



Vice President, Operations

Beacon Kalamazoo

Leadership Profile

August 2026

Prepared by Michael Raddatz, Donna Padilla, and Jennifer Sonneland



WittKieffer

Contents

The Opportunity	01
Organization Overview	02
Position Summary	05
Goals and Objectives	07
Candidate Qualifications	08
The Community	10
Procedure for Candidacy	12

The Opportunity

Beacon Kalamazoo seeks a strong operational leader to serve as its next Vice President, Operations. Now fully integrated into Beacon Health System, the hospital is undergoing strategic transitions aimed at aligning with Beacon's mission and operational standards. The next Vice President (VP) will have the opportunity to build on the proud legacy of Beacon Kalamazoo while advancing Beacon's commitment to high-quality, patient-centered care.

Beacon Kalamazoo in Kalamazoo, Michigan, is a 422-bed acute care facility that has long served as a cornerstone of healthcare in southwest Michigan. Generating approximately \$470 million in annual revenue, the hospital offers a comprehensive range of services, including advanced cardiovascular care, neuroscience, orthopedics, cancer treatment, and women's health. It is also a designated Level II trauma center and provides specialized services such as stroke care and bariatric surgery. With a strong legacy, Beacon Kalamazoo has been recognized for its commitment to compassionate, high-quality care and community wellness.

Beacon Kalamazoo is the largest of four hospitals recently acquired by Beacon Health System. The acquisition also includes Beacon Allegan, Beacon Dowagiac, Beacon Plainwell, 35 outpatient clinics, and an ambulatory surgery center. This expansion will bring approximately 2,700 employees and 261 providers into the Beacon network. With this addition, Beacon Health System, already the regional leader in comprehensive, integrated care, will grow beyond its current 11,000 associates. A not-for-profit organization, Beacon serves more than 4,000 patients daily across northern Indiana and southern Michigan. Its network includes Memorial Hospital, Elkhart General Hospital, Beacon Children's Hospital, Community Hospital of Bremen, Three Rivers Hospital, Granger Hospital, as well as Beacon Medical Group, which operates over 65 locations with more than 300 providers and several outpatient centers.

Beacon Health System is governed by a 14-member Health System Board composed of local leaders and physicians. Beacon's philosophy holds that local leadership and governance matters. To that end, there are subsidiary Boards maintained for each operating entity within the System's communities.

The next VP will report to Carl Risk, President of Beacon Kalamazoo. The VP should have significant operational experience in a high-intensity, fast-paced hospital and possess the ability to pivot and adapt rapidly. The VP will have the ability to drive operational initiatives across Beacon Kalamazoo in alignment with the broader Beacon Health System goals. In doing so, they will focus on growth combined with operational efficiency and effectiveness.

The ideal candidate will have strong operational experience in a community hospital within a complex health system. They must have a proven track record in hospital administration with a results-oriented management approach. A deep understanding and practical application of LEAN methodologies is essential, with demonstrated success in driving process improvements, eliminating inefficiencies, and fostering a culture of continuous improvement. Strong financial acumen and innovation are critical to support strategic growth. Experience managing financial processes and operations in a healthcare setting is required. The VP must be a strong communicator, able to engage with stakeholders across the System and the community, and capable of synthesizing complex challenges into actionable strategies.

Organization Overview

Beacon Health System

Beacon Health is a locally owned not-for-profit Health System with medical teams and hospitals caring for communities across Indiana and Michigan. Headquartered in South Bend, Indiana, and with more than 11,000 associates throughout the region, Beacon connects families with the care they need to be their very best. Beacon Health is a regional leader in comprehensive integrated services including: [childbirth](#), [pediatrics](#), [cancer](#), [trauma](#), [heart and vascular](#), [stroke](#), [orthopedics](#), [sports medicine](#), [surgery](#), [mental health](#), and so much more. Beacon is also a member of the Mayo Clinic Care Network, which provides all Beacon Care teams special access to Mayo Clinic's world-renowned doctors, resources, and expertise.

As a not-for-profit community-governed Health System, Beacon targets an annual operating income of 3%-4% from operations. This operating income balances the healthcare needs of the community with the ability to reinvest in facilities, equipment, and talented clinical providers. Accumulated earnings are managed through an investment committee of Beacon's volunteer Board and are guided by an investment policy which the committee approves and monitors. The goal is to obtain financial returns that are then directed back into the organization and community to improve overall health and to ensure long term viability of healthcare throughout the region.

Mission Statement

Beacon Health delivers outstanding care across five counties through supporting care providers who remain experts in their fields and by partnering with other experts to expand services and deepen knowledge. The organization inspires health by delivering public health efforts, hosting free health education programs, and personally connecting with each patient and family to be a part of their individual care team. Beacon Health connects with heart through compassionate experts who prioritize patients' health and safety, raising funds for those who can't afford vital care, and prioritizing diversity, equity, and inclusion in its workplaces. Beacon Health's values and service goals guide the System as they deliver on this promise.

MISSION

**We deliver
outstanding care,
inspire health and
connect with heart.**

RESPONSIBILITY

Clarity	Set clear expectations to provide direction
Alignment	Communicate timely and with enough details to enable success.
Collaboration	Work together to enhance problem-solving
Results	Take personal ownership to deliver positive results in a timely manner

VALUES

**Trust
Respect
Integrity
Compassion**

SERVICE GOALS

- Personally connect**
Be prepared, professional and friendly
- Keep everyone informed**
Actively listen, be honest and transparent
- Be on their team**
Work with our patients and families to provide outstanding care



Beacon Health utilizes a metrics-and data-driven approach to System-wide strategies, designated Level 0, that then cascade and tie into each entity within the System, designated Level One. These include robust scorecards and reporting that allow full integration and alignment at both the System- and entity-levels.

Beacon Kalamazoo

Beacon Kalamazoo, located in Kalamazoo, Michigan, is a prominent full-service healthcare facility serving southwestern Michigan. The hospital is licensed for 422 beds, encompassing medical/surgical, obstetric, and psychiatric care. In fiscal year 2024, Beacon Kalamazoo reported a net patient revenue of approximately \$470 million.

The hospital offers a comprehensive range of medical services, including 24/7 emergency care, a Level II Trauma Center, and a Comprehensive Stroke Center certified by The Joint Commission. Specialty services encompass advanced cardiac care, cancer treatment, orthopedics, neurosciences, women's health, and pediatric care. Beacon Kalamazoo also provides minimally invasive surgical procedures utilizing robotic-assisted technology, as well as imaging, laboratory tests, and inpatient rehabilitation services.

In addition to its clinical services, Beacon Kalamazoo serves as a teaching hospital affiliated with the Western Michigan University Homer Stryker M.D. School of Medicine. This partnership supports residency programs in various specialties, including emergency medicine, internal medicine, and psychiatry. With 120 residents a year, the hospital's commitment to medical education and research contributes to the development of future healthcare professionals and the advancement of medical knowledge.



Memorial Hospital of South Bend

Memorial Hospital of South Bend operates 434 beds and is a designated Level II trauma center with net revenue over \$710 million. The hospital has an average daily census of 341 and handles 58,962 emergency department visits annually. Clinical services include inpatient and outpatient surgery, family residency program, heart and vascular, cancer, rehabilitation, sleep disorder, sports medicine, radiology, bariatrics, occupational health, clinical research, primary physician care from the providers of Beacon Medical Group, urgent care from MedPoint Urgent Care Centers, and specialized pediatric care from Beacon Children's Hospital, the region's only children's hospital. The Hospital also provides patient and family support services, community outreach, and imaging services.

Elkhart General Hospital

Elkhart General Hospital is a not-for-profit hospital located in lovely Elkhart, Indiana. Our Main Hospital Campus is situated in the City of Elkhart beside the beautiful St. Joseph River. Our full-service, 357-licensed-bed main hospital is comprised of over 300 physicians representing more than 30 medical specialties, and nearly 2,000 employees serve in nursing, technical, administrative, and support capacities.

Three Rivers Health

For more than a century, Three Rivers Health (TRH) has served St. Joseph, Kalamazoo, and surrounding southern Michigan communities. TRH is licensed for 60 beds, employs about 550 associates in the hospital, and has 16 clinics. TRH offers a variety of inpatient and outpatient services, including emergency care, inpatient rehabilitation, orthopedics, and women's health. I-Med, TRH's urgent care, provides a wide range of convenient and timely health care services.

Community Hospital of Bremen

Community Hospital of Bremen is a 24-bed critical access hospital employing 170 associates and serving Bremen, Indiana, and the surrounding communities. As part of Beacon Health System, patients have access to providers, resources, and services from across the entire Health System.

The hospital provides the community with: Emergency Department; diagnostic imaging and lab; radiology, including MRI, CT, and ultrasound; surgery; obstetrics; sleep lab; mammography; physical and occupational therapy; occupational health; swing bed services; and infusion therapy.

Position Summary

Reporting Relationships

The Vice President, Operations reports to the President, Beacon Kalamazoo. In collaboration with the team of direct reports, the VP is responsible for the administrative oversight and direction of professional and support services departments, including Rehabilitation Services, Pharmacy Services, Radiology, Laboratory, Nutrition, Sleep Lab, Security, Environmental Services, and other departments as assigned. The VP administers the managerial function of setting objectives, planning, staffing, and overseeing the activities of assigned departments/areas of responsibility.

- Director, Imaging
- Director, Beacon Kalamazoo Cancer Center (Matrix Reporting Structure)
- Director, Cardiology Services (Matrix Reporting Structure)
- Director, Neurophysiology
- Director, Rehab/PT/OT/ST
- Director, Sleep Lab
- Director, Laboratory (Matrix Reporting Structure)
- Director, Plant Operations (Matrix Reporting Structure)
- Director, Pharmacy (Matrix Reporting Structure)
- Director, Radiology
- Director, Nutrition Services
- Director, Environmental Services
- Director, Security (Matrix Reporting Structure)

Responsibilities

Oversees the managerial functions of setting objectives, planning, staffing, and directing the activities of assigned departments/areas of responsibility by:

- Consulting with and advising the Beacon Kalamazoo President of opportunities within hospital departments and overall operations of the hospital, including but not limited to recommending changes in administrative policies to carry out objectives of the hospital more effectively.
- Assisting the President and the executive team by participating in the hospital's short- and long-range planning function.
- Leading the preparation of hospital/departmental budgets and allocation of funds based upon reviews of department estimates/recommendations, familiarity with operating procedures, and cost/revenue projections, and reviewing all department requests for capital expense items and submitting the same, with recommendations to the President.
- Ensuring the efficient, economic, and quality performance of assigned departments of responsibility to support or provide quality health care services.
- Leading department heads in the development of operating plans and policies that support Beacon Health System and Beacon Kalamazoo goals, improve quality, and reduce the cost of health care for patients.
- Evaluating the performance of the team of direct reports to provide for professional development and to maximize contributions towards established goals.
- Providing for effective problem resolution within established guidelines.
- Ensuring that departments comply with federal and state laws and regulations of the Joint Commission, and regulatory agencies, as well as other accrediting or certifying organizations.

- Participating in hospital/medical staff committee meetings as required.
- Participating in Health System initiatives and projects as required.
- Providing and maintaining effective communications with medical staff, the community, and all levels of management and staff.

Represents Beacon Kalamazoo and Beacon Health System in the community by:

- Meeting with members of the community; promoting good hospital public relations and attending meetings of professional, civic, and service organizations as a hospital representative.

Commitment to Beacon's six-point Operating System, referred to as The Beacon Way:

- Leverage innovation everywhere.
- Cultivate human talent.
- Embrace performance improvement.
- Build greatness through accountability.
- Use information to improve and advance.
- Communicate clearly and continuously.

Goals and Objectives

The following goals and objectives are priorities for this position:

- Establish credibility within Beacon Kalamazoo and Beacon Health System. Be viewed as a credible resource and professional leader both internally to Beacon Kalamazoo and Beacon Health System and externally in the greater Kalamazoo community.
- Build a close working relationship with peers, including the Vice President of Nursing and Vice President Medical Affairs at Beacon Kalamazoo, as well as with their Vice President Operations peers and other leaders across Beacon.
- Drive innovation and strategic growth, particularly in ancillary services.
- Work with the Beacon Kalamazoo and leadership team to grow market share by ensuring customer service and employee engagement are paramount to the Hospital and System.
- Ensure a continuous improvement mindset is embedded into operations at Beacon Kalamazoo while maintaining a focus on growth and efficiency. In partnership with leadership, identify mutually agreed upon metrics and benchmarks for clinical, operational, and financial performance.
- Develop collaborative provider relationships by fostering an open and communicative environment to resolve issues and move the organization forward to the next level of care quality. This includes partnering with peers and engaging with physician leadership across the organization to enhance clinical integration, physician alignment, and engagement.
- Enhance a culture of accountability focused on continuous performance improvement, teamwork, financial metrics, patient satisfaction, and safety. Continue to emphasize a renewed focus on innovative strategies and process improvement to enhance operations and outcomes.
- Actively engage in the local community and develop relationships with community stakeholders.
- Serve as a resource to Beacon Kalamazoo staff and within Beacon Health by empowering associates at all levels of the organization to be collaborative, innovative, and action-oriented, such that decisions can be made in a timely manner.

Candidate Qualifications

Education/Certification

The knowledge, skills, and abilities indicated below are normally acquired through successful completion of a bachelor's degree in business, healthcare, or a related field, and a master's degree in hospital administration, business administration, science, or a specialty field within areas of responsibility.

Knowledge and Work Experience

- A minimum of seven years of experience in a multi-faceted healthcare environment with a progressive track record of successful operational leadership.
- Possess an advanced level of analytical and organizational skills to effectively integrate all aspects of Hospital operations to meet or exceed goals and objectives.
- Demonstrated understanding of the legal and regulatory environment present in healthcare to ensure that all policies and practices comply with regulations.
- Strong interpersonal and communication skills and ability to interact effectively in sensitive and complex situations with diverse stakeholders. Possess well-developed communication skills, both verbal and written, to articulate ideas clearly and concisely, to make effective presentations, and to interact professionally with a wide range of internal and external contacts.
- Highly collaborative and transparent leader who empowers others to make decisions, maintains a sense of humility, and celebrates the success of others.
- Appreciates the need to be actively engaged in the local community. Visible and highly engaged across the service area.
- Relationship-driven and able to relate effectively to all levels of staff, management, and the executive team. The ability to work comfortably and effectively with unionized employees is required.
- An appropriate risk-taker who is action-oriented, results-focused, and will serve as a catalyst for operational improvement. A problem solver with the willingness to take the initiative in leading change, as well as the ability to effectively manage change.
- A leader passionate about maintaining a patient-centered approach where a focus on customer service and continuous improvement is consistent across the organization, and who is focused on meeting the needs and expectations of both current and future customers and patients.
- Demonstrates a high level of leadership and interpersonal skills to elicit cooperation and support from others and motivate and manage assigned staff.
- Appropriate managerial, administrative, and critical thinking skills to direct the assigned services of the hospital and to participate in the development of the hospital's goals and plans.
- Skilled in planning, organizing work, managing time, and meeting commitments. Utilizes LEAN principles in daily activities.

Beacon Leader Competencies

- **Drives Results** - Consistently achieving results, even under tough circumstances.
- **Customer Focus** - Building strong customer relationships and delivering customer-centric solutions.
- **Instills Trust** - Gaining the confidence and trust of others through honesty, integrity, and authenticity.
- **Collaborates** - Building partnerships and working collaboratively with others to meet shared objectives.
- **Communicates Effectively** - Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

Standards of Behavior

Patient/Customer Centered

- Anticipates and takes proactive steps to ensure customers' and patients' needs are met
- Places courtesy and service above routine and goes beyond customer expectations
- Keeps work environment neat and clean
- Understands and applies job-related aspects of technology

Respect

- Keeps others well informed
- Practices active listening
- Develops and maintains positive working relationships
- Uses problem-solving techniques to resolve issues and make decisions within personal sphere of influence
- Seeks to understand

Integrity

- Demonstrates integrity and strong business ethics
- Utilizes time and resources prudently
- Strives to continually improve Department processes and services
- Projects a professional image through enthusiasm towards work, behavior, and appearance

Compassion

- Demonstrates Beacon values verbally and through actions
- Displays and exhibits caring behavior with each interaction
- Demonstrates self-awareness and sensitivity to the perceptions of others
- Listens carefully to input and concerns and takes appropriate action
- Interacts with dissatisfied customers in a calm and respectful manner and seeks resolutions

Trust

- Always maintains confidentiality
- Fosters a sense of trust and collaboration among associates
- Verbal and written communications are clear and effective
- Responds to change in a positive manner

The Community

Kalamazoo, Michigan

Located in southwestern Michigan, Kalamazoo offers an outstanding lifestyle, with a vibrant downtown, great neighborhoods, excellent schools, and a four-season climate. The principal city of the Kalamazoo-Portage metropolitan area, with a population of over 261,000, greater Kalamazoo is among the 150th largest metro areas in the country, yet maintains a small-town feel. It's large enough to support all the amenities and entertainment found in larger cities, and yet, you can easily escape to a rural area, to a ski slope, or to the beautiful shores of Lake Michigan within a short drive.

Kalamazoo is located midway between Chicago and Detroit on I-94 and offers commercial transportation by train, bus, and major airlines at the Kalamazoo Battle Creek International Airport. Day or weekend trips by train to Chicago, the nation's third-largest city, are popular and even more convenient with the high-speed rail connecting the two cities.

Kalamazoo has long been a life sciences hub. Stryker Corporation is a Kalamazoo-based multinational medical technology company founded by local orthopedic surgeon Homer Stryker. The Upjohn Company was founded in 1886 in Kalamazoo and is now a part of the Pfizer corporation. The research and development headquarters of Zoetis, the world's largest producer of medicine and vaccinations for pets and livestock, is adjacent to the medical school.



Recreation

Kalamazoo is a 40-minute drive from Lake Michigan beaches at South Haven and slightly farther from beaches at Saugatuck. Michigan's ski country, considered the best skiing in the Midwest, is three to four hours north, and excellent local skiing is only 30 minutes away. Hunting and fishing in the beautiful western Michigan woods, streams, and lakes are popular activities for Michigan residents.

The 34-mile Kal-Haven Trail is available for cycling, hiking, and cross-country skiing. The

Kalamazoo River Valley Trail connects 22 miles of paved trail to the Kal-Haven Trail and will eventually serve as a regional hub connecting more than 140 miles of trails around the region.

Arts and Entertainment

The Kalamazoo Arts Festival organizes the "Art Hop," a free evening of art and events around town on the first Friday of each month. Local festivals featuring live music, arts, and crafts, food, and drinks are held at Arcadia Creek Festival Place downtown. The Kalamazoo Art Fair, held annually in June, is the second-oldest community art fair in America. Miller Auditorium, the historic State Theater, and Wings Event Center host performances of every kind of music and popular entertainment. Kalamazoo also offers a Symphony Orchestra. The Kalamazoo Institute of Arts has a collection of more than 3,600 works, focusing on 20th-century American Art. The city is home to a minor league hockey team and a national premier soccer league team.

Western Michigan is known for its thriving craft beer scene. The best known are Bell's Brewery in Kalamazoo, Founders Brewery in Grand Rapids, and New Holland Brewing in Holland, Michigan.

The Kalamazoo Promise

[The Kalamazoo Promise](#) launched in 2005 with the declaration that students who graduate from Kalamazoo Public Schools and meet the basic requirements will receive up to 100% of tuition and mandatory fees paid for at over 60 Michigan institutions; apprenticeships, trade programs, community colleges, universities, and more. To date, 8,700+ scholars have been awarded, and \$230M has been provided in scholarships.



Procedure for Candidacy

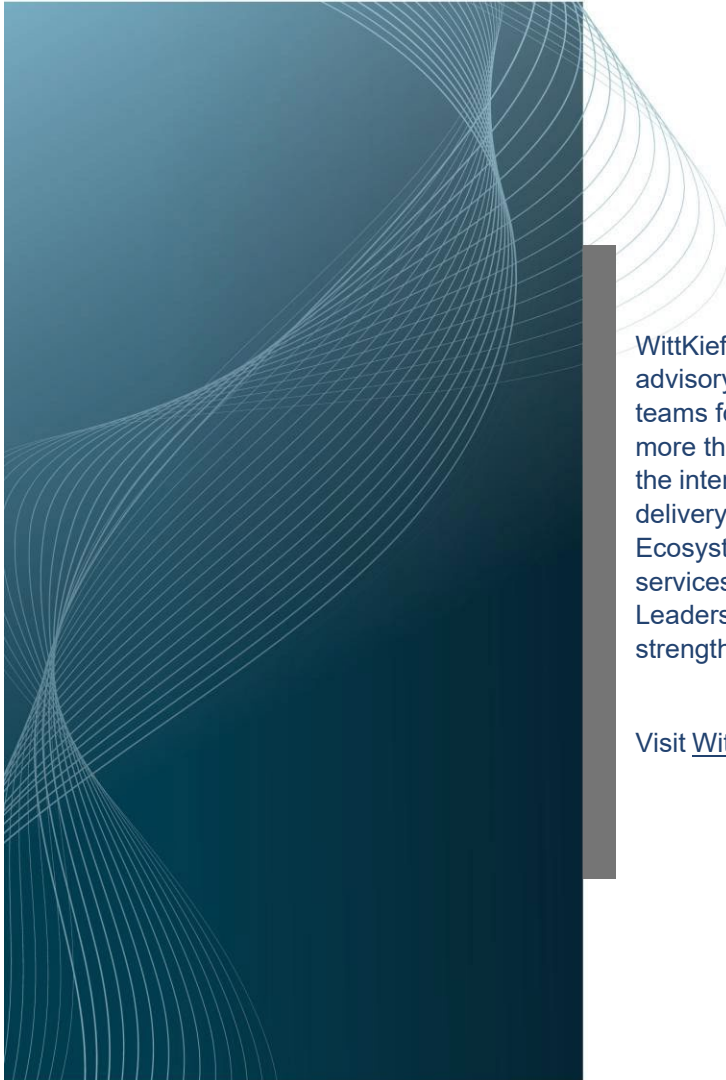
Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting Beacon Kalamazoo with this recruitment, preferably via e-mail, to jsonneland@wittkieffer.com.

Michael Raddatz Senior Partner, Search (630) 247-4941	Donna Padilla Executive Partner & Market Leader, Search (630) 575-6135	Jennifer Sonneland Consultant, Search (314) 680-3474
--	--	---

Beacon Health System values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Beacon Health System documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from Beacon Health System and/or are owned by Witt/Kieffer Inc. via Getty Images.



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education - the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

Visit [WittKieffer.com](https://www.wittkieffer.com) to learn more.

WittKieffer