



**Hospital Sisters**  
HEALTH SYSTEM

## President-Physician Enterprise

Leadership Profile

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*Prepared by Donna Padilla, Vineeth Gossain, Stacey Carbol*



**WittKieffer**

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## The Opportunity

Hospital Sisters Health System (HSHS) seeks an inspirational and transformational physician executive to serve as its new President-Physician Enterprise. HSHS, headquartered in Springfield, Illinois, is a multi-institutional health care system comprised of 13 hospitals and an integrated physician network across Illinois and Wisconsin. The incoming President will drive the organization to become a high performing medical group, working collaboratively with the leadership team at HSHS to create a shared vision and culture by strengthening relationships, evolving physician leadership opportunities, and preparing the medical group to thrive. The leader will instill and reinforce a sense of purpose and pride across the organization.

Reporting to the System Senior Vice President, Chief Clinical Officer, the President will be responsible for formulating and providing a clear sense of strategic direction and operational leadership that will advance alignment of the physician enterprise and ensure that it is capable of thriving in a value-based care environment. The President will implement evidence-based practice guidelines, clinical operations, and quality across the provider enterprise. They will lead and sponsor initiatives including program development, innovative care models, physician recruitment and retention, and focus on creating a sustainable care delivery model for the future. The President will work with HSHS senior leaders to expand the number of physicians and Advanced Practice Providers (APPs) to continue the growth of clinical programs and the integration of primary care and specialty practice. It is critical that this leader establish themselves as a visible, approachable individual that communicates effectively with a transparent and proactive style.

The successful candidate will be an outstanding physician leader with a growth mindset who is focused on improving operational performance and ensuring the systems and processes in place ensure quality and cost effectiveness. They will develop strong relationships and mentor future leaders for sustained growth. This is an outstanding leadership position for an individual that can devise a plan for growth in an expanding region and can inspire as well as build followership with physician colleagues. Candidates will be mission driven and demonstrate a strong alignment with the mission and values of HSHS.

## Organization Overview

### Hospital Sisters Health System

The Hospital Sisters Health System (HSHS) System Office is located in Springfield, Illinois. HSHS is sponsored by The Hospital Sisters of the Third Order of St. Francis, which is an international, multi-cultural congregation of Franciscan Sisters. The Motherhouse and Provincial Office of the American Province of the Hospital Sisters are also located in Springfield, Illinois.

In April 2022, HSHS was named to the Becker's Healthcare 150 Top Places to Work in Healthcare. This list recognizes HSHS as one of the premier systems that promote diversity, employee engagement, and professional growth within the workforce.

The patient service operating revenue for HSHS was \$2.8 billion in FY 2023. The System has an A+ rated credit by Standard & Poor's and Fitch. In 2012, HSHS was the 14th largest Catholic Health System in the United States as measured by adjusted discharges. HSHS has a very strong balance sheet with 340 days cash on hand and a cash to debt ratio of 2.95. Last year the System provided \$211.7 million in unsponsored community benefit.

### Mission Vision, & Core Values

**Mission** - *"To reveal and embody Christ's healing love for all people through our high-quality Franciscan health care ministry."*

**Vision** - *"Rooted in our Franciscan Mission, we will be the unique, high quality Health System providing exceptional care, centered on the whole person."*

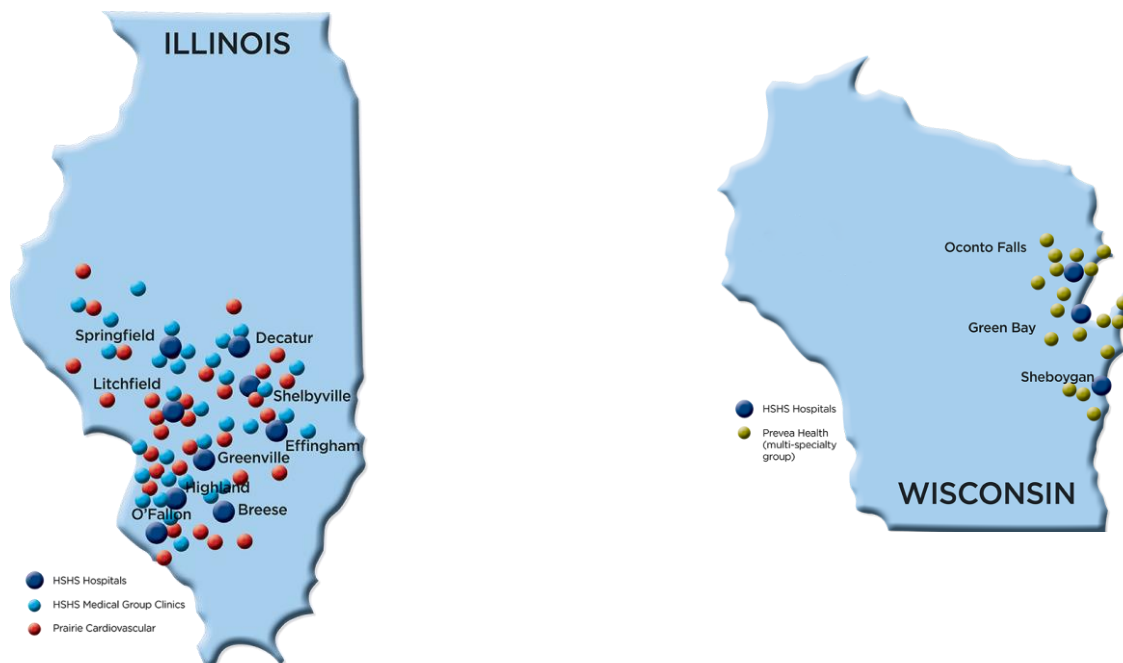
**Values** - *"Our core values of Respect, Care, Competence and Joy will be lived by all who work here and felt by all who use our services."*

- **Respect** - Respect means the Franciscan respect for life from conception to death and for the dignity of each individual person. Respect is a commitment to freeing and empowering each person to develop to his or her full potential.
- **Care** - Care embodies the concern, compassion, and sensitivity with which we care for patients as individuals on a one-to-one basis. It depicts our way of dealing with patients, clients, and colleagues. Many times, it is thought of as a bedside behavior, but it also belongs in administrative offices, cafeterias, and boardrooms.
- **Competence** - Competence means that our work is performed, and our institutions are managed, with the highest level of skill and ability. We are committed to recruiting and developing people who are competent in their work and whose values reflect our own. Our values are an integral part of our system's strategic plan, which provides the overall framework for local activities.
- **Joy** - Joy is the manner in which our colleagues and all who join us in our ministry seek to perform their work - the internal fulfillment of caring for others. It is an essential ingredient in bringing a sense of hope to those who suffer.

## HSHS By the Numbers

- Population served: 1.7 million
- Inpatient admissions: 66,332
- Emergency Department visits: 283,680
- Inpatient surgeries: 11,774
- Outpatient surgeries: 40,827
- Active Medical Staff: 3,224
- Total staff: 12,832
- Volunteers: 2,600+
- Operating revenue: \$2.9 billion
- Community benefit: \$211.7 million

## HSHS Locations



### Illinois

- [HSHS St. John's Hospital](#) - Springfield
- [HSHS St. Elizabeth's Hospital](#) - O'Fallon
- [HSHS St. Mary's Hospital](#) - Decatur
- [HSHS St. Anthony's Memorial Hospital](#) - Effingham
- [HSHS St. Francis Hospital](#) - Litchfield
- [HSHS St. Joseph's Hospital](#) - Breese
- [HSHS Holy Family Hospital](#) - Greenville
- [HSHS St. Joseph's Hospital](#) - Highland
- [HSHS Good Shepherd Hospital](#) - Shelbyville

## Wisconsin

- [HSHS St. Vincent Hospital](#) - Green Bay
- [HSHS St. Mary's Hospital Medical Center](#) - Green Bay
- [HSHS St. Nicholas Hospital](#) - Sheboygan
- [HSHS St. Clare Memorial Hospital](#) - Oconto Falls

## Physician Clinical Integration Network

The Physician Clinical Integration Network (PCIN) was formed in 2011 and is an all physician led organization which seeks to improve overall population health through chronic disease management and care coordination. The PCIN allows both employed and independent physicians throughout Illinois and Wisconsin to engage in joint contracting and work together to improve quality and share in the associated benefits. As part of the network's goal to provide information and clinically integrate providers, PCIN physicians are given access to population health tools, expertise, and value based contracting. The PCIN is comprised of over 2,200 physicians (92% independent in IL, 26% independent in WI) and over 1,300 advanced practice providers (86% independent in IL, 12% independent in WI).

## HSHS Accountable Care Organization

The HSHS Accountable Care Organization (ACO) was established to improve the quality of care for Medicare beneficiaries in Illinois and Wisconsin and covers approximately 23,000 attributed lives. The ACO participates in the Basic Track Medicare Shared Savings Program (MSSP), which will renew for 2025—its first performance year was 2016 and it has achieved shared savings for the past three consecutive years. There are seven participating Groups within the ACO that are managed by the PCIN: HSHS Medical Group, Prairie Cardiovascular Consultants, Ltd., Prevea Health, and four independent physician groups.

## HSHS Medical Group

The HSHS Medical Group provides patients with access to a full range of primary care, urgent care, and specialty care along with HSHS hospitals throughout central and southern Illinois. Currently there are 314 providers and 1300 colleagues in 65 locations across Illinois. Launched in 2009, HSHS Medical Group is a critical component of the HSHS Care Integration strategy, which focuses on bringing physicians, technology, and patients together to improve the overall health of our communities. HSHS Medical Group is powered by the Franciscan history of the Hospital Sisters of St. Francis, and our faith-based identity led us to the single most important tenet of the HSHS Medical Group philosophy—patient-first care.

## Prairie Cardiovascular

Prairie Cardiovascular began as a pioneering organization and continues to pursue that tradition through innovative treatments and extensive research and development programs. Its history dates back to 1979 when James T. Dove, MD, envisioned a greater cardiovascular practice in central and southern Illinois based on the motto "Quality, Compassionate, Personal Care." The care patients receive at Prairie goes far beyond technical excellence. Dr. Dove's intention was to deliver state-of-the-art heart care to patients while still providing them compassionate, personal care. He succeeded in establishing that platform of excellence for Prairie. That intention can be seen through the actions of the more than 100 board certified physicians and advanced practice clinicians and more than 40 clinic sites in Illinois. In line with a commitment to remain the foremost pioneers of advances in life-saving technologies, Prairie is a national leader in the innovation and development of new diagnostic and treatment procedures.

## Prevea Health

Prevea Health is the clinical partner for HSHS Wisconsin and provides patients with comprehensive and renowned primary care and more than 60 types of specialty medical care. Prevea Health, a doctor-led

multispecialty health care provider, has more than 100 locations throughout Wisconsin in clinic and HSHS hospital settings. The unique partnership between HSHS hospitals in Wisconsin and Prevea Health provides patients a system of highly coordinated care, close to home.

### **Prairie Education & Research Cooperative (PERC)**

Founded in 1983, Prairie Education and Research Cooperative (PERC) is a not-for-profit organization that focuses on medical education and research in an effort to improve the overall healthcare environment. By participating in research, both locally and non-locally, they are improving treatments and discovering better technologies that will improve the quality of life for those in the community and beyond. PERC's participation includes involvement in current clinical trials (Local Site), developing protocols and providing data management for current and future trials (MultiCenter), doing outcomes research, as well as wound and angiographic analysis (SynvaCor). In addition, PERC provides continuing medical education (CME) opportunities to health care professionals so that they are kept abreast of these treatments and technologies and are well educated and qualified to care for their patients; one such opportunity is the Prairie Vascular Fellowship. PERC is an affiliate of Hospital Sisters Health System and closely aligned with Prairie Cardiovascular Consultants Ltd.

### **Hospital Sisters of St. Francis Foundation**

Hospital Sisters of St. Francis Foundation is the central coordinating body, with individual foundation branches in each of our local ministries. In the last five years the foundation has raised between \$8.1-17.5 million annually. The current goal for 2023 is \$14.5 million.

### **St. John's College of Nursing**

[St. John's College of Nursing](#) in Springfield, Illinois, offers a wide range of baccalaureate, masters, and doctoral nursing degrees. Founded over one hundred years ago in 1886 by the Hospital Sisters of the Third Order of St. Francis, the college is the oldest Catholic hospital affiliated nursing program in the country. Originally known as The St. John's Hospital School of Nursing, in 1991 the name was changed to St. John's College of Nursing.

As part of the Hospital Sisters Health System (HSHS) with hospitals in Wisconsin and Illinois, the college is conveniently located across the street from HSHS St. John's Hospital. The faculty and staff at the college are focused on teaching excellence and student success and we educate an inclusive nursing workforce that supports nurses as they strive to advance their nursing education. Today, St. John's College students can earn a bachelor, master, or doctorate nursing degree. Students may attend a wide variety of colleges and universities to study the arts and sciences prior their immersion in nursing theory and practice at St. John's College.

Today, the college continues to honor the founding Sisters' grit and resilience as it educates the next generation of nurses.

Additional information on HSHS can be found at <https://www.hshs.org/>.

## Position Summary

The President-Physician Enterprise will be pivotal in leading and overseeing all aspects of the organization's operations, strategic direction, and growth initiatives. With a primary focus on delivering exceptional patient care, fostering provider and colleague satisfaction, and driving organizational success, the President leads the clinical team through a dynamic healthcare environment in diverse markets. The President provides leadership, direction, and administration of all aspects of enterprise operations to ensure compliance with established goals and objectives, consistent with HSHS mission, vision, and values.

The President will report to the System Senior Vice President, Chief Clinical Officer, and will be supported by a strong matrixed team of enterprise services as well as a direct team that includes:

- Vice President of Operations
- Chief Medical Officer of Physician Enterprise
- Physician Leader for Prairie Cardiovascular
- Executive Director of Prairie Education & Research Cooperative
- ACO/CIN

## Responsibilities

The successful President-Physician Enterprise candidate will:

- Develop and implement plans to achieve organizational goals. Provide leadership in planning, organizing, monitoring, and improving the operations and quality of the programs and services to physician-owned practices.
- Lead the development and execution of innovative initiatives to enhance patient care quality, operational efficiency, and provider satisfaction.
- Cultivate strong relationships with physicians and providers. Promote collaboration, engagement, and alignment with organizational goals, mission, and strategic priorities.
- Lead the transformation and integration to a results-oriented, patient first culture. Ensuring standard practices and common metrics extending across operations, geographies, and specialties, with sensitivity to the nuances necessary to ensure unique needs are met.
- Facilitate, implement, and provide efficient administrative support for existing physician/provider practices and physician/provider recruitment as related to ambulatory clinics, new practice start-ups, and divestiture activities.
- Advocate for the needs and interests of physicians and providers. Address concerns and implement initiatives to enhance provider satisfaction and retention.
- Develop and implement strategies to recruit, onboard, and support new clinicians. Ensure alignment with organizational culture and values.
- In partnership with system leadership, ensure top tier patient experience and consistency across the care continuum.
- Engage physicians and providers in process improvement and the sharing of best practices across markets.
- Using standard metrics and analysis, evaluate current operations, policies and processes. Identify opportunities to further align clinical operations.



- Lead with a solid understanding of various service lines and delivery models within all markets. Collaborate to generate and develop plans for expansion of services, and performance improvement and/or consolidation of existing services, based on market demographics and facility/service line volume projections.
- Oversee the implementation of new services, using different business models and strategic relationships with external partners and physicians. Supervise and coordinate the review process for all new services and acquisitions.
- Promote a culture of the highest levels of physician, provider, and colleague engagement.
- Lead activities that support successful financial performance and productivity of clinical and business operations. Assume accountability for financial performance of the enterprise.
- Oversee all physician employment agreements, professional service agreements for physicians, and any contract provisions, updates, and revisions. Negotiate and maintain necessary contracts for the provision of ambulatory medical director services, business relationship contracts, and leases in support of the services within respective service area.
- Collaborate with patient care staff, health system administration, and shared services to promote efficiency and effectiveness of operations.
- Establish and promote effective avenues for two-way communication between leadership, providers, and colleagues.
- Lead a team of colleagues in human resource initiatives including but not limited to performance management; education and development; selection and retention; workforce planning; coaching and counseling; and supporting activities that promote colleague engagement and satisfaction.
- Lead or support the financial resource functions including but not limited to managing expenses; preparing, monitoring and executing within limits of the budget; monitor productivity standards; manage the purchasing process and all decisions related to the finances for the area of responsibility.
- Lead or support change and process improvement initiatives including but not limited to striving for standard, efficient, and value-added processes; communicating a clear vision; influencing and motivating others; and developing strong relationships with key stakeholders.

## Goals and Objectives

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

- Establish personal and professional credibility; gain respect and build trust with leadership, peers and subordinates. Become known as a collaborative, relationship-oriented, visible leader of the Physician Enterprise across HSHS.
- Drive the creation of a vision, strategic plan, and common culture, which preserves and leverages the local alignments, but advances “systemness” and cohesion between the geographically dispersed care sites. Identify opportunities to foster a unified culture and integrated/common incentives, policies, and procedures across the system.
- Collaborate with the senior leadership team to help HSHS enhance system clinical service lines, which improves clinical care delivery, enhances the patient experience, encourages stewardship of resources, and allows for more seamless transitions of care.
- In partnership with system leadership, identify opportunities to enhance the performance and outcomes of the HSHS Medical Group.
- Lead the coalescing of primary and specialty care with an emphasis on clinical integration, program development, recruitment/retention, communication, sharing of evidence-based practice, and coordination of care to improve the health of each HSHS community served.
- Work collaboratively with technology and operational leaders to help redesign and lead the development efforts of the Kiara Clinical Integration Network, a wholly owned subsidiary of HSHS that includes a network of 300 providers and 1500+ users.
- Continue to build upon the strong positive momentum and initiatives of Prairie Education and Research Cooperative (PERC). Identify opportunities to continue to leverage and amplify the impact of this organization focusing on medical education and research to improve the overall health care environment.
- Work with the Wisconsin, Southern Illinois, and Central Illinois Market Presidents and the recruitment team across the system to lead coordinated physician recruitment efforts in a collaborative and strategic manner.
- Develop strong relationship with physicians across the spectrum of specialties to build an inclusive and engaging leadership environment.

## Candidate Qualifications

### Education and Qualifications

- MD or DO degree. Master's degree in health care administration, business administration, or a related field is highly desirable.
- A demonstrated track record of progressive leadership within a multispecialty medical group, including a background in quality management, performance improvement and/or care redesign.
- Experience establishing, pursuing, and monitoring appropriate process and outcome measures for key population health initiatives; evaluating the processes by which clinical care and patient services are delivered; identifying areas of opportunity, setting standards for outcomes, developing appropriate systems to monitor outcomes, and achieve desired results.
- Knowledge of, and familiarity with, The Joint Commission standards regarding medical staff activities and medical staff bylaws, credentialing process, and organization.
- Successful track record of providing effective administrative and physician leadership, developing physician engagement, and driving clinical quality outcomes.
- Experience in designing physician compensation programs and demonstrated knowledge of how to incentivize physicians.

### Leadership Skills and Competencies

- Strategic thinker with the ability to innovate, adapt to change, and drive organizational transformation that aligns with system strategic priorities.
- Strong business acumen, with demonstrated success in strategic planning, financial management, and operational leadership.
- Able to effectively execute organizational strategies, measure progress, and commit to continually seeking opportunities for process improvement.
- Excellent communication skills with the ability to engage and inspire diverse stakeholders, including physicians/providers, staff, patients, and community partners.
- Demonstrated flexibility in a constantly changing environment with the ability to act as a change agent/champion.
- Knowledge of healthcare regulations, compliance standards, and quality assurance principles.
- Commitment to patient-first care, clinical excellence, and continuous improvement.

## The Community

### Springfield, IL

Springfield, the capital of Illinois, offers an affordable high quality of life in the center of the state. Approximately 90 minutes from St. Louis and a little more than three hours from Chicago, this city of 120,000 people, with an MSA population of 200,000+, is the sixth largest city in Illinois and the largest city in central Illinois. Springfield offers impressive schools, a multitude of cultural and recreational amenities, a well-developed economic base, and a robust business climate.

Springfield is home to a variety of historical sites and museums, including the internationally acclaimed Abraham Lincoln Presidential Library and Museum, Lincoln home, and Lincoln tomb. The community hosts scores of festivals and events, including the Illinois State Fair. Its location on Route 66 also offers residents and travelers numerous attractions and restaurants. For individuals seeking outdoor adventure, Springfield lies in a valley and plain near the Sangamon River. The city has several parks and trails, including Washington Park. Lake Springfield and the Lake Springfield Marina provide residents and visitors access to a variety of water sports, fishing, and boating.

Springfield's employment environment has four major sectors: state government, health care, insurance, and banking. This strong and thriving local economy help provide for one of the lowest unemployment rates in the state. Sangamon County is also home to the Mid-Illinois Regional Medical Center, including the Southern Illinois University School of Medicine, as well as several colleges and the University of Illinois at Springfield, a four-year state university that is ranked as one of the best in the Midwest.

Excellent websites providing additional details on both Springfield and Sangamon County are located at <https://www.gsgcc.org/> and [www.springfield.il.us](http://www.springfield.il.us).

## Procedure for Candidacy

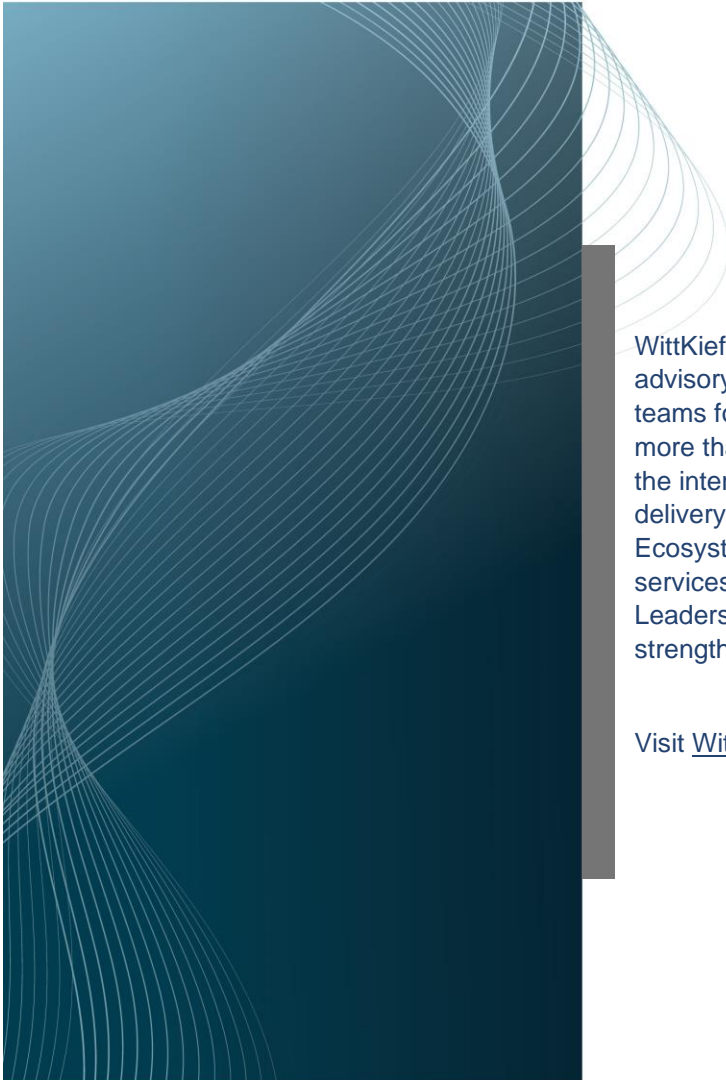
Please direct all nominations and applications to Stacey Carbol through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and selecting the "Become a Candidate" button. Other questions, concerns or inquiries may be directed to the WittKieffer search team at [scarbol@wittkieffer.com](mailto:scarbol@wittkieffer.com).

<p><b>Donna Padilla</b>   <b>Executive Partner and Market Leader</b>   <b>(630) 853-5698</b></p>	<p><b>Vineeth (Vinny) Gossain</b>   <b>Consultant</b>   <b>(630) 575-6957</b></p>	<p><b>Stacey Carbol</b>   <b>Associate</b>   <b>(630) 575-6712</b></p>
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*Hospital Sisters Health System 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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