

■ ■ SENIOR HEALTHCARE EXECUTIVE ■ ■

A trusted leader who develops high-performing teams and organizations nationwide, while building cultures of collaboration and accountability.

Offers unique expertise in population health management through primary care model

Specializing in profit optimization, culture transformation and quality enhancement initiatives

Senior Healthcare Executive with a 20+ year record of distinguished service as both a CEO and COO. Expertise at converging strategic planning with tactical execution to dramatically improve financial performance, operational efficiencies and quality patient outcomes. Provides steady hand and sound judgment in era of uncertainty, resulting from diverse background that reinforces ability to lead effectively through change. Quickly identifies process issues and corrects them through innovative re-engineering solutions. Keen ability to assess marketplace and position organization for success. Inclusive leader who forges respectful, collaborative relationships at all levels and leverages them to achieve business objectives.

Core Strengths

**Reorganization & Turnaround Management | Quality & Patient Safety
Leadership Development | Mergers & Acquisitions | Physician Recruitment**

KEY EXECUTIVE ACHIEVEMENTS

Accomplished Turnaround Specialist: Saved under-performing hospitals from continued decline. Delivered \$9M in financial, operational and quality turnarounds through aggressive plans that expanded service lines, introduced productivity improvements, revamped revenue cycle management and reduced LOS.

Quality and Regulatory Compliance Authority: Within seven months, achieved full Joint Commission accreditation for healthcare organization that had received 63 requirements for improvements in the previous year. Revitalization effort made "quality" the #1 focus and created steering committee that tracked all under-performing areas for correction.

Facilities Expansion Expert: Negotiated construction contract at 40% below market rate for \$110M medical center complex, doubling the size of the facility to 380,000 square feet.

Gifted Change Agent: Guided two bureaucratic, top-down organizations to adopt more progressive culture of accountability, featuring collaborative decision-making and benchmarking metrics. Culture transformation dramatically enhanced quality, financial status and response time in rapidly changing healthcare landscape.

Strategic Team Builder: Upgraded senior management and medical staff through targeted, national and multi-year recruiting initiatives at two medical centers. Established and coached top-flight teams on decision-making that successfully positioned organizations for better financial and quality performance.

"Dan Neumeister is the most capable hospital administrator I have had the pleasure of working with in my career. He is an activist and an involved, passionate, demanding leader who also manages to listen well." – **Douglas K. Eby, MD, and VP Medical Services, Alaska Native Medical Center/South Central Foundation**

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"Dan Neumeister is a leader people want to follow; he listens to them, challenges them and collaboratively develops a vision with them that unites the entire organization." – **Moira Feingold, Principal, Crossroads Cancer Consulting**

Career Progression

Neumeister Healthcare Management Services

2007 – Present

Principal

Founded independent consulting firm that provides strategic guidance and an array of management services to mid-size and critical-access hospitals nationwide. Specialize in revitalizing organizations in the areas of financial performance; quality improvements; strategic planning; culture transformations; physician recruitment; collaboration and team building; and regulatory accreditation. Services include interim executive leadership and management; patient safety and quality systems; and trauma and emergency department call systems.

Hired for long-term engagements to lead financial and cultural turnarounds (2009 – Present):**Southeast Alaska Regional Health Consortium, Juneau, Alaska**

2013-present

A private non-profit corporation serving the healthcare needs of Alaska Natives and non-natives. Spans more than 450 miles throughout southeast Alaska and represents 800 employees and \$130 million in annual net revenue.

Chief Operating Officer: Recruited to provide leadership and direction to achieve culture transformation to a business focus and provide the financial and quality infrastructure to ensure long-term viability and success.

- ▶ Restructured organization to eliminate “silos” at the corporate, hospital, and clinic levels while promoting teamwork and collaboration.
- ▶ Combined three separate operating divisions, representing 18 clinics, into one Primary Care Division, resulting in improved collaboration, efficiency, and reduction of more than \$1 million in administrative overhead.
- ▶ Achieved first Consortium-wide Joint Commission Accreditation in less than six months.
- ▶ Reduced Division budget by \$12 million to meet reductions in payments from sequestration and Medicare payments.

Chase Brexton Health Services (FQHC)—Baltimore Maryland

2011 –2012

A federally qualified healthcare center, with four locations throughout the Greater Baltimore area, 240 employees and \$55M in annual revenue.

Interim Chief Executive Officer/Consultant: Brought in to provide strategic direction, operational oversight and financial management following the retirement of long-time CEO. Challenged to purchase a building to facilitate the organization’s expansion and provide new leadership model to build teamwork from the C-suite to the clinics.

- ▶ Expanded three clinic sites to meet increased patient volume and space demands. Negotiated the purchase of a city block for construction of new corporate offices and downtown clinic.
- ▶ Implemented an integrated, patient-centered care model that positioned organization to provide more efficient, cost-effective and timely care.
- ▶ Devised successful process and system that allowed organization to achieve 27 out of 30 goals on their balanced scorecard. Effort allowed full bonus to be paid to employees.
- ▶ Developed and implemented new leadership structure and communication process, resulting in an 85% increase in employees’ trust in senior management as measured by an internal employee engagement survey.

Alaska Native Medical Center—Anchorage, Alaska

2009 – 2010

A 150-bed, flagship, tertiary-care hospital for the Alaska Native people, with 1300 employees and \$220M in annual revenue. ANMC is the only healthcare facility in Alaska that has received Magnet designation for nursing and the only Level II Trauma Center in a state without a Level I Trauma Center.

Hospital Administrator: Hired to produce financial, organizational and quality turnaround in wake of staggering financial decline and regulatory issues at hospital run by two boards and two corporations, with diverse staff of federal, public health service, contract and traditionally hired employees.

- ▶ Significantly improved financial performance, guiding ANMC from \$6M loss in FY2008 to a \$3M surplus in FY2009.

- ▶ Reversed declines in quality and patient safety within seven months, guiding ANMC to full JCAHO accreditation after receiving 63 requirements for improvement in 2008.
- ▶ Replaced organization's bureaucratic culture with a business model that addressed leadership challenges and increased accountability and responsibility for senior leadership, managers and medical staff.
- ▶ Slashed monthly diversion rate in Emergency Department from 40% to less than 5%, saving hospital millions of dollars and maintaining trauma center designation.
- ▶ Revitalized floundering hospitalist program and cancer care service lines. Hired expert who created structure and standard of care model for hospitalist program, while setting metrics and accountability to providers. Additionally, expert revamped cancer program to meet needs of patient population.

Short-term consulting engagements from 2007 – 2009 include:

Patient Safety: Implemented federally certified Patient Safety Organization for California Hospital Association. Additionally, served on team that developed a statewide disaster plan related to surge capacity in the event of a catastrophic disaster.

Cost Containment: Created a work plan that enabled an 800-bed regional medical center to cut operating expenses by \$40M to meet a 2% operating margin for 2009 budget year.

Growth Planning: Led board of a critical access/district hospital through strategic planning process to determine its future direction and assess its options, which resulted in a successful contract management/affiliation agreement.

Joint Venture: Developed strategy and structure for integration of all diagnostic imaging services between a tertiary care hospital and a 16-physician radiology group, ensuring revenue stream to both parties and ability to recruit new physicians.



Enloe Medical Center—Chico, California

1997 – 2006

A 391-bed regional, non-profit medical center that provides tertiary, Level II trauma, psychiatrics and rehabilitation services across three campuses. Net annual revenue of \$270M, 330 medical staff and 2200 employees. (Formerly Enloe Health System.)

Chief Executive Officer

1997 - 2006

System Senior Vice President/Chief Operating Officer

1997 - 2005

Appointed to drive financial, operational and cultural turnaround, which included building a new management team and expanding medical staff to overcome physician shortage resulting from retirements and growing demand for services.

- ▶ Delivered \$8M turnaround in four years and maintained operations profitability over four consecutive years. Grew days of cash-on-hand from 11 to 130 by implementing productivity system; redesigning the revenue cycle; standardizing products; consolidating purchasing; and expanding cardiac, cancer and rehabilitation programs.
- ▶ Received HealthGrades' prestigious "Patient Safety Excellence Award" based on quality indicators for three straight years—one of only 41 hospitals nationwide and five in California to achieve that distinction.
- ▶ Orchestrated design of a \$110M facility expansion that created three distinct campuses—acute, rehabilitation and long-term care/behavioral health—and produced \$10M in annual cost savings through service consolidation.
- ▶ Directed hospital-wide IT strategy that included the conversion to electronic medical records and the implementation of fully integrated clinical and financial systems.
- ▶ Steered strategic planning process that identified five key factors for future success: health system/medical center board alignment; physician/hospital bonding; workforce engagement; public image improvement; and new business development.

- ▶ Created and grew cardiovascular program that became the 13th largest in California within four years, performing 400 open-heart surgeries annually.
- ▶ Established recruiting program that brought 40 board-certified physicians and surgeons on board over two years as part of growth strategy. As medical staff expanded, launched new service lines and upgraded existing programs in specialty areas, such as neurosurgery, bariatric surgery, trauma, cardiac, cancer, stroke and inpatient psychiatric care.

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Baxter Healthcare, Inc. Perfusion Services—San Diego, California
PSICOR, Inc.

1993 – 1997 Formerly

Vice President of Sales, Marketing and Acquisitions

Brought in to establish effective sales force and drive revenue during period of stagnant growth. Charged with developing comprehensive strategy to open new markets and expand existing accounts.

- ▶ Doubled annual sales from \$75M to \$150M over four years.
- ▶ Hired, trained and coached 30 sales representatives nationwide.

Early Healthcare Career

Salinas Valley Memorial District Hospital—Salinas, California

Chief Operating Officer

Promoted to position following three-year term as Assistant Administrator.

- ▶ Played integral role in leading expansion of 211-bed district hospital into a 229-bed facility that became a regional referral center, generating \$100M in annual net revenue.
- ▶ Spearheaded the development of an open-heart surgery program and cardiac catheterization lab service. Grew open-heart surgery volume to 250 cases annually.

Education

Master of Healthcare Administration, with emphasis in Finance
TRINITY UNIVERSITY—San Antonio, Texas

Bachelor of Science, Business Administration, with emphasis in Personnel Management
SAN DIEGO STATE UNIVERSITY—San Diego, California

Professional & Civic Affiliations

- **American College of Healthcare Executives** | Fellow
- **Priority Partners MCO (Joint Venture with Johns Hopkins Medicine)** | Board Member
- **Alaska State Hospital and Nursing Home Association** | Board Member, 2010 & 2011, 2014 – Present.
- **California Association of Hospitals & Health Systems Political Action Committee** | Board Member and four-time “Leader of the PAC Award” Winner from the Hospital Council of Northern and Central California in 1992, 2001, 2002 and 2003
- **Northern California Community Healthcare Foundation** | Board Member, 2006
- **Northern California Emergency Services** | Board Member and Foundation Board Member, 2006
- **American Cancer Society** | Board Member, 2005

