

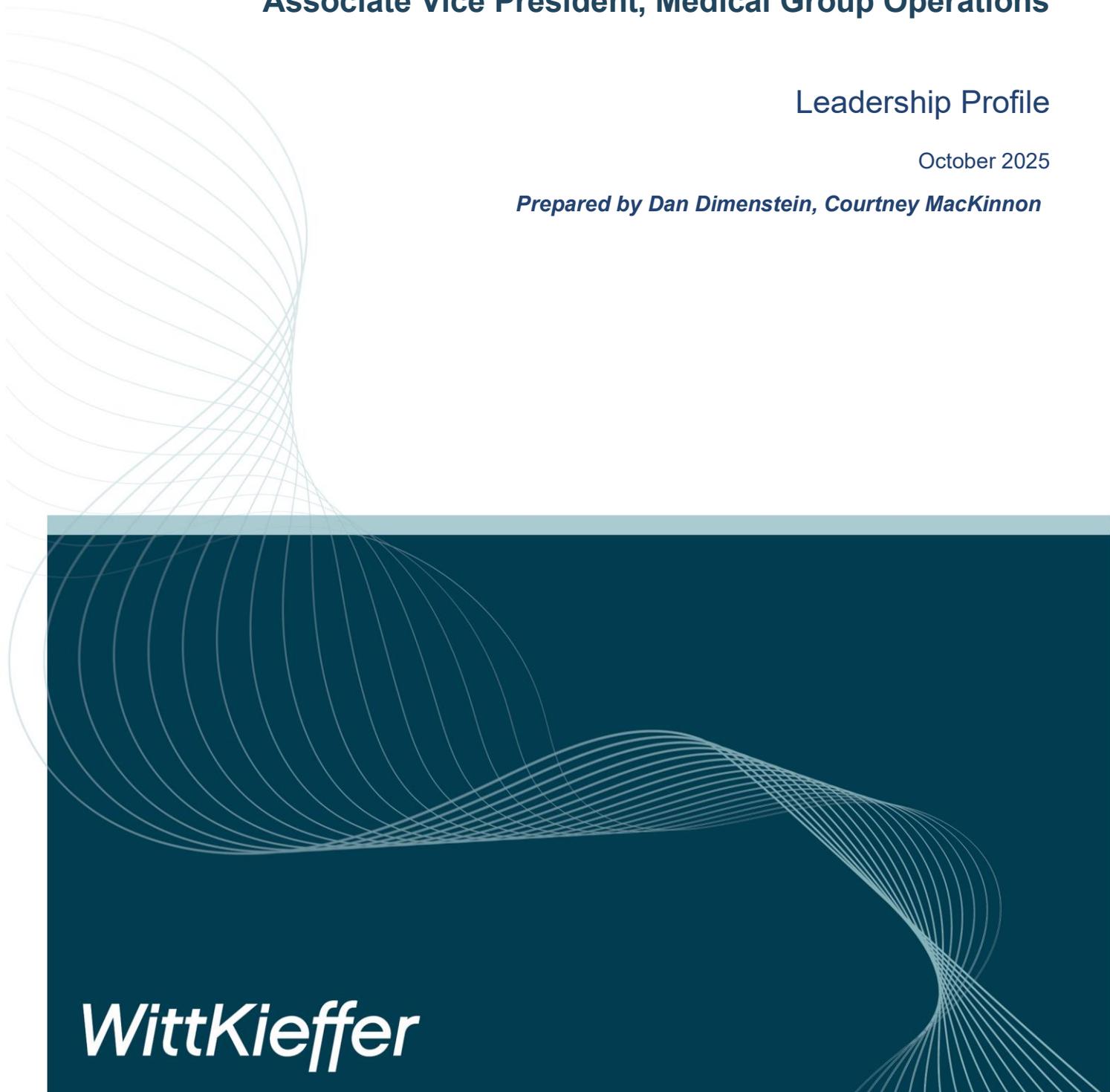


**Associate Vice President, Medical Group Operations**

Leadership Profile

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**WittKieffer**

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## The Opportunity

The Associate Vice President (AVP) of Medical Group Operations is a newly established leadership role created to provide strategic direction and operational oversight for all clinic-based services within the Phelps Health Medical Group. Phelps Health dates back to 1949, and the system consists of a 240-bed hospital, the Delbert Day Cancer Institute, and the Medical Group. Located in Rolla, Missouri, this county-owned independent health system serves over 200,000 residents in south-central Missouri and is one of the largest employers in the region. Comprised of over 100 providers and 24 clinics, the Medical Group offers a diverse range of specialties.

The AVP will be instrumental in streamlining operations and standardizing functions to foster greater alignment, efficiency, and consistency across the medical group organization. In a dyad partnership with each of the three Division Chiefs—Primary Care, Medical Specialties, and Surgical Specialties—the AVP will provide administrative leadership and establish clear accountability to ensure seamless alignment between clinical and operational functions. This role will oversee three functionally focused Executive Directors responsible for managing all aspects of medical group operations, including front- and back-office workflows, access strategies, procedural integration between clinics and hospital services, clinical protocol standardization, and operational leadership at the Delbert Day Cancer Institute.

The AVP will be accountable for establishing high-performing, standardized, and scalable operations throughout the medical group. By ensuring consistent operational practices across all clinics—regardless of division—the AVP will foster stronger alignment with hospital and service line partners. This leader will champion initiatives that enhance organizational culture, staff engagement, and the overall patient care experience, while working closely with physicians and administrative leaders to seamlessly integrate strategic priorities into daily operations.

The successful AVP will bring a broad and seasoned background in managing medical group operations across multiple specialties. This leader must demonstrate deep expertise in healthcare delivery systems, encompassing clinical workflows, regulatory compliance, and financial oversight. Exceptional leadership and communication abilities are essential, along with a proven capacity to foster trust with physicians, inspire multidisciplinary teams, and lead transformative initiatives across complex organizational structures. A relentless focus on improving patient outcomes and elevating the patient care experience is imperative.

## Organization Overview

Located in Rolla, Missouri, Phelps Health serves over 200,000 residents in south-central Missouri and is a county-owned, non-tax-supported organization overseen by a five-member elected board. Phelps Health employs more than 1,900 people, including 100-plus providers. Phelps Health, which includes a hospital licensed for 240 patient beds, serves a six-county area, with its main campus and several clinics located in Rolla, Missouri. Phelps Health also has clinics in Salem, St. James, Vienna, and Waynesville, Missouri.

Phelps Health's rich historical background began in 1949 as a grassroots effort among residents in Rolla and the surrounding communities. A medical facility was needed in the community, so area residents and organizations in Rolla stepped up to make that happen. Through philanthropic efforts by community businesses and area residents, the construction of the Phelps County Memorial Hospital, as it was called in the early years, was completed on the ground donated by the Rolla Lions Club and opened to the public on March 12, 1951.

Phelps Health is dedicated to supporting and serving the six-county area, providing many free and low-cost services, and collaborating with local entities to improve access to healthcare, health education, and health services. At Phelps Health, community benefit is not just an obligation; it is part of who they are.

Phelps Health has been named one of Missouri's best employers by Forbes for the third year in a row (2023–2025), a recognition that highlights the health system's ongoing commitment to supporting employees and strengthening healthcare in the region.

### The Delbert Day Cancer Institute

The nationally accredited Delbert Day Cancer Institute (DDCI) at Phelps Health provides all cancer care services under one roof for convenience and continuity of care for patients and their families. The DDCI is housed on the main Phelps Health campus in Rolla and is located off the north side of the Phelps Health Medical Office Building.

The DDCI includes designated areas for radiation oncology, medical oncology, laboratory and imaging services, infusion, pharmacy services

and a café. All cancer treatment and support services are centrally located in the DDCI in order to ensure the best possible patient experience and to ease the burden of having to travel to multiple locations for treatment.

The Phelps Health Delbert Day Cancer Institute (DDCI) is nationally accredited by the Commission on Cancer of the American College of Surgeons. Because the DDCI is a Commission on Cancer-accredited cancer center, the DDCI takes a multidisciplinary approach to treating cancer as a complex group of diseases that requires consultation among surgeons, medical and radiation oncologists, diagnostic radiologists, pathologists and other cancer specialists. This multidisciplinary partnership results in improved patient care.

The Delbert Day Cancer Institute (DDCI) has also been awarded a grant by the National Cancer Institute (NCI) as a member of the National Cancer Institute Community Oncology Program (NCORP). This makes Phelps Health one of only two facilities in the state that hold all three accreditations.



Patient-centered care: All-inclusive services in a single, accessible location.

State-of-the-art treatment and equipment: State-of-the-art radiation oncology technologies and the most advanced chemotherapy and immunotherapy services.

Access to clinical trials: Participation in the National Cancer Institute's Community Clinical Oncology Program and a variety of industry-sponsored trials.

Navigation, education, support, and financial counseling: Education and customized counseling services offered to patients and their loved ones.

Certified nurses in oncology – DDCI nurses specialize in caring for people with cancer.

## **Behavioral Health**

Phelps Health's Behavioral Health program is committed to caring for people experiencing emotional, psychiatric, psychological, and/or behavioral concerns. There shouldn't be any stigma in asking for help. Phelps Health provides psychiatric services for the south-central Missouri area, including inpatient hospitalization and outpatient services.

## **Women's Health and Maternity**

Phelps Health Women's Health and Maternity Services providers specialize in the exceptional care of women's health and preventive wellness throughout women's lives. Phelps Health offers care beginning in women's early and teenage years to pregnancies and deliveries of their children, to menopause and the changes they experience later in life. Phelps Health Women's Health and Maternity Services also offers a midwifery program and several educational opportunities to improve the quality of life for women and their families.

## **Orthopedics**

The Phelps Health orthopedic team is experienced and trained in all areas of orthopedics, from diagnosis and treatment to surgery and rehabilitation. Their outstanding providers offer treatment options and treatments for everything from broken bones and sports injuries to arthroscopic surgeries in the shoulders and knees. Phelps Health is part of the American Joint Replacement Registry.

## **Rehabilitation**

Rehabilitation services offered at Phelps Health are designed to meet the needs of individuals who have experienced injury or illness. Physical, occupational, and speech therapy services are offered in the following areas via a full-service management agreement with LifePoint Health in four locations. Therapy services are also offered in the home health setting via Phelps Health Home Health and Hospice.

## **Walk-In Clinics**

Phelps Health Walk-In Clinics are open seven days a week and connect patients to high-quality care as quickly and efficiently as possible. With the Walk-In Clinic, Phelps Health's caring, compassionate team can help treat a variety of medical issues in patients of all ages at two convenient locations, Waynesville and Rolla.

## **Mid-Missouri Area Health Education Center**

The AHEC (Area Health Education Center) program helps bring the resources of academic medicine to address local community health needs. [Mid-Missouri Area Health Education Center \(Mid-MO AHEC\)](#) is part of a statewide network, [Missouri Area Health Education Center \(MAHEC\)](#), which is part of a national network of program offices

and regional centers known as the [National AHEC Organization \(NAO\)](#). In 1994, Phelps Health agreed to host Mid-MO AHEC, which serves 23 counties in central Missouri.

Mid-MO AHEC's health career coordinator works with high school and undergraduate students to raise awareness in healthcare careers, provides opportunities for students to explore healthcare careers and encourages and guides students to take the necessary steps to successfully pursue those careers. AHEC Scholars is for health professions students wishing to supplement their education by gaining additional knowledge and experience in rural and/or underserved urban settings.

Mid-MO AHEC connects professionals to communities by providing clinical training opportunities at Phelps Health and many other hospitals and clinics. Mid-MO AHEC serves as a liaison among the student, preceptor, and school.

To learn more, visit <https://mahec.org/midmo>.

### Phelps Health CARES Values

**Compassion:** I put my heart into everything I do by practicing kindness, listening before speaking and putting the needs of others before my own.

**Accountability:** I am accountable for my actions, the quality of my work, and the timely completion of tasks. I do what is right even when no one is watching.

**Respect:** I engage and connect with others around me, including colleagues, patients, and visitors. I am committed to working collaboratively with my team and improving my performance.

**Excellence:** I am committed to my personal growth and the growth of my team. Regardless of our job role or years of service, I understand we all have room to grow, learn, and improve.

**Service:** At Phelps Health, we exist to serve our people, our patients, and our organization. I understand I represent Phelps Health in everything I do.

To learn more, visit <https://phelpshealth.org>.

## Position Summary

The Associate Vice President, Medical Group Operations (AVP) is a newly created senior leadership role responsible for unifying and standardizing administrative operations across the Phelps Health Medical Group. Serving in a close dyad partnership with physician Division Chiefs, the AVP will drive alignment between clinical strategy and operational execution. This role emphasizes cross-functional leadership and clear accountability for access, performance, patient experience, and support services within the medical group. By introducing a singular point of accountability, modernizing the organizational structure, and ensuring operational consistency across divisions, the AVP will play a pivotal role in elevating systemwide performance.

## Reporting Relationships

Reporting to the Senior Vice President, Medical Group Operations, the AVP will serve as a key member of the Medical Group's operational leadership team and oversee three Executive Directors:

- Executive Director, Medical Group Access & Operations
- Executive Director, Medical Group Experience & Procedural Services
- Executive Director, Medical Group Clinical Operations

## Responsibilities

The successful Associate Vice President, Medical Group Operations candidate will:

- Partner in a dyad structure with each Division Chief to align strategy and performance.
- Standardize front and back-office functions across all divisions.
- Supervise Delbert Day Cancer Institute operations and related service line activities.
- Lead the implementation of medical group initiatives related to access, experience, quality, and operational throughput.
- Collaborate with HR, IT, Compliance, and Finance for cross-functional improvements.
- Ensure performance targets are achieved in quality, access, patient satisfaction, and financial stewardship.
- Develop annual budgets and manage capital requests.
- Promote a culture of accountability, transparency, and performance excellence.

## Goals and Objectives

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

- Work collaboratively and establish credibility and trust within the Phelps Health leadership team, administrative staff, medical staff, and other key constituents. Establish oneself as an influential executive engaged in leading a transformational clinical environment.
- Assess current workflows and clinic operations to identify areas for improved efficiency and standardization. Define and execute a strategy to transform operations, prioritizing clinical excellence, operational effectiveness, and exceptional patient experience.
- Enhance access to care through optimized scheduling, referral processes, and call center integration to improve patient access and reduce wait times.
- Foster a culture of collaboration, transparency, and shared accountability with dyad leaders and providers.
- Align clinic operations with inpatient and specialty service lines for seamless care coordination.
- Ensure compliance with regulatory standards and lead quality improvement efforts across the medical group.
- Mentor and grow operational leaders to build a resilient and high-performing management team.

## Candidate Qualifications

### Education/Certification

- Bachelor's degree required; Master's degree preferred (MHA, MBA, or equivalent).

### Knowledge and Work Experience

- Minimum seven (7) years of progressive leadership experience in healthcare operations, preferably in ambulatory or medical group settings.

### Leadership Skills and Competencies

- Passion for excellence and desire to deliver exceptional patient care, efficiency, and collaboration.
- Strong interpersonal and strategic planning skills. Clearly conveys strategy and performance updates to senior leadership and stakeholders.
- Ability to set long-term goals and align operational strategies with organizational priorities.
- Comfort with analytics, KPIs, and financial metrics to guide performance and resource allocation.
- Skilled in leading transformation initiatives and navigating complex organizational shifts.
- Manages cross-functional initiatives with clarity, timelines, and measurable outcomes.
- Ensures compliance with healthcare laws, standards, and accreditation requirements.
- Promotes a values-driven environment focused on patient-centered care and staff engagement.

## The Community

### Rolla, Missouri

Rolla, a progressive city in south-central Missouri located along Historic Route 66, has a growing population of over 20,000. Rolla is the county seat of Phelps County, which has more than 45,000 residents. Conveniently located at the intersection of Interstate 44 and US Route 63, Rolla is less than two hours from Columbia, Springfield, and St. Louis. Jefferson City, the capital of Missouri, is about 60 miles away from Rolla.



Rolla offers a high quality of life, friendliness, clean air, scenic beauty, abundant wildlife, and a low cost of living. Dozens of shopping opportunities abound, as well as various restaurants and wineries to satisfy all tastes. Rolla also offers venues for art and theater lovers and hosts several celebrations throughout the year.

In addition, Rolla provides easy access to various recreational opportunities, including fitness centers, walking and biking trails, and a 300-plus-acre park system. Because Rolla is located in the [Missouri Ozarks](#), several scenic rivers and streams, forests, springs, and more are within a short driving distance from the city. Opportunities abound for fishing, hiking, kayaking, and other outdoor activities.

Rolla is ranked as one of the [best small towns](#) in America and has consistently ranked among the most livable and desirable communities in Missouri and the country by a number of publications. Missouri University of Science and Technology has an enrollment of over 7,000 students from all 50 states and over 50 foreign countries. Medical professionals associated with the hospital, private practice physicians as well, and hospitalists enjoy an exceptionally high quality of life with an abundance of housing, education, and cultural and recreational options.

Located just minutes from Rolla, **St. James, Missouri**, is known as the Forest City of the Ozarks. Founded in 1859, St. James is a nature lover's delight and is known for its spring-fed streams, exceptional trout fishing, kayaking, hiking, and wine-making. The area is home to several wineries, popular shops, craft breweries, a distillery, and a variety of local dining establishments. Like Rolla, St. James boasts a strong public school system.

Learn more about what Rolla and Phelps County have to offer below.

### Resources

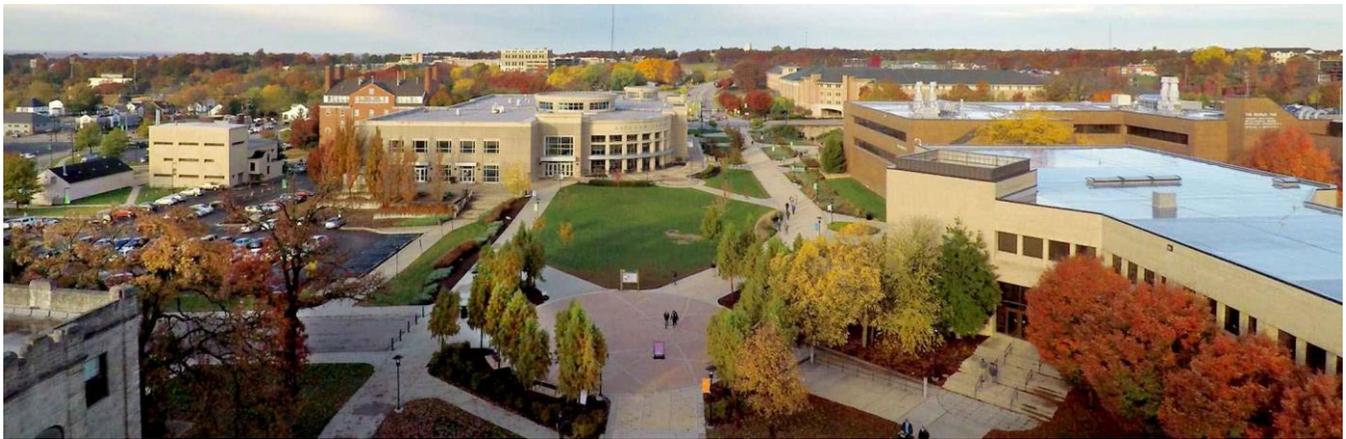
- [Phelps County](#)
- [City of Rolla](#)
- [Visit Rolla](#)
- [Rolla Area Chamber of Commerce](#)
- [Geared for Phelps](#)

## Education

- [Rolla Public Schools](#)
- [Missouri University of Science and Technology](#)

## Outdoors

- [Mark Twain National Forest](#)
- [St. James, MO](#)
- [Maramec Spring Park](#)
- [Rolla Parks and Recreation/The Centre](#)
- [Ozark Mountains, MO](#)
- [Lake of the Ozarks](#)



## Procedure for Candidacy

Please direct all nominations and applications to Dan Dimenstein or Courtney MacKinnon at [courtneym@wittkiewer.com](mailto:courtneym@wittkiewer.com). Candidates may also apply by submitting materials [here](#) via WittKieffer's Candidate Portal.

<p><b>Daniel Dimenstein</b> <b>Principal</b></p>	<p><b>Courtney MacKinnon</b> <b>Senior Associate</b></p>
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*Phelps Health 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.*

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