

TEXAS HEALTHCARE TRUSTEES

Trustee

Bulletin

The Business Case for Quality Care

After years of pain, John R. needed a total knee replacement. In seconds, he was able to obtain information about his local hospital and other facilities in the area (and around the country) that performed the procedure. He got information on the number of procedures performed each year, complications and recovery ratings plus procedure costs and insurance.

In today's wired world, it takes just seconds to get comprehensive health care data. Even more important, consumers and businesses alike are demanding access to this information. According to Starr West, the Texas Hospital Association's director of health care quality, the demand for health care data is at an all-time high and will continue to increase. "Today's businesses and consumers are looking to find the best quality and value for their health care dollars," West says. "They are turning to companies that compile data and 'grade' hospitals, physicians and nursing homes. Consumers and businesses alike are demanding this 'transparency' or access to health care data to make the best decisions," she adds.



In October, HealthGrades, an independent health care quality company based in Lakewood, Colo., released its most recent study ranking almost 5,000 hospitals nationwide. The company provides rating information and advisory services to health care providers, employers, health plans and insurance companies. Through its Web site, www.healthgrades.com, HealthGrades provides consumers access to information about health care providers and practitioners and provides liability insurers, employers and payers with critical information about health care quality.

Each month, 1 million consumers visit the HealthGrades Web site to find health care quality information.

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Trustee *Bulletin*

The *Trustee Bulletin* is produced by the Texas Healthcare Trustees in cooperation with the Texas Hospital Association.

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HealthGrades reports that more than 70 million pages are viewed per year on the company's Web site. In addition, more than 125 Fortune 1,000 companies use HealthGrades' hospital quality tools, including more than 50 of the Fortune 500. The companies use the data to evaluate their business risk, select health plans and pick the best quality for their employees.

HealthGrades performs a study each year, rating the quality of each of the nation's nearly 5,000 hospitals in 28 separate procedures and diagnoses, from treating a life-threatening heart attack to life-altering knee replacement surgery, with each hospital given a one-, three- or five-star rating. A five-star rating in a given category reflects performance statistically better than expected, a three-star rating reflects care at an expected or average level, while a one-star rating reflects care significantly worse than expected. The study and rankings are available, free of charge, at www.healthgrades.com.

This year, the study also examined survival rates in high-volume procedures in the nation's top 25 metropolitan areas and ranks those cities in terms of overall quality and improved quality. Cleveland, Ohio, ranked first in quality performance by metropolitan statistical area. Closer to home, Houston ranked 15th and Dallas ranked 21st.

The study found that overall quality improved from 2000, but that it varies greatly from city to city and hospital. "When we looked at the data, we were very pleased to learn that overall hospital quality is improving," says Samantha Collier, M.D., HealthGrades vice president of medical affairs. "But it's important to note that quality varies widely from hospital to hospital and from procedure to procedure. We encourage everyone to do their homework and research hospitals before they check in."

THA's West says consumers and businesses alike are doing just that. "More and more, consumers and businesses are turning to analyses and studies that rate a hospital's quality. They are considering these data when making a hospital choice, which becomes very important as computer-savvy consumers demand the best quality for their money."

The HealthGrades study ranked quality for 28 procedures, covering cardiac care, orthopedics, vascular surgery, neurosciences, pulmonary medicine, gastrointestinal services and critical care. HealthGrades updates the hospital

ratings annually and analyzes the most recent three-year period for which national data of this type are available. The current study includes the years 2001-2003.

With consumers, employers and payers turning to Web sites such as Healthgrades.com to get critical information about health care quality, informed hospitals will have a plan for making data readily available and for providing the best information to assess and improve their quality of care. Concludes West, "Health care quality information has become a new business imperative."

For more information, contact HealthGrades, 44 Union Blvd., Suite 600, Lakewood, Colo. 80228, 303/716-0041 or www.healthgrades.com.



Technology and the Open Meetings Act: What Trustees Need to Know

What do trustees need to know about utilizing technology when it comes to questions of security or staying in compliance with the Texas Open Meetings Act? Kevin Reed, J.D., shareholder with Davis and Wilkerson, says, "Using electronic communication is an excellent idea for distributing meeting schedules, announcements, minutes of past meetings and even the entire board packet. This would not violate any law, so long as the meeting continued to be properly posted by a 'paper' posting as required by the Open Meetings Act."

However, Reed cautions, "Always remember that the Internet is not a secure environment; it is the equivalent of holding a discussion in a crowded elevator."

When distributing information electronically, trustees should keep the following security-related strategies in mind.

- Distribution of these materials should be done in a format such as PDF, which cannot be altered. Do not distribute board packets in a word processing document that can be changed by the recipient or an unintended recipient.
- Do not transmit sensitive information electronically.
- Only transmit material electronically that otherwise would be available publicly to any requester.

The board could be in violation of the Open Meetings Act if trustees use group e-mail, instant messaging, a chat room format or similar environment to have a group discussion about the public's business. "This would be a potential violation of the Open Meetings Act and should be avoided," Reed

explains. He offers some guidelines:

Do

- Send notices to the group.
- Send information to the group.
- Respond to individual board member questions by e-mail.

Don't

- Allow a group of board members to conduct an e-mail or other electronic discussion of the public hospital's business. This subverts the Open Meetings Act, and it leaves a written trail of the violation.
- Allow electronic communication to become a substitute for meeting face-to-face in a properly posted meeting.

"Establish an electronic communications policy and orient the board on the policy," Reed adds. "Be sure they know that they cannot set up an e-mail group or list serve to talk as a group outside the posted meeting procedure," explains Reed.

For more information, contact Kevin Reed, J.D., shareholder with Davis & Wilkerson, P.C. in Austin at 512/482-0614.



Getting Wired: Trustees Go Online

Electronic communication can be an excellent tool to aid boards, and increasingly, trustees are starting to use this form of messaging. Perhaps the most important advantage is that by using the Internet, e-mail and portals designed for a specialized group, trustees can save valuable time. Immediately dispersing information to a number of people can be as simple as a few key-strokes.

Yet, as efficient as bulk e-mails can be to send, if the person on the receiving end does not regularly check in for one reason or another, it may not be the most effective method for disseminating information. Health care boards may have some members who depend heavily on technology, who maybe even pick up their e-mail messages “on the fly” on a handheld device. Other members may eschew technology in favor of telephone calls, mailed correspondence and possibly a facsimile copy. There is plenty to think about when considering the implementation of technology for your board.

David Pearson, vice president of advocacy and communications for the Texas Organization of Rural and Community Hospitals, says, “I have found that with a few exceptions, most of our board members use e-mail primarily for informal communications. A growing number are beginning to

send activity reports, current events or updates via e-mail if the board member prefers that method of communication.”

One urban health system, Texas Health Resources, is using electronic communication widely. Of the 276 trustees on the 24 boards for Texas Health Resources, about 30 percent currently take advantage of the trustee Web portal that THR introduced in March 2003. THR includes 13 acute-care hospitals serving North Texas residents from Winnsboro in the east to Stephenville in the west. LuAnne Armstrong, THR vice president for governance, says, “We are encouraged by the number of trustees that continue to ask for access. Once they learn how to get in and use it, they’re inclined to use it again.”

What Is a Portal?

A portal is a Web site designed to help specialized groups share information and communicate efficiently in a secure environment. Trustees might wish to use a portal to access educational information and announcements, register for events or contact fellow board members via an e-mail group.

Application for Trustees

A trustee portal is a convenient and accessible place to post announcements or meeting schedules, as well as educational information. Some boards even may wish to post the entire board packet,

for those who desire the information prior to the meeting. The THR portal is linked to a comprehensive database of members and recognizes each user, presenting only information to which the individual is permitted access. "This helps to keep the interaction positive and friendly," Armstrong explains. If a board member leaves a board, the change to the database is reflected at the portal and that individual is denied access to secure areas.

THR conducts a communications

survey of all its trustees every two years. "We ask what information they want to receive, their preferred method of receipt and what they want to focus on. Our most recent survey showed us that although our trustees are making progress toward e-mail, the majority still prefer fax communication

for urgent or sensitive information, so we tailor our approach to what works best for our trustees," says Armstrong. Although THR has the capability to send mass e-mails, Armstrong explains that urgent information still is sent via fax because the majority of trustees on THR boards indicated fax as their primary preference.



THR's Tiered Communication Plan

Depending on how quickly the information must be viewed, THR staff selects the appropriate mode of communication.

- **Fax** – Urgent information, defined as receipt required within 48 hours, is sent out with a "blast fax." The same fax can be sent to all trustees in the system with a single command. This method is used sparingly, reserved strictly for "hot" communication.

- **Newsletter** – Published bi-monthly, this full-color, education-focused publication is saved into a PDF file and e-mailed to every hospital where it is printed and placed in the board packets.
- **Trustee Web site** – Reference information includes bylaws, policies, directories and Web links, as well as pertinent articles. Trustees also can view structural charts or access the government affairs section for the latest legislative news. The site conveniently "remembers" what

was last viewed, and indicates what is new since the last visit.

THR spent about one year developing its portal and database. "It works very well for us; the struggle is to keep it meaningful and fresh. So many people want to get information to the boards that we have to be careful or we can easily inundate them. We have to pick only what is most beneficial to our trustees," explains Armstrong, adding that the site is structured to

make changes easily without too much assistance from the information technology department.

If you are considering a portal for your board, Armstrong says to first determine if the members want it and will use it. "Listen to the board members,

find mechanisms to be able to get feedback about what they want to know, what their frustrations are and about what's working and what's not." She adds, "If you're going to do this, it's worth it to utilize someone with the expertise to do it right at the outset."

For more information, contact Luanne Armstrong, vice president of governance with Texas Health Resources in Arlington, at 817/462-7942.

Hospitals Must Plan for CEO Succession

"I'm shocked that she is leaving us. What are we going to do?"

"I don't want to go through this again – it was tough."

"We should have been prepared for this – we were caught flat-footed."

All of these statements are health care board member comments heard by executives at Witt/Kiefer, the nation's ninth largest executive search firm, when hospital chief executive officers decided to leave their organizations. Keith Southerland, executive vice president of search operations for Witt/Kiefer in Dallas, says the best way to avoid turmoil and downtime is to be prepared.

"Too often, health care organizations do little or no succession planning. It is considered 'too delicate' a topic for open discussion, yet to be successful, hospitals and health care systems must address formal leadership development and prepare a succession plan," says Southerland.

He adds, "Succession planning should not be overly personalized or performed by an inner power group. It should be approached just like any other plan – whether a disaster plan, capital acquisition or any other plan." In many other industries, succession planning is approached as a process rather than an event and is much broader in scope and simply part of daily business.

Witt/Kiefer offers the following steps trustees should follow to achieve succession success:

- Use foresight and insight. Determine what future leaders your organization will need.
- Rely on a strong board-CEO partnership. Every CEO and every board has an obligation to address leadership succession. Design the succession planning programs for the development of CEO candidates and for the succession needs of all senior-level staff.
- Commit time and effort. Make leadership succession part of the strategic plan and ensure succession planning remains a priority year after year.
- Promote the need for regular succession plan reviews. The board relies on succession planning to help remove the guesswork that is often part of an unexpected leadership transition.
- Build a succession plan that reflects both an orderly succession and an emergency succession. One important aspect of an emergency succession plan is a step-by-step outline of what the board will do and how the board will act as part of an unexpected leadership transition. Everything from choosing an interim CEO to announcing the permanent CEO to the staff, community and media could be included in this outline.

- Maintain confidence in your organization. A strong succession plan is the best insurance against employees or the community losing confidence in your organization. During a leadership transition, the board and senior leadership team will want to follow their succession plan to provide stability and forward movement.
- Be a mentor and motivate. The best succession plan invites CEOs and senior management to look internally and mentor up-and-coming leaders. The organization wins because it receives leaders who understand its unique culture, mission, vision and values.
- Plan, implement and fine-tune. While there is no right or wrong way to develop a succession plan, the best organizations not only commit to it, but also do it.



For more information, contact Keith Sutherland, executive vice president of search operations for Witt/Kieffer in Dallas, at 888/281-1370.

THT Orientation/ Refresher to Focus on Finance, Leadership

Fletcher Brown and Larry Walker, well-known authorities on governance, and Tom Watson, a health care finance expert, will be the featured speakers on March 3 at the orientation and refresher session preceding the Texas Healthcare Trustees Spring Forum.

New and veteran trustees alike are encouraged to attend this full-day event to learn insights from these thought-provoking speakers. From finance and liability to quality and credentialing issues, Brown, Walker and Watson will focus on what every trustee should know. They will share vital information about the current health care environment and assist hospital and health system governing board members in strengthening their effectiveness.

Don't miss this important orientation. The day-long event is \$125 for members of THT and the Texas Organization of Rural and Community Hospitals, and \$175 for nonmembers. THT's *Guidebook for Effective Hospital and Health System Governance* is included in registration cost. For more information, call 512/465-1562, or in Texas, 800/252-9403.

Make a Difference in Advocacy Efforts – Join TNT

The Trustee Network of Texas is looking for new members who are committed to active advocacy efforts. As a member of TNT, you can play a powerful role in the legislative and regulatory processes. You choose your level of involvement. Please accept this invitation to join a select group of your colleagues to advocate for health care in Texas and your community.

The Texas Healthcare Trustees created TNT to provide an advocacy avenue for governing board members of the Texas health care industry. TNT provides support to the Texas Hospital Association's

advocacy efforts. In only a short period of time, this organization has grown to serve as a national model for trustee grassroots advocacy efforts in other states.

Effective advocacy is achieved through coordinated efforts. TNT provides hospital and health system governing board members with an opportunity to proactively advocate with a strong, unified voice both in Austin and Washington, D.C. Never before has the need for a clear, collective message been so important.

For more information about TNT, call 512/465-1562, or in Texas, 800/252-9304.

THT's Strategic Direction Determined



The Texas Healthcare Trustees Board of Directors met Nov. 12-13 for its annual strategic planning retreat. At this meeting, the THT Board assessed the changing health care environment and evaluated its impact on the future of governance. The board reviewed THT's strategic direction and established priorities for 2005.

Because THT is affiliated with the Texas Hospital Association, an important element is to maintain consistency with THT's strategic direction. The continued need to collaborate with THA was incorporated into THT's strategic plan.

THT's mission is "to provide a leadership, educational and advocacy role for the governing board members of the Texas health care industry to enable the delivery of accessible, quality, cost-effective health care and to promote the health and wellness of the community."

THT's vision is "Texas Healthcare Trustees will be the premier organization in Texas for preparing trustees for service; for disseminating knowledge on governance issues; and for motivating trustees to take action on issues impacting the health care delivery system and the communities it serves."

THT's goals are:

- Providing education and training for trustees to improve their effectiveness as board members;

- Participating in THT's efforts to influence legislation and regulations affecting health care;
- Encouraging and facilitating collaboration among health care providers and other stakeholders to improve the health of the community; and
- Maintaining a membership organization that is future-oriented and reflects the changes in health care governance.

Priority activities are:

- Offering trustee orientation and continuing education programs and materials;
- Enhancing communication and cooperation among physicians, hospital executives and trustees; and
- Participating in both state and federal policy development.

The THT Foundation supports THT by promoting excellence in governance throughout the state. THTF conducts research in the fields of governance and community health.

The Texas Academy of Governance, an initiative of the THTF, encourages, recognizes and rewards best standards of health care governance throughout the state. The Academy honors those hospitals/health systems and trustees that achieve knowledge and skills in governance and strive to keep knowledge current through education and the practice of effective governance.

Baylor Health Care System Achieves Recognition

Culminating a year-long observance of its 100th anniversary, Baylor Health Care System received an “Excellence in Governance” award from the Texas Healthcare Trustees Foundation’s Texas Academy of Governance. Joel Allison, FACHE, BHCS president, and BHCS Board Chair Walker Harman accepted the award from THTF President Bill Beazley during the system’s November board meeting in Dallas.

Baylor Health Care System holds the distinction of achieving recognition as a system and having five of its member hospitals also achieve recognition.

The celebration of the North Texas not-for-profit system’s 100 years of delivering care began in 2003. During the anniversary year, five BHCS hospitals received “Excellence in Governance” awards: Baylor University Medical Center, Baylor Heart and Vascular Hospital, Baylor Regional Medical Center at Grapevine, Baylor Medical Center at Irving and Baylor Institute for Rehabilitation. Baylor University Medical Center, established in Dallas in 1903 as Texas Baptist Memorial Sanitarium, is the hub of the Baylor Health Care System and was the first of its hospitals to achieve recognition.

“Our board is truly honored and gratified to be recognized for meeting the high standards set by the Texas Academy of Governance in fulfilling our mission of providing safe, quality, compassionate health care to the communities we serve,” says

Allison. “We commend the Academy for its vision in challenging our trustees and management to be good stewards of the responsibilities entrusted to us.”

The “Excellence in Governance” award honors hospitals and health systems that achieve knowledge and skills in governance and strive to keep that knowledge current through education and the practice of effective governance.

The Texas Academy of Governance encourages, recognizes and rewards excellence in health care governance in Texas. To be considered for the award, hospitals and health systems must demonstrate commitment to standards set by the Texas Academy of Governance. Recognized hospitals and health systems demonstrate achievement of:

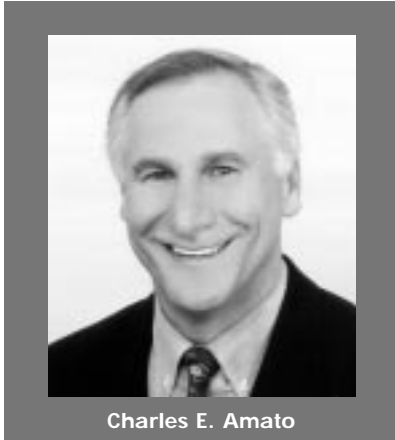
- Ongoing governance education,
- Community accountability and compliance, and
- Evaluation and planning for the well-being of the institution.

Applications for recognition are available on the THT Web site, www.tht.org. To request an application by mail, contact Teri Brooks, academy director, at 512/465-1021.



During its November board meeting, Baylor Health Care System received the “Excellence in Hospital Governance” award from the THTF’s Texas Academy of Governance. Shown with the award are THT Past Chair W.W. Aston, Texas Academy Executive Director Teri Brooks, BHCS Board Chair Walker Harman, BHCS President/CEO Joel Allison and THTF President W.H. Beazley.

Texas Governance: People and Places



Hospital/Health System:

CHRISTUS Santa Rosa Health Care, San Antonio

Occupation: Charlie Amato is chairman and co-founder of Southwest Business Corporation, a financial service firm that includes insurance, mortgage banking and investments.

Length of service: Chairman of board of directors of CHRISTUS Santa Rosa since 1997, Amato joined the board about 12 years ago.

Facility description: Founded in 1869 by the Sisters of Charity of the Incarnate Word, CHRISTUS Santa Rosa Health Care is a faith-based, nonprofit health care ministry that consists of CHRISTUS Santa Rosa Hospital, CHRISTUS Santa Rosa Medical Center and CHRISTUS Santa Rosa Children's Hospital, an academic teaching facility affiliated with The University of Texas Health Science Center at San Antonio. CHRISTUS Santa Rosa received the 2004 Distinguished Hospital Award for Clinical Excellence from HealthGrades, a nationally recognized firm that monitors health care quality. HealthGrades rated CHRISTUS Santa Rosa in the top 3.4 percent of all hospitals in the nation and the best in Texas for heart surgery.

Board involvement: "When my son Marcus was seven years old, he fell out of his bed and had a hematoma. After hearing how pleased I was with the care my son received, one of my clients encouraged me to get involved on the development board for CHRISTUS. While I was active on the development board, I became chairman of the local telethon. I then was asked to serve on the national board of Children's Miracle Network, which raises money for 170 hospitals. I just ended my term as chairman of CMN."

Most satisfying: "I enjoy giving back to the community and helping those who are less fortunate. CHRISTUS does a lot with the indigent and we work hard to raise money every year. The development board has raised more than \$2 million every one of the last three years."

Introduction to public service: "My parents taught us about how important it is to give back to the community. We're blessed and we're fortunate, so we serve."

Most challenging: "With all the reimbursement cutbacks, we've had to make some tough choices, particularly the layoff decisions in 2000, which were very difficult. We're very efficient now, and having to work smarter, but things are going very well. We have a tremendous CEO in Don Beeler, and he is surrounded with a phenomenal management team. We have some nuns on the board who do a tremendous job of keeping us in line, making sure we maintain our mission. We're very fortunate to have them."

Biggest surprise: "The time commitment that is involved and all the special meetings that always seem to pop up can be challenging. We're fortunate that CHRISTUS is well-managed and covers us well regarding

any liabilities. The time demands are difficult and board work can present a financial risk. If you're going to recruit CEOs, you have to protect them against liabilities."

Proudest moment: "Although there have been many, most recently would have to be when CHRISTUS Santa Rosa was rated in the Top 5 percent of America's hospitals for clinical excellence. I have to give the medical staff and management team all the credit for that. They really, really care about the patient; that's part of the culture here. Money is important because you have to pay the bills, but you can see they really are passionate about what they do. They really care."

Valuable lesson: "Listen very carefully before you give an opinion or recommendation. A good board member has to listen to staff and have confidence that the management team will tell us what we need to hear before we make recommendations. Hire a strong team, have confidence in them and let them do their job. Stay out of daily operations."

Advice for new board member: "Study the issues, take time to learn about the industry first and then participate in the communications."

Hometown: Born in Texas City, Amato has lived in San Antonio for 30 years.

Family: Amato and his wife, Cathy, have two children – Marcus and Allison.

Hobbies: Amato has completed two marathons and enjoys being a minority investor in the San Antonio Spurs basketball team.



Shelley Owen

Hospital/Health System: Faith Community Hospital, Jacksboro

Occupation: “I began my nursing home career as a bookkeeper at the Jacksboro Healthcare Center in 1983. I was promoted to manager of assisted living and later to administrator. I worked at two other facilities before returning to Jacksboro in 1988, where I have been ever since.”

Length of service: Currently board president, Shelley Owen has served on the board of Faith Community Hospital in Jacksboro since 1996. Previously, she held the positions of secretary and vice president. Owen serves on the finance committee, medical staff and home health advisory committees, and previously served on the quality assurance and capital appropriation committees.

Facility description: Faith Community Hospital is a 15-bed rural hospital that includes a rural health clinic and home health services.

Board involvement: “In 1996, I was asked to serve on the board by the county commissioners. After being on the board for a short while, the community decided we needed an elected board. I have run for the board and have been elected ever since then.”

Most satisfying: “I love a challenge, so I find it very satisfying to address a problem at the hospital and work through it with the staff and the rest of the board. It makes me feel like I have accomplished something.”

Initial introduction: “A county commissioner talked me into it because he knew I had a lot of knowledge about financials from my work as a nursing home administrator. At the time, our hospital was losing large amounts of money each month, which became very controversial. Our first board meetings were very interesting because of all the issues, and sometimes meetings became very “heated.” I was not sure if I wanted to continue public service at the time because of my job; I did not need the community upset with me. However, things turned around for us and for the most part have been positive ever since.

“I would like to pat myself on the back and say because of my leadership the hospital has improved, but that credit goes to the administrator, Don Hopkins, commitment from many of the employees, Texas Organization of Rural and Community Hospitals, and all the wonderful board members I have served with over the years.”

Most challenging: “Definitely the most challenging were the financial issues. We asked TORCH to help us with development and implementation of a budget. They were very helpful with this area, so this is not as great a concern as it used to be. Now we have to adjust budgets because of Medicare cutbacks, but at least we know where to start. One of our biggest challenges is employee morale. We’re implementing several incentive programs and involving some employees in the board meetings; we’re working very hard to find the right solution for this very important issue.”

Biggest surprise: “I never would have imagined the amount of controversy you can cause by making a decision that you thought was good, but that someone else did not consider to be so.”

Proudest moment: “My proudest moment was when I was recognized by the Texas Academy of Governance for Excellence in Hospital Governance.”

Valuable lesson: “Think before you speak.”

Advice for new board member: “Learn everything you can about the hospital by attending quality assurance meetings, medical staff and other committee meetings. Visit with the CFO on financials until you understand them, and last, but not least, attend the Texas Healthcare Trustee Forums.”

Hometown: A Texas native, Owen was born in Windthorst and has lived in Jacksboro since she married, about 22 years ago.

Family: “I have been married to James for 22 years. We have three children – Meagan, 17; Jacey, 14; and Colton, 10.”

Hobbies: “I serve on other boards, which I count as hobbies. Besides the hospital board, I serve on the Helen Farabee MHMR board and Faith Community Hospital Home health advisory board. My main hobby is my children and all of their activities during the school year. During the summer, I love to travel and camp with my family.”

THT Schedules Spring Forum 2005

Governance: The Ripple Effect

Hospitals and health systems must learn some very important lessons in today's tumultuous market. Trustees face challenges from all directions – reimbursement issues, quality initiatives and regulatory changes – just to name a few. These issues produce ripples with far-ranging effects, and trustees who are armed with information and knowledge can make their facilities thrive.

Take a short trip to the coast to learn important lessons and strategic initiatives at the Texas Healthcare Trustees Spring Forum, March 4-5 at the Omni Corpus Christi Hotel. A must-attend event for trustees, the forum will focus on:

- Trustee leadership,
- Credentialling,
- Sarbanes-Oxley Act,
- Workforce,
- Quality, and
- Other important governance issues.

Mark your calendars now for the informative two-day forum. The forum will feature top-notch speakers and valuable sessions.

THT Spring Forum is co-sponsored by the Texas Organization of Rural and Community Hospitals and the American, Arkansas, Louisiana and Oklahoma Hospital associations.

The THT Spring Forum promises an exciting slate of speakers on topics you don't want to miss. For more information or to register, call 512/465-1562 or in Texas, 800/252-9403.



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