



Chief Executive Officer

Leadership Profile
February 2026

OUR VISION IS
TO BE THE BEST
RURAL HOSPITAL
IN AMERICA





Leadership Profile: Chief Executive Officer

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The Opportunity

Cass Health is seeking a **dynamic, strategic, and community-oriented** Chief Executive Officer (CEO) to lead one of Iowa's highest-performing Critical Access Hospitals and rural health systems.

This is a rare opportunity to serve as the CEO of a thriving, independent, financially stable rural health system with a strong reputation for quality, workforce innovation, and community trust.

The Role

The Chief Executive Officer serves as the organization's senior leader and is accountable to an elected Board of Trustees for the overall performance, strategy, and stewardship of Cass Health. The CEO provides visionary leadership while ensuring operational excellence, regulatory compliance, financial sustainability, and alignment with the mission and values of a county-owned healthcare organization.

The CEO oversees the executive leadership team, which includes the Chief Financial Officer, Chief Operating Officer, Chief Information Officer, and Chief Medical Officer, and works closely with physicians, providers, medical staff leadership, and community stakeholders to advance the organization's long-term strategic goals.

Key areas of responsibility include organizational strategy and execution; physician and provider alignment; community engagement; financial and operational performance; and workforce development. The CEO serves as the primary representative of Cass Health to the Board, local leaders, regional partners, professional associations, and the broader community, and plays a visible and active leadership role both locally and statewide.

This role requires a leader who can balance public governance, community accountability, and modern healthcare operations while fostering a culture of collaboration, transparency, and continuous improvement.



In January 2026, CEO Brett Altman announced his upcoming retirement after 10 years of leadership and robust growth.

Qualifications

The successful candidate will bring demonstrated executive leadership experience in healthcare, ideally within a rural health system, Critical Access Hospital, or public or not-for-profit healthcare organization. Experience working with or reporting to a governing board, strong financial and operational acumen, and a collaborative leadership style are essential.

The ideal CEO will be a visible, trusted leader who values community relationships, physician engagement, and workforce development while guiding the organization through an evolving healthcare landscape.

The Timeline

- Interviews held April & May
- Fall start date

Position Summary

The CEO of Cass Health is responsible for the strategic direction, operations, and activities of Cass Health, and collaborates with the Board of Trustees, senior management, the medical staff, and clinical leaders in establishing and defining the organizational mission, vision, and goals, as well as decision-making structures and processes.

The ideal candidate for this role will have senior level operational leadership experience at a similar size acute care hospital and experience with community relations, board relations, visible leadership skills, and proven success in physician relationship building.

Reporting Relationships

The CEO of Cass Health reports to the Board of Trustees.

The CEO directly supervises a very high-performing and energetic senior leadership team including:

- Chief Financial Officer
- Chief Operating Officer
- Chief Information Officer
- Chief Medical Officer

Responsibilities

The CEO leads the development and execution of Cass Health's strategic plan, translating organizational priorities into measurable outcomes while maintaining strong alignment with the Board of Trustees. The role includes oversight of financial stewardship, operational effectiveness, workforce sustainability, and strategic investments that support quality, access, and long-term stability.

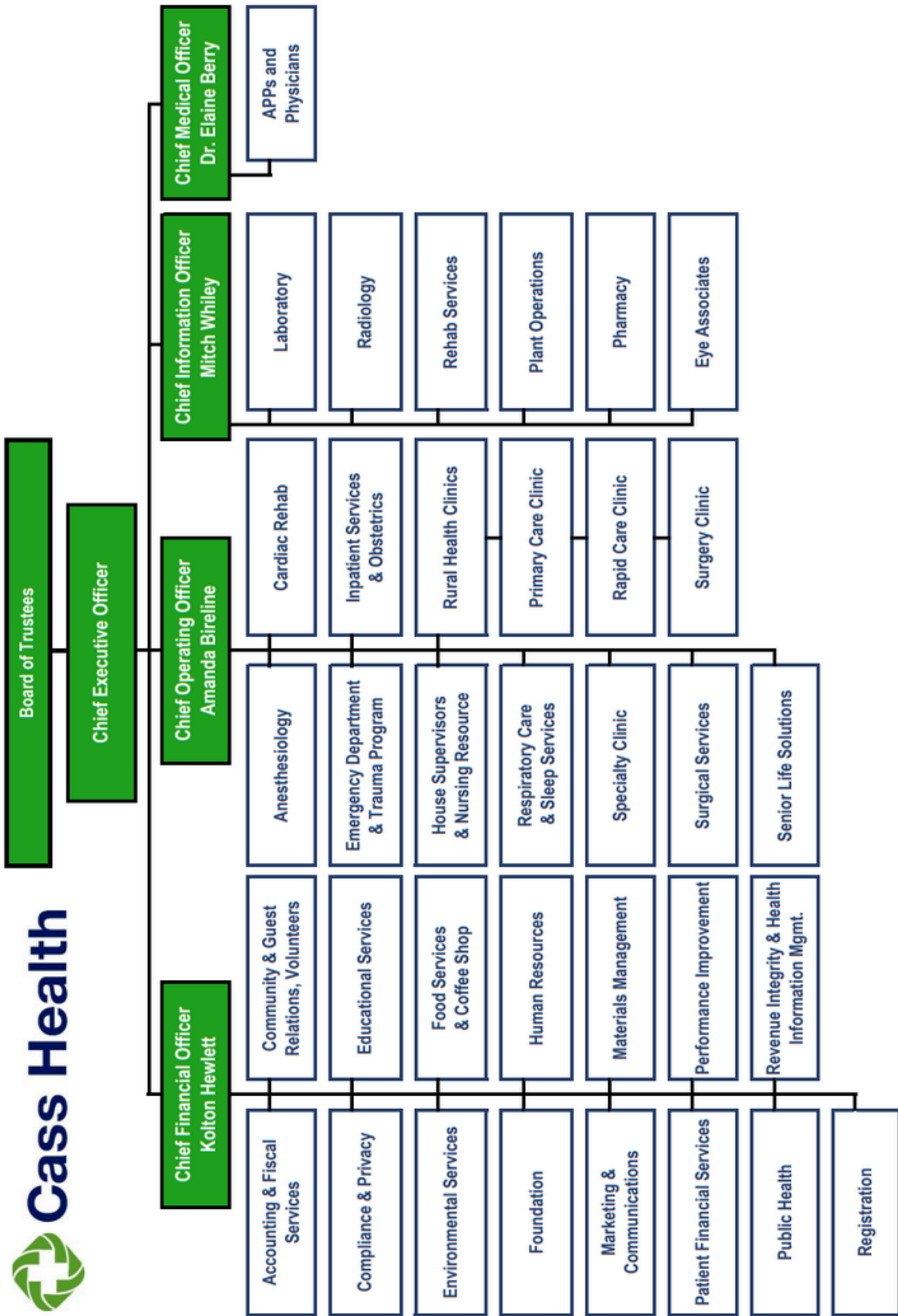
A central responsibility of the CEO is building and sustaining strong relationships with physicians, advanced practice providers, and clinical leaders. The CEO plays an active role in physician and provider recruitment, retention, and engagement, fostering an environment that supports clinical excellence, collaboration, and alignment between providers and the organization's mission.

The CEO serves as the primary ambassador for Cass Health within the community and region, maintaining a visible presence and cultivating partnerships with local leaders, organizations, legislative and government officials, and other external stakeholders. This role requires a leader who values collaboration, understands the importance of community trust, and can effectively represent Cass Health at the local, regional, and state levels.

Qualifications and Experience

The successful candidate will have demonstrated executive leadership experience in healthcare, preferably within a rural health system or Critical Access Hospital. A master's degree in healthcare administration, business administration, or a related field is required. Experience reporting to and partnering with a governing board, strong financial and operational acumen, and the ability to lead multidisciplinary teams are essential. The ideal CEO will be a visible, relationship-oriented leader with a proven ability to engage physicians, providers, staff, and community stakeholders. Experience navigating healthcare transformation, workforce challenges, and physician recruitment in a rural or community-based setting will be highly valued.

Organizational Chart



About Cass Health



Our mission is to provide a superior experience to everyone that we are privileged to serve.

Our vision is to be the best rural hospital in America.

Cass Health is a high-performing, county-owned rural health system located in southwest Iowa, proudly serving nearly 40,000 unique patients annually. With approximately \$145 million in annual gross revenue, **Cass Health employs nearly 500 team members**, more than 80 employed and contracted providers, and boasts more than 100 active volunteers, making it **the largest employer in Cass County and one of the largest Critical Access Hospitals in Iowa.**

Cass Health supports **more than 150,000 outpatient encounters each year** across its hospital campus and four rural health clinics, while maintaining a robust inpatient census of approximately 2,500 inpatient days annually. **The organization offers comprehensive primary care and a broad range of specialty services, including bariatrics, cardiology, ENT, gastroenterology, general surgery, OB/GYN, oncology, orthopedics, podiatry, rheumatology, and urology.** Cass Health also owns and operates a full-service optometry and ophthalmology practice and provides additional services such as obstetrics, surgical services, urgent care, rehabilitation and therapy, wound care, and full-scope diagnostic imaging.



About Cass Health

Cass Health is a recognized leader in rural healthcare excellence. **Since 2021, the organization has been named a Top 20 Critical Access Hospital** annually by the National Rural Health Association and has ranked among the Top 100 Critical Access Hospitals every year since 2017. Cass Health has also been recognized as a **Top Iowa Workplace** for more than a decade and received the **HFMA MAP Award for High Performance in Revenue Cycle**, reflecting strong financial stewardship and operational discipline. In 2026, we were named **one of only three 5-Star Hospitals in Iowa by Forbes**.



In addition to delivering high-quality care, Cass Health is deeply committed to the future of rural healthcare. The organization launched Iowa's first **registered nurse apprenticeship program**—one of the first in the nation—and continues to expand workforce development initiatives through partnerships with the Governor's Office, Iowa Workforce Development, and regional community colleges. Cass Health also serves as a regional leader in maternal and obstetric care, providing outreach services to neighboring hospitals and expanding access to care across southwest Iowa.



Financial Information

Income Summary (FYE 2025)	
Revenues	
Gross Patient Service Revenues	\$ 144,325,692.00
Net Patient Service Revenues	\$ 83,427,778.00
Bad Debt	\$ (794,281.00)
Other Operating Revenue	\$ 2,665,203.00
Non-Operating Revenues	\$ 5,408,045.00
Property Tax Revenue	\$ 2,656,649.00
Investment Income	\$ 3,573,525.00
Capital Grants & Contributions	\$ 136,168.00
Total Revenues	\$ 90,842,913.00
Expenses	
Salary & Benefit Costs	\$ 43,764,225.00
Other Operating Expenses	\$ 34,966,701.00
Depreciation & Amortization	\$ 4,303,903.00
Total Expenses	\$ 83,034,829.00
Net Income on Operations	\$ 7,808,084.00
Balance Sheet	
Net Position	\$ 72,213,202.00
Cash and cash equivalents	\$ 13,638,687.00
Investments	\$ 38,995,985.00

Operating Data (FYE 2025)	
Licensed Beds	25
Inpatient Beds	21
LDRP/OB Beds	4
Average Daily Census (exl. NB & SNF)	6.5
Patient Days	2,370
Skilled Patient Days	1,212
Births	153
Total Surgeries	2,233
Emergency Room Visits	6,538
Clinic Visits	45,739
Rapid Care Visits	10,958
Total Employee Count	476
Other Data (as of January 2026)	
Payor Mix	
Medicare	43.46%
Medicare Advantage	12.36%
Medicaid	11.77%
Wellmark	20.91%
Other Commercial	8.91%
Self-Pay	2.59%
Outpatient Revenue % of Total	92.65%

Strategic Initiatives

Workforce

Cass Health has made significant investments in building a sustainable, locally rooted workforce and continues to expand innovative talent pipelines. These efforts include robust apprenticeship and work-based learning programs, strong partnerships with community colleges and educational institutions, and expanded student and clinical experiences across multiple disciplines. Cass Health is intentionally growing beyond traditional recruitment models by developing “homegrown” healthcare professionals and strengthening leadership development, engagement, and retention strategies. Physician and provider recruitment remains a core organizational priority, supported by community involvement, competitive recruitment strategies, and alignment with long-term service needs.

Community Health

Cass Health plays a central role in advancing the health and well-being of southwest Iowa through strong community partnerships and a deep commitment to prevention, education, and access. Ongoing initiatives focus on cancer prevention and screening, behavioral health access, maternal health outreach, healthy eating and active living, and addressing social drivers of health. Through collaboration with public health, schools, community organizations, and regional partners, Cass Health continues to expand education and outreach efforts, reduce barriers to care, and strengthen its role as a trusted community resource. Community engagement and transparency remain foundational to how Cass Health serves its neighbors.

Service Growth

Cass Health continues to strategically expand clinical services to meet evolving community needs and keep care local whenever possible. Recent and planned growth includes expanded specialty clinics, increased outpatient and diagnostic services, enhanced mental health access, and continued development of surgical, rehabilitation, and oncology services. Service growth is guided by data, patient demand, and provider expertise, with an emphasis on maintaining quality, access, and financial sustainability. These initiatives are supported by active physician and provider recruitment, regional partnerships, and evolving care delivery models designed to respond to changing healthcare dynamics.

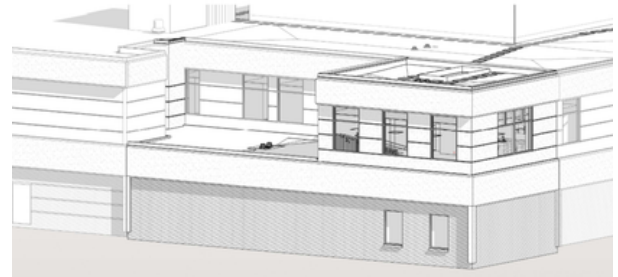
Facilities

Cass Health is actively investing in its physical environment to support workforce growth, service expansion, and patient experience. Projects underway and planned as part of the Master Facility Plan include facility remodels, expanded clinical space, an additional operating room, expanded rehab services center, additional observation beds, new education and training facilities, and infrastructure improvements that support both current operations and future growth. These investments are intentionally phased and aligned with strategic priorities to ensure long-term sustainability while enhancing care delivery, staff efficiency, and the overall environment of care.

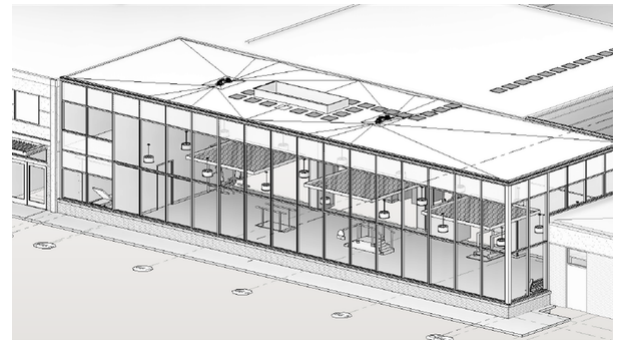
Master Facility Plan



Cass Health is actively implementing a multi-year Master Facility Plan designed to support long-term service growth, workforce development, and an enhanced patient experience while maintaining financial stewardship and uninterrupted operations. The plan reflects a phased, carefully sequenced approach that allows construction and renovation to occur alongside ongoing patient care.



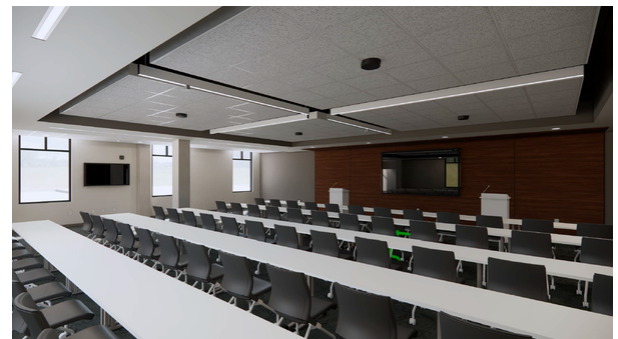
The Master Facility Plan is currently underway, with preconstruction activities beginning in mid-2025 and major construction phases scheduled to progress through 2026 and 2027. Key elements of the plan include expanded rehabilitation and therapy space, additional observation capacity, surgical suite enhancements including a third operating room, laboratory and imaging improvements, and upgrades that support growing outpatient and specialty services.



A dedicated education and training center is also incorporated into the plan, reinforcing Cass Health's long-standing commitment to workforce development, apprenticeship programs, and clinical education partnerships. Throughout the project timeline, construction sequencing is designed to minimize disruption, maintain patient access, and allow services to continue operating safely and efficiently.

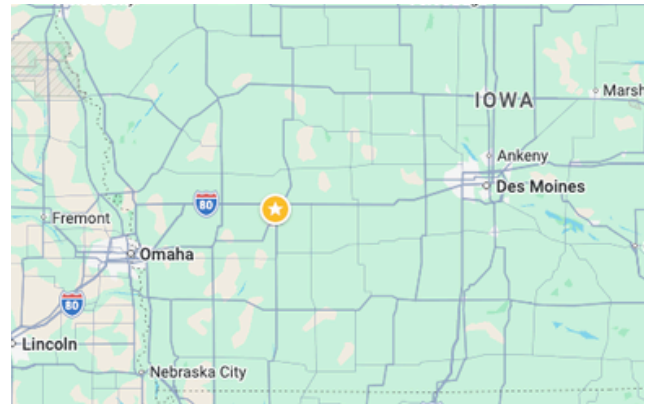


Cass Health is partnering with Graham Construction and Shive-Hattery to execute the Master Facility Plan with disciplined project management, high-quality design, and long-term sustainability in mind.



About Cass County

Cass Health is located in Atlantic, Iowa, a welcoming and vibrant community known for its quality of life, strong schools, and civic pride. Atlantic offers the amenities of a close-knit community alongside exceptional access to outdoor recreation, parks, and cultural events. **The community features a state-of-the-art YMCA, two 18-hole golf courses, a charming downtown, and a strong local economy.**



Atlantic is conveniently located approximately **one hour from both Des Moines, Iowa, and Omaha, Nebraska, providing easy access to metropolitan amenities** while maintaining a low cost of living and short commute times. The community is known for its safety, engaged residents, and commitment to investing in healthcare, education, and community well-being. Iowa is consistently recognized as one of the best places to practice medicine, making this an attractive opportunity for healthcare leaders seeking both professional impact and personal quality of life.



Atlantic is the heart of Cass County, a vibrant community of around 6,700 people who believe in the power of showing up, pitching in and building something better together. Atlantic combines small-town comfort with big-time convenience. Whether you're headed to work, school, the golf course or downtown for lunch, you're never far from what you need or who you know.

Cass County is made up of eight unique communities — Atlantic, Anita, Cumberland, Griswold, Lewis, Marne, Massena and Wiota — with a combined population of 13,000.

Each town offers a welcoming atmosphere, strong local pride, and a pace of life that makes it easy to feel at home.



About Cass County

Regional Influence & Leadership Opportunity

Cass County serves as a regional hub for healthcare, education, and economic activity in southwest Iowa. Cass Health plays a central leadership role across the county and surrounding communities, working closely with local governments, schools, employers, and regional partners to strengthen access to care and community well-being. This environment offers a unique opportunity for healthcare leaders to make a visible, lasting impact beyond the walls of the hospital.



Economic Stability & Workforce Base

Cass County benefits from a diverse local economy anchored by healthcare, manufacturing, agriculture, education, and small businesses. This diversity supports economic stability, a strong workforce base, and continued investment in community infrastructure and services.



Cass County's three school districts include:

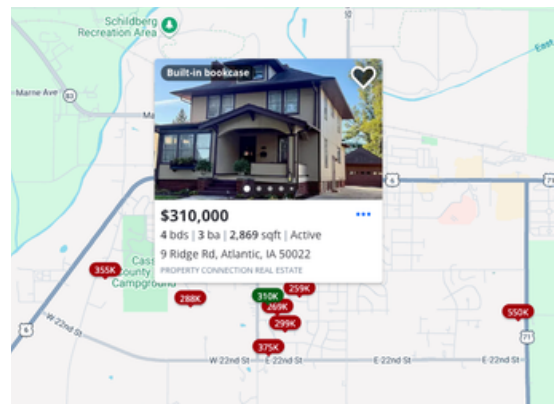
- Atlantic Community School District
- CAM Community School District
- Griswold Community School District

Education & Family Friendly

Cass County is home to strong K-12 school districts, engaged educators, and a community that prioritizes youth development, extracurricular activities, and lifelong learning. Families value the safe neighborhoods, short commutes, and high level of involvement between schools, community organizations, and local employers.

Close to Metro — Grounded in Community

Atlantic offers easy access to Des Moines and Omaha while preserving the relationships, pace, and sense of belonging that define small-town living. Cass County offers a cost of living that is significantly lower than metropolitan areas, with accessible housing options, minimal commute times, and the ability to enjoy a high quality of life without the pressures of urban congestion or expense.



Civic Engagement & Volunteerism

Community engagement is a defining characteristic of Cass County. Residents are deeply involved in civic organizations, volunteer initiatives, and local events, creating a strong sense of connection and shared responsibility. Healthcare leaders are welcomed as trusted partners and community advocates.



About Cass County: Vision Atlantic

Vision Atlantic, a 501(c)(3) nonprofit organization, was established in 2022 with a clear and determined mission: to help reshape the future of Atlantic, Iowa, and foster a vibrant, thriving community for all. Their four areas of focus include: housing, childcare, quality of life, and future development.

This group is committed to improving the overall quality of life in Atlantic by investing in community spaces, recreational opportunities, and cultural events, most notably with the expansion of the YMCA.



Childcare plays a critical role in supporting working families and fostering early childhood development. Part of the Vision Atlantic initiative includes a brand new child development center that provides high-quality, affordable childcare.



Vision Atlantic is actively in construction of a diverse housing development that meet the needs of all residents, current and future, ensuring everyone has a safe, comfortable place to call home. The new development located near 22nd and Olive Streets is visible testament to the group's progress.



Provider Directory

See a complete list of our providers including visiting specialists at casshealth.org/providers.

Primary Care



Dr. Seann Atkinson



Dr. Jeals Brines



Dr. Autumn Keiser



Dr. Bethel Kopp



Dr. Hunter Pflughaupt



Dr. Jill Pollpeter



Dr. Adam Verhoef



Dr. Angela Weppler



Stacey Bean PA-C



Megan Frederiksen ARNP



Elisha Hardy ARNP



Susan Herr-McDowell PA-C



Maria Hoegh ARNP



Mary Robinson PA-C



Whitney Schafer ARNP



Max Starlin PA-C



Emily Wittrock ARNP

Cardiology



Kristin Babb PA-C



Lace Sindt ARNP

Ear, Nose, Throat



Dr. Rick Rinehart

Gastroenterology



Dr. Helen Fasanya-Uptagraft



Dr. Benjamin Hall

General Surgery



Dr. Chad McCance



Dr. William Rizk

Weight Loss Surgery

Hospital Medicine



Michael Anderson PA-C



Tom Baker ARNP



Ashley Barajas AGACNP



Stacey Kasperbauer ARNP



Paul Kerschinske ARNP



Shannon Peterson ARNP

Mental Health



Dr. Greg Keller



Cyndi Wu ARNP



Genti Meier Therapist

Oncology



Dr. Seema Harichand



Dr. Sakeer Hussain



Mary Jane Mills PA-C



Theresa Evans ARNP

Optometry



Dr. Jeff Goergen

Neurology



Dr. Brian Boes

Neurosurgery



Dr. Jordan Lacy

OB/GYN



Dr. Emily Chang



Dr. Amy Bingaman

OB Navigator



Maddy Peppers RN

Orthopedics



Dr. Dan Hatz



Zach Hollingsworth PA-C



Dr. Caliste Hsu



Dr. Chuck Rosipal



Dr. Todd Sekundiak



Dr. Kim Turman



Dr. Matt Weresh

Podiatry



Dr. Michael Egertsen

Rapid Care & Emergency



Theresa Bender ARNP



Holly Christensen ARNP



Beth Fowlkes PA-C



Melissa Frazier ARNP



Dr. Heather Hergott



Brad Hirst PA-C



Emily James ARNP



Linda Newsome PA-C

Rehab Services



Nathan Clark PTA



Kathy Denning PT



Laura Hickman PT



Kyra Hoffman PT



Erin Johnson PTA



Ryan Legg PT



Amber Michael OT



Kasey Meneely PT



Jeremy Scheuermann PT



Gary Scott PTA



Jordan Shouse PTA



Macy Burmeister OT



Abby Vetter SLP



Dan Vogel PT



Ashley Williams OT



Zach Zemanek PT

Senior Life Solutions



Kacey Peterson LMHC

Rheumatology



Dr. Gino Chesini



Dr. Thomas Schmidt



Dr. Stephen Slade

Wound Care



Mandy Sievers RN BSN CWON CFCN



Beth Larsen RN

Procedure

Cass Health is conducting this executive search in-house with active engagement from its Board of Trustees. The Board is closely involved throughout the recruitment and interview process and will make the final selection.

The interview process will also include engagement with members of the medical staff, the administrative leadership team, and department leaders.

The current Chief Executive Officer, Brett Altman, will remain in the role through the transition period and is actively supporting the recruitment process. He is available to speak with candidates regarding the CEO role, organizational priorities, and Cass Health's mission, culture, and community:

Brett Altman
712-243-7401
baltman@casshealth.org

Questions regarding application materials, timelines, or the recruitment process should be directed to Chief Financial Officer, Kolton Hewlett.

Kolton Hewlett
712-243-7406
khewlett@casshealth.org

