

# Southern Illinois Healthcare

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helped us breathe life into  
our physician integration and  
employment strategy...”*



**THE CROES OLIVA GROUP**

GOOD BUSINESS IS GOOD MEDICINE

*“The Croes~Oliva Group helped us breathe life into our physician integration and employment strategy – ensuring that we structured for aggressive growth, tapped the right leadership, assigned appropriate accountability, and aligned goals for operational excellence. We couldn’t afford a strategic misfire. With their insight, rigor and expertise, The Croes~Oliva Group provided a management and operational structure with flexibility and vision enough to meet our immediate challenges and accommodate future goals.”*

-Philip L. Schaefer, FACHE

Vice President and Administrator,  
Ambulatory and Physician Services  
Southern Illinois Healthcare



### THE CHALLENGE

Southern Illinois Healthcare (SIH) was set to embark on an ambitious physician acquisition strategy, beginning with the Center for Medical Arts (CMA), formerly known as the Carbondale Clinic, a multispecialty outpatient care facility. SIH leadership recognized that they had to design and build an organization to handle the practice management and contracting tasks necessary to support the CMA acquisition. Furthermore, the entity had to be flexible enough to accommodate future practice acquisitions.

The answer: to create a wholly owned subsidiary of SIH called SIMS – Southern Illinois

Medical Services. The Croes~Oliva Group, working together with SIH leadership, recommended organizational structure, processes and roles to support SIMS’ strategic initiatives and achieve:

- ◆ The expected return on investment for SIMS’ physician acquisition strategy
- ◆ A high-performing, effective and productive ambulatory organization, with the ability to attract and retain providers and staff
- ◆ Financial viability
- ◆ Operational consistency



### CLIENT PROFILE

Southern Illinois Healthcare (SIH) is a not-for-profit health system that employs nearly 3,000 people, including 81 physicians. The system consists of more than 20 facilities: three hospitals, two clinics, two physician office buildings, and several dedicated centers from urgent care to cancer. SIH provides leading edge care and services for Illinois residents who live in downstate rural communities.

### THE CROES~OLIVA GROUP CONTRIBUTION

The Croes~Oliva Group efforts focused on organizational structure and responsibilities, analyzing the current needs, future goals and culture of SIH as the parent organization, SIMS as its subsidiary, and CMA as its biggest acquisition to date. Senior consultants advanced strategic and operational recommendations, reviewing and amending, as necessary, reporting structures, current competencies and skill sets, and high-level job descriptions. They created a sophisticated matrix to analyze service support to ensure non-duplication of effort, through centralization, and recommended consolidation, expansion or creation of tasks and

responsibilities to support SIMS and the newly acquired freestanding clinic.

Forging clarity of purpose and a shared vision of success among SIH, SIMS and CMA leadership, The Croes~Oliva Group succeeded in:

- ◆ Developing governance, operating assumptions and a reporting framework to ensure effective, executable infrastructure, along with process and roles, tailored to SIH's unique needs and culture, and the Illinois healthcare market specifically
- ◆ Securing adequate and appropriate leadership and staffing, whether through hiring, or with insight into the capability of existing staff to function as leaders, with or without additional training
- ◆ Aligning administrative and clinical leadership expectations and roles to optimize organizational performance
- ◆ Determining when to utilize existing SIH resources (from ordering and purchasing to

maintenance) to reap economies of scale, and when to create SIMS-specific services (such as practice management and billing) to ensure immediate operability, and smooth and fast acquisition rollouts

- ◆ Enhancing care delivery efficiency, service, quality and value in SIMS-acquired community practices, for employed physicians and, as the organization has evolved over time, hospitalists

What started as a robust plan to enhance organizational structure to support ambulatory care for 13 physicians has evolved into a vehicle flexible enough today to accommodate over 100 providers, including those who deliver inpatient care. The Croes~Oliva Group, together with SIH leadership, created an organization that years after rollout continues to be flexible in operation and strategic in vision.

For more information on our services:

Visit:



Please use QR scanner on your mobile device

[www.croesolivagroup.com](http://www.croesolivagroup.com)

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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.