



“Daniel Brooks”

Interviewing with David Castellano, Paul Ferraro, Karen Mills and Thomas Reid (see Report 2) · Built from your actual resume + the client’s recruiting brochure + the current VP Finance org chart

\$3B+ REVENUE OVERSEEN	\$23M TURNAROUND SWING	\$500M+ HOSPITAL BUILD LED
50% DENIAL REDUCTION	<1% DENIAL RATE ACHIEVED	CFO of the Year BUSINESS JOURNAL AWARD

01

Candidate Snapshot

Who you are walking in — and why you are exactly what this role needs

WHO YOU ARE

A healthcare finance executive with three Regional CFO roles, a \$23M turnaround at a major nonprofit system, direct behavioral health finance experience running a 50-bed inpatient unit with its own dedicated ER, and a \$500M+ hospital build. [Your resume](#)

WHY IT FITS

For a VP Finance role supporting a new SVP/CFO — with a freshly opened \$600M+ flagship and an in-house 70-bed behavioral health unit — your profile is unusually well-matched. [Gulf Coast Business Journal ↗](#)
[Healthcare Finance News ↗](#)

THE WORK ON INTERVIEW DAY

Four conversations, four jobs. Show David you can run day-to-day finance as his #2. Show Paul that finance will help his operators. Prove cultural fit with Karen and Thomas. And with all four, credibly explain why a Regional CFO is choosing this role now.

02

The Team You Would Lead

Six leaders + an EA — know this structure cold; it signals you studied the org chart



DIRECT REPORTS

Controller (accounting, tax, AP · 5 sub-reports) · Executive Director, Supply Chain (6 sub-reports) · Executive Director, Analytics & Decision Support · Executive Director, Case Management (UR, clinical documentation · 6 sub-reports) · Director, Reimbursement · Director, Budget & Labor Performance · Executive Assistant

Finance org chart (provided with your intake)

THE COACHING POINT

Reference at least 2–3 of these functions by name in the interview — it demonstrates preparation at a level above other candidates. This breadth (Supply Chain and Case Management under Finance) is a feature, not a bug.

Career Timeline — Mapped to Their Needs

Each role, what it proves, and what it means on interview day

ADDRESS PROACTIVELY

Regional CFO — national for-profit surgical group

Current role · 6 markets

- Financial oversight of acute, critical-access, and surgical hospitals plus ASCs and physician practices across 6 markets
- **Reduced costs \$4M+ through multiple expense initiatives · cut denials 50%, improving revenue \$3M**
- Revamped front-end processes for upfront collections and denial reduction

What it means: Strong results, but it is for-profit. Expect Karen and Paul to ask about it. Your answer is in section 05.

BEHAVIORAL HEALTH CREDENTIAL

SVP / Regional CFO — \$1.5B Catholic academic health system

Nonprofit

- Flagship academic medical center: ~\$1.5B net operating revenue, 1,000+ beds
- **50-bed inpatient behavioral health unit with dedicated BH emergency room — near-exact functional match for the client's 70-bed unit**
- \$1.5B operational budget with \$150M+ EBITDA · built the system's 5-year capital projection model · financial point person for a state medical school affiliation (100+ residents)

What it means: Paul opened Meridian's Behavioral Health Unit. This is your strongest connection to him.

STRONG MATCH

Regional CFO — major Texas nonprofit hospital system

3 hospitals · \$1B+ net revenue · 4,000 FTEs

- **TURNAROUND: –\$3M to +\$20M — a \$23M swing on an acquired hospital, in three years**
- Denial rate under 1% · upfront collections over 4% of net revenue · accounts secured within 48 hours of scheduling
- Chaired the system-wide CFO council

What it means: This is the story David will want in detail. Tell it as cleaner bills and a stronger hospital, not as cost cutting.

STRONG MATCH

Hospital CFO — growing community medical center

\$450M budget · 2,500+ employees

- **Operating margin over 15% — sustained throughout your time there**
- **Led a \$500M+ expansion, growing from 54 beds to a 400-bed regional medical center — directly parallels the client’s new-campus reality**
- Business Journal “CFO of the Year” — large nonprofit entities

What it means: Your longest role. It answers the “is he a stayer?” question before anyone asks it.

Every role, number and award above is from your resume. **Your resume**

04

Strengths Mapped to Their Needs

Every strength connects to a documented, specific client need

NEW-ENTRY ECONOMICS

THEIR NEED: The client just opened a \$600M+ campus — debt, depreciation, and ramp economics still stabilizing.

YOUR PROOF: You led a \$500M+ expansion (54 → 400 beds). You have lived the post-build margin recovery curve. Near-exact match.

TURNAROUND NUMBERS

THEIR NEED: The new CFO needs this rigor underneath him.

YOUR PROOF: –\$3M to +\$20M in three years. Plus \$4M cost reduction and \$3M revenue improvement inside one year at your current employer.

RCM + CASE MGMT SYNERGY

THEIR NEED: This VP role owns Case Management AND Reimbursement under one roof.

YOUR PROOF: Denials under 1%, upfront collections over 4% of net revenue. Few candidates have run revenue cycle this integrated. You have.

BEHAVIORAL HEALTH — DIRECT

THEIR NEED: The client's unit is 70 beds, run as a hospital department.

YOUR PROOF: You managed a 50-bed inpatient BH unit with its own ER — same functional category, same operational reality. Most VP Finance candidates have never run BH finance.

MISSION-DRIVEN DNA

THEIR NEED: The client's "every dollar reinvested" philosophy.

YOUR PROOF: Most of your career is in nonprofit, mission-driven, faith-based systems — directly aligned.

TEAM-BUILDING FOR A NEW CFO

THEIR NEED: The SVP/CFO is about 12 months into the job and building his team.

YOUR PROOF: Your CFO experience makes you the ideal trusted #2 — run day-to-day finance, mentor six leaders, free the CFO for board and strategy.

Their needs come from Reports 1 and 2; your proof comes from your resume.

[VP Finance executive recruiting brochure](#) ➤ [Gulf Coast Business Journal](#) ➤ [Your resume](#)

05

Objections & How to Bridge Them

Own the gaps before they're raised — confidence, not defensiveness

The big one: "You've been a Regional CFO. Why take a VP Finance #2 role?"

Who asks: Karen and David

"Three honest reasons. One: title isn't the work — six direct reports across Accounting, Supply Chain, Case Management, Analytics, Reimbursement, and Budget is broader than most Regional CFO roles I've held. Two: the CFO joined a year ago and is building his function — I want to be his strong #2, bringing my CFO experience to support him. Three: this is where I want to land. I've spent my career in mission-driven nonprofit healthcare, and this is the kind of finance work I want to be doing for the rest of my career."

Relocation — is he serious, or is this a backup? *Who asks: Karen*

“Let me be direct about relocation. This is exactly the kind of organization I’d relocate for — locally led, from this community and for it, faith-based but inclusive. My family and I are ready to make this home. I’m not looking for a stop. I’m looking for a place to do the best finance work of my career and stay.”

Your current employer is for-profit — this client is a faith-based nonprofit *Who asks: Karen and Paul*

“The for-profit chapter sharpened my multi-market oversight and accelerated my revenue-cycle work — \$4M in costs cut and \$3M in revenue improved in under a year. But my career is mission-driven nonprofit healthcare. This is a return to where I belong.”

Can he support a new SVP/CFO without eyeing the corner office? *Who asks: David*

“The CFO is doing the system-level work — board, strategic capital, payer strategy. My job is to make the finance organization hum underneath him. I want to be the partner who makes him successful, not the candidate next in line. I’ve been a CFO. I know what one needs from a strong #2.”

Two recent moves — is he a stayer? *Who asks: Karen and Thomas*

“My track record is long tenures where the mission fits — my resume shows it. The recent for-profit role was a deliberate skills accelerator. What I want now is a mission-driven home for the long haul — and this organization’s legacy, local governance, and community commitment is exactly that.”

TIP

Say these answers in your own words. Know the three or four points in each one, not the script. If two people raise the same objection, give them the same answer — they will compare notes.

06

Questions to Ask

Signal you studied the org chart and the brochure — not just the title

ASK KAREN MILLS

“The CFO joined about a year ago and is building his finance team. What does he most need from his VP Finance right now?”

Centers the conversation on supporting the hiring leader — exactly the posture an HR screen wants to hear.

ASK THOMAS REID

“Supply Chain and Case Management under Finance isn’t typical. How is that structure working, and where are the biggest opportunities across the six leaders’ portfolios?”

He built this structure. Most candidates won’t have studied the org chart. You will have.

ASK DAVID CASTELLANO

“With the new campus open, where are we on the post-construction margin recovery curve — and what part of stabilization belongs to VP Finance versus the SVP/CFO?”

Surfaces your \$500M build experience without saying it — you know the curve.

ASK PAUL FERRARO

“How is the behavioral health unit’s financial performance shaping up, and is there room to optimize?”

He opened the unit. Few candidates will know it exists. A quiet credibility win that surfaces your BH credential.

Report 2, section 14 has two more questions for each person. Never ask two people the same question.

07

Questions They Will Ask — With Your Answers

Every answer uses a real number from your actual resume and leads with fit

“Walk me through your biggest turnaround.” *Who asks: David*

“We acquired a hospital losing \$3M. Three years later it generated \$20M+ — a \$23M swing. The method: decompose the loss first — payer mix, volume, cost structure. Then rebuild the front end — centralized verification, accounts secured within 48 hours, denials under 1%. That’s the playbook I’d bring to the new-campus margin curve.”

“Tell me about a time you lived our values.” *Who asks: Karen*

“I oversaw the finances of a 50-bed inpatient behavioral health unit with its own ER. Behavioral health rarely pays for itself — but it’s mission-critical. I took ownership of making the math work so we could keep serving people who had nowhere else to go. That’s where accountability and compassion meet for me.”

“Your leadership style?” *Who asks: Thomas and Karen*

“Servant leadership applied to finance. My job isn’t to be the ‘no’ person — it’s to give our team members and clinicians the financial confidence to serve more patients. I listen before I act. I don’t fix things I don’t fully understand yet.”

“What would your first 90 days look like?” *Who asks: David*

“Week 1: one-on-ones with each of the six leaders, plus the CFO and operational peers. Walk the revenue cycle floor, walk the BH unit. Days 1–30: deep dive on case management, reimbursement, and new-campus economics. Days 30–60: budget alignment, supply chain review, analytics roadmap. Days 60–90: present a 12-month operational finance plan. Throughout: listen more than I talk, and learn the culture before I touch it.”

08

Compensation — Be Honest About What You Need

If pay comes up, tell them what you need. That’s it.

IF PAY COMES UP

Be honest. Tell them what you need, and that’s it. Most hiring managers do not want to play salary games these days.

TALK TO YOUR RECRUITER FIRST

If you are working with a recruiter, discuss pay with them before you go into the interview. Your recruiter knows this employer and can tell you how your number lands.

KNOW YOUR NUMBER

You told us your target is \$375K base. Know it before you walk in, so you can say it plainly if they ask.

MARKET RANGE

See Report 1, section 10: an educated estimate of about \$260K–\$400K base plus incentive for this scope. For your information only.

RELOCATION	Talk about relocation as commitment. If they ask what you need for the move, be honest about that too.
AFTER THE OFFER	Once there is an offer, follow your recruiter's lead. Your recruiter knows what this employer has actually paid.

PLEASE READ

The Report 1 range is for your information only. Never present it as what the role is worth, and never use it in final negotiations. Do not say, "I've done my research and I know what the role is worth." Hiring managers hear that as attitude.

09

Closing Ammunition

Last impression is the lasting one — specific, confident, partnership-oriented

THE BH CREDENTIAL DROP	Once, confidently: "I oversaw a 50-bed inpatient behavioral health unit with its own dedicated ER — so your 70-bed unit isn't new territory for me; it's exactly the work I know how to support financially." Say it once. Move on. Best with Paul.
THE BUILD PROOF POINT	"I led a \$500M+ expansion, growing from 54 beds to 400. I know the financial architecture of a major hospital build and the ramp that follows — which is exactly what your new campus is navigating now." Best with David.
CLOSING STATEMENT	"I want to be the VP Finance who gives the CFO a trusted right hand — runs the operational portfolio cleanly, develops the six leaders on this team, and helps protect the financial stewardship of this mission. You've built something extraordinary in this community. I'd like to help protect it for the next generation."
THANK-YOU NOTES	Send a handwritten card — not just an email — to each of the four. This is a relationship-and-culture organization. Reference one specific thing from each conversation, a different one for each person, and reaffirm your commitment to the community.

Your resume is the source of truth for every career fact and number in this report. Everything about the company and the people comes from the research in Reports 1 and 2. Built for one candidate, one company, one interview — never recycled.

#	SOURCE	WHAT WE USED IT FOR
CANDIDATE MATERIALS		
1	Your resume	The source of truth for all career data and numbers in this report
COMPANY MATERIALS		
2	Finance org chart (provided with your intake)	Direct reports and structure of the Finance team
3	VP Finance executive recruiting brochure ↗	Role scope, culture language, impact data
NEWS		
4	Gulf Coast Business Journal — "Meridian opens \$600M flagship campus" ↗	New campus cost, opening date, Behavioral Health Unit
5	Healthcare Finance News — "Meridian names new SVP and CFO" ↗	CFO appointment and background

Sample report: Meridian Health System and its web addresses are made up. In a real report every link opens the live source, and each one is checked before the report is sent.