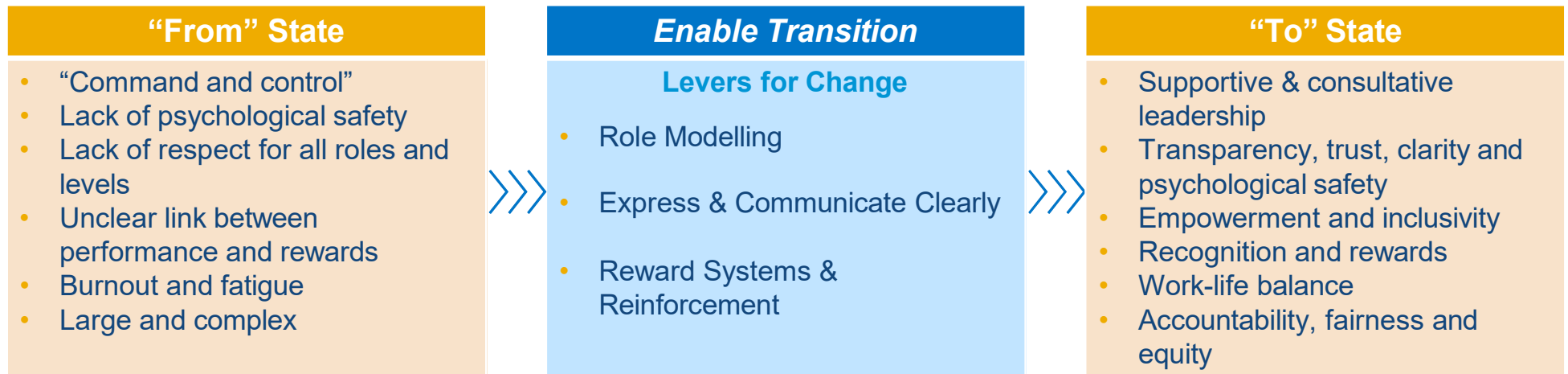
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- Form collaborative relationships across org
- Revamp DEI data dashboards
- Expand the HBCU Summit program and community health events
- Create an annual system-wide DEI education curriculum
- ✓ Restructure System and Regional DEI Councils
- ✓ Restructure ORGs
- ✓ DEI Council report-outs and revised DMORs

Employee Engagement Action Plan

FOUR EMERGING THEMES

- 1 **Pride in Our People**
- 2 **Desire to be Consulted & Involved**
- 3 **More Openness & Trust**
- 4 **Mutual Accountability & Aligned Incentives**



Senior Leader Rounding | Focus Groups | Diversity Hiring Panels | Onboarding Ambassadors | Ovations