



*our history*  
DuPage Medical Group

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## history of DuPage Medical Group

### the vision

It started with a vision to become a multi-specialty group practice providing accessible full-service healthcare to the people in the community. A place where like-minded physicians, working together, could provide the kind of high quality, sophisticated medical care that was only available at university medical and research centers.

### the beginning years

DuPage Medical Group (DMG) began in the early 1960s as the Glen Ellyn Clinic, the brain-child of Dr. Robert McCray, a young surgeon in private practice in Glen Ellyn. Innovative for its time, the young surgeon's enthusiasm attracted a group of like-minded physicians to his cause. Together they sparked a long tradition of personalized, leading-edge care that continues to this day for patients throughout DuPage County.

When Dr. McCray began private surgical practice in Glen Ellyn in 1958, the landscape of DuPage County, and healthcare, was dramatically different than it is today. With few four-lane roads, fewer stop lights and no shopping malls or multi-story corporate office campuses, the western suburbs were decidedly sleepier.

Medicine was still the domain of the general practitioner. Typically, the family doctor treated several generations of a family, delivering the babies of children treated years before. Doctors still made house calls (cost: \$10.00), but closed their offices on Wednesdays and weekends.

Only two hospitals served patients in the far west suburbs—Elmhurst Memorial and Geneva Community. There were no cardiologists or neurosurgeons practicing in the county; allergists, obstetricians, urologists and orthopedic surgeons clustered around the hospitals. Stand-alone laboratory and x-ray facilities didn't exist; urgent care hadn't been invented; hospital emergency rooms closed at 5:00 pm; and ER trauma specialists would not appear for many years.

McCray realized that the suburbs' growing patient base would benefit from having nearby access to a group of advanced care specialists sharing office space as well as laboratory and x-ray facilities. A place where all healthcare services would be conveniently located under one roof.

A revolutionary idea at a time when there were only 11 physicians in Glen Ellyn and few medical specialists. McCray's concept anticipated much of the developments in today's healthcare delivery.

In August 1963, the physicians broke ground for a 12,000 sq. ft. building and spent the next months organizing and planning. McCray visited 35 clinics across the U.S., including the Mayo Clinic, to learn about and understand the operations of successful group practices.

“THIS IS A GROUP OF DEDICATED DOCTORS WHOSE FIRST OBJECTIVE WAS NOT MAKING A LOT OF MONEY, THEY WANTED TO PRACTICE GOOD MEDICINE. WE'RE EACH OTHER'S HELPERS AND EACH OTHER'S SEVEREST CRITICS. THE SUCCESS OF THE CLINIC CAN BE ATTRIBUTED TO THE ABILITY TO RELATE TO AND AUGMENT EACH OTHER'S SKILLS.”

Fred Kuharich, M.D.

“WHAT HELPED US SUCCEED WAS BEING OPEN TO NEW THINGS. LIKE ANYTHING IN LIFE, THERE ARE NEW THINGS YOU HAVE TO DO THAT CHANGE YOU. THERE'S PROGRESS AND TECHNOLOGY AND BUSINESS ADVANCES AND YOU ALWAYS HAVE TO REMAIN OPEN TO CONSIDERING THESE THINGS. WE WERE ALL LIKE THAT THROUGH THE YEARS.”

William Kindrachuk, M.D.

*founder of Glen Ellyn Clinic*



### **the formative years**

On September 1, 1964, the Glen Ellyn Clinic opened its doors to patients. The eight physicians and staff of 15 nurses, lab technicians and administrative personnel set up their equipment and records in the new building, which included an on-site laboratory, x-ray facility and even a pharmacy owned and run by local pharmacist, Woody Webb. The only facility of its kind from Elmhurst to Geneva.

In addition to evening hours, the Clinic offered around-the-clock pediatric care and an urgent care department. Many services taken for granted later were innovations of the original Clinic founders. For the first time, patients had access to the full range of specialty healthcare—surgery, internal medicine, pediatrics, obstetrics and gynecology—and ancillary services in one location. Physicians could see patients in their offices day and evening and direct them downstairs for x-rays or lab tests and receive the results within hours.

Eminently compatible, the small group of physicians who founded the Clinic grew to know each other very well through long hours working side-by-side. This fortuitous meshing of personality and work styles laid the foundation for the collegial atmosphere the organization would develop in years to come. Early on, the group decided to combine their nursing and office staffs, medical records and billing functions. They also recognized that physicians and employees needed to work in an atmosphere of collegiality and mutual respect to deliver the highest quality care to their patients. The Clinic endeavored to recruit and retain physicians and employees who shared this perspective and who placed patient care first.

Within a short time, it became apparent that the Clinic was going to be a success. By the end of its first year of operation the Clinic was welcoming 300 new patients a month. At decade's end, the original partnership had grown to include 25 physicians, while a 24,000 sq. ft. addition expanded office and lab space.

### **the growth years**

By 1970, what was envisioned as a multi-specialty practice was now a thriving medical center, serving patients from a wide area. To meet the needs of a growing patient population, the Clinic opened two new offices.

The Clinic's expanding patient population and growing reputation attracted many new medical specialists. New physicians saw the group setting as an opportunity to locate their practices with an established base of high-quality referring physicians. The Clinic introduced a range of specialties to the western suburbs and the community responded enthusiastically.

The founders' emphasis on collegiality had created an environment where physicians and employees worked well together, establishing their own department structures and rules. Most decisions were reached through consensus and by working together to produce results. With this approach, the group nurtured a high-caliber staff of nurses, technicians and administrators who ensured smooth effective operations.

During the 1980s, the Clinic continued to draw new patients and expand, adding 38,000 sq. ft. of new office and lab space to accommodate physicians practicing sixteen specialties and sub-specialties. The environment was especially attractive for new internists who needed an established referral network.

Throughout the decade, the Clinic continued its mission to make healthcare more accessible to the community, opening offices in Bloomingdale and Naperville with the full range of healthcare services. The Clinic stayed abreast of medical technology, incorporating state-of-the-art equipment and highly trained technical staff. The Clinic also added ancillary services, such as oncology, home care, dietitians and social workers.

By 1989, the Glen Ellyn Clinic had grown to be one of the largest employers in Glen Ellyn. With 80 physicians and a staff of 480, it handled 300,000 patient visits annually. Its laboratory had grown to be one of the largest Clinic-operated labs in the state of Illinois, performing over 100,000 tests annually with an additional 25,000 tests performed off-site.

### the years of change

As the Glen Ellyn Clinic entered the 1990s, a dramatic time of change lay ahead. By the mid '90s, many of the Clinic's original founders reached retirement age. In addition, accelerating technological advances in medicine and information technology and the emergence of managed care became the dominant challenges of the decade.

Despite its phenomenal success, the Clinic faced several other challenges. Chief among them was the changing landscape of healthcare reimbursement as insurance companies moved toward managed care as a way to curtail spiraling healthcare costs. Health Maintenance Organizations (HMOs) were fast becoming the primary reimbursement method.

At first, managed care posed little difficulty for the Clinic with its sizable patient base. But as insurers continued to reduce costs and fees, the Clinic came under increasing financial pressure. At the same time, it realized it needed to upgrade its information technology to support advances in patient record keeping and the complexity of wide-ranging managed care plans covering its patients.

These pressures propelled the Clinic to seek outside partners who would provide the financial strength to continue to grow. In the late 1990s, the Clinic became part of the largest physician management company in the U.S. This corporate parent provided the Clinic with the capital for new facilities and enhanced technology.

“FROM THE BEGINNING, THE OVERREACHING VISION WAS ALWAYS TO DO THE RIGHT THING—PHYSICIANS PUTTING THE PATIENT’S NEEDS FIRST AND NOT LETTING EGOS GET IN THE WAY OF PROVIDING THE BEST PATIENT CARE POSSIBLE. IT’S A PHILOSOPHY THAT HAS SERVED US WELL AND WILL CARRY THE ORGANIZATION THROUGH MANY YEARS TO COME.”

Robert McCray, M.D.  
*founder of Glen Ellyn Clinic*

### the years of transition

As managed care gained ground during the 1990s, physicians across DuPage County experienced increasing challenges. While the Clinic faced its own set of pressures, two other physician groups were also undergoing change. Both would eventually play roles in the history of the Clinic.

Mid-America Health Partners (MAHP) was formed in 1995 when more than 50 highly experienced primary care physicians joined together in a single practice – one of the largest simultaneous physician mergers at the time. Unlike the loosely organized IPA model, Mid-America Partners was a physician-led partnership operating independently of other healthcare providers.

Formerly sole practitioners or small partnerships located in southeastern DuPage County, the physicians had deep roots in their communities, many since the early 1960s. All were local leaders in primary care. Many were pioneers in bringing specialty primary care, internal medicine and pediatrics to their communities. Bold and innovative, the new group originated from a desire to enable physicians to continue to provide the highest quality care to patients and balance the continuing pressures of managed care.

During this same period, the Wheaton Medical Clinic was also undergoing tremendous change. Founded in 1964, the Clinic had grown over the years to 25 physicians to accommodate a growing patient base. In mid-decade, Wheaton Medical Clinic affiliated itself with a major health insurer as a way to navigate the changing healthcare landscape.

After forging their own ways, however, both Mid-America and Wheaton Medical Clinic arrived at the same destination. In 1997, Wheaton Medical Clinic physicians decided to join the Glen Ellyn Clinic and in 1998, the Mid-America physicians made the move as well. A short time later, physicians from the three groups joined together to return the organization to a private physician group-practice model. By remaining together, the physicians believed they could more effectively provide quality, leading-edge care for the community and provide a more attractive organization for recruiting and retaining employees.

In December 1999, the DuPage Medical Group was formed.

### **where we are today**

With more than 260 primary care and specialty physicians working in over 35 locations, we handle the healthcare needs of more than 25% of all DuPage County residents.

Dr. McCray's impact on suburban healthcare has been immeasurable. His dream dramatically transformed the way healthcare was delivered to patients in the western suburbs. While all of our founders played a role in the Clinic's success, without Dr. McCray's unflagging energy, enthusiasm and engaging personality, the Glen Ellyn Clinic and subsequently the Dupage Medical Group, would not be the astonishingly successful organization it has become.

Today, Dupage Medical Group remains an organization comprised of physicians, nurses and staff working together in a collaborative environment to provide patients with excellent care. Our roots in the community run deep and we are proud to serve the patients and families of DuPage County.

### **the road ahead**

Though much has changed since we first opened our doors, our commitment to our patients is as strong as ever. Just as in our early days, physicians and staff stay focused on total patient care, working as an effective team. As we grow, we strive for ever-higher quality of care.

Our reputation continues to attract the finest physicians, nursing and administrative staff. While that gives us a unique advantage working with insurers, hospitals and managed care organizations today and in the future, we will retain the warm, small town, community feeling our founders had.

Guided by our values, we will continue to offer DuPage County residents access to the finest physicians and the area's leading healthcare facilities. Every day we are dedicated to realizing the ideals and values of a young Glen Ellyn surgeon: to bring patients in the western suburbs the finest, most accessible, quality healthcare available.

“SATURDAY—TONIGHT WAS THE KICK OFF MEETING OF THE GLEN ELLYN CLINIC. JIM VERCOE, JOE CRUMRINE, GLEN ASSELMEIER, FRED KUCHARICH, DICK WALSH AND I MET AT MY HOUSE. FROM THIS POINT ON WE REFER TO OUR NEW PROJECT AS A CLINIC, MEANING A GROUP PRACTICE. IT'S UNDERWAY.”

Robert McCray, M.D.

*from his diary*

*March 30, 1963*

# our mission, vision & values



## mission

To enhance the physical well being of the patients we serve by continuing to provide the highest quality medical care.

## vision

To accomplish this mission, we will:

Provide a comprehensive array of healthcare services

Utilize leading technology and techniques for the benefit of our patients

Work together as a team

Attract and retain the highest quality physicians and staff

Preserve the physician's leadership role and responsibility in directing healthcare services

Participate in and support the communities we serve

## values

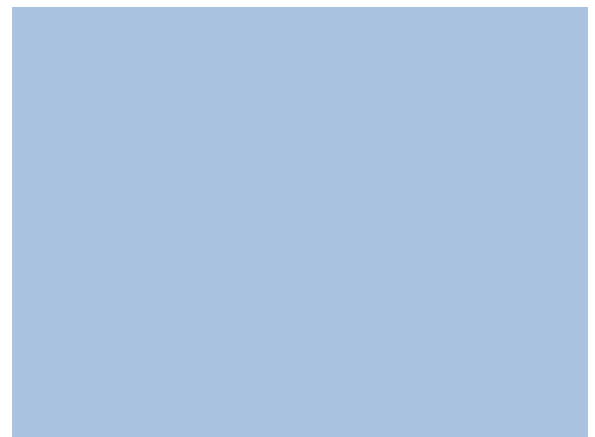
DuPage Medical Group's approach to service excellence is based on the following C.A.R.E. values which are all common principles for what we believe and achieve in our daily practice with all of our customers (patients, staff/employees, physicians, vendors and the community):

**COMPASSION** We show empathy towards the needs of our customers by actively listening and responding to what we hear and by conveying care, sensitivity and understanding for the concerns of others. By showing interest in the customer and anticipating and meeting their needs, we build customer relationships that create the foundation for DuPage Medical Group as a whole.

**ACCOUNTABILITY** We promote a culture of responsibility in DuPage Medical Group by our responsiveness and follow through relating to our customers wants, needs and expectations. We further demonstrate this by the accuracy of our work and service, our behavior and the care we take in our interactions with our customers.

**RESPECT** We promote respect through consideration of others' viewpoints, feelings and needs. In all our interactions we treat each person as they want to be treated with an emphasis on maintaining a productive relationship. Through our own conviction for the highest level of integrity and trust in ourselves and others, we are able to engender a quality service environment that reflects a positive framework for the customers of DuPage Medical Group.

**EXCELLENCE** We are committed in going above and beyond expectations to provide the highest level of service and quality experience with all customers at DuPage Medical Group. We continuously take the initiative in seeking ways to be innovative and growth oriented in our skills and services for the benefit of our customers.



# DuPage Medical Group

WE CARE FOR YOU

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