

# Matthew J. Wenzel

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## Chief Executive Officer, Healthcare

**Strategic Planning & Execution** ▲ **Financial & Operational Leadership** ▲ **Culture & Business Transformation**  
**Patient Experience** ▲ **Quality & Safety Initiatives** ▲ **Mergers, Acquisitions, & Integration**  
**Board Development & Relations** ▲ **Physician Recruitment & Retention** ▲ **Community Outreach & Relations**  
**Leadership & Staff Development** ▲ **Informatics/Telemedicine** ▲ **Corporate Structure/Governance**

**Developing cultures built on relationships, that deliver results to impact communities.**

Senior healthcare executive with 12+ years' experience serving as a catalyst for change, creating cultures that sustain excellence in operations, patient outcomes, quality and safety, employee engagement, physician relations, and community support. Demonstrated ability to cultivate a purpose-driven environment with a strong commitment to enriching employees' lives, making a difference in the community, and delivering results that achieve the mission. Multi-hospital experience includes financial turnarounds, integration of mergers and acquisitions, culture change, board and medical staff development, and a consistent record of finding creative solutions to complex problems.

## Career Highlights

- ▲ Added \$90m in net revenue by acquiring 2 hospitals in 2 years, forming the fastest growing health system in Iowa.
- ▲ Directed transformation from 10+ years of financial losses to a positive operating margin after achieving \$50M+ in recurring net benefit from 2018 to present.
- ▲ Set up 26-bed COVID unit in 1 week with walls, negative airflow, PPE, equipment, and staff. Became first to develop a public/private partnership with the Governor's office to launch Test Iowa which was used as the model across the state.
- ▲ Led planning, design, and construction of new \$41M facility, first in the community in 80 years, bringing together key constituents and stakeholders, city officials, health system, physicians, board members, and the community at large to support the project.
- ▲ Achieved highest scores in quality of care, patient safety, and employee engagement in 10-hospital system by building a high-performing team and developing a strong organizational culture.
- ▲ Played instrumental role in positioning facility to be the state's first acute care hospital to earn Missouri Chamber of Commerce's Fast Track award for growth based on performance, programs/services, and community support.
- ▲ Served as a member of 2 Malcolm Baldrige National Quality Award-winning health systems, gaining experience and insights that have shaped leadership style and commitment to operational excellence.
- ▲ Developed and implemented core values that permeated all organizational levels and functional areas; asked to implement the same model and values as best practices at system level.
- ▲ Established 2 separate hospital foundations to invest \$20M+ in the communities served by the hospitals.

## Professional Experience

### Great River Health System (GRHS), West Burlington, IA

**Jan 2018 to Oct 2022**

*Integrated \$400M+ health system serving parts of Iowa, Missouri, and Illinois with 2,500 employees and over 150 providers across 20+ clinics providing primary and specialty care. GRHS started as 1 hospital in 2018 and grew into a 3-hospital system including Great River Medical Center (GRMC), Fort Madison Community Hospital (FMCH), and Henry County Health Center (HCHC) in 2 years, making it the fastest growing health system in Iowa.*

### PRESIDENT AND CHIEF EXECUTIVE OFFICER

Worked in partnership with Board of Directors to establish new mission, strategic vision, and values for the organization. Built the senior leadership team, restructured the organization, and managed the acquisition and post-merger integration of FMCH and HCHC.

### Notable Achievements:

- ❖ Consolidated GRMC and FMCH to form Southeast Iowa Regional Medical Center, enabling the organization to generate another \$12M+ annually by acquiring a sole community hospital designation from CMS.
- ❖ Designed an innovative agreement that formed a first-of-its-kind financial model with HCHC, a financially-troubled \$35M Critical Access Hospital, that enabled GRHS to share expenses and resources, improve service to Southeast Iowa, and keep HCHC from closing.

### **Great River Health System (continued)**

- ❖ Drove estimated \$21.5M in new annual revenue by opening new ambulatory diagnostic imaging center, a geriatric psychiatric program, implementing provider-based billing, and enrolling in federal 340B drug pricing program.
- ❖ Initiated “Project Synergy” to improve the financial health of GRHS, including process improvements through functional work groups, a position review committee to ensure labor productivity targets were met, changing the group purchasing organization to reduce supply expenses, and development of Value Boards to help embed GRHS values and credo across the entire organization.
- ❖ Addressed workforce challenges and improved economic development in the community by creating the Great River Health Foundation to invest \$10M over 5 years that will triple the nursing program at the local community college, by assisting the college in building instructional infrastructure, and covering nurse tuition. Doubled daycare capacity at West Burlington campus and added 5-Star, 70-child daycare center at FMCH.

### **Saint Luke’s Health System (SLHS), Kansas City, MO**

**Dec 2006 to May 2017**

*Faith-based nonprofit health system located in northeast Kansas and northwest Missouri. Malcolm Baldrige award-winning health system with 16 hospitals generating over \$2B in revenue with 12K employees. SLHS traces its history to the flagship hospital, Saint Luke’s Hospital of Kansas City.*

### **Saint Luke’s North Hospital (SLNH) (Aug 2015 to May 2017)**

*Regional multi-site general acute care hospital, comprised of 2 separate hospital campuses that included full-service acute care hospital and a behavioral health/in-patient rehab hospital with a combined 159 beds generating \$140M in net patient revenue with 20+ specialty services and 300 medical staff.*

### **PRESIDENT AND CEO**

Promoted to oversee day-to-day operations of both hospitals and direct overall performance of SLNH. Served in a matrixed reporting structure to SLHS system executive and local Board of Directors. Hired top performing, engaged staff, and aligned employees with mission and values of the organization. Oversaw 800+ employees.

### **Notable Achievements:**

- ❖ Grew operating margin from \$2.6M to \$6.3M.
- ❖ Achieved top decile performance in readmissions, sepsis mortality, and hospital-acquired infections (HAI) by creating and instilling “Just Culture” principles focused on process improvement and staff commitment to SLNH core values.
- ❖ Increased nurse retention rate from under 80% to over 90%, exceeding SLNH nurse retention-rate goal.
- ❖ Added new service line by providing executive oversight for development and implementation of an integrated breast program, including hiring SLNH’s first fellowship-trained breast surgeon.
- ❖ Improved patient satisfaction in emergency department from bottom quartile in 2015 to top decile performance in 2017, as well as achieving a 20% increase in overall in-patient satisfaction percentile.
- ❖ Strengthened board engagement and governance and increased board self-assessment scores from 2.5/5.0 to 4.5/5.0 in one year by developing a comprehensive board orientation/education program.
- ❖ Expanded the mental health services average daily census by 25% and doubled in-patient rehab volumes by optimizing programs, resources, and services.

### **Hedrick Medical Center (HMC), Chillicothe, MO**

*Regional not-for-profit 25-bed Critical Access Hospital within SLHS generating \$50M in net patient revenue with 300 employees and 100 active medical staff. Market leader and regional hub for healthcare in northcentral Missouri.*

### **CHIEF EXECUTIVE OFFICER (Sept 2010 to Aug 2015)**

Promoted to define and lead execution of strategies, processes, hiring philosophy, and systems to drive performance of HMC. Led business development and growth strategies, including physician recruitment and retention for all of HMC. Served in a matrixed reporting structure to SLHS system executive and local Board of Directors.

### **Notable Achievements:**

- ❖ Achieved highest scores in quality of care, patient safety, and employee engagement scores of all 10 Saint Luke’s hospitals by building a high-performing team and developing a strong organizational culture.
- ❖ Led planning, design, and construction of new \$41M facility, first in community in 80 years bringing together key constituents and stakeholders, city officials, health system, physicians, board members, and the community at large to support the project.
- ❖ Positioned HMC as the regional healthcare hub by partnering with 4 area hospitals to recruit top physicians, expand and share specialty services, and optimize delivery of patient care.
- ❖ Introduced telemedicine program that provided e-consults and e-hospitalists, enabling patients to receive medical expertise remotely.
  - Rolled the initiative out to non-interventional specialties; the program became a model for SLHS.

### **Hedrick Medical Center (continued)**

- ❖ Spearheaded creation of Hedrick Medical Center Foundation and raised funds to provide programs and services that included HMC's first nurse navigator program in oncology and development of a multi-acre, \$1.5M healing garden.
- ❖ Implemented Breast Program and positioned HMC to be one of the first 5 rural hospitals in the U.S. to offer 3D Mammography.

### **DIRECTOR OF ANCILLARY SERVICES (Dec 2007 to Sept 2010)**

Reporting to the Chief Executive Officer, responsible for \$20M operating budget with oversight of all ancillary departments and provider practices. Led business development and growth strategies, including physician recruitment and retention for all HMC.

#### **Notable Achievements:**

- ❖ Led the business development and implementation of a new 64-slice CT scanner, and SPECT-CT scanner that resulted in a 30% increase in revenue.
- ❖ Led recruitment of OB/GYN, internal medicine, and general surgery physicians resulting in greater access to care.
- ❖ Developed a quarterly physician scorecard that improved communication between administration and physicians, leading to higher physician satisfaction.
- ❖ Chartered performance improvement teams that led to maintenance's work order completion time being reduced from 5 days to less than 48 hours, and nuclear medicine implementing same-day stress and rest myocardial perfusion testing.

### **SENIOR IS SITE ANALYST (Dec 2006 to Dec 2007)**

Reporting to the Director of Ancillary Services, responsible for staffing and budgeting the information systems department to meet the needs of our patients, physicians, and internal customers.

#### **Notable Achievements:**

- ❖ Led a multiphase conversion to SLHS's clinical applications (electronic order entry, PACS, e-ICU, and e-pharmacy) that resulted in higher quality and safety for patients, while reducing expenses.
- ❖ First in SLHS to discover and secure federal telehealth grant that resulted in \$100K annually and was replicated at other qualifying system hospitals.

## **Early Career**

**Cerner Corporation, Kansas City, MO**

**2005 to 2006**

**MARKETING MANAGER, PHYSICIAN SOLUTIONS**

**Heartland Health, Saint Joseph, MO**

**2004 to 2005**

**POST GRADUATE ADMINISTRATIVE FELLOWSHIP**

## **Education**

**Master of Health Administration**, University of Missouri, Columbia, MO

**2004**

**Master of Science-Healthcare Informatics**, University of Missouri, Columbia, MO

**2004**

**Bachelor of Arts in Biology-Pre Medicine**, University of Missouri, Columbia, MO

**2001**

## **Affiliations**

**Fellow, American College of Healthcare Executives (FACHE)**

## **Board Roles**

#### **Past Boards:**

**Iowa Governor Public Health and Healthcare Taskforce**

**Iowa Hospital Association**

**Burlington Iowa Economic Development Board**

**Economic Development Councils for Platte County and Clay County, MO**

**Northland Regional Chamber of Commerce**

**Parkville Economic Development Council**

**Chillicothe Area Chamber of Commerce**