Welcome Letter 1
Event and Award Selection Committees 2
About NCHL 3
Agenda 4
Conference Speaker Bios 6
Leadership Development Enters the Era of Evidence-based Management 15
Sponsors 17
Past Award Recipients 18
How “Thinking Outside-the-Bed” Transformed a Medical Center and its Community under the Leadership of John Bluford 19
Critical Career Inflection Points for Women Healthcare Executives 24
About Rush University & University of Michigan 26
Developing Physician Leadership Talent – Learning from Leading Health Systems 27
Supporting High-Value Health Systems Research: The Organizational Excellence Project 28
Hospira congratulates John W. Bluford, III, president and chief executive officer of Truman Medical Centers, Inc. (TMC) in Kansas City, MO for his achievements and for being the recipient of the prestigious 2013 Gail L. Warden Leadership Excellence Award.

Bluford is recognized for his commitment to safety-net organizations and for his creativity in improving the lives of vulnerable populations. He is lauded for creating “thinking outside-of-the-bed,” an outreach program that seeks to move outside the four walls of the hospital and bring health management, wellness and preventative medicine into surrounding neighborhoods.

Hospira shares in this vision to improve public health, foster continuous learning and move healthcare forward.
Dear Friends and Colleagues,

The National Center for Healthcare Leadership is delighted to welcome you to our annual Human Capital Investment Conference. This year’s theme, **Leading Next**, places special emphasis on the next generation of healthcare leaders—who they are and how we can best prepare them to successfully navigate the challenges ahead. The conference will be followed by the **2013 Gail L. Warden Leadership Excellence Award** where we will celebrate the accomplishments of John W. Bluford III, CEO of Truman Medical Centers (TMC). We hope you find both events informative, inspirational, and also inciteful.

We did mean **inciteful** and not (just) insightful. Many of you came to today’s events not just because you were seeking new perspectives, but also because you recognize that leadership development is critical to the health sector’s future success. In times of great change, it can become very difficult to look past the pressing issues of the day and toward the long-term needs of the field. Leadership development, in particular, is a long-term investment, one that rarely pays off during the tenure of our own positions.

The **Gail L. Warden Award** seeks to bring recognition to leaders who can be role models to the field in keeping a focus on the long term. John Bluford’s vision of creating a high-performing healthcare organization while improving population health provides an outstanding example. Mr. Bluford wanted to create a quality-net organization that could produce better outcomes and great customer service. And so began a culture change that started at the grassroots level and worked its way through every corner of the organization. Using leadership skills he first learned as a point guard, Mr. Bluford relied on his tenacity, stamina, perseverance and endurance to integrate TMC’s work inside the organization and extending into its neighboring communities and population.

Today we will learn how 10 other leading organizations are building success through the development of their leadership capacity. They will tell us about the difficult steps needed and lessons learned to implement change in an uncertain world. Kicking off today’s talks will be Dr. Marty Makary, who will describe how transparency is revolutionizing healthcare, along with a distinguished panel who can bring the concepts to life as they relate to the triple aim. We will conclude the afternoon with a reflection by HealthLeads’ CEO Rebecca Onie, who will give us an inspiring snapshot of how the next generation of leaders are pursuing improvements in health for all.

Thank you for supporting NCHL through your attendance of our annual conference. We hope you enjoy today’s events, and return to your roles informed, inspired, and **incited**.

Sincerely,

Peter W. Butler  
Chair, NCHL  
President & COO  
Rush University Medical Center

Andrew N. Garman, PsyD  
Chief Executive Officer, NCHL  
Professor, Health Systems Management  
Rush University

Christy Harris Lemak, PhD  
Chief Academic Officer, NCHL  
Director, Griffith Leadership Center in Health Management & Policy  
University of Michigan
The American Hospital Association
Congratulates NCHL’s 2013 Gail L. Warden Leadership Excellence Award Recipient

John W. Bluford III
President and CEO
Truman Medical Centers

We salute John’s passion and deep commitment to providing high-quality, accessible care to his community. And, we applaud his creativity in finding innovative solutions to today’s challenging health care delivery system.
MISSION
To be an industry-wide catalyst to ensure that high-quality, relevant, and accountable health management leadership is available to meet the needs of 21st century healthcare.

VISION
Improve the health of the public through leadership and organizational excellence.

BOARD OF TRUSTEES

Peter W. Butler, Chairman
Rush University Medical Center

Joseph Cabral
North Shore-LIJ Health System

Patrick E. Connolly
Sodexo Healthcare

Susan D. DeVore
Premier

Joanne M. Disch, PhD, RN
University of Minnesota
School of Nursing

Andrew N. Garman, PsyD
National Center for Healthcare Leadership & Rush University

Kyle Grazier, PhD
University of Michigan

Frederick Hessler

Christy Harris Lemak, PhD
National Center for Healthcare Leadership & University of Michigan

Kathryn J. McDonagh, PhD, RN
Hospira

R. Timothy Rice
Cone Health

Robert G. Riney
Henry Ford Health System

Amir Dan Rubin
Stanford Hospitals and Clinics

Jeffrey D. Selberg
Institute for Healthcare Improvement

Bruce Siegel, MD
America’s Essential Hospitals

Irene M. Thompson
UHC

Gail L. Warden
Henry Ford Health System

ABOUT NCHL

For more information about NCHL visit our Web site at www.nchl.org
# HUMAN CAPITAL INVESTMENT CONFERENCE | LEADING NEXT
1:00 – 6:00 PM

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Great Room 1</th>
<th>Great Room 2</th>
<th>Plateau</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00</td>
<td><strong>WELCOME &amp; OPENING REMARKS</strong></td>
<td>Peter W. Butler</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Andrew N. Garman, PsyD</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>KEYNOTE ADDRESS: LEADERSHIP IN THE ERA OF TRANSPARENCY</strong></td>
<td>Marty Makary, MD</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Associate Professor, Johns Hopkins School of Medicine &amp; Author, Unaccountable: What Hospitals Won’t Tell You and How Transparency Can Revolutionize Health Care</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>DISCUSSION PANEL: TRANSPARENCY AND THE TRIPLE AIM</strong></td>
<td>Katherine Hempstead, PhD</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vivian S. Lee, MD, PhD</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kimberlydawn Wisdom, MD</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Moderator: Jeffrey Selberg</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>LEADING NEXT PRESENTATIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:25</td>
<td>K A I S E R  P E R M A N E N T E</td>
<td>Benjamin K. Chu, MD, President, Southern California Region</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A Development Path toward an Interdependent Culture</td>
<td>Vicki Enriquez, PhD, Director, Executive Leadership Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>D A U T H E R S  O F  C H A R I T Y  H E A L T H  S Y S T E M</td>
<td>Robert Issai, President &amp; CEO</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Developing Front Line Clinicians as Change Agents</td>
<td>Nancy Carragee, RN, Vice President, Quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:55</td>
<td>A M E R I C A ’ S  E S S E N T I A L  H O S P I T A L S</td>
<td>Bruce D. Siegel, MD, President &amp; CEO</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transforming America’s Essential Hospitals through Leadership</td>
<td>David Engler, PhD, Senior Vice President, Leadership &amp; Innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:25</td>
<td>U P M C</td>
<td>Robert A. DeMichiei, Senior Vice President &amp; CFO</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Developing the Next Generation of Finance Leaders from Within</td>
<td>Pam Arroyo, Program Director, Campus Programs and Recruitment Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:50</td>
<td>P L A T E A U</td>
<td></td>
<td></td>
<td>Break</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
AGENDA

4:20 RUSH UNIVERSITY MEDICAL CENTER
Engaging and Developing Leadership In Organizational Transformation
Susan Crown, Vice Chair, Board of Trustees
Lauren Goebel, Vice President, Transformation & Organizational Development
Patricia Nedved, RN, Associate Vice President, Professional Nursing Practice
Anthony Perry, MD, CMO, Rush University Medical Group & Associate Vice President, Clinical Affairs

4:50 NORTH SHORE-LIJ HEALTH SYSTEM
The Unlimited Opportunities to Develop Our Physician Leadership
Lawrence G. Smith, MD, Executive Vice President & Physician in Chief/Dean School of Medicine
Patti Adelman, Director, Physician Leadership Institute

5:15 KEYNOTE ADDRESS – LEADING NEXT: THE FUTURE OF HEALTH LEADERSHIP
Rebecca Onie, Co-founder & CEO, Health Leads

5:45 CLOSING REMARKS

2013 GAIL L. WARDEN LEADERSHIP EXCELLENCE AWARD DINNER
6:00 – 9:00 PM

6:00 RECEPTION | GREAT ROOM 2
7:00 WELCOME | GREAT ROOM 1
Peter W. Butler, President & COO, Rush University Medical Center & Board Chair, NCHL
Christy Harris Lemak, PhD, Chief Academic Officer, NCHL & Director, Griffith Leadership Center in Health Management & Policy, University of Michigan

7:15 OPENING REMARKS
Fawn Lopez, Publisher & Vice President, Modern Healthcare

7:30 REFLECTION AND DINNER
Kathryn J. McDonagh, PhD, RN, Vice President, Executive Relations, Hospira

8:30 INTRODUCTION OF 2013 AWARD RECIPIENT
Jeffrey D. Selberg, Executive Vice President & COO, Institute for Healthcare Improvement

8:40 AWARD RECIPIENT REMARKS
John W. Bluford III, President & CEO, Truman Medical Centers

9:00 CLOSING REMARKS
Andrew N. Garman, PsyD, CEO, National Center for Healthcare Leadership
Patti Adelman

Patti Adelman is the director of the Physician Leadership Institute at the Center for Learning and Innovation, the corporate university for the North Shore-LIJ Health System. In this role, she is responsible for collaborating with health system physician leadership to develop physicians who possess both clinical expertise and substantial leadership abilities by working to identify educational opportunities and to create and implement curriculum. Prior to her current role, Ms. Adelman was the manager and change management educator at the corporate university and has maintained responsibility for overseeing the “customized educational session” process, which includes analysis of needs, development of customized core curriculum, implementation of appropriate instructional programs, and the evaluation of curriculum effectiveness. Ms. Adelman has served as the director of social work at Glen Cove Hospital, overseeing inpatient medical, surgical, and psychiatric discharge planning coordination. Ms. Adelman recently completed the Harvard Macy Institute’s Leading Innovations in Health Care and Education course and a certificate in training with an emphasis in instruction and enterprise learning and training consulting from New York University. She obtained a Master of Social Work from New York University and holds a BA in Psychology from the University of Wisconsin at Madison. Ms. Adelman is licensed by the State of New York as a licensed master of social work.

Pamela Arroyo

Pamela Arroyo serves as program director, campus programs and recruitment events at UPMC, a $10 billion, 55,000 employee, integrated healthcare and delivery system. She is responsible for the recruitment, development, retention, and engagement of young professionals. Her role involves implementing an employment brand strategy on college campuses and national events, linking program development strategy to successful behaviors, and managing internal partnerships to ensure expectations are met. Ms. Arroyo has held many human resources related positions at UPMC and supported operations within corporate services, insurance services, and the UPMC Cancer Centers. She is a recipient of UPMC’s Award for Excellence in Service, and was named the UPMC Center for Inclusion Employee Partnership Council Representative of the Year in 2012. In addition to her role at UPMC, she is an adjunct faculty member at the University Of Pittsburgh Graduate School Of Public Health. Ms. Arroyo earned a bachelor’s degree in business/communications and a master’s degree in professional leadership from Carlow University. She currently serves on the board of directors for the Carlow University Alumni Association and Get Involved!, Inc. She sits on Employer Advisory Boards for the University of Pittsburgh and Duquesne University, and volunteers her time with the United Way, Take Our Sons and Daughters to Work Day, Junior Achievement of Western Pennsylvania, and the Pittsburgh Promise.

Peter W. Butler

Peter W. Butler is chair of the National Center for Healthcare Leadership and president and chief operating officer of Rush University Medical Center in Chicago. A nationally recognized healthcare executive with more than 25 years of experience, Mr. Butler is also chairman of the department of health systems management at Rush University. Before joining Rush in 2002, he served as president and CEO of The Methodist Hospital System in Houston and senior vice president and chief administrative officer at Henry Ford Health System in Detroit. Mr. Butler currently serves as chairman of the governing board of UHC. Previously, he served on the boards of the Health Research and Educational Trust, the Michigan Hospital Association, and the Texas Hospital Association. In 2008, he was appointed to a three-year term as a member of the Medicare Payment Advisory Commission (MedPAC). Mr. Butler received a BA in psychology from Amherst College and a MHSA from University of Michigan.

Nancy Carragee, RN

With nearly 25 of years experience in healthcare, Ms. Carragee has developed expertise in leadership development, change management, and innovation. She has served as director of quality at Lucile Packard Children’s Hospital at Stanford where she led a team for the Institute for Healthcare Improvement’s (IHI) first national collaborative on preventing medication errors and went on to become faculty for IHI in medication error prevention. Since joining Daughters of Charity Health System (DCHS) in 2005, Ms. Carragee continuously demonstrates in-depth knowledge in clinical performance, quality improvement, and patient safety while representing DCHS in various quality committees and panels. Ms. Carragee has served on the Editorial Advisory Board for the Joint Commission Journal on Quality Improvement and actively contributes to national work groups addressing sustainable quality improvement strategy. In her system leadership role, Ms. Carragee guides and
supports local health ministries to raise the bar on key measures consistent with DCHS’ mission of providing excellent and safe care for our patients. Ms. Carragee pursued and secured multi-million dollar grants for reducing sepsis mortality in northern and southern California local health ministries, and she continues to work to transform the patient experience and provide the highest quality care there. Ms. Carragee received her BS in nursing from Villanova University and her MS in administrative medicine from the University of Wisconsin Medical School.

Benjamin K. Chu, MD

Benjamin K. Chu was appointed regional president of Kaiser Permanente (KP) Southern California in February 2005. In January 2011, he was appointed as a group president, additionally overseeing the Hawaii region. He directs health plan and hospital operations for 14 hospitals and 168 medical offices and joins the Programwide Operational Leadership group with oversight responsibility over the entire program. Dr. Chu previously served as president of New York City’s Health and Hospitals Corporation (HHC). He was senior vice president for medical and professional affairs for HHC from 1990 to 1994 and served as acting commissioner of health for the New York City Department of Health. From July 2000 to February 2002, Dr. Chu was senior associate dean at Columbia University College of Physicians and Surgeons and served at the New York University (NYU) School of Medicine and Medical Center as associate dean and vice president for clinical affairs from April 1994 to May 2000. He was a 1989-1990 Robert Wood Johnson Policy Fellow serving as legislative assistant for health for New Jersey Senator Bill Bradley. Dr. Chu currently serves as the chair of the American Hospital Association Board of Trustees, is on the board of the Commonwealth Fund in New York and a member of the advisory committee to the director, Centers for Disease Control and Prevention. Dr. Chu earned his medical degree at NYU, his master’s degree in public health from Columbia University, and a bachelor’s degree in psychology from Yale University.

Susan Crown

Susan Crown is chairman and founder of Owl Creek Partners, a Chicago-based investment firm, and the founder of SCE, a social investment organization that connects innovation with market forces to drive social change. Ms. Crown served as vice president of Henry Crown & Company for 30 years. Ms. Crown is chairman of the executive committee of Illinois Tool Works and a director of Northern Trust Corporation. From 1993-2003, she was a director of Baxter International. Her nonprofit efforts include serving on the boards of CARE, U.S.A., The Chicago Public Education Fund, and Rush University Medical Center, where she is a vice chair and chairman of the facilities committee. Ms. Crown was a fellow of the Yale Corporation for 12 years and a co-chair of the Yale Tomorrow Campaign. She chaired Steven Spielberg’s Shoah Visual History Foundation and is currently serving as the inaugural chair of their Next Generation Council. She is a member of the executive committee of the Commercial Club of Chicago. She holds a BA from Yale University and an MA from New York University.

Robert A. DeMichiei

Robert A. DeMichiei currently serves as senior vice president and chief financial officer of UPMC, a $10 billion, 55,000 employee integrated healthcare and delivery system with a network of more than 20 academic, community, and specialty hospitals and 400 outpatient sites, insurance services, and international and commercial services. Before joining UPMC in May 2004, Mr. DeMichiei held various executive finance roles with the General Electric Company (GE). Mr. DeMichiei served as manager of finance, global business development and integration for GE Transportation Systems’ Global Service Operations. He also spent 10 years with Price Waterhouse in Pittsburgh. Mr. DeMichiei is a graduate of the University of Pittsburgh and is a certified public accountant. Mr. Demichiei currently serves as the Finance Committee chairman of the United Way of Allegheny County. He serves on the board of directors of UPMC Hamot, UPMC Passavant Hospitals, and the Seton Hill University Board of Trustees.

David Engler, PhD

David Engler joined America’s Essential Hospitals in June 2013 and currently serves as the senior vice president for leadership and innovation. In his role, Dr. Engler provides vision, strategic direction, and oversight for activities supporting its members as they transform into integrated health systems that deliver quality and access to the most vulnerable populations. His experience lies in quality improvement and safety initiatives in the healthcare industry.
He also is nationally recognized for performance improvement and clinical informatics solutions that lead to improved outcomes and reduced harm. Dr. Engler previously held the position of vice president at the Ohio Hospital Association in Columbus, where he led the association's strategic initiatives in quality and safety. Dr. Engler received a BS in natural sciences from Case Western Reserve University in Cleveland, and an MS in preventative medicine and PhD in economics from The Ohio State University.

**Vicki A. Enriquez, PhD**

Vicki Enriquez is the managing director of organization effectiveness at Kaiser Permanente (KP) in the Southern California Region. She oversees executive leadership development, learning and development and organization development. She personally provides consulting support to senior leadership in planning and implementing strategies to advance the organization. Dr. Enriquez is the director of executive leadership development and learning & development in the Hawaii Region. The overall mission for all of her areas of responsibility is to enhance the performance of leaders, teams, and partnerships to enable KP to achieve its goals and fulfill its vision. Dr. Enriquez has been with Kaiser Permanente since 1991. Prior to her current role, she was the director of executive leadership development and an organization development consultant at KP. Before joining KP, she did internal and external organization development consulting with companies such as General Dynamics Convair Division and Pepsico. Vicki also led a research team at the Navy Personnel Research & Development Center. Dr. Enriquez received her doctorate of philosophy in industrial/organizational psychology from the California School of Professional Psychology in San Diego and a Bachelor of Arts in psychology and economics from University of California, San Diego.

**R. David Frum**

David Frum was named president of Bridgton Hospital in August 2010 and in 2012 he assumed the responsibility of president of Rumford Hospital, both are Critical Access Hospitals, part of the Central Maine Healthcare System. He has served in multiple senior leadership positions prior to his tenure in Maine, including president and CEO of St. Catherine Regional Hospital, Charlestown, Indiana, a 96-bed facility located in a rural market north of Louisville, vice president of the Baptist Healthcare System, Louisville, and regional vice president of Christus Spohn Health System, Corpus Christi, Texas. He has extensive experience in hospital management, medical staff relations, business development, and strategic planning. Mr. Frum received his master’s degree in health services administration from the University of Alabama at Birmingham. He earned a master’s degree in public administration from Louisiana State University, where he also received a Bachelor of Science degree.

**Andrew N. Garman, PsyD**

Andy Garman is CEO of the National Center for Healthcare Leadership and is a practitioner/faculty member in the department of health systems management at Rush University. He is coauthor of three books, *Exceptional Leadership; The Healthcare C-Suite: Leadership Development at the Top; and The Future of Healthcare: Global Trends Worth Watching* (Health Administration Press). Dr. Garman is a three-time recipient of the American College of Healthcare Executives' Health Management Research Award, and has received support from the Agency for Healthcare Research and Quality. His professional experience includes roles at the Federal Reserve Bank of Chicago, Illinois Institute of Technology, University of Chicago, and Illinois Department of Mental Health. Dr. Garman received a PsyD in clinical psychology from the College of William & Mary / Virginia Consortium, an MS in human resource development from the Illinois Institute of Technology, and a BS in psychology from Pennsylvania State University.

**Lauren L. Goebel**

Lauren L. Goebel is vice president, transformation and organizational development at Rush Health, responsible for planning and evaluating Rush Health strategic imperatives and business operations. This position provides administrative leadership to champion employee and organization development, strategic planning, marketing, board and organizational administration, and internal process improvement. Previously she was assistant vice president, Rush System for Health, focusing on strategy and implementation efforts for the Rush System for Health and Rush Health. She managed the community health needs assessment for Rush University Medical Center (RUMC) and Rush Oak Park Hospital. Prior to this, she was assistant vice president in the Office of Transformation where she led and facilitated the communication, process, and
cross-functional planning needed to transition to the new campus in 2012. She led the equipment procurement efforts and transition planning for the Tower. She has also worked with RUMC’s executive leadership as director of special projects. She is an instructor with the Department of Health Systems Management at Rush University and co-director for the administrative fellowship program, employing annually two recent graduates of graduate health management programs in a year-long, project-focused position sponsored and mentored by senior management. Ms. Goebel received her MBA and MHSA from the University of Michigan’s Ross School of Business and School of Public Health. She is also a graduate of Princeton University, receiving her BA in Economics.

Katherine Hempstead, PhD

Katherine Hempstead joined the Robert Wood Johnson Foundation (RWJF) in 2011 as a senior program officer in the Research and Evaluation unit. She brings her exceptional experience in government, research, and academia to her work with the RWJF Coverage team, and relishes the “opportunity to start new projects and learn more about the world of philanthropy.” Previously, Hempstead was director of the Center for Health Statistics in the New Jersey Department of Health and Senior Services. She served as statistician/analyst in the Office of the Attorney General, New Jersey Department of Law and Public Safety, an assistant research professor, Rutgers Center for State Health Policy, and an adjunct assistant professor, School of Public Health, University of Medicine and Dentistry of New Jersey. Dr. Hempstead’s early career included work as a research scientist and assistant professor at the Center for Health and Public Service Research, Wagner School of Public Service, New York University. She was an instructor at the New School for Social Research, New York, a post-doctoral training fellow at the Office of Population Research at Princeton University, and an assistant professor at Catholic University, Washington, DC. She has published extensively in the areas of mortality by ethnicity and migration. Dr. Hempstead received a BA in economics and history, an MA in demography, and a PhD in demography and history from the University of Pennsylvania.

Robert Issai

Robert Issai serves as president and CEO of Daughters of Charity Health System (DCHS). He was instrumental in guiding the passage of AB1383, the Medi-Cal Stabilization Act, which put in place a hospital provider fee that was used to decrease additional federal dollars for Medi-Cal reimbursement for California hospitals and helped fund services for the children and those living in poverty. Mr. Issai also developed SB306, the bill that was enacted and provided seismic relief to California hospitals. Mr. Issai worked with the Daughters of Charity of St. Vincent de Paul, Province of the West to create DCHS in 2001 and became executive vice president and CFO. In 2006, he was appointed president and CEO of DCHS, a $1.2 billion health system with six hospitals. Mr. Issai has served as the regional vice president of finance for Catholic Healthcare West–Southern California Region; senior vice president and CFO of St. Francis Medical Center; and assistant vice president of finance with Harbor Health Systems. He is a member of the board of trustees of the Catholic Health Association and serves on the board of trustees of Premier, Inc., the California Hospital Association, and the American Hospital Association Health Care Systems Governing Council. Mr. Issai received his BA at Andrews University of Michigan and his MBA in finance with honors from California State Polytechnic University in Pomona.

Howard P. Kern

Howard Kern is president and COO of Sentara Healthcare, chief executive for Sentara’s hospital division and health plan, and chairman of the board of its Bay Primex insurance division. Mr. Kern is a fellow of the American College of Healthcare Executives and serves on the board of directors of Future of Hampton Roads, Health Performance Improvement, Optima/Sentara Health Plans, VHA Central Atlantic, Virginia Health Network, and Westminster Canterbury of Chesapeake Bay. He has served on boards for the American Heart Association, the American Cancer Society, Junior Achievement, the Jones Institute for Reproductive Medicine, the Norfolk Chamber of Commerce, and is the past chairman of the Virginia Hospital and Healthcare Association. In 2003, he was appointed to the Norfolk State University (NSU) board of visitors by Governor Mark Warner, and served as chairman of the institution’s finance, audit, and nominating committees, co-chair of the search committee, and on the research & technology committee. He is now on the business & economic development advisory council for NSU and is an affiliate professor of Virginia Commonwealth University Department of Health Administration. Mr. Kern served as a member of Governor Bob McDonnell’s Health & Human Resources Transition Team and Task Force on Health Reform. In 1981, he received his MHA from the Medical College of Virginia and his undergraduate degree from the State University of New York.
Vivian S. Lee, MD, PhD

As the head of the University of Utah Health Sciences, Dr. Vivian S. Lee is proud to lead one of the country’s foremost academic health systems and world-renown medical teaching and research centers. Her top priorities include leveraging the School of Medicine’s world-class human genetics program to become a leading center in personalized health care, and to establish University of Utah Health Care as a model for maintaining financial stability while giving each patient an exceptional experience in Utah’s only academic medical system. A graduate of Harvard-Radcliffe College, Dr. Lee was awarded a Rhodes Scholarship to study at Oxford University, where she received a doctorate in medical engineering. Returning to Harvard Medical School, she earned her MD with honors. She completed her residency in diagnostic radiology at Duke, where she also served as chief resident and trained as a fellow in body and cardiovascular MRI and thoracic imaging at NYU. Prior to coming to Utah, she served as the inaugural vice dean for science, senior vice president, and chief scientific officer of New York University Medical Center.

Christy Harris Lemak, PhD

Christy Harris Lemak is the chief academic officer for the National Center for Healthcare Leadership and associate professor and director of the Griffith Leadership Center in Health Management and Policy at the University of Michigan. Dr. Lemak’s teaching, research, and practice focus on how leadership and organizational structure can lead to high performance in healthcare. Dr. Lemak is currently on the Board of the Association of University Programs in Health Administration and is a past chair of the Academy of Management Health Care Management Division. Dr. Lemak was previously the Michael O. and Barbara Bice Professor of Health Services Research, Management and Policy at the University of Florida and a director at the Sachs Group. Dr. Lemak holds a PhD in health services organization and policy from the University of Michigan, MHA and MBA from the University of Missouri-Columbia, and a BS in health planning and administration from the University of Illinois.

John A. Ludwig, RN

Mr. Ludwig serves as vice president of operations of Bridgton Hospital and Rumford Hospital, both Critical Access Hospitals (CAHs) part of Central Maine’s Healthcare System. Mr. Ludwig joined Bridgton Hospital as chief nursing officer/chief operating officer in September 2001 from St. Joseph Hospital West, Lake St. Louis. At St. Joseph Hospital West he served as administrative director of the 100-bed hospital. His arrival at Bridgton Hospital coincided with the opening of the new facility that replaced an aging hospital structure. During his tenure he assisted in the application process for Bridgton Hospital to be designated a CAH, the development and implementation of an electronic medical record in the inpatient and outpatient setting, and implemented a swing-bed program. Ludwig received his master’s degree in healthcare administration from Lindenwood University, St. Charles, Missouri and his Bachelor of Science in nursing from St. Louis University, in St. Louis. He served with the United States Air Force as a pediatric and emergency airlift nurse.

Marty Makary, MD

Dr. Marty Makary is the New York Times bestselling author of Unaccountable, a book about the efforts of doctors and hospitals to make medicine more transparent, designated a 2012 Library Journal Book of the Year. Dr. Makary writes for The Wall Street Journal, Newsweek, and is a frequent medical commentator for CNN and Fox News. He has written over 200 scientific articles and a leading textbook of surgery. A pancreas surgeon at Johns Hopkins, Dr. Makary is the chief of the Johns Hopkins Pancreas Islet Transplantation Center. He has pioneered new operations at Johns Hopkins and travels internationally teaching minimally invasive pancreas surgery. In 2007, he was named the Mark Ravitch endowed chair of GI surgery at Johns Hopkins and currently serves as director of surgical quality and safety. Dr. Makary is a leading patient safety expert and was the lead author of the original publications on the surgery checklist, later popularized by Dr. Atul Gawande’s Checklist Manifesto. He served on the World Health Organization (WHO) checklist committee and chaired the WHO workgroup on measuring surgical quality worldwide. In 2013, he has testified before the U.S. Congress on common-sense reforms to our healthcare system and has been an advocate for physician involvement in healthcare’s re-structuring. Most recently, Health Leaders Magazine named him as one of America’s 20 most influential leaders in healthcare.
Kathryn J. McDonagh, PhD, RN

Kathy McDonagh has over 38 years of experience in healthcare leadership. Dr. McDonagh has been a CNO, COO and CEO at such organizations as Saint Joseph's Health System of Atlanta, Saint Thomas Health Services in Nashville, Saint Clare's Health Services in New Jersey, and CHRISTUS Spohn Health System in Corpus Christi. She currently is the vice president for executive relations at Hospira, Inc., the world's leading provider of injectable drugs and infusion technologies. Dr. McDonagh is a graduate of Providence Hospital School of Nursing, the University of Detroit, and the University of Michigan. She received a Doctor of Philosophy degree in health sciences from Touro University International. Dr. McDonagh's dissertation research was on healthcare governing boards and their impact on hospital performance. Dr. McDonagh currently serves on the boards of the Center for Healthcare Governance, Institute for Diversity in Health Management, National Patient Safety Foundation and the National Center for Healthcare Leadership.

Dr. McDonagh is active in many professional and community organizations. She won Telly Awards, a National Cable Television Award, in 2000 as host and creator of the program Focus on Health. She has been recognized for her leadership through many awards including fellowship in the American Academy of Nursing and the YWCA Academy of Women of Achievement Award.

Patricia Nedved, RN

Patricia Nedved currently serves as the associate vice president of professional nursing practice at Rush University Medical Center and has been at Rush since 2007. Prior to joining Rush, Ms. Nedved was the director of nursing at Resurrection Medical Center for six years. From 1989-2001, Ms. Nedved held a variety of clinical and leadership roles at Northwestern Memorial Hospital including director of patient care for their home infusion and home health care companies. Ms. Nedved has published in multiple journals and co-authored a chapter in Cancer Nursing: Principles and Practice. She has also presented at numerous international and national conferences. Ms. Nedved is a board member of the Sigma Theta Tau, Gamma Phi chapter and member of AONE, IONL and AACN. She is currently pursuing a fellowship in executive leadership from The Advisory Board Company in Washington, DC.

Patricia Niday, EdD

Patricia Niday has 30 years of healthcare leadership experience and is currently the assistant vice president and chief learning officer for Mountain States Health Alliance. Dr. Niday has published several articles and technical reports, most recently “Redesigning nurse staffing plans for acute care hospitals.” She has presented at multiple national meetings and has achieved over one million dollars of funding for educational and healthcare initiatives. One of her most notable accomplishments was the establishment of the “Niday Database.” Dr. Niday is also a TNCPE Examiner and achieved Magnet re-designation while she was the CNO at Johnson City Medical Center. Dr. Niday leads a team that is focusing on leader and staff member retention with more personalized learning for the learner and organization including incorporating trends and challenges for social learning, video for learning in on-demand and real-time formats, and performance for learning at the moment of need. Realizing that our learning journey never ends, she is working to ensure that our workforce has the knowledge and skills to compete and succeed. She is committed to working together realizing that the learning and development function is an integral component of and a key success factor in our ability to compete as a future healthcare Leader.

Rebecca Onie

Rebecca Onie co-founded Health Leads in 1996, as a sophomore at Harvard College, and served as its executive director from 1997-2000. At Harvard Law School, she was an editor of the Harvard Law Review and research assistant for Professors Laurence Tribe and Lani Guinier. Rebecca clerked for the Honorable Diane P. Wood of the U.S. District Court of Appeals for the Seventh Circuit and was an associate at Miner, Barnhill & Galland P.C., a civil rights and community economic development firm. During this time, Rebecca co-chaired Health Leads’ board of directors. In 2006, Rebecca returned as chief executive officer of Health Leads. In 2009, Rebecca was honored to receive a MacArthur “Genius” Fellowship, and in 2010, O! Magazine named her to its Power List of 20 women who are “changing the world for the better.” In 2011, she was named to Forbes Magazine’s Impact 30, recognizing the world’s top 30 social entrepreneurs. Most recently, she was named a Social Entrepreneur of the Year by the
Schwab Foundation. Rebecca is a World Economic Forum Young Global Leader, U.S. Ashoka Fellow, and member of the Young Presidents’ Organization, and the Mayo Clinic Center for Innovation External Advisory Council.

Anthony J. Perry, MD

Anthony Perry is the associate vice president for clinical affairs and an associate chief medical officer for Rush University Medical Center (RUMC) working as the chief medical officer for Rush University Medical Group, RUMC’s 450 member employed multi-specialty medical group. He has been working at Rush University Medical Center since 1991 and is also an associate professor of internal medicine. Previously, Dr. Perry worked as a clinical transformation officer in the Rush Office of Transformation. Dr. Perry was one of two physician members of this team and their work was a key part of RUMC’s successful deployment of an enterprise health record simultaneous to delivery of a major campus renovation and building program. He also sees patients as a member of the Rush University Senior Care geriatric medicine practice. Dr. Perry attended the University of Scranton for undergraduate studies. He completed medical school training at Thomas Jefferson University in Philadelphia. He completed a residency in internal medicine, chief residency in internal medicine, and fellowship in geriatric medicine all at Rush University Medical Center.

Pamela Puryear, PhD

Pamela Puryear is vice president, organization development and chief talent officer at Hospira, a $4.1 billion company with 16,000 employees worldwide. Dr. Puryear is responsible for leading strategy and implementation of programs and services that impact employees globally in talent management, learning and development, employee engagement, organization culture, and organization design. The team oversees integration management of acquisitions and activities related to divestitures, as well as performs analytics for tracking key organizational effectiveness metrics. Dr. Puryear previously worked in financial services for 10 years followed by a 12-year career as an independent organization development consultant. She focused on designing, implementing, and integrating sustainable solutions to maximize the value and effectiveness of human capital, specializing in strategic planning, leadership development, change management, and managing diversity. Dr. Puryear was formerly a member of the affiliate faculty of the Oliver Wyman Delta Organization & Leadership’s Executive Learning Center, Professional Coaches and Mentors Association (PCMA), the Organizational Development Network (ODN), the Society for Human Resource Management (SHRM), and adjunct faculty at the Presidio Graduate School. She and is currently a member of the board of trustees of Illinois Performance Excellence. She was also named a 2012 HR Rising Star by HR Executive Magazine. Dr. Puryear holds a PhD in Organizational Psychology, an MBA from Harvard Business School, and a BA in psychology with a concentration in organizational behavior from Yale University.

Jeffrey D. Selberg

Jeffrey Selberg currently serves as executive vice president and chief operating officer for the Institute for Healthcare Improvement (IHI), where he has overall responsibility for IHI’s operations and works closely with the leadership team to develop strategic partnerships, innovate new models of care, and develop and spread new definitions of patient safety. Prior to joining IHI, Mr. Selberg served for 12 years as president and CEO of Exempla Healthcare in Colorado. His broad range of experience spans 35 years in the healthcare field, including serving in several executive leadership positions such as president and CEO of Southwest Washington Medical Center/Clark United Providers, and executive vice president and chief of operations for Good Samaritan in Oregon. Mr. Selberg is currently chair for the McKesson Quest for Quality Committee of the American Hospital Association, and chair of the finance committee of the board for the Health Research and Education Trust. His primary area of interest is improving patient safety and clinical outcomes in patient care through the combination of effective public policy, system principles, and the development of highly functioning teams.

Bruce Siegel, MD

Bruce Siegel has an extensive background in healthcare management, policy, and public health. Before joining America’s Essential Hospitals (formerly the National Association of Public Hospitals and Health Systems), Dr. Siegel served as director of the Center for Health Care Quality and Professor of Health Policy at the George Washington University School of Public Health and Health Services. He also previously served as president and CEO of two
association members: Tampa General Healthcare and the New York City Health and Hospitals Corporation. In addition, Dr. Siegel has served as commissioner of health for the State of New Jersey. Dr. Siegel has led groundbreaking work on quality and equity for the Robert Wood Johnson Foundation, as well as projects for the Commonwealth Fund, the California Endowment, and the Agency for Healthcare Research and Quality. He also was ranked one of the “50 Most Influential Physician Executives” and one of the “100 Most Influential People in Healthcare” in 2011 by Modern Healthcare. Currently, he chairs the National Advisory Council for Healthcare Research and Quality. Dr. Siegel earned an AB from Princeton University, a Doctor of Medicine from Cornell University Medical College, and a Master of Public Health from Johns Hopkins University School of Hygiene and Public Health.

Lawrence G. Smith, MD

Lawrence Smith serves as vice president and physician-in-chief for North Shore-LIJ Health System and the dean of North Shore's School of Medicine, previously serving as CMO. Dr. Smith first joined North Shore as chief academic officer and senior vice president of academic affairs, and strengthened the health system's graduate medical education programs, expanded medical school affiliations, and was responsible for overseeing medical student education programs and academic faculty appointments. Dr. Smith served as dean and chairman of medical education at Mount Sinai Medical School in Manhattan, founder and director of the school's Institute for Medical Education, professor of medicine and an attending physician. At Stony Brook University Hospital he served as director of education and program director of the hospital's residency program in internal medicine. He is a member-at-large of the National Board of Medical Examiners and Board of Visitors of Fordham College, and former member of the board of directors of the American Board of Internal Medicine. In April 2011, Dr. Smith was elected to Mastership of the American College of Physicians. Dr. Smith is the first recipient of the Lawrence Scherr, MD, Professorship of Medicine at the North Shore School of Medicine. He was awarded the Dema C. Daly Founders Award by the Association of Program Directors of Internal Medicine and the Solomon A. Berson Alumni Achievement Award in Health Science by New York University School of Medicine. Dr. Smith earned a BS in physics from Fordham University and a medical degree from NYU SOM. He served as a captain in the Army Medical Corps at Fitzsimmons Army Medical Center in Denver.

John C. Staley

Jack Staley served as area managing partner of Ernst & Young's Lake Michigan Area from 1985 until retiring in 2001. From 1975 to 1977, he served as European Tax Practice Coordinator in their Continental European Headquarters. Currently, he is a trustee of DePaul University, a member of the Commercial Club, and previously served as chairman of board from 2001 to 2004. Mr. Staley serves on the board of eLoyalty and Hospira. Prior to its sale he served on the board of Centerpoint Properties. He also serves on the board of two privately held companies, a packaged meat processor and a for-profit school with campus locations around the country. He has served as chairman of multiple organizations and chaired many fundraisers in the Chicago area. He was a member of the American Institute of Certified Public Accountants and the Illinois CPA Society; and a lecturer on taxation in the graduate taxation program at DePaul University School of Law. He received his BS degree from the College of the Holy Cross and his JD from DePaul University School of Law. Mr. Staley also completed the Advanced Management Program of Harvard University’s Graduate School of Business Administration.

Bernadette Varnes, RN

Bernadette Bernadette Varnes is the manager of organizational effectiveness at Sentara Healthcare in Norfolk, Virginia. She is board certified in cardiovascular nursing and is a critical care clinical nurse specialist. Her clinical background is in a variety of settings to include: aerospace medicine in the United States Air Force, critical care, physician practice, cardiac invasive and non-invasive care, and clinical and fiscal outcomes management. However, the majority of her career has been concentrated in leadership roles in both nursing and human resources. In January 2012, Ms. Varnes accepted the role of manager of organizational effectiveness to follow her passion in leadership development. In this role she is responsible for consultation, design, development and/or delivery of leadership and organization development solutions and programs related to individual and team competency and capability development. She successfully launched Sentara's first Advance© program, which was developed to meet an organizational need to fill critical clinical leadership roles. Ms. Varnes delivers education, coaching, and talent review sessions related to Sentara’s talent management process. She led the development and implementation of Sentara’s
succession planning strategies. She holds a Bachelor and Master of Science in nursing with a specialization in business administration from Capital University in Columbus, Ohio.

**Dennis L. Vonderfecht**

Dennis Vonderfecht has served as president and CEO of Mountain States Health Alliance (MSHA) since 1990. MSHA is a not-for-profit healthcare system serving a 29-county area in Northeast Tennessee, Southwest Virginia, Western North Carolina, and Southeast Kentucky and is the largest system in the area operating 13 hospitals, 400 physician practices, health plan, primary/preventive care centers, and outpatient care sites. It won the 2005 and 2009 Tennessee Excellence Award, the 2012 Virginia U.S. Senate Productivity and Quality Award, and the National Quality Forum’s 2012 National Quality Healthcare Award. Mr. Vonderfecht has served as chairman of the Tennessee Hospital Association board of directors, chairman of the Hospital Alliance of Tennessee board of directors, chairman of the board of the Tennessee Center for Performance Excellence, and vice chair of the board for Premier, Inc. He has received the Distinguished Service Award and Meritorious Service Award from the Tennessee Hospital Association, the Regent’s Award from the American College of Healthcare Executives, the Ned R. McWherter Leadership Award from the Tennessee Center for Performance Excellence, and the Margin of Excellence Award and Honorary Alumni Award from East Tennessee State University. Mr. Vonderfecht obtained a BA from the University of Nebraska, Kearney, and he earned two Master’s degrees, MSPH and MBA, from the University of Missouri–Columbia. He also holds an honorary doctorate in administration from Milligan College.

**Kimberlydawn Wisdom, MD**

The Honorable Dr. Kimberlydawn Wisdom is a board-certified emergency medicine physician who practiced for 20 years at Henry Ford Health System (HFHS) in Detroit. She founded and directed the Institute of Multicultural Health at HFHS and a National Minority Quality Forum award-winning community-based health screening initiative entitled “AIMHI” (African American Initiative for Male Health Improvement). Dr. Wisdom is an adjunct assistant professor of medical education at the University of Michigan (UM) Medical Center, and serves as adjunct assistant professor in the department of health behavior and health education at UM School of Public Health. In February 2003, Governor Jennifer Granholm appointed Dr. Wisdom as Michigan’s first state-level Surgeon General to address Michigan’s health status. In April 2007, Dr. Wisdom returned to HFHS as vice president of community health education and wellness. She manages over $5 million in grant funding to address infant mortality reduction, childhood obesity prevention, and physical inactivity (Instant Recess®) and directed a $5 million Kellogg Foundation funded project called “Generation with Promise” aimed at reducing childhood obesity. Her responsibilities include LiveWell-the Wellness Center of Excellence, the Institute on Multicultural Health, Community Health Programs & Strategies, and organizational special projects. In March 2011, Dr. Wisdom was promoted to senior vice president of community health & equity and chief wellness officer. In February, 2012, Dr. Wisdom earned the “honorable” designation when she was appointed by President Barack Obama to serve as a member of the Advisory Group on Prevention, Health Promotion, and Integrative and Public Health.

**David F. Woolwine Jr.**

David Woolwine joined Sentara Healthcare in April 2005 as chief learning officer and is currently vice president, learning and organization development where he is responsible for the design and establishment of learning strategies enabling Sentara Healthcare to accomplish business goals and deliver improved efficiency and effectiveness. Mr. Woolwine implemented a system-wide talent management, succession planning, clinical simulation, and leadership and employee development programs. He has been instrumental in the development of Sentara’s customer service, electronic medical record and safety culture strategies and provides executive coaching using a variety of assessment tools and related coaching models. Before joining Sentara, he was director of human resources and director, leadership and organization development for Inova Health Systems in Falls Church, Virginia. Prior to his service at Inova, Mr. Woolwine worked with Ken Blanchard Companies, San Diego as a senior consultant/project manager. He is the founder and was President of C&D Associates of Virginia, a corporation that provided organization development, leadership development, and quality improvement consulting and training. Mr. Woolwine worked at Newport News Shipbuilding and served in the United States Air Force for six years. He received his BS in biology from Virginia Military Institute in Lexington, Virginia and his MSA in education-human resource development from George Washington University in Washington, DC.
LEADERSHIP DEVELOPMENT ENTERS THE ERA OF EVIDENCE-BASED MANAGEMENT

For close to 10 years, the National Center for Healthcare Leadership has been conducting industry-wide surveys of leadership development practices in healthcare settings. The goal of this work has been to track the sector’s success in adopting leadership development practices that historically have been much more prevalent in other industries. A science of leadership development has begun to emerge, one that can inform important strategic choices about leadership investments organizations make.

As the field has changed, so too has NCHL’s survey program. This past year, we made our most substantial changes to the survey since this initiative began, with an eye toward continuously incorporating the evolving science in pursuit of world-class leadership development. We began this effort by assembling a core team of academic scholars, each of whom was at the forefront of research in healthcare leadership development, talent management, and/or high-performance management systems. The core team helped evolve NCHL’s survey to fully include both published and unpublished findings in redesigning every part of the survey. We then assembled a seasoned team of practitioners to vet the survey against real-world considerations and ensure all items were as clearly and unambiguously interpretable as possible.

With the new survey finalized, we issued a call to the field for healthcare leaders to participate in building the evidence base to support its use. Over 100 health systems responded, providing us with rich descriptions of all aspects of their leadership development systems, as well as organizational descriptions that can aid in making more appropriate cohort comparisons.

In 2014 we will be pursuing three initiatives to take this important work forward. First, this winter, the results of this research will be made available to the field in a white paper on our public website. Second, we will provide interested organizations the opportunity to benchmark their own practices against peer organizations across the country. This service will be made available to all NCHL organizational members in appreciation of their support, and will also be available to interested non-member organizations at a modest cost, which will help to support ongoing development of the survey work moving forward.

Last but not least, we will be providing formal recognition for organizations that have distinguished themselves by making particularly strong investments in their future leadership. Such recognition programs already exist in other sectors; NCHL’s recognition will be unique both in its focus on the health sector as well as its emphasis on evidence-based practice.

NCHL wishes to thank Hospira, whose generous support made the 2013 Leadership Survey a reality, as well as our academic and practitioner advisors Matthew M. Anderson (Rush University); Yvonne Gardner (Sutter Health); Kevin S. Groves, PhD (Pepperdine University); Linh Lawler (NorthShore University Health System); Ann Scheck McAlearney, ScD (The Ohio State University); Amy Schoeny (Advocate Health Care); and David F. Woolwine (Sentara Healthcare), whose input helped ensure both the rigor and relevance of this work.

Please see the enclosed list of hospital and health system participants from this year’s national survey.

For more information about NCHL’s National Health Leadership Survey, please contact Cara Gallagher at cgallagher@nchl.org.
CONGRATULATIONS TO JOHN BLUFORD
President and CEO of Truman Medical Center
Kansas City, Mo.

2013
GAIL L. WARDEN
LEADERSHIP EXCELLENCE

Also:
2013 Recipient of the
Modern Healthcare CEO IT Achievement Award

Modern Healthcare

New features
Larger type
More takeaway
Best practices
Industry leaders
Data points
More analysis
Regional news
Newsmakers

New look. Expanded content.
Providing more of what today’s leaders need to guide our industry.

LIKE ALL LEADERS in the healthcare industry, Modern Healthcare listens to and seeks input from our customers: our readers and advertisers.

We asked for your input to make the nation’s only healthcare business newsweekly even better, you gave us many great ideas, but stressed that one thing should never change: the TRUST you’ve placed in us over all other media, to deliver the information you need to make critical decisions daily. It won’t.
EVENT SPONSORS

North Shore LIJ
Catholic Health Initiatives®
A spirit of innovation, a legacy of care.

Catholic Health Initiatives®
A spirit of innovation, a legacy of care.

American Hospital Association
Hospira
Advancing Wellness™

SPONSORS

INT INTEGRATED HEALTHCARE STRATEGIES
UPA University Physician Associates
Catholic Health Initiatives®
Health - Teaching - Innovating
sodexo
Morrison Healthcare
Premier
Henry Ford Health System
Owens & Minor
UHC
TMC Truman Medical Centers
Froedtert & Medical College of Wisconsin
OMC
Baylor Scott & White Healthcare
Je Dunn Construction
Cerner
TMC

MEDIA AND EVENT SPONSOR

Modern Healthcare

NCHL 2013 HUMAN CAPITAL INVESTMENT CONFERENCE AND LEADERSHIP AWARD
NATIONAL CENTER FOR HEALTHCARE LEADERSHIP

GAIL L. WARDEN LEADERSHIP EXCELLENCE AWARD

NCHL named the award in honor of Gail L. Warden, founding chairman of the NCHL Board, President Emeritus of Henry Ford Health System, and one of healthcare’s foremost leaders. This distinction is made in recognition of his remarkable accomplishments as an innovator in healthcare delivery, community wellness, and health policy, and as a mentor and inspiration to future generations. Gail has truly been a force for change in healthcare. This enduring tribute is in recognition of his legacy of leadership.

LEADERSHIP AWARD RECIPIENTS

2013 John W. Bluford III
President & CEO, Truman Medical Centers

2012 Mitchell H. Katz, MD
Director, Los Angeles County Department of Health Services

and

Margaret E. O’Kane
President, National Committee for Quality Assurance

2011 Michael J. Dowling
President & CEO, North Shore-LIJ Health System

2010 Robert H. Brook, MD, ScD
Distinguished Chair, RAND Health, Professor of Medicine & Health Services, UCLA,
Director, UCLA/Robert Wood Johnson Clinical Scholars Program

2009 Denis A. Cortese, MD
Former President & CEO, Mayo Clinic

2008 Patricia A. Gabow, MD
Retired CEO, Denver Health

2007 Thomas M. Priselac, MPH
President & CEO, Cedars-Sinai Health System

2006 Richard J. Davidson
Retired President, American Hospital Association

and

Gary A. Mecklenburg
Retired President & CEO, Northwestern Memorial HealthCare

2005 William H. Nelson
Former President & CEO, Intermountain Healthcare

SAVE THE DATE

NOVEMBER 18, 2014

2014 Human Capital Investment Conference & Gail L. Warden Leadership Excellence Award
HOW “THINKING OUTSIDE-THE-BED” TRANSFORMED A MEDICAL CENTER AND ITS COMMUNITY UNDER THE LEADERSHIP OF JOHN BLUFORD

JOHN W. BLUFORD III
President and Chief Executive Officer
Truman Medical Centers

EDUCATION
Bachelor of Arts, Fisk University
Masters of Business Administration, Kellogg School of Management, Northwestern University
Harvard University’s Executive Program in Health Systems Management

CAREER
Founder and President, Bluford Healthcare Leadership Institute, 2012–present
President and CEO, Truman Medical Centers, 1999–present
CEO, Hennepin County Medical Center, 1993–1999
Executive Director, Metropolitan Health Plan, 1983–1999
Deputy and Associate Administrator, Hennepin County Medical Center, 1981–1983
Administrator, Pilot City Health Center, 1977–1981
Evening/Weekend Administrator, Cook County Hospital, 1974–1977

AWARDS
Modern Healthcare CEO IT Achievement Award, 2013
National Minority Quality Forum Booker T. Washington Award, 2012
Becker’s Hospital Review 40 of the Most Powerful People In Healthcare, 2012
Northwestern University’s Kellogg School of Management Laura G. Jackson Award for exceptional leadership in the healthcare industry, 2011
Modern Healthcare Top 100 Most Influential, 2006

PROFESSIONAL AFFILIATIONS
Adjunct Faculty, Department of Health Services Administration Program, University of Alabama-Birmingham, 2003–2007
Preceptor, Master of Healthcare Administration Program, University of Minnesota, 1990–1999
Adjunct Professor, New York University, Wagner Graduate School of Public Service, 1992–1996
Fellow, American College of Healthcare Executives

CURRENT BOARD MEMBERSHIPS/LEADERSHIP POSITIONS
Former Chair, American Hospital Association Board of Trustees
Chair-elect, American Hospital Association Equity of Care Committee
Former Chair, National Association of Public Hospitals and Health Systems Board of Trustees
Member, America’s Essential Hospitals Institute Board of Trustees
Member, Joint Commission Resources Board of Directors
Member, Fisk University Board of Trustees
Member, Delta Dental of Minnesota Board of Directors
Member, University of Missouri–Kansas City Board of Trustees

The National Center for Healthcare Leadership (NCHL) is proud to recognize John W. Bluford III and the leadership he has brought to Truman Medical Centers (TMC), transforming it into a forward-thinking academic medical center that has carved out new ways to improve population wellness and achieve organizational excellence. With nearly 15 years as CEO at TMC, Mr. Bluford has provided a blueprint to achieve cultural change by incorporating all members of the team into the process, while simultaneously enhancing surrounding communities. His penchant for service, mentoring, and leadership development is further inspired by the creation of the Bluford Healthcare Leadership Institute, which exposes outstanding college students to opportunities in the field. Mr. Bluford has demonstrated how innovative leadership, dedication to the pursuit of excellence, and a commitment to continuous improvement can permanently improve healthcare.

If you want to understand John Bluford’s leadership style, then you must understand the game of basketball. Because it was the skills he learned as a point guard—growing up in Philadelphia and South Carolina and as a member of the Fisk University basketball team—that formed his leadership skills. He learned to be the facilitator who created the relationships that made the players collectively better. He learned to adapt to changing situations—sometimes being aggressive, nimble, and quick, and other times being thoughtful and strategic. He learned to assume responsibility for directing outcomes. He learned to be the coach on the court. And that is exactly the role that Mr. Bluford has played as chief executive officer of Truman Medical Center where he has drawn on his leadership acumen to coordinate a team of 4,000 employees to transform an underperforming, safety-net hospital into a forward-thinking, high-performing organization and premier ‘quality-net’ healthcare provider.

Q. You’ve held several leadership positions in your career; what about being a leader appeals to you?

I like serving in a leadership role because I trust my ability to move the team to success rather than depending on someone else to do it. When I was the point guard on the basketball court, I learned to create a vision of what was happening on the court. I could see all the players and I would make adjustments accordingly. I learned not to worry about the guy guarding me now; rather I focused on the next defensive player. So I developed a skill to look ahead and anticipate what’s happening at the next level and the next stage and prepare for the progression of change. Business is the same thing. Healthcare is complex and...
changing, especially at a complicated academic medical center like Truman. It requires stamina, perseverance, tenacity, and endurance to push past obstacles.

Q. What skills set you apart?
In basketball, independent of my skill level, nobody played harder than me. I carry that same mentality to the workplace every day. And, when the right people surround you, that mentality is contagious—it creates a corporate metabolism. And I think it’s that metabolism that drives my institution.

Q. Despite the hospital’s storied history, you described the situation at TMC when you got there in 1999 as inconsistent, complacent, and burdened with poor morale. Where did you begin?

My team spent a lot of time listening to the rank and file to hear their issues and their ideas for solutions. We listened intensively to everyone, every day, including holidays and weekends and nights. We listened with earnest and in 60 days came back with a game plan based on four messages: First, we would become a quality organization with good outcomes and excellent customer service; second, we would be an aesthetically pleasing environment—a clean institution for our employees and for our patients. Our third priority would be to use technology as a strategic asset. And fourth, we would be the employer of choice for choice employees. We continue to perpetuate those four messages today.

Q. What did the employees need to hear from you as their leader?

Everyone had to understand that we weren’t going to rock the boat; we needed to sink the boat and build a better one. And then they needed to see our team as agents of change. For us to elevate ourselves we had to throw off the negative internal and external perceptions of a safety-net hospital and we had to become significantly better. So the process began with two central components: I needed to build my own team and I needed support from the Board. I recruited a team including six people from my previous employer at Hennepin County Medical Center and I hired six more; that was a great advantage. And the Board of Directors stood behind us all the way; that support was tremendous.

Q. As a safety-net hospital, what role did community support play in TMC’s transformation?

Support from external constituents was critical. I tried to meet one-on-one with every civic, political, business, and religious leader in the metro area. I met with them personally so they could hear from me and understand the vision of Truman that we were building and the valuable asset it could be to the entire community and their respective constituents. To their surprise, I didn’t ask for money. But I did ask for their advocacy and support when I needed it.

Q. And, did you get it?

In April 2013 we needed to pass a $26 million tax levy to fund health services; it went before the voters of Kansas City and passed with 75 percent approval. And I believe it passed because of two things. First, we have built a quality product, and second, we have created tremendous community equity. When Truman was on the ballot, everybody knew us; we have truly become a community hospital that cuts across all economic strata. Without question, in my mind, we have transitioned from a safety-net hospital to a quality-net organization.

Q. What were some of the biggest obstacles you faced at TMC?

When I came to Truman from Hennepin County in Minneapolis, I went from a community with a liberal, highly educated workforce with strong public schools to a different community context. In our quest for greater literacy and education, one of the early things we did was send two dozen of our front line people to the Disney School for Customer Service. That was very inspiring—some of those employees had never flown on a plane. They came back and were very excited and all set to make change until they ran into their supervisors who didn’t go to Disney and didn’t understand the changes they were trying to bring. We learned that spot training and sending staff off for a week and expecting them to help change a culture wouldn’t work. We determined that the first thing we needed would be “in-reach”—we had to change ourselves and our internal perceptions of who we were.

Q. So you had to change the culture at TMC?

That’s exactly what we had to do and we began the process of change from the ground up. We created a corporate academy. When we started we thought we would get young staff from food service and environmental services preparing for their GEDs. Instead we attracted men and women with decades of service to Truman, some who were barely literate. To get our employees to enroll we had to win their trust; we did that with cajoling and a lot of one-on-one mentoring. We now do everything from GED preparation to master degree classes on campus; we have had over 5,000 participants over 14 years and we have awarded 282 degrees. What you learn in that situation is that leadership is both about the individual and the team. Now we are taking our academy a step further. Our new director has initiated a program to provide classes for the high school students of our employees who may need help
with schoolwork. They can come in for coaching and tutoring to get the help they need. As you can see, this is not just about improving Truman. This is about enhancing our community.

Q. That’s consistent with other community outreach programs at Truman, which you coined “thinking outside-the-bed.” What was the genesis of that program?

That came from my stint as an epidemiologist, when I worked at the Centers for Disease Control (CDC) before starting graduate school, and then later when I ran a community health system. I learned about public health and population management, and saw the need to create a mindset of wellness for our patients. At Truman, we developed a program to reach into the community with health management, wellness, and preventive medicine programs. Elements include a health and wellness center in a library; a fresh produce market held weekly on the campuses of both of our hospitals that provides healthier eating choices; and recently we took an old city bus and made it into a mobile produce market that makes nine stops throughout the urban core each week. Now we are trying to raise $5 million to leverage another $6 million to build a full-service grocery store about seven blocks from the hospital—in a food desert—to see if we can improve our patients’ health. About 70 percent of our patients—70,000 people—have chronic diseases like diabetes, hypertension, congestive heart failure, chronic obstructive pulmonary disease (COPD), asthma, and sickle cell anemia. All of these illnesses are nutritionally related. Eventually, we hope to create an electronic crosswalk that will enable us to look at our patient base and patient information and see what they are buying at the grocery stores and see how that is affecting healthcare outcomes. This is another example of how we are reaching into the neighborhoods to help our patients improve their own health.

Q. What role did your mentors play in your quest to change TMC’s culture?

Changing the culture of an institution is a lot of hard work. It requires consistency and an appreciation for the human experience. I learned from many different mentors that it is necessary to forge relationships with people of all different stripes. You can find teachers and mentors in all shapes and forms, especially within the rank and file of an organization. Some of my best mentors are our nurses and administrative assistants; I learned the importance of engendering the trust of those individuals who may not have a senior position, but who know the history of an organization. Essentially I appreciate anybody who is good at what they do. And, I learned the importance of establishing relationships with influence brokers. As I sit in my office, I am not seeing patients, I am not a nurse, I don’t take x-rays, I don’t keep the hospital clean. I appreciate those people who do all of that work. If you don’t understand their roles and respect and promote them, then I don’t see how you can be a successful leader in a hospital setting. I fully appreciate the notion that the customer comes second. If you take care of employees and your team, the rest will follow.

Q. What do you look for in your hiring decisions?

Employees shape the culture of an institution and the same is true at Truman. I focus on interpersonal skills in my hiring decisions. By the time a candidate comes to me, I know they have the technical expertise. I am always looking for the intangibles: how does this person match with the mission of the organization? Is there a passion toward the mission? And I look for communication skills, both written and verbal. With passion and communication skills, we can make things work and we can make great things happen. One of my passionate beliefs is that voicemail is the root of all evil. People need to talk to each other and get to know each other and create conversations. That’s where the relationship begins.
Q. How would you describe your leadership style?
I think of my leadership style as very participatory; it’s the only way to achieve our goal which is to consistently improve to be number one in marketplace service. To do that, you must galvanize and motivate lots of people. I am constantly pursuing talent. But I also strive to recognize weakness in our talent pool so I can do one of two things: either improve the skill sets or put that person in a position where they can succeed. What’s important is to manage relationships and not people. By the time you get to the executive level if you are still managing people you have the wrong people working with you. You need to manage the relationships, because that will move the organization. It’s like being the mother of a large family. Or, it’s just like being the point guard on the basketball team.

Q. And your leadership weakness?
Well, I am not as quick to praise a good deed because I am always looking ahead for the next thing. I am trying to work on that. I can also put too much pressure on people. So now I am trying to find the right balance for the team.

Q. As CEO of a prominent healthcare provider, what are your expectations for the Affordable Care Act?
If it’s implemented as designed, Truman will do well because it converts uncompensated care to a payor source. If things don’t pan out, we won’t get the benefits of a new paying customer and then we will be in a deficit position. In general, the Affordable Care Act pursues all the right incentives for prevention and wellness but at the same time we need to figure out the country’s social and economic problems and their effect on healthcare outcomes. We have a sizable portion of Gross Domestic Product (GDP) committed to healthcare spending yet a low percentage of GDP associated with social services. That’s the problem.

Q. You are the first African-American winner of this award and you are one of the few African-American leaders of a major healthcare provider in the U.S. How has the issue of race affected your career and leadership?
Early in my career, I didn’t have a sense that race was a huge issue. One of my first jobs—while I was in graduate school—was as the evening/weekend administrator at Cook County Hospital in Chicago. The bigger issue then was that I was perceived as too young to have the control that I had. I tended to address that filter rather than filters about race. Questions about race are always sensitive. Race is always there, even if it doesn’t come up in conversation. What I say is that I have been an African-American all my life and I just don’t know anything different. My advice to my African-American colleagues is to get over it and move on. Just work harder, smarter, longer, and make a positive difference.

Q. Basketball gave you your leadership skills, but what influenced your commitment to community?
I was influenced by a sense of service from my family. My mother taught special education for 35 years in Philadelphia. My grandfather was a dentist who worked with underserved populations and his brother was president of a college in North Carolina. My father was a policeman and my other grandfather was a postman. I used to get up at 5:30 every morning to have breakfast with him before he started his postal route. All my life I would get to work at 6 or 6:30. These are the things that shaped my value system.

Q. What is the leadership issue that keeps you awake at night?
I don’t see the passion and drive among many young associates. I am always looking for somebody who is hungry, who is afraid of failure. That’s a good thing. A lot of young people today are smarter than my generation, but they don’t have the same drive. When I find young people who are both smart and driven, now that’s a dangerously positive combination. I also worry about that fact that the graduate management education programs have stopped their residencies and the one-on-one mentoring programs that are so critical. The University of Minnesota still has a program where mentors spend time with students; however, the pace of the business has made it difficult to find time to sit down with students. That’s hurting healthcare’s future leadership pool.

Q. And you are doing something about that leadership void with the Bluford Healthcare Leadership Institute that you founded in 2012. What prompted you to create this?
It’s no secret that there’s a dearth of minority representation among healthcare leaders. The Bluford Institute was created to identify college students with ambition, talent, and leadership skills, and expose them to the opportunities in healthcare. Our first class of 12 students spent two weeks here over the summer and next summer they will have paid full-time internships with notable healthcare companies. The Bluford Institute is intended to mimic the Bush Fellowship Program that afforded me the opportunity to attend Harvard. The goal is to inspire the possibilities that exist in healthcare and to help the next generation envision themselves assuming critical leadership roles.
Congratulations

UHC and its members honor:

John W. Bluford
Recipient of NCHL’s
2013 Gail L. Warden
Leadership Excellence Award

Thank you for your commitment to quality and leadership.

BaylorScott&White Health

congratulates

John W. Bluford, III

on receiving the

2013 Gail L. Warden
Leadership Excellence Award

At INTEGRATED Healthcare Strategies, we appreciate those who work to make healthcare better for everyone. That’s why we’re proud of our friend John W. Bluford, III, as recipient of the 2013 Gail L. Warden Leadership Excellence Award. His tireless efforts to improve the health of entire communities serve as an inspiration for all of us.

BaylorScott&White Health

congratulates

John W. Bluford, III

for receiving the

2013 Gail L. Warden Leadership Excellence Award

We salute your dedication to transforming healthcare.

Premier, Inc.

congratulates

John W. Bluford, III

for receiving the

2013 Gail L. Warden Leadership Excellence Award
CRITICAL CAREER INFLECTION POINTS FOR WOMEN HEALTHCARE EXECUTIVES

Although women make up the majority of the healthcare workforce, they often experience career advancement challenges and remain significantly underrepresented in hospital chief executive officer (CEO) positions (Lantz, 2008; Hoss, Bobrowski, McDonagh, and Paris, 2011). The most recent periodic survey conducted by the American College of Healthcare Executives (ACHE) shows only 12% of women achieved the hospital CEO position. More importantly, ACHE’s periodic surveys have shown this gender disparity has changed very little over the past few decades (ACHE, 2006).

In 2012, NCHL analyzed the career trajectories of 20 successful female healthcare executives to determine the factors that generate inflections in their careers. We wanted to fill in the gaps of previous literature and answer the following questions: What are the career inflection points of women who reach the CEO position? Do inflection points differ over the career trajectory? Do the inflection points vary because of entry-level functional background? Are there any organizational support factors that influence the career trajectory of women?

What are the career inflection points of women who reach the CEO position?
Do inflection points differ over the career trajectory?
Do the inflection points vary because of entry-level functional background?
Are there any organizational support factors that influence the career trajectory of women?

Previous studies have identified potential factors that affect the career advancement of women in the hospital industry. Existing research, however, is primarily cross-sectional and often does not contain sufficient information to determine causality. It lacks careful theorizing about the factors that impact gender inequality in CEO positions over time. Given that careers are longitudinal, complex, and dynamic, it is important to analyze the span of an executive’s career to see how they inflect, or changes direction, over time. We defined an inflection point as, “a turning point after which a dramatic change, with either positive or negative results, is expected to result.”

For each of our 20 respondents, we constructed a career narrative presenting their work history, the contextual factors, and the career choices they made.

The women in our study discussed the important education and training inflection points including obtaining a graduate degree in health management, completing an administrative residency or fellowship, attending leadership training, and receiving with executive or leadership coaching. Most of the respondents completed administrative fellowships and expressed the importance of this early career experience.

Other critical inflection points were related to work experience (getting enterprise-wide or system-wide assignments, moving from a single clinical area to a broader one); management of one’s career (aspirations to be a CEO, voicing these aspirations, risk-taking, having a formal career plan, and changing organizations in order to move to a position with greater responsibility); social relationship and networking (taking on high visibility positions, professional association participation, women’s group membership, serving on community organization boards); work/life balance (support of their significant other, as well as family constraints); and mentorship and sponsorship (someone with power and influence within their own organization advocated for them).

We found that there are a number things an organization can do to support women advancing to executive roles, such as:

• Proactively engage employees about career opportunities
• Develop mentorship and career planning programs
• Encourage early careerists to take risks
• Offer cross-division training to broaden work experiences
• Sponsor graduate education, fellowships, and executive coaching
• Expand membership in high visibility positions or projects
• Support women’s groups and women’s networking events
• Develop a strategy and culture that supports diversity
• Ensure women are represented on governing boards

Findings will be published in an upcoming white paper and peer-reviewed journal articles.

NCHL wishes to thank Hospira, whose generous support made this research possible and for their continued support of research in this area.

For more information, contact Christy Harris Lemak at clemak@nchl.org.
Recognizing excellence.

The Life Sciences and Health Care practice of Deloitte congratulates John W. Bluford, III, President and CEO of Truman Medical Centers, on receiving the 2013 Gail L. Warden Leadership Excellence Award.

Catholic Health Initiatives is a national nonprofit health system with headquarters in Englewood, Colo. The faith-based system operates in 18 states and includes 87 hospitals; 40 long-term care, assisted- and residential-living facilities; two academic medical centers; two community health-services organizations; two accredited nursing colleges; and home health agencies. CHI is the nation's third-largest faith-based health system, with annual operating revenues of more than $12 billion and approximately 85,500 employees. In fiscal year 2012, CHI provided more than $715 million in charity care and community benefit, including services for the poor, free clinics, education and research.
RUSH UNIVERSITY

Rush is a not-for-profit academic medical center comprising Rush University Medical Center, Rush University, Rush Oak Park Hospital, and Rush Health.

Rush University is home to one of the first medical colleges in the Midwest and one of the nation’s top-ranked nursing colleges, as well highly-ranked graduate programs health systems management and allied health. Rush’s Department of Health Systems Management operates under a practitioner-teacher model, in which the majority of courses and internships are led by practitioner faculty members who are leaders at Rush and other major healthcare institutions. Practitioners work in close partnership with a team of academic faculty and staff who oversee day-to-day operations and set direction for the department’s program of scholarly activity. The department’s MS-HSM program is CAHME-accredited and recognized as a top ten program by U.S. News & World Report.

The Rush Center for the Advancement of Healthcare Value in Health Systems Management is dedicated to strengthening the evidence base for transformational improvements in healthcare value. The Center is unique, because of its deep integration with the practice community, with results directly informing improvements in quality and safety, efficiency and the patient experience.

UNIVERSITY OF MICHIGAN

The mission of the University of Michigan (U-M) is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future. Its School of Public Health (SPH) seeks to create and disseminate knowledge with the aim of preventing disease and promoting the health of populations in the United States and worldwide. SPH is especially concerned with health equity and thus has a special focus on disadvantaged populations who suffer disproportionately from illness and disability. SPH serves as a diverse and inclusive crossroads of knowledge and practice, with the goal of solving current and future public health problems.

U-M’s Department of Health Management and Policy (HMP) seeks to cultivate academic and healthcare leaders who create and apply evidence-based knowledge to enhance the health of individuals and communities. HMP offers graduate programs in health services management, health policy, and health services research. U-M’s graduate program in health management and policy has been ranked #1 by U.S. News & World Report since 1993, confirming the contributions that its 4,000+ graduates are making as leaders in health care, public health, and policy throughout the world.

The Griffith Leadership Center (GLC) in Health Management and Policy was established in 2004 to cultivate exceptional leaders who will transform health and healthcare for a changing world. The GLC works to strengthen and catalyze connections among research, teaching, and practice in health management and policy.
DEVELOPING PHYSICIAN LEADERSHIP TALENT – LEARNING FROM LEADING HEALTH SYSTEMS

Meeting the challenges facing healthcare organizations today requires not just great leaders, but great physician leaders. The most successful organizations are fundamentally re-thinking and redesigning care delivery at the frontlines of medicine, and taking steps to build an effective physician leadership pipeline. Physicians are ideally positioned to be a catalyst for organizations to help navigate the transformation.

The National Center for Healthcare Leadership’s (NCHL) Physician Leadership Development (PLD) Council surveyed leaders in the field this year to get a snapshot of existing PLD programs and to benchmark their own programs. This summer 25 organizations completed the PLD survey; follow-up interviews with healthcare system leaders are being conducted to calibrate the survey findings. The results will inform NCHL’s upcoming PLD white paper later this year.

What We Learned

The size of PLD programs averaged 30 physicians per year, with the range between 12 to 100 physicians. Most programs were 6 to 12 months in length, but 16% were 24 months or more. The top organizational objectives of the PLD programs related to organizational strength or performance.

PLD programs prepared physicians primarily for executive leadership and management roles. CMOs and CEOs were most actively involved in the design, development, implementation and evaluation of PLD programs. 76% of organizations reported that a co-leadership learning program is offered, or being developed, for physicians and administrators. 68% of organizations reported that a co-leadership learning program is offered, or being developed, for physicians and nurses.

PLD programs were designed to develop a range of competencies, however the focus was most often on communication skills, critical thinking and decision making, emotional intelligence, financial acumen, change management, and strategic leadership. Competencies were addressed using a variety of methods emphasizing real-time and inter-professional learning.

Although 76% of organizations reported using an organizational team to evaluate the effectiveness of the organization’s PLD program, only 40% of organizations reported that the participant’s direct manager was asked to provide feedback on their work and progress.

The biggest challenge faced, by far, in developing physician leaders was the availability of physicians to participate in PLD programs. 44% of organizations reported offering release time; 28% reported offering financial compensation; and 24% reported offering a non-monetary reward. Other challenges included: compensation structures do not adequately reward leadership; the ability to identify leaders and spread programs across large systems; and the need for additional dollars and resources to enhance the program.

Thanks to Our Physician Leadership Development Survey Participants

Advocate Healthcare  
Banner Health  
Beth Israel Deaconess Medical Center  
Bon Secours Health System, Inc  
Carolina HealthCare System,  
Catholic Health Initiatives,  
Christiana Care Health System  
Cincinnati Children’s Hospital Medical Center  
Cleveland Clinic  
Cone Health  
Emory University  
Henry Ford Health System  
Lucile Packard Children’s Hospital at Stanford

Mayo Clinic  
Memorial Hermann  
North Shore-LIJ Health System  
OhioHealth  
Rush University Medical Center  
Sentara Healthcare  
Spectrum Health  
Stanford Hospital & Clinics  
Sutter Health  
UnityPoint Health  
University of Pennsylvania Health System  
University of Wisconsin-Madison Medical Foundation

For more information, contact Christina Jack at cjack@nchl.org.
HEALTH SYSTEMS ORGANIZATIONAL EXCELLENCE INITIATIVE

SUPPORTING HIGH-VALUE HEALTH SYSTEMS RESEARCH: THE ORGANIZATIONAL EXCELLENCE PROJECT

In recent years we have witnessed unprecedented growth in the quality and transparency of health systems data in the United States. As in many other fields, the availability of these datasets are outpacing our capacity to fully and intelligently leverage them for the insights they can provide.

NCHL launched the Health Systems Organizational Excellence initiative ("OrgX") to help accelerate the leveraging of available data for performance improvements. Through the group's early efforts, an agenda of three core areas of activity was identified:

1. **The Health Systems Data Initiative.** Envisioned as a sister activity to the Department of Health & Human Service’s Health Data Initiative (http://www.hhs.gov/open/initiatives/hdi/), the HSDI will develop accessible resources for identifying, accessing, and appropriately using publicly available data sets for studying organizational performance.

   Through the provision of organizational research tools such as automated identification of organizational “twins,” HSDI will lower the entry barriers for scholars and practitioners to access these valuable data sets for research and process improvement work, thereby enhancing the capacity of organizational scholars and practitioners to contribute to the science of health systems improvement.

2. **Conference of Academic Healthcare Researchers and Experts (CAHRE).** How might we improve our understanding of the future in ways that help us better prepare for it? Economists and pollsters have mastered the craft of aggregating expert opinions in ways that help us understand what consensus opinions look like. By applying their approaches to the perspectives of health services researchers and practitioners, we may be able to more quickly understand and absorb the implications of key health sector changes. CAHRE proposes to develop just such a platform, in conjunction with key association partners.

3. **OrgX Challenges.** How can we best align the work of management scholars with their truly pressing management decisions the field of practice is facing? The Challenges initiative seeks to create a platform through which practice-based decisions that would benefit most from rigorous analysis can be posed to management scholars.

   The initiative will use an approach similar to the crowdsourcing structure set up by the U.S. General Service Administration (http://challenge.gov/), with the opportunity for sponsorship and other resource awards provided to the most helpful responses.

NCHL wishes to thank Hospira whose generous support got the 2013 OrgX initiative off to a strong start, as well as the OrgX project’s academic leads:

- Eric Ford, PhD, University of North Carolina at Greensboro
- Jeffrey Helton, PhD, Metropolitan State University of Denver
- Timothy Huerta, PhD, The Ohio State University

*For more information about the OrgX initiative, please contact Marie Rowland at mrowland@nchl.org.*
CONGRATULATIONS TO OUR COLLEAGUE

JOHN W. BLUFDORD, III

on being honored with the 2013 Gail L. Warden Leadership Excellence Award for your outstanding contributions to creating a culture of safe patient care.

We are proud to join the National Center for Healthcare Leadership in support of your achievements.
We applaud

**National Center for Healthcare Leadership**

for your work to ensure that
high quality leadership is available
to meet the challenges of delivering
quality patient healthcare
in the 21st century.

And we congratulate

**John W. Bluford**

this year’s deserving recipient of the
**Gail L. Warden Leadership Excellence Award**

Richard D. Goldstein
Chairman, Board of Trustees

Michael J. Dowling
President & Chief Executive Officer