

EUGENE W. MEYER

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EXECUTIVE LEADERSHIP PROFILE

Senior Executive, Enterprising Leader, and Advisor with an established record and true passion for defining vision and positioning small, midsize, and early-stage healthcare businesses for dynamic expansion, organic/inorganic growth, and acquisition. Quickly establishes strategic vision, clearly articulates the mission, gains buy-in, and sets standards for operational excellence. Proven success in providing the transformational leadership required to guide health systems, hospitals, clinics, new programs, and cross-functional teams through challenging startup, turnaround, flat/mature, and change environments. Recognized innovator and thought leader who leverages a unique depth of expertise in organizational development, operations management, strategic planning, tactical execution, finance/budget management, human resources, and professional development to strengthen service quality, productivity, and the bottom line.

Strategist who navigates comfortably within environments of complexity and ambiguity. Offers deep knowledge across the entire healthcare continuum, a respected work ethic, and demonstrated success in cultivating positive and lasting relationships with boards of directors, management and staff, regulatory authorities, and community leaders. Open to board, interim, and consulting opportunities.

AREAS OF EXPERTISE

- Administrative/P&L Leadership
- Shareholder Value Creation
- Strategy Design/Execution
- Operational Excellence
- Business Transformation
- Resource Optimization
- Growth/Turnarounds
- Relationships of Trust
- M&A, Joint Ventures, Alliances
- Deal Structuring/Negotiations
- Government/Public Relations
- Service Quality/Patient Satisfaction

SELECT ACHIEVEMENTS

- ✓ Selected by board to protect hospital from takeover by large-scale operator and lead financial/operational transformation. Created a culture of transparency, engaged with physicians, turned losses to 9.9% net operating income, and earned recognition as one of the one of the smallest net-revenue hospitals in the country to achieve an A1 credit rating by Moody's Investor Service.
- ✓ Through acquisition, new construction, and program development, played a critical role in building the foundation of what is now an award-winning, 10-hospital system. Identified/purchased highly coveted property which became system's most profitable site.
- ✓ Earned reputation as a driver of operational excellence for one of the region's largest tertiary hospitals. Cut costs \$6M by elevating group purchasing efforts, led team in improving rate of on-time surgeries by 60%, and turned air medical service from loss to profit.
- ✓ Turned around community hospital in the midst of radical shifts in healthcare reimbursement. Delivered highest margins in hospital's history and won state approval for expansion of footprint into high-growth county. Positioned organization for successful merger.

Industry & Community Awards

Truven Health 100 Top Hospitals recognition for 4 consecutive years (2013 – 2016)
Top Performer on Key Quality Measures, The Joint Commission (2013 – 2015)
List of 100 Great Community Hospitals, *Becker's Hospital Review* (2013 – 2014)
1 of Healthcare's Most Wired Hospitals, *Hospitals and Health Networks* (2011 – 2015)
List of HealthStrong Hospitals, iVantage Health Analytics (2013 – 2015)

LEADERSHIP PROGRESSION

Lawrence Memorial Hospital (LMH), Lawrence, KS | 1997 – June 2016
(community-owned, not-for-profit general medical and surgical hospital with 173 beds, primary care clinics, and outpatient center)

Selected to lead the turnaround of LMH and re-establish it as a healthy, independent hospital as Columbia HCA threatened to take over operations. Quickly became the face of the organization, established relationships of trust, and built strategic alliances.

PRESIDENT • CEO

- Cut 30% annual employee turnover rate to 9.2%, maintaining this industry-leading rate of retention to the present day.
- Led the acquisition of an OB-GYN practice and development of outreach practices in neighboring communities.
- Restructured the senior management team. Partnered with the board of trustees on strategic planning initiatives.

Lawrence Memorial Hospital (LMH), Lawrence, KS | 1997 – June 2016

- Developed Centers of Excellence in oncology, orthopedics, and cardiology, attracting local patients who had been traveling to neighboring cities for care. As a result, LMH was named Health Grades Outstanding Patient Experience Award for 2009.
- Planned/directed \$45M facility expansion. Designed a 14-surgeon ambulatory surgery joint venture that was profitable in year 2.
- Conducted a highly successful capital campaign, securing \$8M for an endowment association and building a strong donor base.
- In 2012 Moody's Investors Service upgraded LMH's long-term credit rating to A1 level; this was reaffirmed in 2015.

Saint Luke's–Shawnee Mission Health System, Kansas City, MO | 1994 – 1997

(Saint Luke's is presently a 10-hospital health system with locations across the Greater Kansas City area; separated from Shawnee Mission in 2002)

Recruited to concurrently lead health system's ambulatory care division while supporting extensive organic growth across the Kansas City metropolitan area. Building on system's 2-hospital footprint, co-led the expansion into 2 high-growth markets.

SENIOR EXECUTIVE OFFICER, SAINT LUKE'S SOUTH

- Responsible for the planning, site evaluation/acquisition, construction, staffing, and market readiness of \$65M Saint Luke's South project including 75-bed hospital, medical office buildings, and ambulatory care center.

CORPORATE DIRECTOR, AMBULATORY CARE DIVISION, SAINT LUKE'S HOSPITAL

- Through acquisition and internal growth, nearly tripled the size of the hospital's primary care physician network.
- Identified, evaluated, and acquired property that would become Saint Luke's East and system's most profitable location.
- Directed teams in achieving successful JCAHO surveys in 4 system entities.
- During this time, hospital received the Missouri Quality Award and the Kansas City Chamber of Commerce Team Quality Award.

Saint Luke's Hospital, Kansas City, MO | 1992 – 1994

(660-bed tertiary care and teaching hospital)

Recruited by health system's CEO to take over P&L/general management of one of the largest tertiary hospitals in the region.

SENIOR ASSOCIATE DIRECTOR

- Significantly improved the financial performance of key practices and specialties. Cut orthopedic costs 30% per case as patient volumes increased 26%. Turned hospital-owned helicopter service from \$850K annual operating loss to profitability.
- Advanced group purchasing initiatives which reduced expenses by \$6M.
- Chaired one of the organization's first quality improvement teams that delivered a 60% increase in on-time surgical starts.
- Developed strategic plan for a \$36M ambulatory care center.

Spelman Health System, Smithville, MO | 1980 – 1992

(health system spanning 2 primary care hospitals (147 beds), multiple clinics, and residential care center; merged with Saint Luke's in 1992)

Continuously promoted through HR, operations, and administrative management positions to take a leadership role for small underperforming community hospital. As Medicare faced a shift from cost-based reimbursement to a prospective payment system, transitioned hospital into a new culture of cost controls, efficiencies, and growth. Reported to the board of directors.

CEO, Spelman Health System, '84 – '92

- Led the recruitment, interviewing, and hiring of 35 new primary care and specialist physicians.
- Identified opportunity to expand to a highly competitive location in Platte County. Secured certificate of need from the state government. Worked with physician team and trustees of Saint Luke's Health System to structure a joint venture deal.
- Directed numerous capital projects including the launch of the Platte County joint venture hospital, a skilled nursing unit, and a mental health unit. Oversaw construction, government relations, financing, staffing, and facility readiness.
- Achieved best financial performance in hospital's history, including 10% margin at the new hospital within year 2.
- Navigated teams through 4 successful surveys and receipt of JCAHO accreditation.
- Identified and led efforts to position system within managed care networks and compete with in the local market.

ASSISTANT ADMINISTRATOR, Spelman Memorial Hospital, '83 – '84

DIRECTOR OF PERSONNEL, Spelman Memorial Hospital, '80 – '83

Previous Experience: Kraft Foods, Inc., Employee Relations.

EDUCATION

M.B.A.; B.S., Business Administration; Rockhurst College, Kansas City, MO