



## President, Southeast Community

### Leadership Profile

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## The Opportunity

Mercy Southeast in Cape Girardeau, Missouri, is seeking a dynamic, community-minded leader to serve as its next President. As part of the Mercy Health system based in St. Louis, Mercy Southeast is a community with rich history of dedicated service to the communities of Southeast Missouri. The new President will join the health system at crucial time in the organization's history as Mercy Health looks to establish a deeper connection to Southeast Missouri and further integrate the network into the health system.

Mercy Health is an integrated, \$9 billion Catholic health system with over 40 hospitals in Missouri, Oklahoma, Arkansas, and Kansas. Recently integrated into the Mercy Health system in early 2024, Mercy Southeast is anchored by a 131-bed, Level III trauma hospital and includes Mercy Hospital Stoddard, a 43-bed facility in Dexter, Missouri offering a vital swing bed program. There are an additional 50 care locations spread throughout the region to help keep care local. Currently, Mercy Southeast generates annual net patient revenues of around \$430 million and has approximately 2,000 employees.

Reporting to Senior Vice President, Community Operations, the President of Mercy Southeast Community will lead an experienced leadership team to push the landscape of health care forward in Southeast Missouri in alignment with the mission and vision of Mercy Health. They will lead strategy and operations for the community and drive operational, financial, and clinical performance as the network continues to integrate with the health system. They will be an asset to the greater community and build strong relationships with key stakeholders internally and externally.

The President will need have a strong sense of commitment and dedication to the local community of Southeast Missouri. This executive will be charged with achieving goals of excellent clinical quality, service excellence, and fiscal stewardship while maintaining a very strong reputation for providing high quality care. This role demands an operationally and strategically astute executive who can develop strong partnerships with key stakeholders and provide focused leadership to improve performance indicators. The President will also play a key role in representing the organization within the communities it serves and actively engaging as a leader with a wide variety of constituent groups. While the key areas of focus will be providing operational leadership and fostering a culture of excellence by partnering closely with key hospital and system leaders, the President will also play a key role in both shaping and executing growth strategies.

This is an excellent opportunity for a highly relational, entrepreneurially oriented, community-focused leader to join one of the most prominent faith-based healthcare organizations in the country and have a substantial impact with a health network entering an exciting new era.

## Organization Overview

### Mercy Health

Mercy is headquartered in Saint Louis, Missouri, and has 40+ hospitals, 800+ physician practices, and outpatient facilities. The Ministry is comprised of 50,000+ co-workers and 2,400+ physicians serving millions each year over a multi-state footprint, which includes operations in the states of MO, AR, OK, and KS, in addition to outreach ministries in LA, MS, and TX. Mercy currently has a net patient revenue of approximately \$9 billion.

Although founded by the Sisters of Mercy in 1886, Mercy Health System's heritage goes back more than 190 years. It began with an Irish woman named Catherine McAuley, who wanted to help Dublin's poor women and children. McAuley had a modest upbringing but received an unexpected inheritance that allowed her to fulfill her dreams. In 1827, Catherine opened the first House of Mercy in Dublin, and a few years later, she founded the Sisters of Mercy, the first religious order not bound to the rules of the cloister, whose sisters were free to walk among the poor and visit them in their homes. In 1843, the Sisters of Mercy came to the United States.

Mercy Health System has grown over the years into the sixth largest Catholic health care system in the U.S. with 44 acute care and specialty hospitals. With our cutting-edge technologies and 42,000+ co-workers, Mercy serves millions of people yearly while staying committed to Mercy's original mission. In addition to operating in Missouri, Arkansas, Oklahoma, and Kansas, Mercy has outreach ministries in Louisiana, Mississippi, and Texas.

Among Mercy's many awards and recognitions, Modern Healthcare Magazine ranked Mercy ninth in the country for integrated health care delivery.



**30 Hospitals**

Acute Care &amp; Critical Access

**45,005 Co-workers**

Healthcare

**193,613 Surgeries**

Inpatient &amp; Outpatient

**15 Hospitals**

Specialty Care

**2,425 Physicians**

Mercy Clinic

**731,496 Visits**

Emergency Room

**3.4 million visits**

Outpatient (Hospital &amp; Clinic)

**2,294 Providers**

Advanced Clinic Practice

**25,233 Births**

Maternity Services

**5,075 Beds**

Staffed Inpatient

**872 Facilities**

Physician Practices &amp; Outpatient

**186,095 Discharges**

Acute Inpatient

## Evolving Technology

- A 10-year collaboration agreement between Mercy and Mayo Clinic, a first-of-its-kind alliance between two large health care systems, will use data science to pinpoint diseases earlier and transform health care to a more predictive, proactive, preventative, and wellness-care-focused model, and will be integrated with Mercy's electronic health record.
- A first-of-its-kind app and on-demand platform - Mercy Works on Demand - enables Mercy's full and part-time nurses to pick up extra shifts when available.
- From critically ill patients in the hospital to chronically ill patients at home, Mercy monitors patients 24/7/365 using high-speed data and video connections and medical intervenes when and where patients need it with a comprehensive team approach. That effort moves to Hospital@Home services, which will soon be available in all our regions.
- Among the first health care systems in the U.S. to have a comprehensive, fully integrated electronic health record that provides real-time, paperless access to patient information and a record that follows each patient regardless of where they seek care at Mercy.
- MyMercy, a free service, allows patients to connect online with their doctors, view medical information, view test results, renew prescriptions, and schedule appointments and e-visits using a personal computer, tablet, or smartphone.
- Opened the new Mercy Center for Performance Medicine & Specialty Care that will advance the consumer experience in health care.
- Multi-Cancer Early Detection Test - a new blood test pinpoints more than 50 types of cancer earlier than ever.
- TUG robots - Hospital-based robots assist staff with linen, meals, and medication deliveries for patients.

## Recent System Achievements

- Earned the Excellence in Patient Experience Award as the country's top, large, extensive health system for patient experience, a distinction made by NRC Health, a leader in building personalized health care solutions and data-driven insights.
- Named one of America's most innovative companies by Fortune magazine.
- Recognized as one of the nation's "Most Wired" for the 21st time by the College of Healthcare Information Management Executives.
- Recognized by health care supply chain leader Global Healthcare Exchange (GHX) as a "Best 50" health care provider for supply chain excellence.

- Received an A grade for billing ethics from The Leapfrog Group, an independent national health care watchdog organization, and Money magazine.
- Named one of America's Best Employers for New Grads by Forbes magazine.
- Signed first-of-its-kind training affiliation agreement with the U.S. Air Force Reserve Command to give Air Force reservists access to vital training at 12 Mercy hospitals.
- Chosen by the Patient-Centered Outcomes Research Institute (PCORI) to pioneer projects that will more quickly move research results into clinical care so patients will benefit sooner.
- First in the U.S. to expand family medicine residency program, adding an optional extra year focused on obesity.
- Named one of the Top 100 Rural & Community Hospitals in the United States by the Chartis Center for Rural Health.
- The American Heart Association has awarded its 2022 Get with the Guidelines - Stroke Gold Plus award to five Mercy hospitals - Mercy Hospital Jefferson, Mercy Hospital Lincoln, Mercy Hospital South, Mercy Hospital St. Louis, and Mercy Hospital Washington.
- Mercy has served as the St. Louis Cardinals' official medical provider since 2013. Its lineup of multispecialty physicians is focused on the care and prevention of illness and injuries, ensuring Cardinals players are at peak performance.

## Mercy Health Southeast

Mercy Health Southeast has a deep history of service in the Southeast Missouri community dating back to its doors opening in 1928. Since integrating with Mercy Health in 2024, Mercy Health Southeast has continued to advance patient care and access in the region in alignment with the mission of Mercy Health. Today, Mercy Health Southeast has a 131- staffed bed, level III trauma hospital at its center with 50 care locations spread throughout the corridor of Southeast Missouri. Additionally, the hospital is home to Mercy Birthplace – Cape Girardeau, a department that features 18 private labor, delivery, recovery, and postpartum rooms designed for each stage of birth. Mercy Hospital Stoddard, a 43-bed hospital in Dexter, Missouri, provided crucial 24/7 access in Dexter community and surrounding area since 1969. Its swing bed program is a vital program that keeps care local and offers patients additional care and recovery time before returning home. A number of recent initiatives have been launched to strengthen the level of service to the community, including a \$7.9 million project to renovate and expand the Emergency Department at Mercy Hospital Southeast. The project will include 25 exam rooms, a new waiting area, and two triage rooms to improve patient flow and caregiver efficiency. A new X-ray machine and CT scanner will also be a part of the upgrades. The network successfully transitioned to Epic in alignment with Mercy Health in October 2025. As of 2024, Mercy Southeast has reported revenues of approximately \$430 million, with a workforce of about 2,000 employees.

## Key Services

- Emergency Care
- Cardiac and Vascular Care
- Cape Girardeau, Missouri Cancer Center
- Mercy Birthplace – Cape Girardeau
- Women's Health
- Imaging

- Digestive Health
- Rehabilitation Services
- Imaging and Diagnostics

## Mercy Health Foundation

The Mercy Health Foundation Southeast is a nonprofit organization that provides philanthropic support for the local network. Its mission is to extend Mercy's healing ministry to the residents of Southeast Missouri by funding programs, life-saving equipment, and patient assistance to ensure high-quality, compassionate care remains accessible. Donations stay local to the community and benefit families across the service area with focused support for Cancer Care, Heart Care, Children's Wellness, Hospice Grace, and diabetes programs. Signature fundraising events such as the Journey Gala have raised over \$1.4 million since 2017 to support cancer patients with transportation, lodging, and medication assistance. Recent initiatives include expanding advanced cancer and heart care technologies and increasing patient access to surgical services. The foundation relies on strong community partnerships and donor generosity to meet growing health care needs and create a healthier future for Southeast Missouri.

For more information: <https://mercyhealthfoundation.net/southeast/>

## Noted Mercy Southeast Stats

Annual Outpatient Visits – 128,995

Inpatient Discharges – 7,309

ED Visits – 25,462

Total Surgeries – 1,255

Births - 627

Total Providers – 176

## Awards – Mercy Southeast

- Gold Seal of Approval™ by The Joint Commission
- Newsweek's 2024 list of Best Maternity Care Hospitals
- Ranked in Top 5 percent of nation's hospitals for patient satisfaction by Centers for Medicare & Medicaid Services
- American College of Cardiology (ACC) in the "Best Hospitals" issue of U.S. News and World Report
- 2024 Get With The Guidelines® – Heart Failure Gold Plus
  - Heart Failure Honor Roll
  - Type 2 Diabetes Honor Roll
- 2024 Get With The Guidelines® – Coronary Artery Disease STEMI Receiving Gold Plus
  - Type 2 Diabetes
- 2024 Get With The Guidelines® – Stroke Gold Plus
  - Stroke Elite Honor Roll
  - Type 2 Diabetes Honor Roll
- Level 3 Missouri Trauma Center

For more information: <https://www.mercy.net/practice/mercy-hospital-southeast/>

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## Position Summary

This position is accountable for effectively leading the operations of the Mercy Community in Southeast Missouri. As such, it is necessary to be heavily involved in strategic planning, developing new or expanded services, and continuously protecting human, physical, and financial assets. The Community is part of a larger health system; thus, the incumbent will be called upon to participate in system and community activities in meaningful ways.

The President serves as a member of the System leadership team and reports to a System-wide leader. They promote the integration of services on a system-wide basis and assist in developing a common culture of pride and clinical excellence across the system. To effectively operate an organization of this size, it is necessary to select, develop, and guide the activities of all individuals who report directly or indirectly to this position.

## Reporting Relationships

Reporting to the Senior Vice President, Community Operations, Acute and Ambulatory Care, direct reports include:

- Chief Operating Officer
- Chief Nursing Officer
- Chief Medical Officer
- Chief Financial Officer

## Responsibilities

### **Recognizes that their human resources are the most critical to the success of the organization:**

- Communicates the organization's vision and keeps it rooted throughout the Community.
- Encourages managers and employees to perform at high levels; is a positive role model.
- Communicates and demonstrates to employees their value in the organization.

### **Demonstrates sound financial decisions:**

- Oversees preparation of, and adherence to, the Community's annual operating and capital budgets.
- Implement programs involving intra-relationships of payers, hospital utilization, customer satisfaction, and financial performance according to real and forecasted financial threats. Identifies and pursues opportunities to decrease operational costs and increase revenue.

### **Fosters an environment of continuous performance improvement:**

- Inspires managers and staff to continually look for 'better ways to do things' with goals to exceed customer expectations.
- Role model importance of Quality Improvement through active involvement in programs and projects.
- Provides information to managers and employees (for example: financial, customer satisfaction, utilization, clinical indicators, employee turnover, etc.) to result in meaningful improvement projects.
- Influences managers to meet regulatory requirements not as an event but as standards of practice to be integrated into operations on an ongoing basis.

### **Demonstrates a bias for action and change:**

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- Encourages, credits, and supports employee ideas, innovation, and involvement in improving the physical environment, customer satisfaction, process efficiency and job satisfaction; actively supports others' ideas and projects.
- Manages the change process through communication, planning for anticipated operational difficulties, and facilitating the human side of change.
- Follows through on action items in a timely manner; demonstrates goal-oriented behavior.
- Involves in meaningful ways physicians and staff who own the problem(s).
- Instills in the management team accountability to make change, skill in the process, and the confidence to take risks; role models these behaviors.

**Demonstrates accountability for the Community in the broader context of the region and Health System.**

- Demonstrates good citizenship through active involvement in community organizations, projects and programs as well as serves on committees, councils or projects of Mercy Health system.
- Communicates in words and actions to employees, physicians, and managers value in System-wide integration and affects changes necessitated by local system initiatives.

**Exhibits a leadership style that is in concert with the Community philosophy and values:**

- Is a role model to all, has a strong work ethic, commitment to excellence, and ethical decision making.
- Communicates effectively to individuals as well as to large groups.
- Inspires confidence and support in peers, physicians, managers and staff; accepts responsibility for actions and learns from mistakes.
- Gives the highest priority to anticipating and meeting the needs of patients.

## Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Establish credibility, trust and demonstrate the mission orientation, personal values, and executive presence necessary to serve as an effective leader and resource to providers, staff, community, system leadership, and other key stakeholders on all matters.
- Be the face of Mercy Southeast - internally and externally. Become a visible and engaged member of the community and the region. Build partnerships with employers, educational institutions and organizations to help improve access to care and the quality of life of the community.
- Optimize operations, grow market share, advance programmatic initiatives, ensure performance excellence, and improve net operating income.
- Continue to progress the integration initiatives of the network in alignment with Mercy Health system objectives inside the facilities, but also in the local communities.
- Implement strategies aimed at enhancing patient experience scores and ensuring consistently high-quality care delivery.
- Establish and maintain highly successful relationships and interactions with providers. Demonstrate success in the area of physician recruitment, allowing the organization to expand in key programmatic areas.
- Position Mercy Southeast as a health care destination in the region, providing access to primary care and specialty services where patients previously needed to seek care outside of Mercy Southeast or the region.
- Lead, mentor, and invest in professional growth and development of direct reports. Ensure the attraction, retention, and engagement of a high-performing workforce at all organizational levels.
- Establish oneself as a collaborative, approachable, relationship-oriented member of the senior leadership team; the organizational expert who brings a contemporary and fresh perspective on quality, safety, and risk management, and how those functions support the goals of Mercy Health.

## Candidate Qualifications

### Education/Certification

- A graduate degree in business administration, health care administration, management, or a related field is required.

### Knowledge and Work Experience

- A minimum of ten years of experience as senior leadership in a complex, high performing healthcare system including large integrated delivery systems, hospitals and/or other care delivery organizations with exemplary quality, growth and sustained financial strength. Experience in a matrixed reporting structure.
- A track record of developing collaborative, trusting relationships with physicians and creating models of health system and physician alignment.
- Results-oriented, operationally focused leader with demonstrated ability to lead the development and execution of strategic initiatives and improve operating performance.
- Proven knowledge and strong familiarity with initiatives, including but not limited to, safety & quality, patient experience, business development, emerging financial/reimbursement models, population health/community health, hospital/provider integration, joint ventures, partnerships, innovation, and advocacy.
- Proven track record of developing strong relationships across various internal and external stakeholders in pursuit of excellence. The candidate should possess outstanding interpersonal skills.
- A skilled team leader and mentor of highly performing teams, capable of building on and enhancing a climate of trust, cooperation, and collaboration among team members. One who establishes accountability by communicating expectations, monitoring results, and sharing results in financial performance, quality, and satisfaction.
- A demonstrated commitment to high-quality, consistent, patient-centric care driven by the community's needs.

### Leadership Skills and Competencies

- An exceptional communicator and great listener with high emotional intelligence and outstanding interpersonal skills.
- Possesses integrity, credibility, the capacity to build trusting relationships, and a management style that seeks to share information and welcomes input into the decision-making process.
- Demonstrated track record of developing trusting provider relationships, engaging leaders in plans, and collaborating on clinical quality, service, and program growth.
- Ability to drive continued evolution, innovation, and transformation.
- Engages and empowers leaders, providers, nurses, and staff to provide high-quality and compassionate care consistent with Mercy Health's values.
- Understands and appreciates fiscal planning and operational management; while not the CFO, helps to ensure that the system appropriately leverages its assets to actualize its strategies.
- Possesses a "systems perspective"; looks at the organization and builds upon key organizational requirements, including strategic objectives and action plans relating to Southeast Missouri.
- Consistently achieves desired results, even under challenging circumstances.

- A leader with the ability to translate strategy and vision into actionable objectives.
- Demonstrates personal value system which is consistent with that of Mercy Health.

## The Community

### Cape Girardeau, Missouri

Located two hours south of St. Louis, MO and three hours north of Memphis, TN, Cape Girardeau, MO is a regional hub for education, commerce and medical care. Although the city's population is around 37,000 people, it is estimated that as many as 130,000 come to Cape Girardeau daily to work, shop, attend school, or receive medical care.

Residents enjoy short commute times, a multitude of entertainment and dining options and a beautiful backdrop all with a low cost of living and a welcoming small town feel. Cape Girardeau is the traffic-free alternative to big city living. Cape Girardeau is also home to Southeast Missouri State (SEMO), founded in 1873. SEMO has evolved into a comprehensive University of nine colleges and schools offering more than 150 academic programs. Students come to SEMO from all 50 states and from countries around the world. Sports enthusiasts will enjoy Missouri State's NCAA Division I football and basketball.

Multiple private and parochial schools and over 50 churches also call Cape Girardeau home. Fun and entertainment options include the area's largest shopping mall and a GolfWeek Top 100 course, Dalhousie Golf Club. Cape Girardeau has a thriving arts and performance community offering something for every taste. SEMO's River Campus offers concerts, performing arts and other events. From district fairs to ballet, Cape Girardeau is the place for quality entertainment.

The Southeast Missouri Symphony Orchestra performs the great symphonic orchestra literature, from the early Baroque to the music of today. Now in the ninth year of its highly successful subscription series, it provides the Southeast Missouri and Southern Illinois region with five to six full-length orchestral concerts per year, with nationally and internationally acclaimed guest artists and repertoire ranging from Bach and Corelli to contemporary composers Christopher Theofanitis and Jonathan Dove.

Weekly events and learning opportunities at the Cape Girardeau Conservation Nature Center keep nature enthusiasts engaged year-round. The City of Cape Girardeau also maintains 23 individual parks that offer biking, fishing, sports and other activities. Cape Girardeau is also just 10 miles south of Trail of Tears State Park. Cape Girardeau is the ideal place to live, work and play.

[www.cityofcapegirardeau.org](http://www.cityofcapegirardeau.org)

[www.visitcape.com](http://www.visitcape.com)

[www.capechamber.com](http://www.capechamber.com)

[www.semo.edu](http://www.semo.edu)

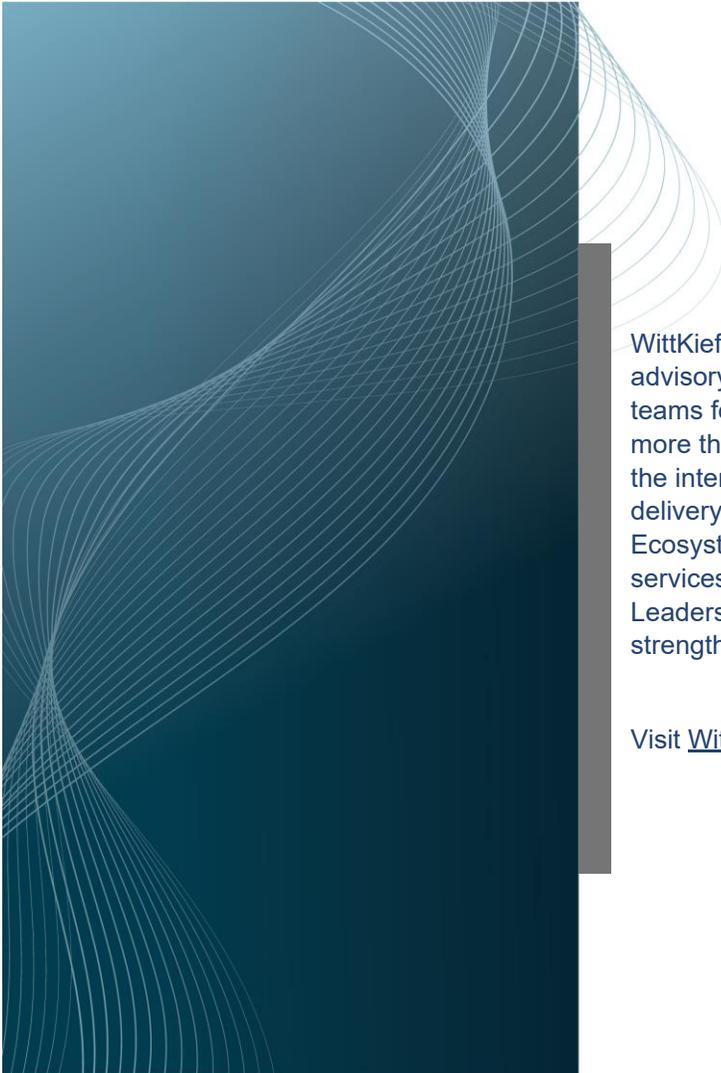
## Procedure for Candidacy

Please direct all nominations and resumes to Rachel Polhemus and Trey Wilson to the WittKieffer candidate portal [here](#). Other questions or inquiries may be directed to [twilson@wittkieffer.com](mailto:twilson@wittkieffer.com).

<b>Rachel Polhemus</b> <b>Senior Partner</b> <b>240-401-2019</b>	<b>Trey Wilson</b> <b>Consultant</b> <b>314-754-6065</b>
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