

# NKC Health™

## Vice President of Physician Enterprise

### Leadership Profile

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## Contents

<b>The Opportunity</b>	<b>1</b>
<b>Organization Overview</b>	<b>2</b>
<b>Position Summary</b>	<b>5</b>
<b>Goals and Objectives</b>	<b>7</b>
<b>Candidate Qualifications</b>	<b>8</b>
<b>The Community</b>	<b>9</b>
<b>Procedure for Candidacy</b>	<b>12</b>

## The Opportunity

North Kansas City Hospital d/b/a (NKC Health) seeks a dynamic, progressive senior leader to serve as the Vice President of Physician Enterprise. As the premier healthcare provider in the Greater Northland of the Kansas City metropolitan area, NKC Health operates a 451-bed hospital with approximately 4,000 employees and an employed medical group consisting of roughly 250 providers across 30 locations. At a time of exciting evolution for NKC Health, this leader will be instrumental in creating stronger access to NKC Health and establishing the organization as a premier place to practice medicine in Kansas City.

The Vice President of Physician Services (VP) will drive the organization to become a high performing enterprise, working collaboratively with the leadership team at NKC Health to strengthen relationships and evolve the enterprise to be a leader in medical group efficiency and quality. This leader will instill a sense of teamwork and help define a collective identity for the physician enterprise. The VP will advance recruitment, strategies, and operational processes and structures that will allow for further clinical growth and physician alignment across the health system. This leader will work collaboratively to evolve and grow an infrastructure that will improve operational efficiency, consistency and performance, help support providers in their alignment goals, and expand the depth and breadth of services across NKC Health's service area.

The successful candidate for this role will be a collaborative, strategic medical group executive with an understanding of the trends within physician enterprises and healthcare delivery. The VP will be a highly visible and engaging leader within the organization and with community providers, with the highest levels of integrity and a communication style that garners trust across multiple stakeholder groups in the regional area. They will have an appreciation for independent organizations and be able to tell the story of NKC Health to patients and practicing clinicians in the Greater Kansas City area. The VP will have a growth-minded, entrepreneurial spirit and help share the vision of building a modern, high-functioning physician enterprise with careful benchmarking and performance metrics. They will have an ability to bring different parties together to support a common vision grounded in increasing access to NKC Health.

This is truly a tremendous opportunity for an experienced medical group leader to grow the reach of a local independent health system and continue the patient-first legacy of NKC Health.

## Organization Overview

NKC Health is a 451-licensed bed, tax-exempt, Joint Commission accredited, full-service hospital located in North Kansas City, Missouri. It has served the residents of the Northland for nearly 70 years.

North Kansas City Hospital and Meritas Health are now NKC Health. For nearly 70 years, they have worked to improve the health and well-being of patients and families across their region. As NKC Health, they keep that promise every day by bringing innovative, comprehensive care that's always delivered with kindness. With more than 4,700 staff members - including over 600 dedicated physicians on the medical staff - along with specialists and caregivers across 35 locations and counting, NKC Health offers everything you need to live your healthiest life.

Over the years, the Hospital has grown significantly and is now a metropolitan medical center that offers five Centers of Excellence in cardiac care, cancer, orthopedics, emergency, and women's health. Through a combination of advanced technology and quality care, they offer an array of inpatient and outpatient services.

In addition to caring for patients, the organization is also committed to the health and well-being of the Northland community and beyond. Last year, the Hospital sponsored 50 charitable and community organizations, serving more than 17,000 people through their dynamic Community Health & Wellness programs.

### Mission, Vision, and Values

NKC Health's mission, vision, and values guide their actions as they provide comprehensive quality healthcare. They also reflect NKC Health's strong commitment to the health and well-being of the Northland and surrounding communities.

#### Mission

Empowering hope and healing in every life we touch.

#### Values

Pursue excellence, Work together, Respect everyone, Make a difference, Be kind, and Spark positivity.

### History

NKC Health prides itself on its reputation in the community and has symbolized quality health and wellness in the Northland and surrounding areas. Its history is closely intertwined with the area, starting as a grassroots idea in the mid-1950s to build a community hospital. Local leaders were the seed that sparked local interest and an influx of construction funds. In 1958, the Hospital opened as an 80-bed facility.

Today, the campus spans 69 acres and, in addition to the main hospital building, encompasses the Pavilion (patient rooms, outpatient services, staff offices, physician offices, and a conference center); Health Center North, which will house a future psychiatric unit; two physician office buildings, Medical Plaza North and Professional Building North; and NorthCare Hospice House, Northland's only hospice. NKC Health has made strategic investments in medical buildings off campus in the northland community. Over the last half-century, multiple expansion projects have allowed the Hospital to better serve the needs of the growing community. Between 1960 and 1972, the Hospital added 230 beds, bringing the total number of beds at that time to 310. Additional construction in the early 1990s resulted in 12 floors of private patient rooms.

Between 2000 and 2005, the Hospital focused on the Pavilion project, which increased its bed capacity to 451 and added seven stories for inpatient beds, outpatient services, and additional physician offices. It also created 1,300 parking spaces and expanded the Laboratory and Surgery areas. Walkways on each floor connect the main Hospital with the Pavilion.

In 2013, the Emergency Department was expanded to 42 beds.

## Affiliations

The organization's affiliations expand health and wellness services, provide additional care options, and connect the community with the resources it needs to make informed decisions.

### NKC Health Medical Group

The NKC Health Medical Group (Meritas Health Corporation) has more than 185 physicians practicing at over 30 clinics in Clay and Platte counties, and it is the largest physician network in the Northland. Meritas Health physicians specialize in primary care, internal medicine, family medicine, geriatric medicine, pediatrics, obstetrics and gynecology, cardiology, neurology, endocrinology, pulmonary medicine, general surgery, ENT, neurosurgery, occupational medicine, cardiovascular/thoracic surgery, interventional radiology, oncology, psychiatry, hospital medicine, trauma surgery, and rehabilitation services.

### NorthCare Hospice

NorthCare Hospice & Palliative Care offers comprehensive hospice services - in-home, in a care facility, or at the NorthCare Hospice House, which is available to patients whose life-limiting illness has become complex and requires symptom management 24 hours a day. Located on the NKC Health campus, NorthCare Hospice House provides medical support. NorthCare Hospice is a part of Kansas City Hospice & Palliative Care.



### Midwest Transplant Network

NKC Health works with Midwest Transplant Network (MTN) to facilitate organ and tissue donations. Hospital staff members connect potential donors with MTN, which educates families so they can make informed decisions. In some cases, donors have already indicated their wishes, and MTN confirms that information with the family.

### Academic Affiliations

NKC Health also works with high schools, colleges, and universities to support students interested in careers in healthcare. Through its academic affiliations, it gives students access to a range of hands-on clinical experiences and education. These include nursing schools, the School of Clinical Laboratory Science, Northland CAPS, and School-to-Career Programs.

## Partnerships

NKC Health partners with other healthcare organizations and community entities to expand access to specialists and provide high-quality healthcare and wellness services close to their patients' homes.

This includes its membership in the Mayo Clinic Care Network, a worldwide network of independent healthcare systems with special access to Mayo Clinic's clinical and professional expertise.

NKC Health also offers the only Level III neonatal intensive care unit in the Northland. Through its partnership with Children's Mercy Hospital, neonatologists and neonatal nurse practitioners provide around-the-clock specialized care for sick newborns. It also accepts babies born elsewhere who need the care NKC Health offers.

In the community, NKC Health partners with other Northland organizations to offer fun and educational health and wellness events that make their community a healthier place to live, work, and raise a family. These partners include Zona Rosa, the North Kansas City YMCA, Platte County Community Centers - North and South, NKC Schools, and Samuel U. Rodgers Health Center.

More information on the organization can be found at <https://www.nkchealth.org>.

## Position Summary

The Vice President of Physician Enterprise will serve as a strategic and operational leader of a dynamic, multi-specialty medical group comprised of over 300 providers in 28 different specialties providing services to over 30 different locations and another 300 physicians on the medical staff. This pivotal leadership role is designed for an individual with deep experience in physician group operations and a passion for cultivating a strong and positive physician culture.

Reporting directly to the CEO for physician enterprise development, the VP will act as a trusted liaison between employed and community physicians, ensuring streamlined communication and collaboration on matters related to contracts, service agreements, and services provided to the hospital system.

As a strategic leader, the VP of Physician Enterprise will also play an essential part in the overall operations of the employed medical group, supporting organizational goals, driving quality initiatives, and fostering an environment of clinical excellence, innovation, and mutual respect.

## Responsibilities

The successful VP of Physician Services candidate will:

### General Responsibilities

- Drive physician culture, development, and engagement.
- Champion and advance a culture of inclusion, collaboration, shared purpose, and strategic alignment among the medical group's employed and affiliated physicians.
- Develop and implement programs that promote physician engagement, satisfaction, productivity, professional growth, and physician well-being.
- Serve as a role model for transparent communication, trust-building, and a commitment to clinical excellence.
- Identify challenges to physician integration and design strategies to support a seamless and positive work environment.

### Physician Relations Responsibilities

- Act as a primary point of contact and facilitator between the medical group leadership, employed physicians, and community providers.
- Maintain effective relationships with physicians and hospital administration to ensure ongoing collaboration and mutual understanding of priorities and ways to align strategically.
- Coordinate regular meetings and feedback sessions to address physician concerns, operational issues, and opportunities for improvement.
- Act as liaison in contract negotiations and service agreement discussions with hospital leadership and external partners.

### Contracts and Service Agreements

- Lead or support the negotiation, implementation, and management of physician contracts, service agreements, and related documentation.
- Ensure that all agreements align with organizational policies, legal review requirements, and strategic objectives.
- Monitor contract compliance, address issues as they arise, and advocate for fair and beneficial terms for physicians and the organization.

- Collaborate with management, legal and financial teams to ensure that contractual agreements support best practice standards and organizational growth.

### **Hospital Service Coordination**

- Serve as a connector between the medical group and the hospital, ensuring that physician services are integrated and support hospital goals.
- Facilitate discussions regarding service lines, coverage models, quality metrics, and operational workflows.
- Assist in resolving issues related to service delivery, interdepartmental communication, and resource allocation.
- Advocate for physician and patient needs in hospital planning and strategic initiatives.

### **Operational Leadership**

- Support the SVP and Service Line Administrators in overseeing day-to-day operations of the medical group, including staffing, budgeting, and compliance.
- Ensure operational efficiency, high-quality patient care, and adherence to regulatory standards.
- Drive process improvement initiatives to optimize clinical workflows, enhance patient satisfaction, and support provider well-being.
- Participate in the development and execution of strategic plans, capital projects, physician recruitment, and retention efforts.
- Contribute to the establishment of performance metrics and help monitor outcomes for continuous quality improvement.

### **Collaboration and Communication**

- Foster a culture of open communication and trust within the medical group and with external stakeholders.
- Serve as a visible and accessible leader for physicians, administrative staff, and hospital partners.
- Promote interdisciplinary teamwork and integration across all areas of the organization.
- Represent the medical group at hospital, community, and industry meetings and events.

### **Professional Development and Mentorship**

- Mentor and support emerging physician leaders within the medical group.
- Encourage lifelong learning and help facilitate continuing medical education opportunities.
- Support succession planning and leadership development across the organization.
- Develop a physician well-being plan patterned after or adopting the AMA Joy in Medicine Program.

## Goals and Objectives

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

- Develop personal and professional credibility, gain respect, and build trust with the physicians, NKC Health leadership, and other key stakeholders by being viewed as fair and trustworthy, accessible, an exceptional listener and communicator, and highly knowledgeable regarding contemporary medical group best practices.
- Become well versed in NKC Health's competitive landscape, including opportunities, threats, and key areas for growth. Investigate opportunities such as market expansion, service-line development, alliances, and other market and growth strategies to optimize performance in terms of growth, quality, service, and cost.
- Quickly establish oneself as a leader in driving the growth of physician services by building internal and external partnerships, identifying growth opportunities, and executing on the strategic plan.
- Secure stakeholder engagement and drive successful strategy development and translation into execution, growth-oriented business plans, and market insights to drive decision-making. Develop strategies and processes that will positively impact financials through service line growth, reduction of outmigration, and improved patient access across the service area.
- Establish and monitor meaningful operational performance measures which ensure excellence in care delivery. Strengthen a dashboard which allows for benchmarking internally and externally against peers regionally. Enhance integration efforts between the physician group and the hospital.
- Develop a coherent, strategic, physician/provider integration strategy for clinicians seeking alignment and/or employment with NKC Health Physician Enterprise. Attract, recruit, and retain providers who are committed to being part of an integrated delivery system and who are inspired to be a contributing member of the system as a whole.
- Collaborating with NKC Health's leadership, determine a clinical growth plan in alignment with NKC Health's strategic plans and the goals of the clinical department chairs.
- Enhance recruitment and retention to grow the system's presence across a growing Kansas City service area. Utilize strong negotiation and listening skills to build connectivity between the community and providers.
- Integrate new practices and physicians into a harmonized group, one that is aligned with a common culture and focused on supporting NKC Health's mission.

## Candidate Qualifications

### Education/Certification

- Graduate degree in business administration, health care administration, management, MD, DO, or related field is required.

### Knowledge and Work Experience

- At least 7-10 years of progressive leadership experience in physician group management or multi-provider healthcare organizations.
- Demonstrated expertise in physician relations, contract negotiation, and operational leadership.
- Deep understanding of medical group operations, hospital dynamics, and the unique needs of employed and community-based physicians.
- Exceptional interpersonal, communication, and conflict resolution skills.
- Ability to build consensus, inspire trust, and lead change in complex environments.
- Strong analytical skills and proficiency with healthcare management systems and metrics.
- Commitment to quality, integrity, and continuous improvement.

### Leadership Skills and Competencies

- An effective leader with a reputation for honesty, integrity, credibility, and the capacity for building strong, trusting relationships with individuals at all levels of the organization and with physicians inside and outside of the organization.
- A team player who has an approachable demeanor and collaborative style.
- Possesses exceptional interpersonal and communication skills.
- A highly visible executive with the gravitas and professional persona that immediately garners credibility.
- The highest professional and ethical standards. Trustworthy and inspires trust in others.
- Self-confident, highly intelligent, a quick study and agile learner.
- Highly organized, energetic, with a strong work ethic and sense of urgency.
- Serves as an active, respected, visible, and dedicated leader.
- Capable of seeing the value of new ideas and willing to try new approaches.
- Flexible; has a tolerance for ambiguity, and ability and commitment to work with MSU physicians and senior leadership team to establish a new organization.

## The Community

### The Northland

Located in the heart of the metro, North Kansas City is located just north of downtown and is a short 20-minute drive from anywhere in metropolitan Kansas City.

Just north of downtown Kansas City lies the "Northland," which consists of communities north of the Missouri River. This includes North Kansas City, Parkville, Liberty, Gladstone, Claycomo, Riverside, Weatherby Lake, Lake Waukomis, and Smithville. It extends as far north as Platte City, Weston, Kearney, and Excelsior Springs.

The Northland encompasses both Platte and Clay Counties, with a large part within the city limits of Kansas City, Missouri. The population in the Northland has doubled since the early 1990's and currently represents over 320,000 residences in Clay and Platte counties. This upward trajectory has extended to housing, retail developments, and businesses and is based upon the ability to reach both national and international markets in a cost-effective manner through travel, shipping, receiving, and commuting.

Through a strong sense of urban renewal, North Kansas City has transformed its former industrial district to invite more progressive, interactive, and innovative businesses, and is home to over 900 businesses spanning professional, manufacturing, healthcare, education, retail and more. This strong and stable economic base keeps taxes low and municipal services high in quantity and quality.

The Northland has built a reputation for being business friendly and for catering to future generations. Major businesses include: Helzberg Diamond's corporate headquarters, a Ford Motor Plant, Dairy Farmers of America, and more.

The Northland is proud to have some of the finest schools in the Kansas City Metro Area and includes the Park Hill, North Kansas City, West Platte, Platte R-II, and Liberty public school districts. The Northland Catholic Schools (including St. Pius X High School), Northland Lutheran Schools and Oak Hill Day School are also found North of the River. Higher education includes William Jewell College, Park University, Grantham University, and Maple Woods Community College.

There are many amenities that make the Northland so vibrant. The extensive parks and trails make the Northland shine with places like E.H. Young Park in Riverside, English Landing in Parkville, and the award-winning Line Creek Trail. There is also access to a variety of outdoor recreational activities including the Gorman Pool, fishing and camping on Smithville Lake, golfing on beautiful public courses, and water attractions for families of all ages at Northland Community Centers. Of note is Worlds of Fun and Oceans of Fun, a 235-acre amusement and waterpark featuring more than 100 family rides, thrill rides, waterslides, shows and attractions, including seven world-class roller coasters.

Additionally, The National Golf Club of Kansas City is located a short distance away in Parkville. Designed by champion golfer Tom Watson, a Kansas City native, this exclusive club has twice hosted the Senior PGA's Bayer Advantage Golf tournament.

There are three riverboat casinos between Clay and Platte counties: Ameristar, the Argosy, and Harrah's. Directly across the bridge, Isle of Capri provides an additional gaming option.

As an integral part of Excelsior Springs' hotel history, The Elms Hotel & Spa is renowned for beautifully appointed accommodations, lavish amenities, and standard-setting service. Throughout its storied history, it has been frequented by celebrities, politicians, and notorious people alike.

The Kansas City Airport, twenty minutes away from the Northland, currently has two terminals and is well recognized for its efficiency. It is typically free of traffic and completed its expansion in 2023.

## Greater Kansas City Area

The Kansas City metropolitan area is a bi-state metropolitan area anchored by Kansas City, Missouri. Its 14 counties straddle the border between the U.S. states of Missouri and Kansas. With a population of more than 2.1 million people, it is the second-largest metropolitan area centered in Missouri and is the largest metropolitan area in Kansas, though Wichita is the largest metropolitan area centered in Kansas. Known as the "City of Fountains," there are more than 200 fountains gracing Kansas City's landscape.

There are over 135 miles of boulevards and parkways that wind their way through and provide green connections for Kansas City's "city within a park." The George Kessler-designed system balances the need to move traffic while maintaining Kansas City's reputation as the "Paris of the Plains." The crown jewel of the KC Parks system is Swope Park, which, at 1,805 acres, is one of the largest municipal parks in the United States.

### Cultural attractions include:

- Union Station, which opened in 1914, is Missouri's second-busiest train station and boasts theaters, ongoing museum exhibits, and attractions such as the Science City at Union Station, the Irish Museum and Cultural Center, and the Todd Bolender Center for Dance and Creativity.
- The National World War I Museum, which was opened to the public initially in 1926, is now a 32,000-square-foot facility dedicated to "remembering, interpreting and understanding the Great War and its enduring impact on our global community." The grounds were also designed by George Kessler and serve as an extension of his architectural vision for the city.
- The Nelson-Atkins Museum of Art is known for its encyclopedic collection of art from nearly every continent and culture, and especially for its extensive collection of Asian art. Its new Block Building has been named by Time Magazine as one of the "10 Best (New and Upcoming) Architectural Marvels" in 2007.
- The Negro Leagues Baseball Museum (NLBM) is the world's only museum dedicated to preserving and celebrating the rich history of African American baseball and its impact on the social advancement of America. The privately funded, 501c3, not-for-profit organization was established in 1990 and is in the heart of the City's Historic 18th & Vine Jazz District. The historic 18th and Vine Jazz District, which was resurrected in the late 1990s, is also home to the American Jazz Museum and the Gem Theater.
- The Country Club Plaza is the City's premier retail, dining and entertainment destination, offering 100 shops and dozens of fine restaurants nestled within old-world architecture.
- The Kansas City metropolitan area has more than 100 barbecue restaurants, a number of which are nationally recognized, including a local favorite, Joe's Kansas City Bar-B-Que. The area is home to several large barbecue cooking contests, most notably the Great Lenexa BBQ Battle and the American Royal World Series of Barbecue - the largest barbecue competition in the world.
- The city is well known for its music; its rhythm and blues, its swing and big bands, and most of all, its jazz. There are many great clubs and joints to hear great jazz music in Kansas City. This includes The Phoenix in downtown's old "Garment District," The Blue Room, The Majestic Restaurant, and the Green Lady Lounge.
- Amidst the skyscrapers and fantastic art deco buildings can be found a vibrant, new energy in the heart of the city which has been ranked as one of "America's Ten Best Downtowns" by Forbes. Most notable is the eight-block Power & Light District, an entertainment hub with more than 50 bars, restaurants and shops, including KC Live! - the district's covered outdoor courtyard which hosts over 130 free events annually.

- Across the street is the T-Mobile Center, one of the country's busiest arenas, and connected via the Grand Lobby is the two-floor and 41,500-square-foot College Basketball Experience, a world-class entertainment facility that houses the National Collegiate Basketball Hall of Fame.
- Near the Power & Light District is the Kauffman Center for the Performing Arts, home to the Kansas City Symphony, the Lyric Opera of Kansas City, and the Kansas City Ballet.
- The Kansas City Zoo is a great attraction for those young and old alike. Spread over 200 acres with habitats for over 1,300 animals, it attracts visitors from around the world due to its world-class exhibits and exceptional programs.
- The Starlight Theatre is a 7,958-seat outdoor theatre in Kansas City, Missouri, that presents Broadway shows and concerts. It is one of the two major remaining self-producing outdoor theatres in the U.S. and Starlight's Cohen stagehouse also permits it to present many national Broadway touring shows.
- Kansas City is a top-tier sports town and between Royals baseball and Chiefs football to Sporting KC soccer and NASCAR at the Kansas Speedway, there is always a game to catch.

For more information on the community, please visit:

<http://www.nkc.org/>

<https://www.northlandchamber.com/>

<https://www.visitkc.com/northland>



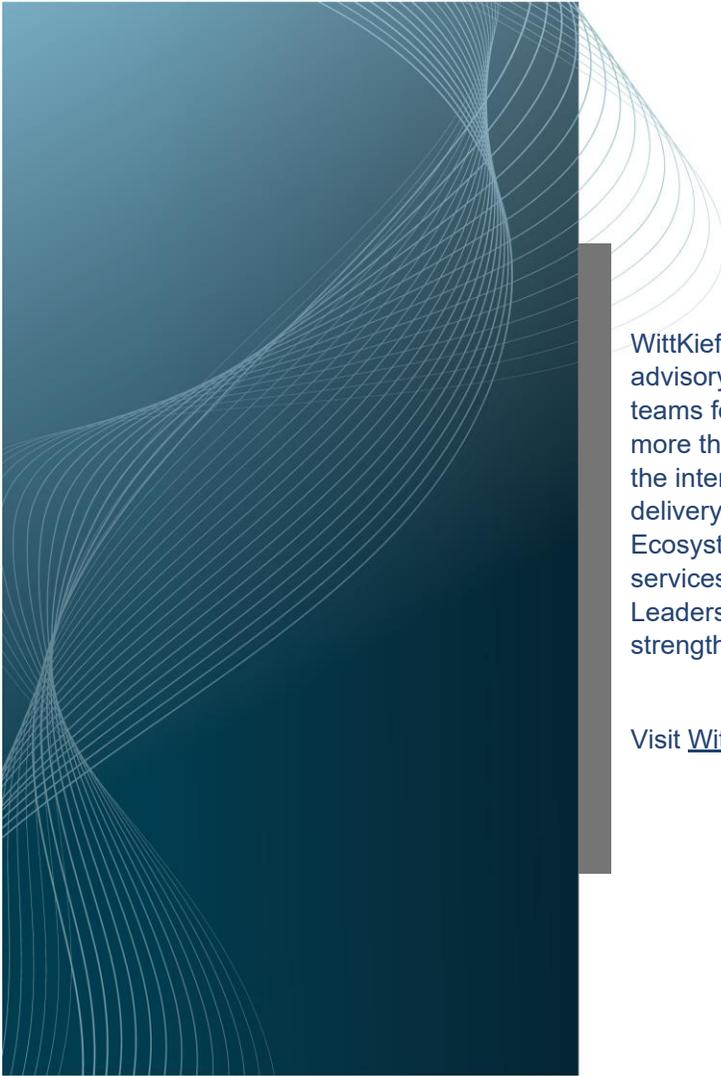
## Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a resume/CV and letter of intent. Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting NKC Health with this recruitment, preferably via e-mail, to [erobles@wittkieffer.com](mailto:erobles@wittkieffer.com) or through the WittKieffer Candidate Portal by clicking [here](#). Candidates can also find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and selecting the "Become a Candidate" button.

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