



Women and Infant's Hospital

*“The additional challenge was convincing all
of us that it could happen...”*



THE CROES OLIVA GROUP

GOOD BUSINESS IS GOOD MEDICINE

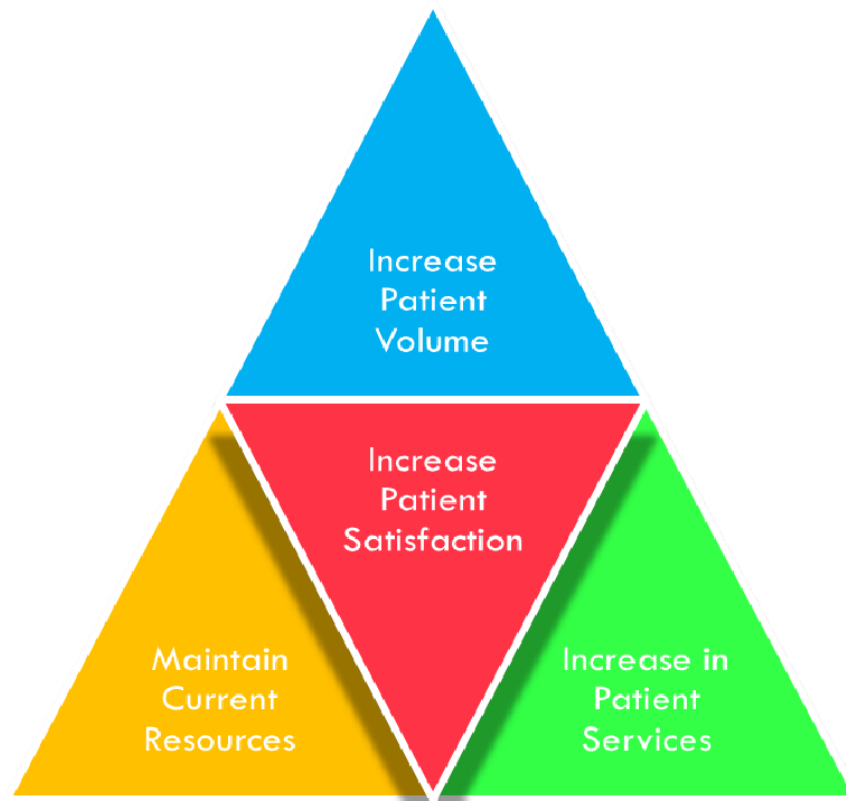
"The Croes~Oliva Group joined forces with our staff to reconfigure operations to help us to manage increased patient volume and our clinical affiliations throughout the area. The additional challenge was convincing all of us that it could happen. The Croes~Oliva Group's assessments and strategies were on target."

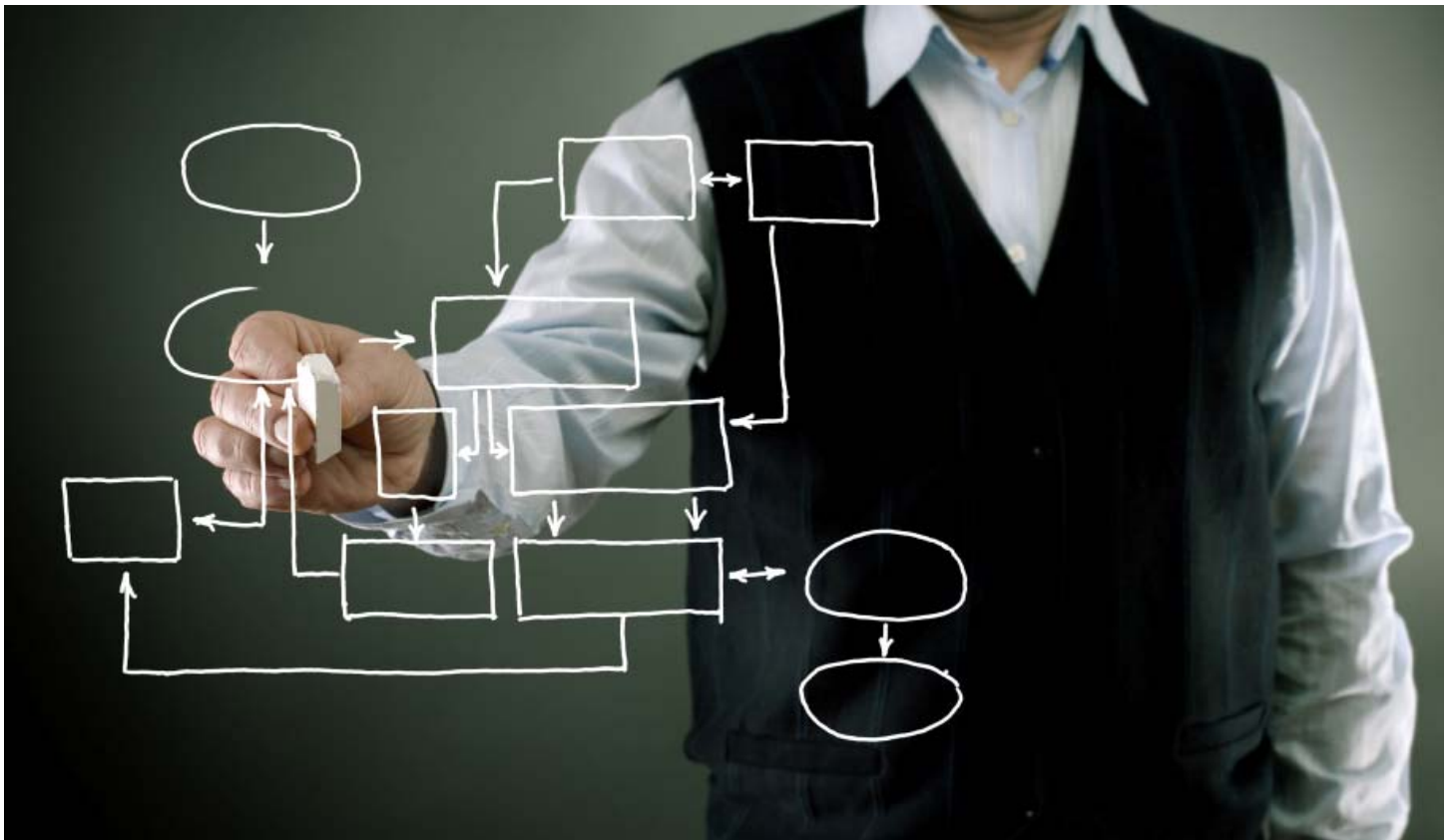
Constance A. Howes, FACHE, President and CEO
Women & Infants Hospital of Rhode Island

THE CHALLENGE

As the premier provider of women and infant care in the state, Women & Infants Hospital prides itself on delivering exceptional care in every area – from the operating room to the cafeteria. However, explosive growth in ambulatory services had stressed and strained human, system and facility resources. Pressure intensified under the hospital's outpatient network development strategy, which called for building closer clinical affiliations with hospitals and physicians throughout southern New England.

Physicians and staff wanted to ensure that patient satisfaction – the cornerstone of their success – would not erode as they saw increasing numbers of patients. Leadership worried that continued growth in patient volume and services, without additional resources in staffing and dollars, was impossible. Boosting patient volume, while simultaneously providing higher levels of customer service – in a fiercely competitive market – meant challenging and upending current operational assumptions and processes.





CLIENT PROFILE

Women & Infants Hospital of Rhode Island is one of the nation's leading specialty hospitals for women and newborns. It is the primary teaching affiliate of The Warren Alpert Medical School of Brown University for obstetrics, gynecology and newborn pediatrics. With nearly 8,400 deliveries each year, Women & Infants is the eighth largest stand-alone obstetrical service in the nation.

THE CROES~OLIVA GROUP CONTRIBUTION

Croes~Oliva Group consultants collaborated with physicians and staff to develop plans to create a stronger, more efficient and patient-focused operational infrastructure. Working in three divisions – Reproductive Endocrinology, Oncology and Urogynecology – senior consultants applied their insight to develop recommendations that spurred dramatic gains:

- ◆ Redesigned, with physician support, clinical care delivery teams to increase care coordination and reduce the administrative burden on physicians and nurses
- ◆ Reconfigured organizational structure, and staffing tasks and roles, for increased efficiency and productivity
- ◆ Created operational infrastructure to ease stress on providers and staff, reinforce the team approach to patient-focused care delivery, and promote patient-base expansion
- ◆ Reengineered scheduling, visit preparation, patient flow, testing follow-up, and care coordination processes and facility changes, to more effectively deploy clinical resources, optimize patient volume management, and invigorate financial performance
- ◆ Advanced a plan to simplify and streamline the patient experience in the three divisions' highly complex treatment areas to sustain and improve high-caliber, personalized services

For more information on our services:

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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.