

WINNER

LARGE NONPROFIT
ORGANIZATIONVince
SCHMITZ

Vice president and CFO • MultiCare Health System

When Vince Schmitz was growing up, he wanted to be a football coach.

Now he's calling the plays in the boardroom instead of on the field, as vice president and CFO at MultiCare Health System in Tacoma.

MultiCare had experienced operating losses in 1999, 2000 and 2001. The agency recruited Schmitz to lead its turnaround in 2001.

He came to MultiCare from a lifelong career of working in the health-care industry, including caring for the fiscal health of Catholic Healthcare West in San Francisco, Mercy Healthcare in Sacramento, and Mercy Healthcare Bakersfield, all in California.

Since arriving at MultiCare, Schmitz has unveiled operational initiatives that included a labor management project to proactively prepare for potential future shortages by redesigning the way the system schedules its work force.

He also worked with staff to improve processes, staff competency and productivity and accounts receivable.

Due to the focus on operations, bottom line performance improved. Net assets increased from \$324.2 million in 2000 to \$800.3 million in 2006.

He's helped rebuild the group financially so that MultiCare can invest over \$800 million in the next five years in equipment, systems and facilities.

Sue Rakes, staffing executive of the salaried professional service division of Robert Half International, works with Schmitz for MultiCare's staffing needs and says employees value Schmitz's communication abilities. He shares financial results with all levels of the organization. This continues to be a strength and has resulted in improved financial literacy of the company's employees, she said.

The 60-year-old not only believes in helping employees understand the company's financial status, he wants to help them and others move up in their careers.

He participated in a structured coaching program with three of his direct reports with the goal of developing them personally and professionally for their future careers.

— BECKY MONK
ASSISTANT MANAGING EDITOR

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Vince Schmitz contends that the riskiest thing he does is play golf. He says it's his favorite activity and "Caddyshack" is his favorite movie.

