

CFO of the Future

From Scorekeeper to Strategist

Shaped by place, purpose and people



KANSAS CITY



NKC HEALTH



FAMILY

What does Texas have that no other lower-48 state has?



Take a guess. Win a prize.



A SYSTEM DESIGNED TO ENDURE

Diversification creates resilience

Strength comes from understanding the whole system—not betting on a single source.

GAS | WIND | SOLAR | NUCLEAR | OTHER

THE STORY IN THREE ERAS

The role expands. The disciplines endure.

01

PAST

LEDGER

Keep an honest score

RIGOR

02

PRESENT

SCARCITY

Choose under pressure

+ INTEGRATION

03

FUTURE

POSSIBILITY

Create durable capacity

+ FORESIGHT

CFO OF THE PAST

Steward of the Ledger

A truthful record creates the credibility every forward decision depends on.

- **ACCOUNTING & REPORTING**
- **REVENUE CAPTURE**
- **BUDGETING**



Complexity moved faster than the old model

01 **PAYER COMPLEXITY**

More plans. More contracts. More friction.

02 **CONSOLIDATION**

Layered structures and joint ventures.

CFO

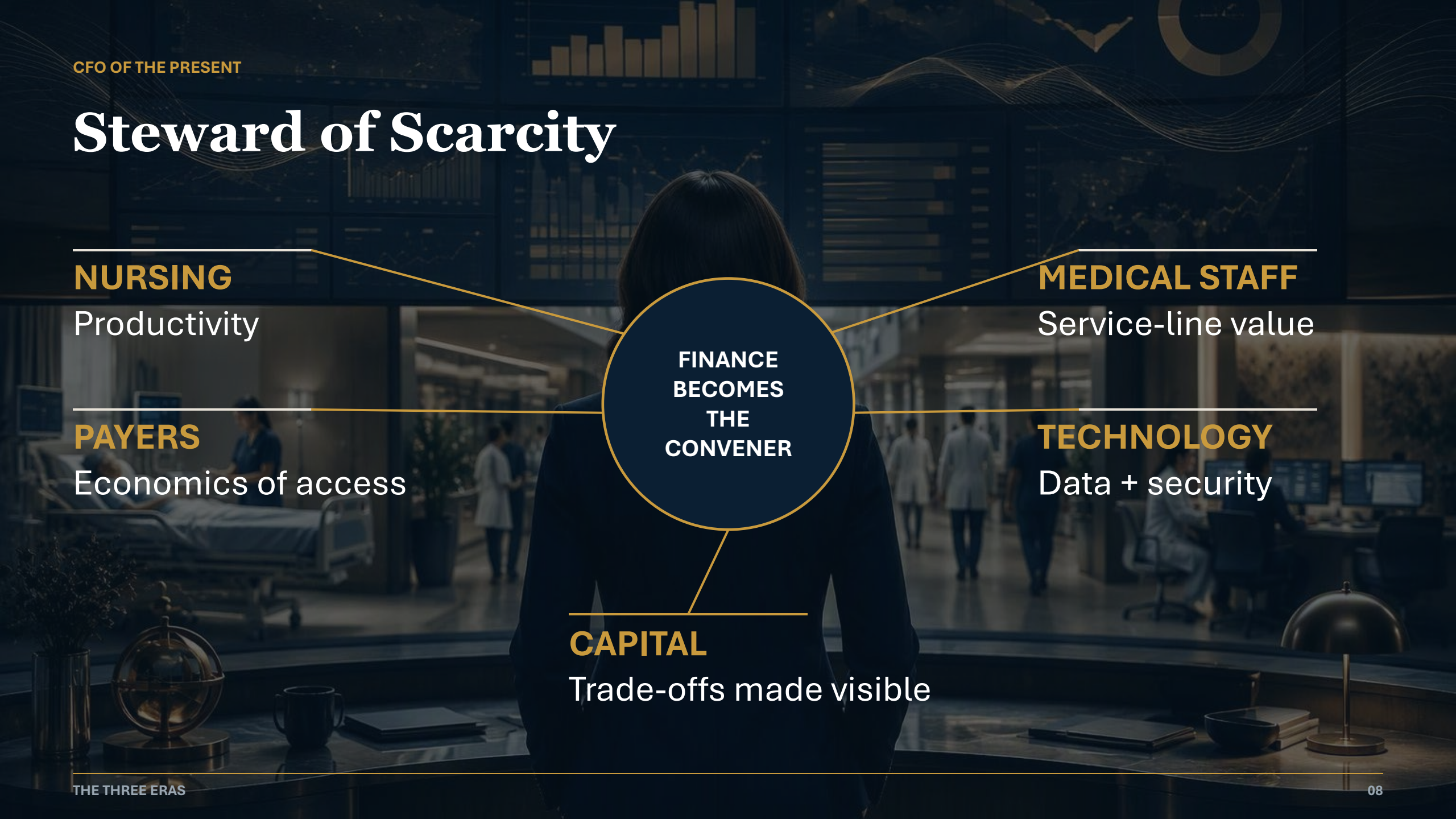
03 **WORKFORCE PRESSURE**

Demand rises while capacity tightens.

04 **REIMBURSEMENT**

Inflation outpaces contractual lift.

Steward of Scarcity



NURSING
Productivity

MEDICAL STAFF
Service-line value

PAYERS
Economics of access

TECHNOLOGY
Data + security

CAPITAL
Trade-offs made visible

Not everything can be first

01 CLINICAL PLATFORM

Access • quality • growth

02 CYBERSECURITY

Continuity • trust • risk



03 INFRASTRUCTURE

Reliability • compliance • capacity

04 WORKFORCE

Retention • productivity • experience

A steward makes trade-offs explicit—and tests what must change operationally for each investment to work.

The time horizon changes the question



What condition will it be in when we hand it forward?

- **Ownership** asks what belongs to me.
- **Management** asks what I must deliver today.
- **Stewardship** asks what has been entrusted to us—and what endures beyond our tenure.

TODAY — NEXT LEADER



THE STEWARD'S MANDATE

Authority is entrusted—not owned

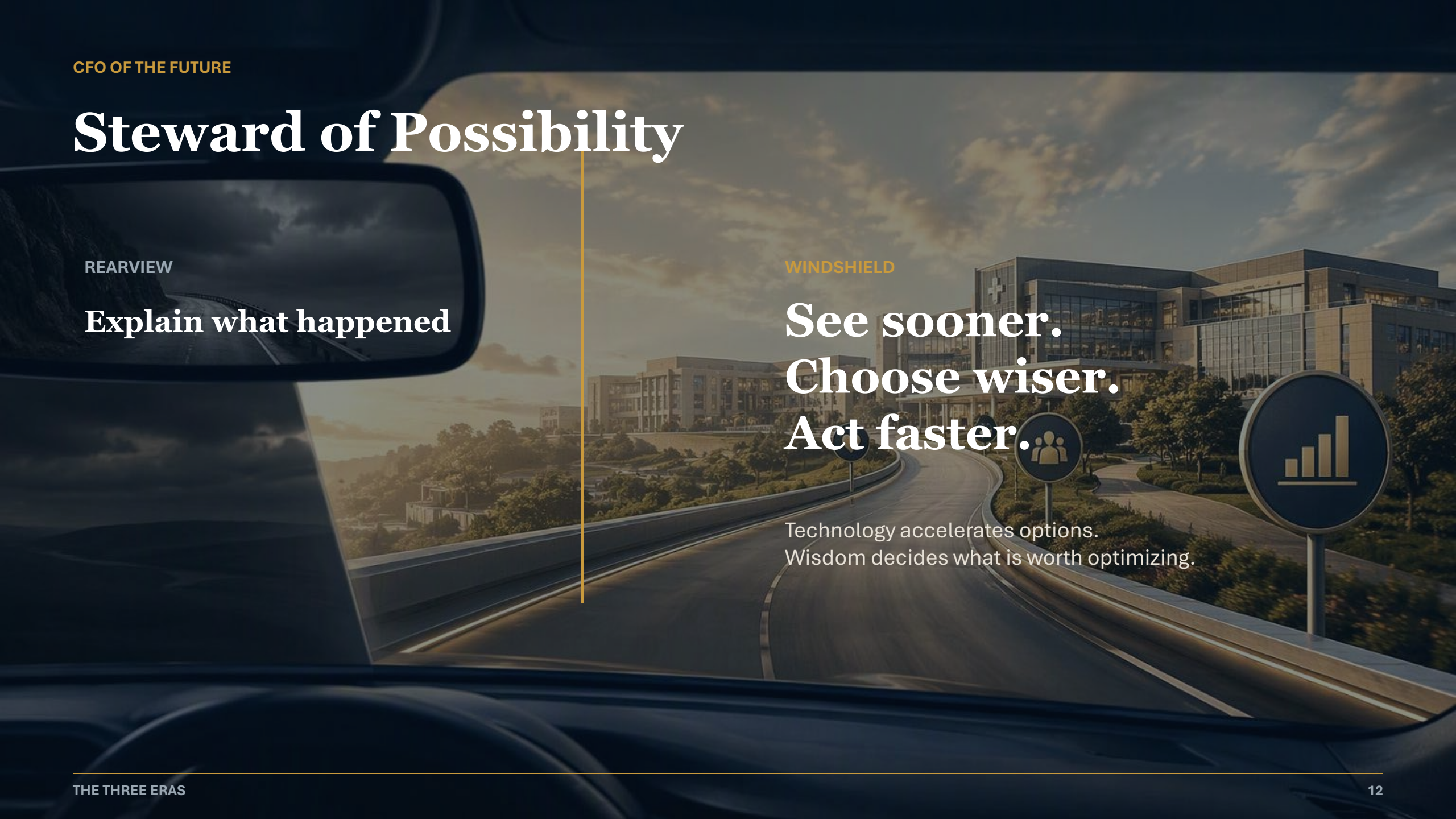
The "estate" is the capacity of the health system to care for the community.

01 **PROTECT THE MISSION**
— not every habit or method.

02 **INVEST FOR THE NEXT SEASON**
— while meeting today's obligations.

03 **LEAVE THE ESTATE PRODUCTIVE**
— beyond any one leader's tenure.

Steward of Possibility



REARVIEW

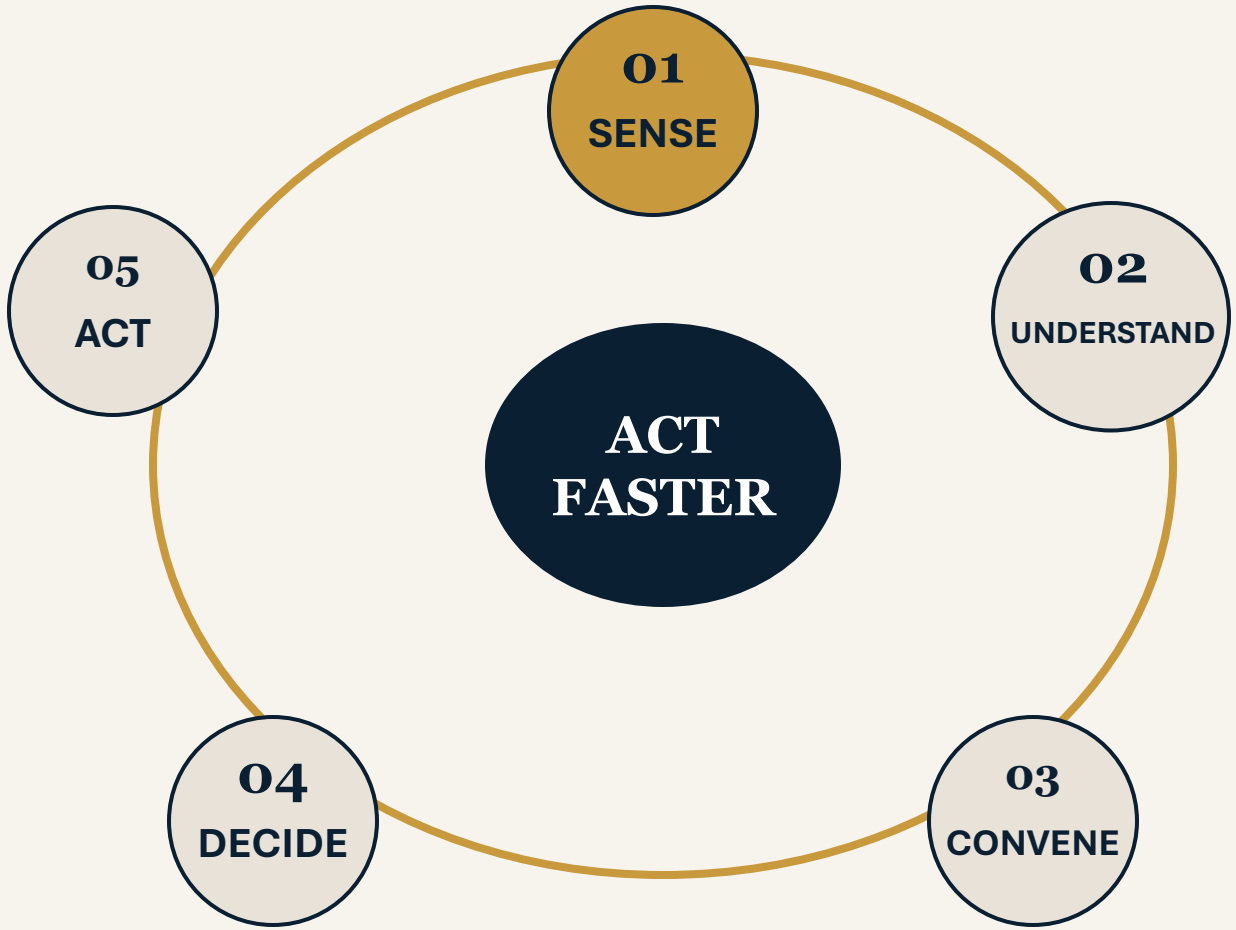
Explain what happened

WINDSHIELD

See sooner. Choose wiser. Act faster.

Technology accelerates options.
Wisdom decides what is worth optimizing.

Compete on the speed and quality of decisions



MONTHLY REPORTING LOOP

Essential—but no longer sufficient on its own

Capability must travel all the way to action

01	02	03	04	05
ACCOUNTING	ANALYZE	EDUCATE	COMMUNICATE	LEAD CHANGE

DATA → **INSIGHT** → **ACTION**

Reconcile

Explain why

Improve the decision

A practical operating system for stewardship

01

Tell truth

One trusted story.
Make uncertainty visible.

02

Allocate with purpose

Connect resources to mission, outcomes and total cost.

03

Build capacity

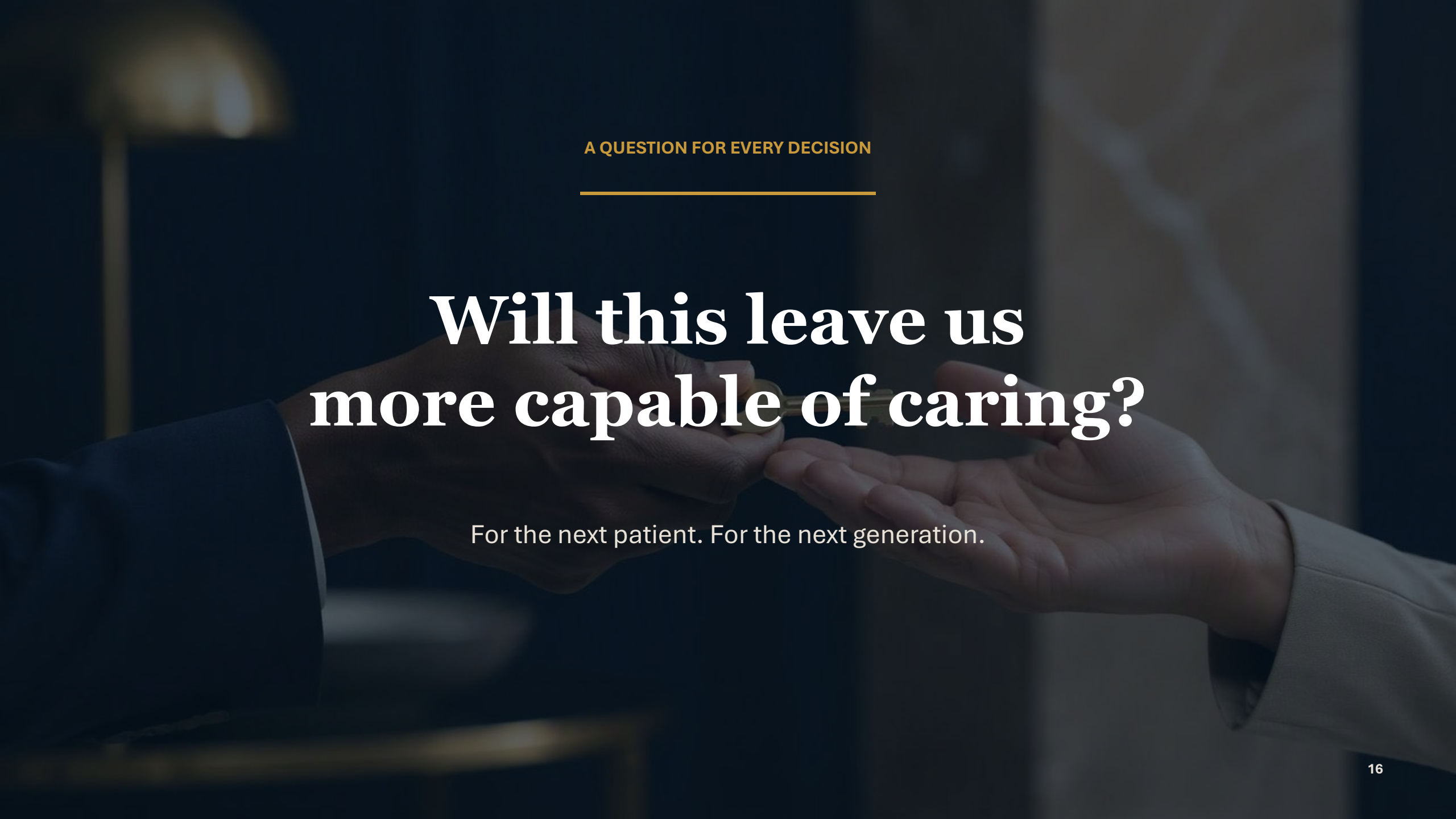
Strengthen people, processes and systems beyond one leader.

04

Protect trust

Hold data, resources and algorithms in trust.

The commitments work as a set: informed, purposeful, durable and trusted.

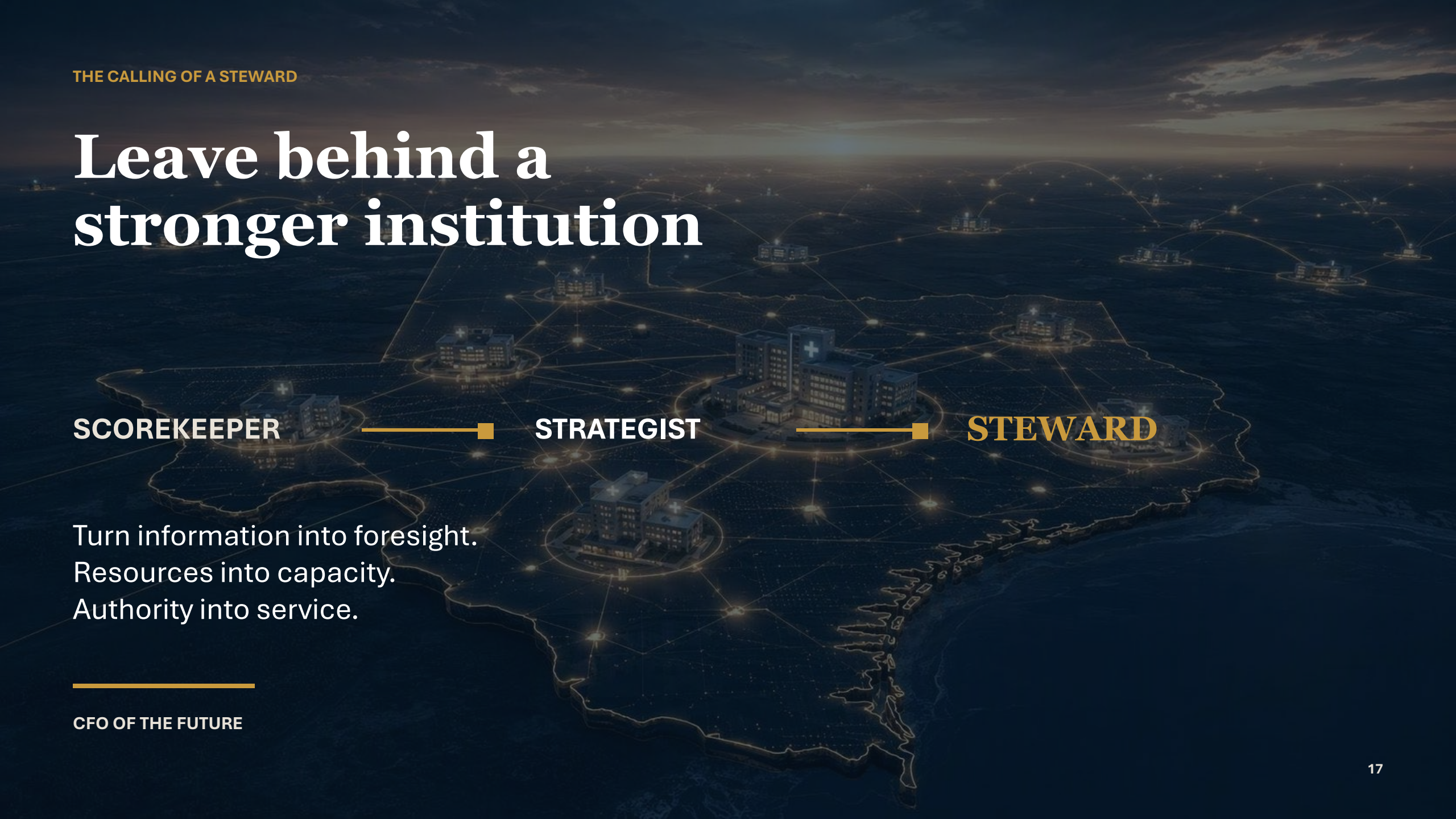


A QUESTION FOR EVERY DECISION

Will this leave us more capable of caring?

For the next patient. For the next generation.

Leave behind a stronger institution



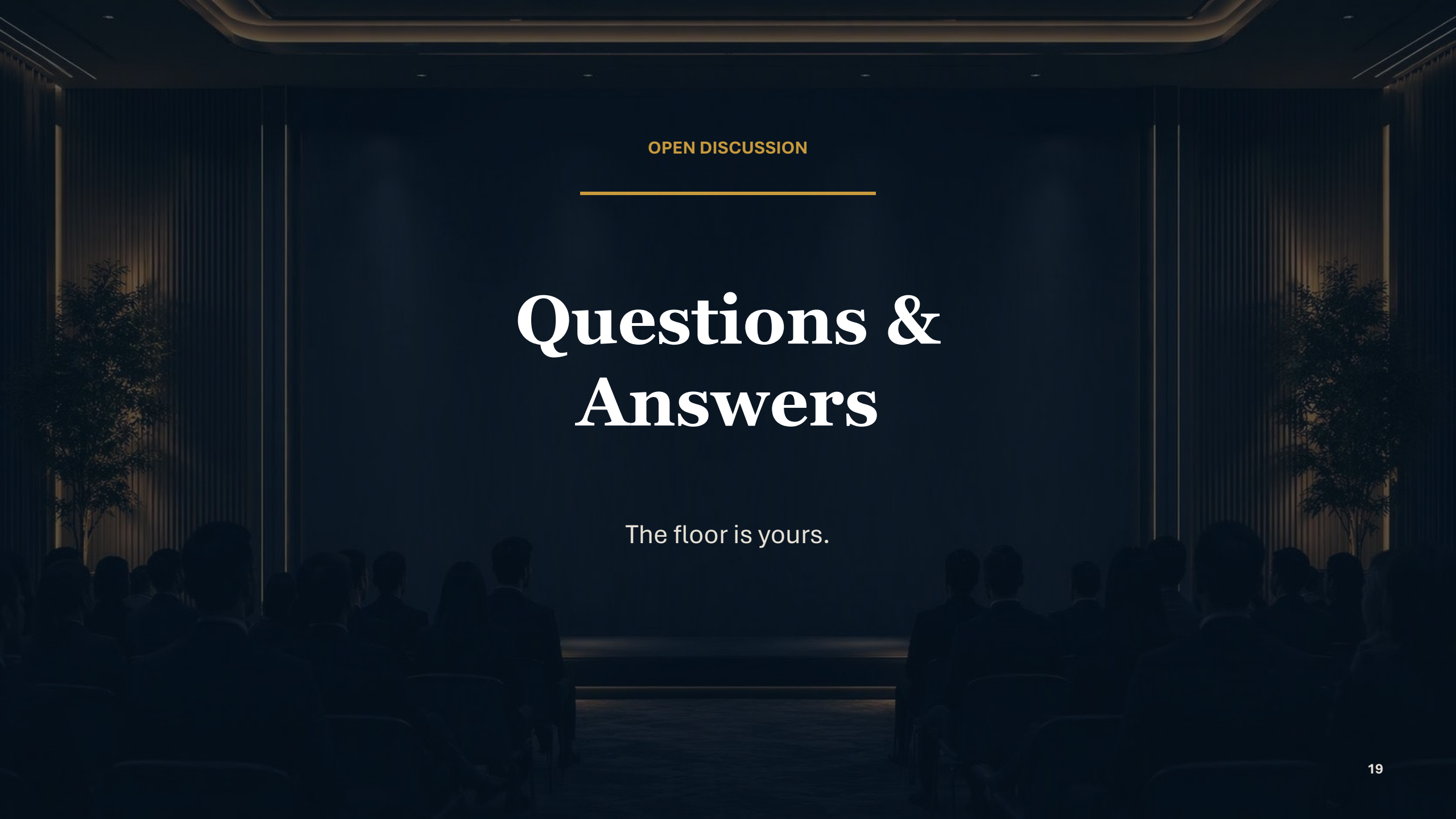
SCOREKEEPER — STRATEGIST — STEWARD

Turn information into foresight.
Resources into capacity.
Authority into service.

How to Be Bold: The Surprising Science of Everyday Courage, by Ranjay Gulati

"Courage is not the absence of fear but the ability to act with wisdom and compassion despite uncertainty. It arises from inner strength, patience, and a sincere concern for others. I believe courage is not limited to acts of physical bravery but is reflected in our willingness to stand for truth, practice forgiveness, and act selflessly for the well-being of all."

— THE DALAI LAMA



OPEN DISCUSSION

Questions & Answers

The floor is yours.