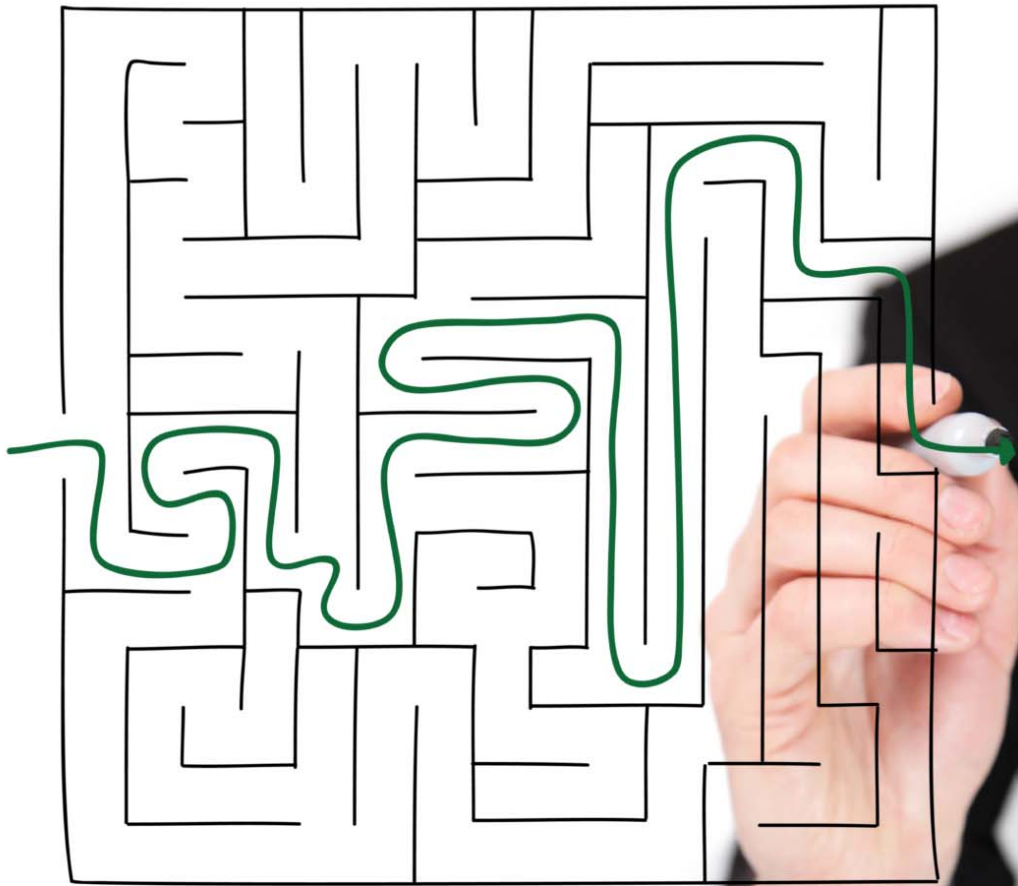


# Connecticut Children's Medical Center (CCMC)

*"Thanks to The Croes~Oliva Group, we accomplished what many faculty practice plans find elusive, if not downright impossible ..."*



GOOD BUSINESS IS GOOD MEDICINE

*“Thanks to The Croes~Oliva Group, we accomplished what many faculty practice plans find elusive, if not downright impossible: to operate cost-effectively while still respecting the delivery of quality care, and to hold sacrosanct research and teaching time. We learned that generating clinical revenue is the surest way to protect research and teaching time.”*

- Jeff Hyams, M.D., Former Chairman

Connecticut Children’s Medical Center: Faculty Practice Plan



## THE CHALLENGE

As a newly built hospital, Connecticut Children's Medical Center (CCMC) faced the challenge of merging the medical staffs from two community hospitals, a university system and several private practices. As the building took shape, so, too, did the pediatric group. Merging cultures and organizations, and settling differences, the group created a faculty practice plan that allowed for the delivery of clinical care while safeguarding research and teaching commitments.

Although staff cleared major hurdles to open a new facility, they fell short in designing a care delivery strategy – a robust operational plan to optimize patient management, service and efficiency in a practice that is now seeing 234,700 patient visits a year. After the first six months, the faculty practice plan was facing projected annual losses of \$7 million. Under siege and hemorrhaging badly, the new group had little choice: take quick and drastic action, or risk going out of business altogether.

## CLIENT PROFILE

Connecticut Children's Medical Center (CCMC), which opened in 1996, is the only freestanding independent hospital in Connecticut that exclusively serves children. It is also home of the

University of Connecticut School of Medicine pediatric residency program. The CCMC Faculty Practice Plan (FPP), a non-profit, multi-specialty pediatric practice, provides high quality, pediatric healthcare and services to patients, families and referring physicians. Committed to advancing children's health, FPP also conducts innovative medical research and teaches pediatric practice to residents and medical students.



## THE CROES-OLIVA GROUP CONTRIBUTION

Committed to the mission of a children's hospital, and determined to succeed, highly motivated physicians and staff, in partnership with The Croes-Oliva Group, rolled up their collective sleeves and set about erasing the deficit to put the practice on solid ground.

Together with faculty practice plan physicians and administrators, The Croes-Oliva Group helped:

- ◆ Turn a projected \$7 million loss into a \$4 million surplus reserve
- ◆ Restructure care delivery to optimize patient management and efficiency, improve care quality, and simultaneously safeguard research efforts and teaching time, while zeroing out the deficit
- ◆ Analyze provider capacity and deploy the appropriate clinical resources to enhance productivity and practice plan financials
- ◆ Recommend operational system reconfiguration – including scheduling, patient flow, and referral management – to increase patient access by 20% and collections by 40%
- ◆ Execute strategies to ensure success and physician adaptation of new program initiatives
- ◆ Strengthen the organization's financial performance by engaging physicians and staff in efforts to improve care delivery process and design
- ◆ Benchmark and achieve best practice strategies and tools to monitor progress

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#### About The Croes-Oliva Group:

The Croes-Oliva Group is a medical group consulting firm. Founded in 1993, we work with medical and administrative leadership to optimize performance, value and excellence across the care continuum.

Our expertise in all care-delivery settings stimulates cross-pollination of ideas and concepts. We apply the lessons learned in our day-to-day work in the highly competitive, healthcare marketplace to integrated delivery systems, academic medical centers, community hospitals, post-acute, and new venture-capital-backed entities seeking to deliver superior quality care.

Our senior consultants have more than 100 combined years of experience, strong entrepreneurial roots, advanced business degrees, and a decades-long track record of success.