



OSF[®]
HEALTHCARE

President, OSF Medical Group

Leadership Profile

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The Opportunity

OSF HealthCare seeks a dynamic, distinguished executive to serve as its next President, OSF Medical Group (OSFMG). This is an exceptional opportunity to join a successful Catholic healthcare system with locations throughout Illinois and Michigan. OSF HealthCare has a growing reputation as one of the most innovative Catholic health systems in the country.

OSF HealthCare, headquartered in Peoria, Illinois, is an integrated health system owned and operated by The Sisters of the Third Order of St. Francis. The system employs almost 24,000 Mission Partners across 158 locations, including 16 hospitals with 2,134 licensed beds and more than 600 provider FTEs throughout Illinois and Michigan.

Reporting to the System Chief Operating Officer, the President will be responsible for clinical, operational and financial accountability for the entirety of OSFMG. The President will drive a culture that focuses on the delivery of high quality, patient-centered care and is oriented to alignment with other physicians moving towards a tighter cohesion between geographically dispersed practitioners. Along with the senior leadership team of OSF HealthCare, the President will lead the delivery of the professional medical component of the System with OSFMG physicians at its core. As such, it is imperative OSFMG secure a talented, experienced leader who will focus on enhancing the infrastructure, operating processes, provider engagement, access, variation of practice and outcomes, quality and other aspects that will support OSFMG's evolution as a high performing medical group.

The successful President for the OSFMG will be a contemporary leader, with a depth of experience in a complex multi-specialty medical group with the infrastructure, system resources and support necessary for success. The successful candidate will be a genuine, accessible and forward-thinking leader with strong group practice operations experience and the talent to engage across a large, diverse group of providers. The President will be a leader who has excellent active listening skills, can communicate clearly across constituencies, with a demonstrated approach of collaboration, systems-thinking, and inclusion. The President will have high emotional intelligence and a minimum of eight to ten years of demonstrated experience in the leadership of large multi-specialty group practice environment.

Organization Overview

OSF HealthCare, an integrated health system owned and operated by The Sisters of the Third Order of St. Francis, Peoria, Illinois. OSF HealthCare employs almost 24,000 Mission Partners in 160 locations, including 16 hospitals - 10 acute care, four critical access and one transitional care - with 2,134 licensed beds, and two colleges of nursing throughout Illinois and Michigan. OSF Medical Group has more than 600 physician and advanced practice provider FTEs at 211 primary care and specialty care locations throughout the Ministry.

OSF HealthCare, through OSF Home Care Services, operates an extensive network of home health and hospice services. It also owns Pointcore Inc., comprised of health care-related businesses; OSF HealthCare Foundation, the philanthropic arm for the organization; and OSF Ventures, which provides investment capital for promising health care innovation startups.

The largest hospital, OSF Saint Francis Medical Center in Peoria, Illinois, is a tertiary care teaching center providing numerous specialty services and extensive residency programs for physicians.

OSF HealthCare: Facts & Figures

OSF HealthCare provides state-of-the-art, compassionate care to nearly 3 million people in the communities it serves.

Hospitals & Ambulatory Sites	
OSF PromptCare locations	15
Total locations including hospitals	159
OSF Medical Group locations	144
OSF OnCall Urgent Care sites	24

Employed Providers & Mission Partners	
Physicians	1,230
Advanced practice providers	832
Total Mission Partners	23,792

OSF Medical Group Specialties	
Cardiology	Endocrinology
Neurology	Gastroenterology
Allergy	Infectious Disease
Behavioral Health	OB/GYN

FY23 Utilization

Licensed beds	2,134
Outpatient visits	2,090,983
Physician enterprise office visits	2,971,823
Inpatient admissions	82,339
Home health annual visits	298,004
Hospice patients served	3,577
Number of persons served	1,056,765

FY23 Financial Overview

Total Net Revenue	\$4,093,620,000
Foundation Contribution	\$20,440,785

Hospitals & Medical Centers

Facility	Location	Licensed Beds
OSF Heart of Mary Medical Center	Urbana, Illinois	210
OSF Holy Family Medical Center	Monmouth, Illinois	23
OSF Little Company of Mary Medical Center	Evergreen Park, Illinois	274
OSF Sacred Heart Medical Center	Danville, Illinois	174
OSF Saint Anthony Medical Center	Rockford, Illinois	241
OSF Saint Anthony's Health Center	Alton, Illinois	49
OSF Saint Clare Medical Center	Princeton, Illinois	25
OSF Saint Elizabeth Medical Center	Ottawa, Illinois	97
OSF Saint Francis Medical Center	Peoria, Illinois	642
OSF Saint James - John W. Albrecht Medical Center	Pontiac, Illinois	42
OSF Saint Luke Medical Center	Kewanee, Illinois	25
OSF Saint Paul Medical Center	Mendota, Illinois	25
OSF St. Francis Hospital & Medical Group	Escanaba, Michigan	25

OSF St. Joseph Medical Center	Bloomington, Illinois	152
OSF St. Mary Medical Center	Galesburg, Illinois	83
OSF HealthCare Transitional Care Hospital	Peoria, Illinois	47
OSF Center for Health – Streator	Streator, Illinois	

Data through September 12, 2024

Mission, Vision & Values

Mission

In the spirit of Christ and the example of Francis of Assisi, the Mission of OSF HealthCare is to serve persons with the greatest care and love in a community that celebrates the Gift of Life.

Vision

Embracing God's great gift of life, we are one OSF ministry transforming health care to improve the lives of those we serve.

Philosophy & Values

The Sisters of The Third Order of St. Francis believe: That led by the Spirit of the Gospels and the example of St. Francis, the special purpose of our existence as a corporation is to provide for the total wellbeing of those we serve. That every person, created in the image of God and composed of body and soul, is a human being endowed with intellect and free will, completely dependent upon God for existence and destined to possess God in heavenly beatitude. Because of the dignity of the human person and his moral conscience, each person has certain God-given rights with corresponding obligations toward his Creator, his fellow man and himself. OSF HealthCare fulfills, through a service of love and compassion, a mission of caring and peace consistent with the needs of the Church and the people served. The love of Christ permeates its work as it strives to continue the healing ministry of Christ and His Church to the total person; to be love, mercy, inspiration, tenderness, and compassion to those whose lives are entered.

From this philosophy flow these values which permeate all endeavors:

- **JUSTICE:** Personal worth and dignity of every person we serve regardless of race, color, religion, and ability to pay
- **COMPASSION:** Caring response to the physical, emotional, and spiritual needs of the people we serve
- **INTEGRITY:** Decision-making based on Catholic ethical principles and Catholic social teachings in every activity of the system
- **TEAMWORK:** Collaboration with each other, with physicians, and with other providers to deliver comprehensive, integrated and quality health care
- **EMPLOYEE WELL-BEING:** Concern for the physical, spiritual, emotional, and economic well-being of employees
- **SUPPORTIVE WORK ENVIRONMENT:** Quality work environments which focus on comprehensive, integrated quality service and opportunities for employee growth

- **TRUST:** Open and honest communication to foster trust relationships among ourselves and with those we serve
- **STEWARDSHIP:** Responsible stewardship of the financial, human and technological resources of the system
- **LEADERSHIP:** Leadership in the health field and in the communities we serve

History

The Sisters of the Third Order of St. Francis were founded in Peoria on July 16, 1877, by Mother M. Frances Krasse, O.S.F., and Bishop John Lancaster Spalding. Property was obtained in 1877 for St. Francis Hospital, which is the present-day site of OSF Saint Francis Medical Center. Later that year, St. Joseph's Hospital in Bloomington, Illinois, was established, moving in 1968 to its present site, OSF St. Joseph Medical Center. In 1884, five sisters were sent to Escanaba, Michigan, to begin working at Delta County Hospital. In 1915, the Sisters purchased that hospital and renamed it OSF St. Francis Hospital. By then, the Sisters were already operating St. Anthony Hospital, which they established in Rockford, Illinois, in 1899. The hospital in Rockford moved in 1963 to a new facility, known today as OSF Saint Anthony Medical Center.

1900s

In 1905, the Sisters founded what is now Saint Francis Medical Center College of Nursing.

St. James Hospital was established in 1907 in Pontiac, Illinois, moving to a new facility in 2002 as present day OSF Saint James-John W. Albrecht Medical Center.

St. Mary's Hospital was established in 1909 in Galesburg, Illinois, and moved to a new facility in 1974, where it is today OSF St. Mary Medical Center.

OSF Home Care, which serves patients in their own homes through hospice and other home health services, was established in 1983.

In 1990, OSF Children's Hospital of Illinois was officially established within OSF Saint Francis Medical Center as a pediatric hospital.

OSF Medical Group was started in 1994, offering ambulatory services and a network of primary and specialty care providers and practices.

2000s

In 2007, OSF Holy Family Medical Center joined the OSF family in Monmouth, Illinois.

In 2008, the OSF Illinois Neurological Institute was organized to provide professional services of neurosurgeons and other physicians specializing in neurosciences.

2010s

In 2012, Ottawa Regional Medical Center was integrated with OSF HealthCare, changing its name to OSF Saint Elizabeth Medical Center.

In 2013, Jump Trading Simulation & Education Center was established in partnership with the University of Illinois College of Medicine Peoria.

In 2014, Kewanee Hospital joined OSF HealthCare as OSF Saint Luke Medical Center. That same year, what is now known as OSF Saint Anthony's Health Center in Alton joined the OSF family.

In 2015, Mendota Community Hospital integrated with OSF HealthCare and became OSF Saint Paul Medical Center.

In 2018, OSF Sacred Heart Medical Center in Danville and OSF Heart of Mary Medical Center in Urbana joined the OSF Family.

2020s

In 2020, the Sisters expanded to the Chicago area with OSF Little Company of Mary Medical Center in Evergreen Park.

Thanks to the changing health care landscape, OSF OnCall was established in 2020 as the digital arm of OSF to respond with easier, more convenient ways to get health care. OSF OnCall offers always-on digital care services for modern consumers, including virtual and in-person urgent care options and remote patient monitoring for a broad spectrum of needs.

In 2021, Princeton's Perry Memorial Hospital became a part of OSF HealthCare, now known as OSF Saint Clare Medical Center.

Throughout the rich history of OSF HealthCare, what has not changed is the Sisters' exceptional commitment to the health of our communities. Though they understand that human caring is the most powerful medicine of all, they integrate that belief with an eagerness to provide OSF caregivers with the best in technology and tools for superior patient care. The early Sisters were pioneers in health care and so are the Sisters today.

OSF HealthCare is proud to be among the nation's leading innovators in the transformation of care for better health for our communities, consistently excellent patient experience and lower costs.

For more information on OSF HealthCare, visit <https://www.osfhealthcare.org>.

Position Summary

Reporting Relationships

The President, OSF Medical Group will report directly to the System Chief Operating Officer. Direct reports to the President include the Senior Vice President of Clinical Operations. Through that executive, the President will have oversight of all clinical, operational and strategic areas within OSF Medical Group.

Responsibilities

The successful President, OSF Medical Group candidate will:

Strong Leadership

- Exercise leadership and management responsibility to ensure the efficient delivery of services that meet the needs of patients, physicians, employees, and the community.
- Continue to strengthen relationships with members of OSFMG, engaging the providers in the delivery of high-quality care, which is cost effective and patient, focused.
- Develop a smooth process for the on-boarding of new clinical partners.
- Provide resources and support for the enablement of strong physician performance.
- Strengthen and align the business and clinical objectives across the continuum, positioning OSFMG for the future of healthcare.
- Evaluate current operations, policies and processes, identifying opportunities to fortify commonalities and negotiate differences to further advance clinical operations and integration.
- Monitor clinical and performance outcomes via benchmark analysis and facilitate accountability via defined expectations and goals, ensuring consistency of care across OSFMG practices to achieve clinical excellence, efficiency and an excellent patient experience.
- Foster a culture that promotes the highest levels of engagement and professional satisfaction.
- Partner across the organization in the development of strategies for physician alignment that strengthens OSF HealthCare and independent physician relationships.
- Design a physician leadership development strategy that effectively supports the growth of physician leadership throughout OSFMG.

Strategy and Growth

- Analyze expansion plans for further integration of new practices; develop a unified culture, which reflects the overall strategic goals of OSF HealthCare.
- Strategically determine any additional opportunities for expansion within current services or new service lines. Engage physicians in process improvement and the dissemination of best practices across geographic boundaries.
- Partner with OSF HealthCare leadership to refine and lead the overall strategy of OSFMG, studying the healthcare market and monitoring the competitive landscape to ensure potential opportunities are appropriately addressed.
- Evaluate the existing infrastructure around quality, safety, collaboration with partners throughout OSF HealthCare.

Goals and Objectives

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

Assessment

- Develop a comprehensive understanding of OSF HealthCare and the OSF HealthCare Medical Group. Establish robust and positive relationships across the organization and within the medical group based on trust, collaboration, and mutual respect to help transition into the organization.
- Review current strategic objectives for OSF HealthCare and identify tactics/opportunities/priorities for OSFMG to proactively align with health system strategies.
- Lead in the formulation and implementation of an operational framework that provides consistent, effective, and efficient practice management, fiscal discipline, strategic recruitment of providers, and the development of clinical quality programs for the further development of the medical group.
- Assess all provider positions currently under recruitment. Evaluate effectiveness of recruitment process and develop a provider retention strategy.
- Develop a SWOT analysis based on identified strengths, weaknesses, opportunities and threats of OSFMG and the key role the organization serves as a strategic asset of OSF HealthCare.

Service Lines

- Develop a long-range vision and plan for deeper penetration in primary and specialty care services in the region.

Physician Leadership Development

- Develop a physician leadership development plan for this key physician leadership team and more broadly for interested and motivated physicians.
- Continue to cultivate the OSFMG Board, seeking strategic input. Transparently and proactively share performance information and engage the Board in opportunities to drive the strategic positioning and performance of the group.

Enterprise Goals

- Identify top opportunities within OSFMG for transformation, innovation, and optimization.
- Align OSFMG with OSF HealthCare system goals.

Community Integration

- Integrate into the local and regional community by identification of key civic service roles and strategic relationships for community presence and representation of OSF HealthCare in the broader community.
- Develop a vision for the organization that ensures continued success and viability for the future.
- Ensure that the mission and values of the organization are well articulated and supported.

Candidate Qualifications

Education/Certification

- MD/DO (or equivalent) is required.
- Completed postgraduate medical education in an ACGME-accredited residency program with current Board Certification is required.
- An advanced degree in health care management, business administration or additional training in quality is preferred.
- Eligible for medical licensure in Illinois.

Knowledge and Work Experience

- Minimum of 8 to 10 years' experience in a physician practice leadership position within a large independent medical group or integrated healthcare system.
- Specific knowledge of physician practice management and ambulatory care operations.
- Broad knowledge of healthcare operations, financial management, strategic planning and human resources management.
- Experience within a highly competitive/mature market with transformational leadership on how care is provided through different payment methods.
- Extensive experience with strategic planning, practice evaluation and integration. Business acumen in leading complex groups.
- Known reputation as a physician advocate with a strong patient experience focus. Successful track record in recruitment and integration of physicians.
- Familiarity with information systems, regulatory compliance issues, and business operations for physician practices, clinics and outpatient care.
- Knowledge of national and local physician practice trends, policies and issues affecting physician practices.
- Experience with varied physician compensation programs and demonstrated knowledge of how to incentivize physicians. Comfort in leading contract negotiations.
- Experience with improvement of clinical quality, cost reduction, sharing best clinical practices, and other effective physician engagements.

Leadership Skills and Competencies

- A **forward thinking, innovative and transformative** leader who earns respect and can obtain support to accomplish the vision and goals of the organization.
- A **collaborative yet decisive leader**; one who has a demonstrated history of having unified various groups toward the achievement of a common goal.

- A highly **personable and approachable individual** who can promote and maintain the momentum and enthusiasm to drive quality, performance improvement, patient safety and service excellence. It will be critical that this leader have experience and a high degree of comfort working within a highly matrixed environment.
- **Flexible and Adaptable.** Able to provide strong leadership during times of change; possesses the vision and the sensitivity to sustain a cultural transformation process consistent with the mission and values of OSF HealthCare.
- **Results-oriented**, persistent in inspiring others in achieving success, knows how to achieve challenging performance goals in a complex, academic environment.
- An **inclusive leader and team builder** with outstanding interpersonal skills and emotional intelligence, who empowers, motivates, and challenges staff while holding them accountable; a team player who has an open and non-competitive leadership style that promotes partnerships and builds trust and strong relationships.
- An **excellent communicator**, including the ability to listen effectively, be open to the ideas of others and bring them to consensus. Can present data and translate complex issues into comprehensible ideas in a concise and easily understood manner.
- An **educator** with a passion and personal commitment to developing others.
- A **thought leader** who sets the conversation of quality and safety at the national level.
- A **systems thinker** who can “connect the dots” quickly and implement initiatives across multiple units. Proven creative problem-solving skills with the willingness to take the initiative in leading and managing change; able to execute, not just theorize.

The Community

Peoria, IL

Peoria, Illinois, is a metropolitan community of approximately 350,000 residents situated along the scenic banks of the Illinois River. Long known for its wealth of industry and broad cross-section of American life, Peoria is quickly becoming one of the largest centers for biotechnical research and development in the Midwest.

Centrally located two and half hours from Chicago, St. Louis, and Indianapolis, Peoria is home to a minor league baseball team, several multinational corporations, a major performance and convention center, a zoo, the Peoria Riverfront Museum, and a major healthcare system that includes a Level One adult and pediatric trauma center. The city hosts a range of entertainment and cultural events, including Steamboat Days, the Peoria Blues and Heritage Music Festival and the Fine Art Fair.

Education

With an educated populace fueled by respected universities and a medical school, Peoria is home to:

- Bradley University, ranked the No. 5 regional university in the Midwest
- University of Illinois College of Medicine Peoria, which partners with OSF HealthCare Saint Francis Medical Center and OSF Children's Hospital of Illinois
- Peoria Richwoods, a nationally ranked STEM high school; several area high schools rank among best in Illinois

Exciting Annual Events

Hundreds to choose from, but these are the most famous:

- Steamboat Days and the Steamboat Classic, world's fastest four-mile foot race
- Morton Pumpkin Festival
- East Peoria Festival of Lights
- Santa Claus Parade - starting in 1877, it is the longest-running holiday parade in the United States
- Summer Camp Music Festival

Sports

Our calendar is full of high-caliber sports events:

- Bradley University (NCAA Division I)
- Peoria Rivermen hockey (SPHL)
- Peoria Chiefs baseball (Midwest League, affiliate of the St. Louis Cardinals)
- Illinois High School Association state championships in baseball, cross country, and softball
- Peoria TT Grand National Motorcycle Championship

Arts and Entertainment

Dating to vaudeville, we've given rise to entertainment icons like comedian, Richard Pryor, opera singer Jerry Hadley and singer-songwriter Dan Fogelberg. Thanks to the Peoria Civic Center, the Peoria Riverfront Museum, Three Sisters Park and countless small-to-medium sized venues, both indoors and outside, the Greater Peoria area continues to draw national touring shows while nurturing local talent with opportunities like these:

- Peoria Symphony Orchestra, featuring world renowned guest artists
- Corn Stock Theatre
- Peoria Players Theatre
- First Friday celebrations of local art and music

Food and Drink

Greater Peoria is home to a large and eclectic selection of locally owned restaurants, craft breweries and wineries. Run the gamut from the world-class, upscale creations in Peoria Heights eateries to the original treats of Trefzger's Bakery. Treat your taste buds from the comfort food at Blue Duck Barbecue Tavern to fried chicken at Gil's Supper Club and the giant tenderloin sandwiches served at local joints throughout the area.

To learn more, visit www.hellogreaterpeoria.us and www.choosegreaterpeoria.org.

Procedure for Candidacy

All applications, nominations and inquiries are invited. Review of applications has begun and will continue until the position is filled.

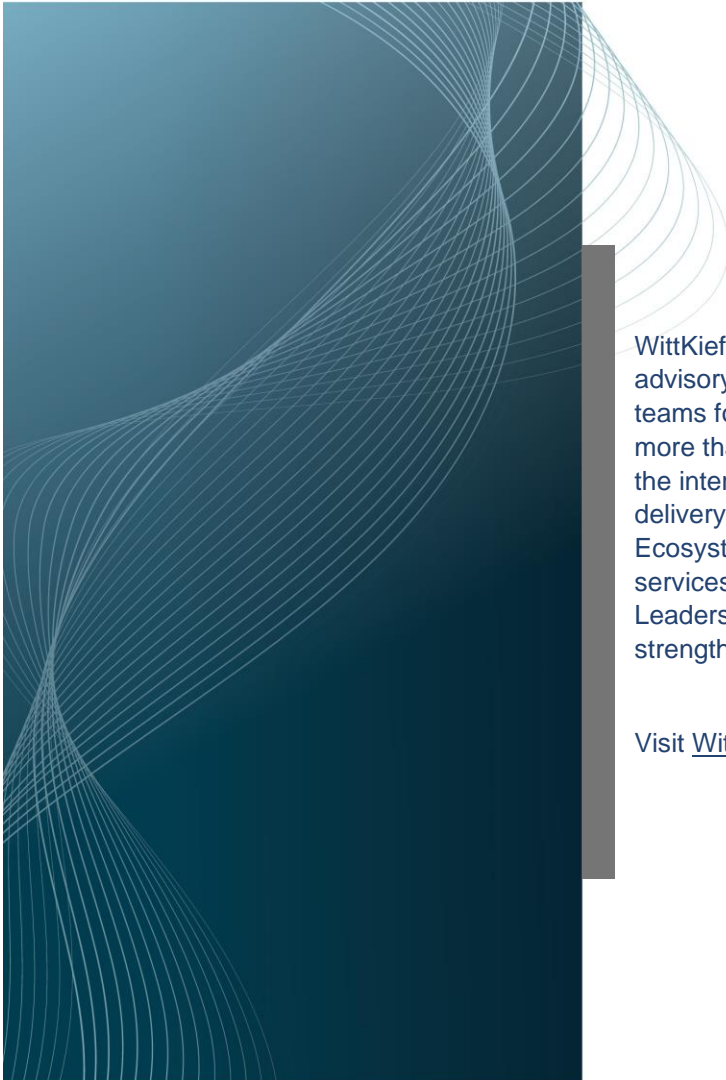
Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting OSF HealthCare with this recruitment, preferably via e-mail, mmooradian@wittkieffer.com.

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OSF HealthCare 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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