



Texas Healthcare
Trustees
THA Family of Companies

SUMMER 2022

Trustee Bulletin

Healing **Uvalde**

HEALING UVALDE

Texas' deadliest school shooting, Texas hospitals and health care providers work together to rebuild

2022 HEALTHCARE GOVERNANCE CONFERENCE

It's a Wrap! Key Takeaways from the 2022 Healthcare Governance Conference

KEEPING YOUR STRATEGIC PLAN RELEVANT

Now is the Time to Revisit and Revamp Your Strategic Plan

MISSION STATEMENTS

Using Your Mission Statement to Improve Culture

The President's Message



Texas Healthcare Trustees just wrapped up another Healthcare Governance Conference; a big thank you to everyone who joined us in person and online! It was great to see so many familiar faces and many new ones as well.

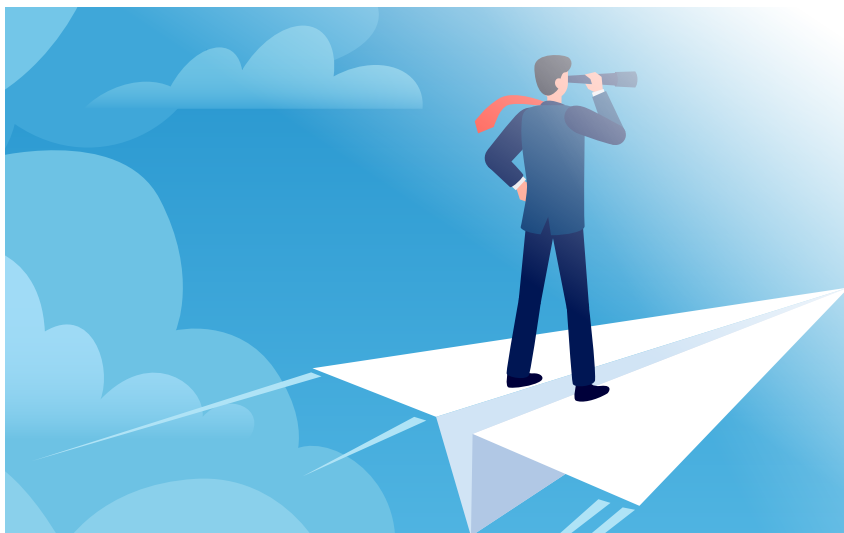
The theme for conference, as with THT's other programming this year, is looking forward. The speakers at this year's event provided so many thought-provoking and disruptive ways to look at governance, and the workforce. We also explored the volatility generated from the Federal political landscape, rapidly changing regulatory matters and what's to come in health care technology. There's a great conference wrap-up included in this issue, so I encourage you to check that out.

We also spent time at our conference celebrating the great work of our THT award winners who truly exemplify excellence in their leadership at all levels of the organization. You can read more about them in this issue as well.

Looking toward the rest of the year, THT will support the continued conversation on strategic planning - a topic we heard about from so many of our members at our conference. We have some great resources included in this issue about keeping your strategic plan fresh and relevant. THT will also have additional online education rolling out soon to help support our hospitals in these efforts, please check out www.tht.org for more information.

Thank you for all that you do for your hospitals and communities.

Amy Eskew is the President/CEO of Texas Healthcare Trustees.



THT OFFICERS

Barbara Lord Watkins, Chair

Medical City Dallas

Joe Bob Burgin, Chair-Elect

CHRISTUS TMFS, Sulphur Springs

May W. Tape, DDS, Secretary

Oakbend Medical Center, Richmond

Raul Zamora, Treasurer

Uvalde Memorial Hospital

Laura Cook, Immediate Past Chair

Hill Country Memorial Hospital,
Fredericksburg

TRUSTEE BULLETIN STAFF

Amy Eskew

President/CEO

Julia Mann

Editor

Brian Nicols

Graphic Designer

Vicki Dale

Ad Sales

Texas Healthcare Trustees is a statewide association whose members are Texas Hospitals and health systems and the 3,000 board members who govern those organizations. THT prepares trustees to lead, govern and take action to improve the quality of health care in their communities.

The Trustee Bulletin is published three times per year by Texas Healthcare Trustees, 1108 Lavaca, Suite 700, Austin, TX 78701. No part of this publication may be reproduced in any form without written permission of the publisher. Opinions expressed in this publication do not necessarily reflect the official policy of THT or the Texas Hospital Association. According to Texas Government Code 305.027, portions of this material may be considered "legislative advertising." Authorization for its publication is made by John Hawkins, Texas Hospital Association on behalf of Texas Healthcare Trustees, 1108 Lavaca, Suite 700, Austin, TX 78701. Trademark and copyright (C) 2022 by Texas Healthcare Trustees; all copyrights, trademarks and other rights reserved by Texas Healthcare Trustees.



Texas Healthcare Trustees
THA Family of Companies

An affiliate of:



Texas
Hospital
Association

**1108 Lavaca, Suite 700
Austin, TX 78701
www.tht.org**



Healing Uvalde

In the wake of Texas' deadliest school shooting, Texas hospitals and health care providers help heal Uvalde and work toward safer communities.

By Amy Rios

Nestled on the southern border of the Texas Hill Country sits the small, rural town of Uvalde. Before the events of May 24, Uvalde was mainly known for its oak trees, honey and as Matthew McConaughey's hometown.

In late May, it became the epicenter of one of the year's biggest stories and harrowing tragedies.

All eyes were on the small Texas town after a gunman entered Robb Elementary School, killing two adults, 19 children and critically wounding 17 more. It became the deadliest school shooting in Texas and a tragic catalyst in today's ongoing discourse on gun violence, reform and mental health.

The aftermath also highlighted South Texas hospitals' emergency response, coordinated trauma care and the resilience of their staff and the state's health care workers who came together to mourn, mend and heal a hurt community.

Triaging a Tragedy

In the center of town sits Uvalde Memorial Hospital, a non-profit county hospital that has been a Texas Hospital Association member since 1950. UMH is one of the 159 remaining rural hospitals in Texas and one of 88 classified as a Critical Access Hospital. As such, UMH is a critical point of access to health care for the 27,000 people in Uvalde County.

"For a rural hospital, we are very fortunate to have full-time security staff and an individual who is responsible for emergency and disaster management," says Tom Nordwick, CEO of UMH. "So, prior to this, we've done a lot of tabletop drills where we ran drills and went through the process of standing up our command center during an external disaster, which is what this was."

"Of course, it's always more challenging during the real thing."

Shortly after 1 p.m. on May 24, UMH was the closest health care facility to Robb Elementary and ground zero for critical hospital care. Within 15 minutes, it received 15 patients from Robb Elementary – four adults and 11 children. Two additional patients came to the facility deceased on arrival.

[Editor's Note: At the time of this writing, Tom Nordwick was the CEO of Uvalde Memorial Hospital. The new CEO is Adam Apolinar, RN, BSN, MA.]

Parents, law enforcement and the eyes of the country descended upon UMH as staff and health care providers worked through what Nordwick described as "organized chaos."

(continued on next page)

By 7:30 p.m., all the shooting victims admitted to UMH were discharged or transferred to another hospital for acute trauma care. Three pediatric patients and one adult patient went to University Health, one adult patient went to Brooke Army Medical Center and one pediatric patient went to Methodist Hospital San Antonio. The high level of coordinated trauma care continued despite the unimaginable circumstances.

“Texas hospitals unite in tragedy. This coordination between regional and local hospitals during a crisis reflects how the state’s trauma system is intended to work,” says John Hawkins, THA president/CEO. “We appreciate Texas’ robust emergency response network and resources that exist at the state and local levels.”

While the small hospital was as prepared as it could be for the operational impact of the shooting, it was not ready for the immediate national spotlight. Media crews across the country flocked to Uvalde within hours of the shooting.

“We were not prepared to deal with the overwhelming amount of media,” Nordwick recalls. “It was a frenzy. There’s no better word for it. I’ve seen situations on television where media goes crazy and camps out on people’s lawns and that’s pretty much what Uvalde became on that day and in the days to come.”

Standing in the Gap

There have been eight mass shootings in Texas over the past 13 years. And while politicians and state lawmakers

continue to debate gun reform, Texas hospitals continue applying the lessons learned from previous shootings to save lives.

Five years ago, University Health also cared for victims of the 2018 Sutherland Springs First Baptist Church shooting. When its Level 1 trauma team was paged about the patients from Uvalde, the team had multiple operating rooms ready within the hour.

“The initial feeling was one of deep sadness, and a feeling of not wanting to believe that it could happen again in our region,”

says Ronald Stewart, M.D., chair of surgery at University Hospital.

“This immediately shifted to a feeling of action that we must do all we can to prepare to take care of multiple patients from a mass shooting, which is what we did.”

Through the STRAC Whole Blood Program, 25 units of blood were immediately sent to the scene in Uvalde and to UMH, just a little over an hour after it was requested. Additional units of whole blood arrived by ambulance and medical helicopters.



“This could only be done due to the prior planning and regional partnership with hospitals across the nation, and through the coordination by STRAC,” Dr. Stewart says. “This cold stored whole blood program for disaster response is a great example of regional cooperation and communication through our trauma system.”

Level 1 Trauma Centers like University Health and Brooke Army Medical Center (BAMC) – another hospital that later cared for a patient from Uvalde – must provide leadership in trauma prevention and public education to its surrounding communities. In 2017, University Health launched the American College of Surgeons’ Stop the Bleed training in South Texas. The training teaches community members how to prevent deaths from traumatic bleeding by wound packing and tourniquet placement. Since then, they’ve equipped more than 16,600 people in South Texas with life-saving knowledge and techniques.

On May 19, days before the shooting, University Health and BAMC hosted five in-person Stop the Bleed courses that taught 120 people within the community how to save someone from traumatic bleeding.

“I love to help people feel empowered and confident that they could step in and save a life,” says Brandy Martinez, BAMC injury prevention coordinator. “If we can prevent one death, then it is all worth it.”

Caring for Those Who Care

Two years of a global pandemic sharpened the focus on workplace violence, burnout and mental health resources for frontline health care workers. After the shooting, the Texas health care industry rallied around UMH and the community it serves.

“Rural hospitals, first responders and trauma teams deal with whatever happens every day, but they handled a real worst-case scenario on May 24. We applaud their courage, and support them as they mourn and heal together,” says John Henderson, president of the Texas Organization of Rural & Community Hospitals.

In the days following the shooting, people throughout the state waited in lines, sometimes up to two hours, to donate blood. Just two days after the shooting, South Texas Blood & Tissue reported that over 1,500 people donated blood to support Uvalde – the most since Hurricane Harvey struck the Texas coast in 2017. According to a media release from South Texas Blood & Tissue, the response was so great that the blood center expanded capacity at the Donor Pavilion, its single largest donor site. Additional donation beds were set up in the organization’s auditorium to accommodate those who wanted to donate.

Various crowdfunding platforms raised millions of dollars to support the families impacted. One such fund was the University Health Foundation’s Uvalde Victims



(continued on next page)



Relief Fund to cover the unpaid medical expenses incurred by the victims and other needs identified by social workers.

The event moved others in the health care industry who understand the magnitude of what first responders and frontline health care providers witnessed.

Nearby hospitals and health systems sent staff to UMH to help the staff, patients and community begin to heal. Children's Hospital San Antonio was one of the San Antonio health systems that sent nurses, children's psychologists, chaplains, social workers and child life associates to UMH to support patients and community members grappling with the aftermath of the tragedy.

Methodist Hospital San Antonio, one hospital that received patients from Uvalde, illuminated its buildings at night with maroon and white lights, the Robb Elementary school colors. Staff from Medina Regional Hospital, Texas Vista Medical Center, Connally Medical Center and University Medical Center sent signed banners with words of gratitude and encouragement to the UMH staff. Organizations throughout Texas and other parts of the country bought meals for UMH staff. Lutheran Church Charities sent 13 comfort dogs to UMH and other sites around the community to help comfort hospital staff, patients and first responders.

"The staff here are very appreciative of the support," says Nordwick, UMH CEO. "When you go through something like this, you almost have brain fog for a while afterwards. Especially if you've never experienced something like that. It just hits you a little harder."

Widening the Safety Net

While the Uvalde community appreciated the initial outpouring of support, the full toll of the shooting remains unknown. Children and adults who were in the school will have to cope with what they heard and saw that day for a long time, as will many members of the tight-knit community.

"There will likely be long-term ramifications from this for years down the road and it is important that mental health resources are available, especially in rural communities," says Nordwick.

For those living in a community like Uvalde, access to long-term mental health resources is challenging. According to the 2022 State of Mental Health in America report, Texas ranks last in the Access Ranking, which measures the access, cost and quality of insurance and treatment of mental health issues. And, according to findings published in a 2017 Morbidity and Mortality Weekly Report (MMWR) by the CDC, those in rural

communities were at an increased risk of depression, anxiety and suicide compared to their urban counterparts.

Short-term behavioral health resources that provide centralized counseling services are available for the Uvalde community, with more long-term plans on the horizon. On June 1, the Governor's Public Safety Office made an initial \$5 million investment to establish the Uvalde Together Resiliency Center. It will serve as a hub for services, such as crisis counseling and behavioral health care for survivors, first responders, and those in the community seeking ongoing support.

According to Nordwick, there are also plans to expand behavioral health resources at UMH, which might include adding behavioral health navigators in the emergency room to help guide and follow up with patients who present with mental health concerns.

Moving Forward Together

Uvalde was book ended by two tragic shootings in other states, one at a grocery store in Buffalo, New York, on May 14, and another that hit even closer to home for the health care community.

Eight days after Uvalde, on June 1, a gunman entered Saint Francis Hospital in Tulsa, Okla., killing four people. The shooting claimed the lives of two physicians, a hospital receptionist and a patient's spouse, reigniting the large-scale conversations about workplace violence, gun reform and access to mental health resources.

Three days later, THA joined the American Hospital Association for its sixth-annual "Hospitals Against Violence" campaign that unites hospitals, health systems, nurses, doctors and other medical professionals on social media to highlight programs and other violence mitigation initiatives.

The sequential shootings in Buffalo, Uvalde and Tulsa galvanized the most significant legislative action toward gun reform in 30 years. Four U.S. senators, John Cornyn (R-Texas), Kyrsten Sinema (D-Ariz.), Chris Murphy (D-Conn.) and Thom Tillis (R-N.C.), worked together to produce bipartisan legislation within weeks after the Uvalde shooting.

On June 25, President Joe Biden signed the Bipartisan Safer Communities Act into law. The new law enhances background checks for gun buyers under the age of 21, restricts access to domestic violence offenders and funds school safety and mental health programs.

"So often around here, people do things and say things not with the intention of actually passing legislation,

but with the intention of making a political statement or messaging. That's not what we did here," said Sen. Cornyn in a public statement.

***"Will it save lives?
I believe the answer to
that is yes, and that makes
this worth doing."***

Those who treat victims of gun violence recognize that, like other ailments, prevention is paramount. And while the topic of gun control remains divisive, leaders in trauma care believe it's possible to have a common and inclusive narrative regarding firearm injury prevention.

For Dr. Stewart, whose career as a trauma surgeon spans three decades, witnessing the toll that gun violence has on patients and their families motivates him to continue advocating for long-term solutions.

"It's not the long hours, the late hours or the fatigue of high-intensity work in critical situations that weighs on me. What weighs on me is to witness the horrific violence to our patients. Violence that is preventable, if we come together to understand the root cause of violence, while simultaneously working to make firearm ownership as safe as reasonably possible."

Amy Rios is the Director of Marketing and Communications for the Texas Hospital Association.

YOU CAN HELP HEAL UVALDE TOO

The **Texas Hospital Association** and **Texas Healthcare Trustees** submitted a \$10,000 contribution to the **Robb School Memorial Fund** following the tragic shooting in Uvalde on May 24.

If you would like to make a donation to the **Robb School Memorial Fund** in support of the victims' families, donations can be made at any branch of First State Bank, by mail or via Zelle.

For more information, visit www.fsbuvalde.com.



Community Hospital Corporation improves hospital performance

Helping 120+ hospitals save on supplies

Founded by a group of Texas health care systems, **Community Hospital Corporation (CHC)** has a 25-year history of success improving hospitals. With that in mind, THA has endorsed its supply chain services arm, CHC Supply Trust, and CHC Consulting, the consulting arm of CHC, to better serve Texas hospitals.

CHC owns, manages and consults with hospitals nationwide to guide, support and enhance the mission of community hospitals and health care providers. CHC understands that hospitals are vital assets to those they serve. Our services are flexible and individualized to help hospitals where they need it most.

Maximizing the Supply Chain

The health care supply chain is crucial to the affordability and quality of patient care. However, supply purchasing is one of the largest expense areas for hospitals and health systems. COVID-19-induced supply chain shortages underscored the need for supply chain efficiency and resiliency. Hospitals must optimize their supply chain to better prepare for disruptions, reduce supply chain waste and help offset COVID-19-related costs.

CHC Supply Trust partners with HealthTrust, a leading national group purchasing organization (GPO), to roll out preferred pricing for hospitals. The benefits of our GPO are tried, tested and proven daily in our client hospitals. In addition to significant product savings through our GPO, CHC Supply Trust has augmented its supply chain services to help hospitals save on purchased services by aggregating volume across multiple hospitals.

More Purchasing Power

Supply costs hit community hospitals the hardest because many don't wield the purchasing power of larger facilities and systems. With CHC Supply Trust, community hospitals can achieve the same preferred pricing typically reserved for their larger counterparts.

Find Out How Much Your Hospital Can Save

CHC Supply Trust typically identifies supply savings of at least 10 percent. Our Complimentary Supply Spend Analysis compares the cost of items your hospital already purchases to CHC Supply Trust pricing for those same items. This analysis shows a conservative estimate of how much new members can save purchasing those items through CHC Supply Trust.

Real Client Success at 120+ Hospitals Across the Country



CHC Supply Trust offers a spectrum of healthcare supply chain management services and support:

- Access to Valify Supply Chain Analytics and Reporting;
- Purchased Service Aggregation;
- Supply Chain Consulting;
- Hospital GPO Access to HealthTrust;
- Customized Support Services Agreement; and
- Outsourced Materials Management supply chain consulting.

Improving Hospital Overall Performance

Beyond supply chain services, CHC Consulting helps hospitals improve financial and operational performance. Whether a financially distressed hospital needs turnaround services for sustainability or a well-performing hospital needs strategic vision, revenue cycle enhancement, productivity solutions or areas of operational efficiency.

We tailor CHC Consulting solutions to a hospital's needs. Many clients who engage us begin with our comprehensive operational assessment, which evaluates the hospital's finances, staffing, supply chain, information technology and revenue cycle, among other factors.

This analysis identifies organizational strengths and vulnerabilities along with an action plan for short-term improvement and long-term success.

Along with operational and financial improvement, our experienced team offers a broad platform of services including strategic vision, because a common vision for the future among hospital leaders, board members, physicians and other stakeholders is paramount to success. CHC Consulting also helps hospitals across the country interpret and comply with complex, ever-changing health care regulations.

When a hospital's future is best served by affiliation, CHC Consulting helps strengthen the hospital then guides conversations toward a continuum of partnership options. Experience has shown that community-based hospitals can still thrive with a vision and approach that direct long-term sustainability.

When a hospital needs full management services, CHC Consulting works with the board to create an arrangement that addresses the hospital's specific needs and circumstances.

CHC is based in Plano, Texas. Learn more at www.communityhospitalcorp.com.

THT Certified Healthcare Trustees

Congratulations to our new and renewing Certified Healthcare Trustees!

New Trustees

Ms. Reida Penman, Board Member - Haskell Memorial Hospital

Renewing Trustees (April 2022 – September 2022)

Mr. Jeff Barnhart, FACHE, Hereford Regional Medical Center

Ms. Violet Weeks, Board Director - Sweeny Community Hospital

Ms. Patti Foster, Board Secretary - Sweeny Community Hospital

Ms. Diane Leggett, Board Member - Hendrick Medical Center

Mr. Joe Bob Burgin, Board Member - CHRISTUS Trinity Sulphur Springs

Ms. Melissa A Erwin, MD, Board Member - El Campo Memorial Hospital

Mr. Brian Bowers, Vice Chairman - Peterson Health

Ms. Cathy Ashby, Trustee - Hendrick Medical Center

Mr. P Oswin Chrisman, Advisory Trustee - Texas Scottish Rite Hospital for Children

Mrs. Lori O McBrayer MBA, Board President - Faith Community Hospital

Judy Winkler, Board Member, Medina Regional Hospital

For more information, visit **www.tht.org/CHT** or call **512/465-1015**.





Keeping Your Strategic Plan Relevant

By Susannah Ramshaw

If the last two years have taught us anything, it's that none of us can predict the future. This is exactly why it's important for hospital boards to develop strategic plans that are nimble and adaptable to change.

Strategic planning is the process of documenting and establishing the direction of your organization – it is both your road map and your moral compass. It keeps you focused on your hospital's strategy and goals, while also ensuring those ideals are aligned with the organization's mission and vision.

Connecting to Internal and External Stakeholders

The strategic planning process is vital to your organization because it helps define what is most important for your hospital and community in the years to come. It also allows for reflection and prioritization of the community's needs. Strategic planning presents a prime opportunity to elicit and evaluate organizational strengths and weaknesses.

Connecting to your internal and external stakeholders is key during the strategic planning process, as it will

help you uncover blind spots and identify opportunity areas for improvement in your services and program offerings. You may conduct comprehensive interviews and surveys with your fellow board members, senior management team, medical staff and patient and family engagement committee, for example. Other beneficial tools for stakeholder engagement include Community Health Needs Assessments and environmental scans, which can be conducted internally or through a third-party.

Culturally speaking, strategic planning fosters teamwork and communication among your board and executive leaders: it encourages creative thinking and simplifies decision-making around organizational goals. The key to successful strategic planning is ensuring everyone on your leadership team is moving in the same direction.

The Board's Role in Strategic Planning

In the strategic planning process, the board's role is to set the direction of the organization. The role of the hospital staff and management team is to develop the action plan and implement those action items. Reference the table below for more a more detailed delineation of roles in the boardroom.

Organizing Your Role In the Plan

The Board's Role

Sets the direction of the organization.

Enhances discussion and decision making.

Ensures the right questions are asked.

Provides counsel on developed key performance indicators and strategies.

Provides oversight to ensure goals are accomplished.

Evaluate results.

Must be fully engaged in the entire process.

Management's Role

Collects and shares data and information to foster informed decision-making.

Develops and implements strategies and operational plans to achieve goals.

Recommends KPIs to track progress.

Communicates plans and goals throughout the organization.

Regularly reports implementation including successes and challenges.

Evaluates operational plans and results.

Ongoing data collection and information gathering for learning.

(continued on next page)

Strategic Planning Trends and Relevance

Historically, strategic plans have looked three to five years into the future. However, a best practice now is to review that strategic plan more regularly and set a vision two or three years into the future. Your strategic plan should be a living, breathing document! In fact, shortening your strategic plan cycles allows you to give your action items clear timelines and deadlines, and encourages more realistic goal setting.

A regular quarterly or bi-annual check-in is recommended to ensure strategies and key metrics are on track. This keeps everyone engaged and allows your executive team to reforecast regularly and/or adjust action plans accordingly while the board ensures the decisions made are financially and ethically sound. Carving out time on your board meeting agenda (every other month, for example) keeps your strategic plan top of mind - and adding a strategic plan progress report to your monthly consent agenda does the same! At the end of the year, or cycle, the board and executive team should come together to determine if the strategic plan is still relevant and on track or if any changes need to be made.

The health care landscape in Texas - and across the country - is ever-changing, so the need for a strategic plan to address timely and relevant issues is vital. Having a nimble strategic planning framework will allow you to pivot on a dime, reforecast and stay up to speed on what your community needs from your hospital.

We will leave you with some generative questions about strategic planning that will help inform future discussions in the boardroom. If you need any guidance on developing a framework or beginning the strategic planning process, please do not hesitate to reach out to Texas Healthcare Trustees for assistance.

Generative Questions for Strategic Planning:

- What are the strategic priorities for the organization over the next five years?
- What are the primary threats to achieving the organization's strategic priorities?
- How does the board plan to measure its effectiveness?
- Have we conducted scenario planning relative to the organization's strategic direction?



swmed.com | (800) 929-4854

Working for **Texas Healthcare**

For more than 42 years, Southwest Medical has been serving Texas communities and supporting local healthcare. Our mission is to be the best resource available for quality Emergency Department and Hospitalist physician staffing.

Our recruiting efforts are wide reaching, allowing us to hand-pick physicians that are right for your facility and community while meeting and/or exceeding your facility's medical requirements. Call or Email us for a no-hassle assessment of your physician staffing needs.

bhughes@swmed.com



2022 Healthcare Governance Conference!

Texas Healthcare Trustees held its annual Healthcare Governance Conference on July 28-30 at the Omni Hotel Ft. Worth. THT welcomed more than 400 members, speakers, sponsors and staff who enjoyed two-and-a-half days of governance education and networking.

This year's event carried on THT's theme throughout 2022; looking toward the future. THT wanted to explore how events over the past two years have changed how we manage hospitals, how we interact and support staff and leadership, and most importantly what are the implications of all of this on governance.

The conference kicked off with an incredibly insightful presentation by renowned governance expert Jamie Orlikoff who detailed, in his opinion, a paradigm shift currently happening in governance; certain times of great volatility calls for additional oversight by the board. Orlikoff explained given the continual waves of uncertainty brought on by covid, some of the bright lines between management and governance have been dulled. He continued, during times when there is an "existential threat" to the hospital, that calls for increased oversight. Orlikoff did stress, however, that the CEO-board relationship needs to be strong, now more than ever. This increased oversight should not take place outside of the partnership between the CEO and board, and it is not constant, it ebbs and flows along with volatility the hospital is currently facing, it's not sustainable, nor should it be.

THT President/CEO Amy Eskew shared her thoughts on the opening session; "I think Jamie [Orlikoff] really gave our members something to think about. There was an interesting duality in his remarks, not only were some of the traditional notions of governance challenged but also others were further confirmed in helping hospitals navigate all the certainty thrown at them. Jamie did a great job, as always, of bringing up very interesting philosophical questions about governance from his direct experience as a health care board member and professional."

THT also held its annual Trustee Awards luncheon, celebrating three exemplary leaders in administration, advocacy and governance. The Luncheon celebrated

THT's three award winners - and their respective hospitals. Congratulations to **Martha Castaneda of Dimmit Regional Hospital**, winner of the *Ollie Jo Bozeman Excellence in Administrative Professionalism Award*; **Melvin Woody of Parker County Hospital District**, recipient of THT's *Advocate of the Year*; and **Tracy Clanton of Rankin County Hospital District** the *2022 THT Founders' Award* winner.

Attendees were also treated to insightful general sessions from Brian Sexton, Director of the Duke Center for Healthcare Safety and Quality, demonstrated burnout in our workforces from the pandemic; and health care policy advisor Susan Dentzer, in conversation with THT President/CEO, Amy Eskew, discussed the state of play in federal politics

From compliance to health equity to board chair lessons learned, THT's breakout session speakers covered all the important issues facing trustees and hospital leaders in the current health care climate. THA Advocacy staff shared hot topics leading up to the 88th State Legislature, while former rural hospital CEO Kim Russel, FACHE, led a session on succession planning.

And of course, attendees were also able to enjoy some fresh air during the annual golf tournament held at the beautiful Fossil Creek Golf Club.

With another conference in the books THT is already looking forward to next year's event on July 20-22 at the JW Marriott Austin. In the meantime, please visit www.tht.org as we continued the conversation of looking forward and continue to finish out the year with education on revamping your strategic plan, a legislative preview and much more.

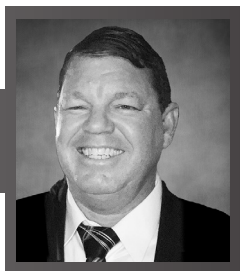
**Save
the Date!**
July 20-22, 2023
at the
**JW Marriott
Austin**





The 2022 Trustee Awards

were presented during the Awards Luncheon at the Healthcare Governance Conference on Friday, July 29.



Founders' Award

Tracy Clanton
Trustee, Rankin County, Hospital District

Healthcare Trustees' 2022 *Founders' Award* recipient! THT presents the Founders' Award to a distinguished health care trustee with an exemplary record of leadership, dedication and excellence in health care governance, and is the highest honor bestowed to a trustee.

Born and raised in Rankin, Texas, Tracy Clanton has worked for the Rankin Independent School District since he was 18 years old, serving as the Maintenance Director for many years. Notably, he managed the construction of a brand new state of the art school after passing a 36-million-dollar bond. In addition to his role with the school district, Clanton also owns several other businesses in the town of Rankin.

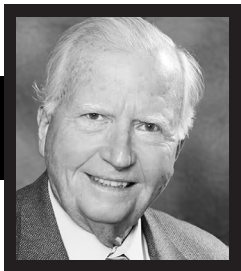
Clanton has served on the Rankin County Hospital District Board for 12 years. In this time, he helped pass a bond to construct a new hospital and wellness center that has had rippling positive impacts throughout the Rankin community. Through his leadership and

collaboration with other leaders on the board, Rankin County Hospital District (RCHD) has seen amazing success related to both quality and financial health.

During the COVID-19 pandemic, in particular, Clanton assisted in coordinating efforts that enabled RCHD to vaccinate over 2,000 area residents, coming from communities all over West Texas. Clanton has been recognized by colleagues for his outstanding dedication to supporting the health and wellbeing of his community.

Jim Horton, RCHD CEO, stated, "The impact Tracy Clanton has made on our hospital, school, and community is immeasurable. He has dedicated his adult life to improving Rankin, Texas. He is always available to lend a hand to someone in need. We are so very thankful to have him on our board to help direct our hospital toward sustainability, quality, and success."





Advocate of the Year Award

Melvin Woody

Trustee, Parker County Hospital District Board, Weatherford

The *Advocate of the Year Award* was presented to Melvin Woody, a board member of 27 years at

Parker County Hospital District in Weatherford. THT's Advocate of the Year Award recognizes an outstanding trustee, who exhibits leadership in the legislative and regulatory arenas for the betterment of their hospital and the patients and communities they serve.

In his time on the Board, Woody played an integral part in the evolution of a rural hospital that not only survived but thrived as the result of some very creative and innovative thinking by the Board. Campbell Health System, the local hospital in Weatherford, Texas, was owned and operated by the PCHD. Woody was one of the key leaders on the Board of Directors of the struggling rural hospital that went through some very tough times before the Board made a very strategic decision in 2006 to lease the hospital to a third party.

In 2019, PCHD decided that employing physicians directly would be beneficial for the District and the

Parker County community. Unfortunately, the state law allowing hospital districts to employ physicians did not apply to Parker County because the county population exceeded the maximum allowed under that law.

Woody suggested that PCHD file its own bill in the Texas Legislature and amend its enabling legislation so that PCHD could employ physicians directly. While passing a bill in the Texas Legislature is never easy, Woody helped spearhead the team that convinced the Texas House and Senate to pass a bill as PCHD requested. Governor Abbot signed it into law and PCHD now has its own legislation allowing them to directly employ physicians.

Through decades of work with PCHD, Woody has proven to be a valued advocate for health care in the Parker County community. "Mr. Woody is most deserving of the Advocate of the Year Award as he has been an unwavering advocate for our local hospital's initiatives," said Randy Bacus, CEO of PCHD. "He has always maintained the integrity of the hospital and his commitment to our community."



Ollie Jo Bozeman Excellence in Administrative Professionalism Award

Martha Castaneda

Dimmit Regional Hospital, Carrizo Springs, TX

The *Ollie Jo Bozeman Excellence in Administrative Professionalism Award* was created in 2018 in recognition of the significant contributions made by hospital administrative professionals in Texas. The 2022 award was presented to Martha Castaneda of Dimmit Regional Hospital in Carrizo Springs.

Castaneda has served as the executive assistant to the Hospital Chief Executive Officer for more than 12 years. Additionally, she works closely with two boards, the Dimmit Regional Hospital District Board and the Dimmit Regional Hospital Corporation Board. She has been regarded for her considerable patience and understanding in supporting the executive team.

Castaneda is recognized for not only excellence in hospital administration but also her character, integrity and dedication to health care leadership.

"Martha is truly the glue holding this organization together," said John Graves, Ph.D., CEO of Dimmit Regional Hospital. "Daily, Martha lives and breathes our vision and mission; She is always positive in her actions and words, which leaves our staff in a position to positively support the organization without question."





Remembering Rosemary Burns

Former THT 2020 Board Chair

Rosemary Burns, a former THT Board Chair, passed away on June 25, 2022. Born in Dallas, Rosemary was a devoted Texan, dedicating many years of volunteer service to the East Texas Medical Center Board of Managers and the Texas Healthcare Trustees Board of Directors, serving as THT Board Chair in 2010.

Rosemary graduated from the University of Texas at Austin and she spent several years as an elementary school teacher after college. She was incredibly engaged in her community, serving on the Star Harbor City Council, and on the board of the East Texas Medical Center-Athens. Rosemary was incredibly engaged in activities and advocacy at the state level, serving on the THT Board of Directors from 2003-2011 as well as on the Texas Hospital Association Board of Trustees, Council

on Policy Development and the HOSPAC Board.

Rosemary was a dedicated hospital advocate and for her service she was honored with the HOSPAC Star Trustee Award and THT Advocate of the Year Award.

Rosemary Burns was an incredibly sharp and strong woman, a loving mother and grandmother and a staunch advocate for rural health care. She will dearly be missed.

Steve Smith, CAE, is CEO and executive director of the American Academy of Hospice and Palliative Medicine and vice president of client relations at Association Management Center in Chicago.

Upcoming Education Opportunities:

Visit www.tht.org/online-education to register!



No matter how you prefer to further your knowledge of hospital governance, Texas Healthcare Trustees has programs to meet your needs.

AdminLeadership Series

What's Your Catalyst? The Power of Managed Change: Part 1 – Know Yourself

TUESDAY, SEPT. 20, 2022 | NOON – 12:45 P.M.

Speaker: **Alana M. Hill, PMP**

What's Your Catalyst? The Power of Managed Change: Part 2- Be Strategic

TUESDAY, OCT. 25, 2022 | NOON – 12:45 P.M.

Speaker: **Alana M. Hill, PMP**

Health Care Governance Webinar

The Difference Between Strategic Planning and Having a Strategic Focus

TUESDAY, OCT. 11, 2022 | NOON – 1 P.M. CST

Speaker: **Dave Oravec, MBA**, Healthcare Consulting and **Brad Clarke, MPH**, Healthcare Consulting



Coming Soon:

2023 Texas Legislative Preview Webinar – FALL 2022

2023 Healthcare Governance Conference – JULY 20-22, 2023, AUSTIN, TX

Visit www.tht.org for the most up-to-date education calendar listing.



Can a New Mission Statement Really Drive Culture Changes?

By Marc G. Mertz, and Guy M. Masters

Key Board Takeaways



- When crafting the actual mission statement, seek quality over quantity. Keep the message concise and make every word count. Carefully select words and phrases that will be meaningful and easy to remember.
- Use surveys, focus groups, electronic suggestion box portals, town halls, and other means to provide input from all levels of the organization. Consider inviting patients or members of your community to participate.
- Keep stakeholders informed using emails and in-person and huddle-type meetings regarding decisions that are being made, and how these translate and apply to the strategic, operations, and department plans that follow.
- Recognize and reward decisions, actions, and problem-solving examples of mission-in-action choices made by associates that have a positive impact on patient and family experience and outcomes.

Does your organization's mission statement make a difference in how people in your hospital or health system (from board members to senior leaders, physicians/clinicians, other staff, and community members) perceive their roles, responsibilities, and relationship to the patients and communities you serve? Many organizations are realizing that their mission statements are dated and less relevant in today's circumstances. These hospitals and health systems are involving stakeholders at every level to assess, review, revamp, and rewrite their mission statements to bring them current and make them more relevant and relatable to current organizational and social concerns.

This article describes how Kaweah Health, a health system in Visalia, CA, used a mission statement assessment to kick off its strategic planning process, and unexpectedly transformed the organization's culture as a result.

Using an Organization-wide Input and Assessment Process

In 2018, Kaweah Health implemented an updated strategic planning process when new strategy

leadership joined the organization. A key element of the planning process was to assess the relevance of a decades-old mission statement.

With the assistance of an outside consultant, a series of facilitated focus groups were held to discuss the organization's mission, vision, and core strategies. Focus groups were formed from selected representatives from a broad range of key stakeholder groups including:

- Board members (publicly elected)
- Senior executive and physician leadership
- Medical/clinical staff
- Employees from all levels and departments
- Community members

Key findings from the focus groups resulted in essential and enlightening input including:

- Recommendations for the mission and vision statements. (The existing mission and vision statements, which had not been updated in nearly two decades, were felt to be too long, no

longer completely relevant, and did not inspire or motivate associates, medical staff, and other key stakeholders.)

- Strengths and weaknesses of the organization
- Growth opportunities
- Opportunities to improve physician engagement and alignment
- What it would take to make Kaweah Health a “top 100 place to work”
- Top strategic priorities

From Input and Information to Actionable Insight

After the information gathering stage, a planning retreat was organized to process and discuss the findings to deduct relevance, implications, and conclusions. Feedback from the focus groups was shared with about 30 selected individuals who attended the full-day strategic planning session. Participants were asked to review the feedback beforehand and to complete pre-retreat work, including the selection of:

- Mission statement examples and drafts that capture the essence of the organization’s fundamental purpose for existing
- Items and characteristics that represent what the organization should aspire to become
- Key strategic priorities and critical success factors

Revised, Concise, Relevant Mission and Vision Statement Drafts

Outcomes of the facilitated retreat included new, concise mission and vision statements:

Mission Statement

Health is our passion.

Excellence is our focus.

Compassion is our promise.

Vision Statement

To be your world-class health care choice, for life.

Every word of each statement was examined thoroughly and selected very carefully. For example:

- “World-class” was heavily debated: How is it measured? Is it realistic? In the end, it was decided that it should be the organization’s aspiration to become world-class in the services that it provides. World-class was defined as top-decile performance.
- “Choice” was selected because the organization had long had a reputation as a local provider of necessity, and one of the goals was to change that and become a provider of choice.
- “Life” was selected to reflect a full continuum of services and was consistent with a branding tagline that previously had been in use, “More than Medicine. Life.”



Moving from Goals to Pillars

The organization's four long-term "goals" were expanded to five and renamed "pillars" to better reflect their foundational role in the organization's mission and vision.

The five organizational strategic initiatives are:

1. Achieve outstanding health out-comes
2. Deliver excellent service
3. Provide an ideal work environment
4. Empower through education
5. Maintain financial strength

Giving the Mission, Vision, and Strategic Plan Ultra-Visibility

The new mission and vision statements have become engrained in the Kaweah Health organization. A one-page strategic framework was developed that captures the mission, vision, pillars, and key initiatives. This high-level summary of the organization's strategic plan has been printed on 11x17 pages and distributed throughout the health system and are now found in board meetings, executive team meetings, and on department bulletin boards. In addition:

- The mission and vision statements are printed on all employee badges.
- The mission statement is prominently posted in all lobbies in large 12-inch-tall vinyl lettering.
- The mission statement is hanging in all conference rooms.
- Posters and plaques containing the mission, vision, and pillars hang in conference rooms, break rooms, offices, and lobbies throughout the organization.
- During executive rounding, employees often quote the mission statement from memory.

During executive team and board discussions, the mission statement is often used as a litmus test for decisions. For example, when discussing the organization's visitor policy during COVID-19 and its variants, the executive team developed a policy that protected health, followed best practices (excellence), and was compassionate towards patients and their families. This policy provided a guide and standards to follow resulting in consistency, fairness, and safety for patients, families, and staff.

The Kaweah Health mission statement is often included in social media and marketing content, and frequently being read aloud by employees and physicians. The mission statement also appears in PowerPoint templates. These practices provide consistency in messaging, brand identity, and visibility in communications with internal and external audiences.

A Mission Statement Making a Difference in Culture

The new mission and vision statements for Kaweah Health have evolved and grown into something that was not anticipated at the outset of the assessment and revision process. The buy-in and enthusiasm for the new statements has been a result of participation and input from a broad base of stakeholders including board members, senior leadership (executive and physician), department leaders, and associates at every level.

Because of the buy-in and commitment that exists, the rollout and adoption of the strategic plan has been broad-based, meaningful, and extraordinary. Exposure to the mission and vision statements begins with employee orientation and is consistently reinforced in department, town hall, board, and other meetings across the organization.

Results That Matter

In today's changing environment, mission statements are more important than ever in representing publicly and internally the fundamental purpose of the organization as well as guiding how it will act regarding clinical care delivery, providing equal access, addressing diversity, social determinants of health, environmental, economic, and social issues, as well as other community concerns.

The Kaweah Health experience is an example of how inclusive participation in developing the mission, vision, and strategic plan of the organization can create a culture of unity in purpose, passion for engagement, and focus on achieving common desired organizational outcomes. Is it time to consider an update for your mission statement?

Marc G. Mertz, Vice President and Chief Strategy Officer, Kaweah Health, and **Guy M. Maste rs**, President, Masters Healthcare Consulting, *"Can a New Mission Statement Really Drive Culture Changes?"* E-Briefings, The Governance Institute, March 2022.





Celebrating 100 Years of Community Care with Karen Barber

By Julia Mann

In May, Yoakum Community Hospital (YCH), located in the small community of Yoakum, Texas, celebrated the hospital's 100-year anniversary. For the last century, Yoakum residents have relied on the 23-bed not-for-profit hospital for critical access to quality care. To celebrate the monumental milestone, YCH hosted a century celebration event that brought together hospital staff, patients, families and Yoakum community members.

THA sat down with Yoakum Community Hospital CEO Karen Barber to discuss the hospital and its impact on the Yoakum community over the years. Barber has been at YCH for more than 30 years, beginning as nurse and now leading the facility as CEO. Here's what she shared with us:

What drove you to pursue a career in the health care industry? Why did you become a nurse?



I was never really around health care growing up and I had no family members in the medical field. I was first fascinated by the health care industry when I was a patient with the births of my children. I remember fondly the obstetrics (OB) nurses who tended to me and my babies. They were compassionate and kind, and I thought I'd like to be able to help others as these nurses so compassionately helped me.

What motivated you to move into a hospital leadership role? How do you think starting out as an RN has helped you in your role as CEO?

When I was in nursing, I never imagined being a CEO. Through prayer and the support of family and peers, I have transitioned into the roles the hospital needed me in. I really wanted the best for the hospital. YCH wasn't just my job, it was my pride and second family. Working as a nurse helped me establish a foundation of strong relationships with our medical staff and employees. It helped me have a deeper level of understanding of what we need in order to take care of the workers who treat our patients, who are also our family and friends.

What's unique about Yoakum Community Hospital being a small, rural hospital?

Rather than seeing our facility's size and location as a challenge, I view being a rural hospital as a benefit. We are able to build more personal relationships with the community and local businesses than a larger, more urban facility might be able to. Being able to provide more personal care means a lot to me as well as our staff.

In hard times, and especially throughout the pandemic, how have you kept morale high among health care workers and patients in your hospital?

Through the pandemic, morale was boosted by our strong community support. Our Board Members provided employees with a dinner and a breakfast, Auxiliary members would bake goodies for staff, local businesses and volunteers would bring care packages and treats, and we even had anonymous donors who bought breakfast through our Bistro. Our staff was willing to go above and beyond, and their hearts really shined. We established a COVID-19 team and our goal was to stay ahead of anything that could arise due to the pandemic. Being surrounded by a strong leadership team contributed to our success through this pandemic.

Can you describe what 100 years for the Yoakum Community Hospital means to you, your staff and the community?



In 1922, we started out as John Huth Memorial Hospital, then Huth Memorial HospCital, Huth Catholic Hospital, Yoakum Catholic Hospital and now Yoakum Community Hospital. The word "community" in our current name stands out, as it really is what we've always been about: community. Our success has been possible thanks to our community members.

We have dealt with financial challenges, outdated facilities, limited equipment, changes in ownership, dramatic changes in health care rules and regulations and, most recently, COVID-19. Through it all we have overcome obstacles together and with the support from our community.

Beginning with the devout nuns who cared for our community and the first babies who were born here, generations have witnessed the passionate care we provide. We have so much to be proud of: 100 years of selfless service, 100 years of caring, 100 years of growing, adapting and maintaining the legacy we support today.

It has been a privilege to be a part of YCH for the last 30 years and I'm especially proud to now be leading us into the next century. I am confident that the respect, integrity, stewardship and excellence we strive for will carry into the next 100 years, and Yoakum Community Hospital will continue to be recognized for comprehensive health care close to home.

Julia Mann is Content Manager for Communications with Texas Hospital Association.



Join THT's annual AdminLeadership Online Series, a two-part leadership development event for administrative professionals navigating the complexities of the health care industry.



DATES / TIMES:

Tuesday, Sept. 20, 2022

NOON – 12:45 p.m.

Tuesday, Oct. 25, 2022

NOON – 12:45 p.m.

Join THT's annual AdminLeadership Online Series, a two-part leadership development event for administrative professionals navigating the complexities of the health care industry.

WHAT'S YOUR CATALYST?

THE POWER OF MANAGED CHANGE: PART 1 – KNOW YOURSELF

We learned in science that change needs a catalyst, but what about in life? Many professionals in today's ever-changing work environment feel stuck, complacent or even fearful about their professional growth. In order to get back on track it is necessary to reconnect with their passion and establish their "WHY".

Through this engaging program, Alana will take you on a journey to discover your passions, talents, and path to being more resilient leaders. Change starts here. Alana's interactive delivery will leave you with immediate steps to move you forward in growth at work and home.

IN THIS WEBINAR YOU WILL:

- Apply self-discovery strategies to uncover who you are and what you were made to do
- Utilize tools to understand your strengths, purpose, and vision
- Adopt strategies to encourage self-leadership.



WHAT'S YOUR CATALYST?

THE POWER OF MANAGED CHANGE: PART 2 – BE STRATEGIC

Many professionals in today's ever-changing work environment feel stuck, complacent or even fearful about their professional growth. In order to get back on track it is necessary to reconnect with their passion and establish their "WHY".

Through this engaging program, Alana will lead you in creating a strategic plan for your career (or organization) based on input from Part 1. Alana's interactive delivery will leave you with immediate steps to move you forward to accomplish goals both big and small.

IN THIS WEBINAR YOU WILL:

- Apply personal goal setting to ensure your value is continuously elevated.
- Learn a proven model for leading change and building resilience
- Leverage proven techniques to sustain lasting change in your personal and professional life

ABOUT THE SPEAKER:

Alana M. Hill, PMP is international change leadership expert, inspiring professionals to lead change in their lives and their organizations. She is a passionate energy industry veteran who has paved the way for women leaders, with a focus on women of color. Her experience as an engineer and certified Project Management Professional (PMP) in talent development provides real world insight into how people and teams can excel, even in the face of adversity. Throughout her career, Alana has led diverse teams and delivered high-impact workshops all over the world!



She is an engaging and dynamic keynote speaker, appealing to audiences of various types and sizes. Alana makes a lasting impact at conferences, corporations, and colleges delivering high-energy, principle-based content. Her programs will move you to overcome adversity, build resilience, and convey empathy. She is the author of *What's Your Catalyst? The Power of Managed Change*, where she guides her readers to discover how purpose and passion can drive strategic change at home and at work.

With over 25 years of cross-functional leadership and training expertise, Alana helps individuals and organizations accomplish their goals by utilizing sharp analysis, strategic planning, and interpersonal skills development. She helps leaders balance cognitive ability (IQ) and emotional intelligence (EQ) to improve team dynamics and performance.

Alana holds a B.S. in Petroleum Engineering from Texas A&M University. Read her full bio at www.alanamhillpmp.com.



Joel Junker

Hill Country Memorial,
Fredericksburg, TX

Hometown:

Originally from Winona, MN and have lived in Fredericksburg, TX for 23 years.

Occupation:

I am Partner and Senior Vice President for Cameron-Brooks, Inc. We are military to business transition firm. We partner with Junior Military Officers (commissioned officers with about 4-14 years of experience) and assist them in their transition from the military to a career in business. I also earned a Graduate Certificate in Organizational Leadership Coaching from Northwestern University, and I am a certified coach through the International Coaching Federation.

Family:

Married for 26 years to Susan. We met as juniors at the University of Notre Dame. We have 4 children. Maeve, 23 years old, is a Biomedical Engineer; Ella, 21, is studying Environmental Engineering and is a senior at the University of Notre Dame; Elijah, 17, a junior in high school and Leah, 15, is a sophomore in high school.

Hobbies/Interests:

I have been a reader since college. I mostly read non-fiction books that include biographies, history and leadership development. In 2008, I went on my first daytrip on a kayak on the South Llano River and it hooked me. Now, I own 4 kayaks and love getting out on the river at all times of the year. I also really enjoy golf. It is a great stress relief because I don't think about anything else when I am on the golf course.

As a Board Member

What has been most rewarding during your board service?

Hearing about topics discussed in the board room in action and the impact they are making in our organization. I also find it rewarding that while we as board members have different viewpoints, we come together on one common goal, exceptional and affordable health care for our community.

What has been the most challenging issue for your board?

I think the most challenging issue is that health care seems to be in constant change. What is a challenge now, is different than what needed to be addressed six months ago.

What has been the biggest surprise during your board service?

I feel like I get more back from my service on the board than I give. I learn so much and often take ideas back to my own workplace. I am also surprised on how gratifying it is to serve on the board. I feel like I am finally giving back to my community.

What was your/your board's proudest moment?

The Hill Country Memorial Executive Team asked me to be the key speaker at their 2021 Veteran's Day Ceremony. As a board member, I don't get to talk to the front-line team members very often. I am honored they thought I was worthy to give a talk to the team and address the veterans in the organization.

What's the most valuable lesson you've learned as a board member?

The most important thing I can do is listen and ask questions. Some people might think being a board member is about what you know and sharing your knowledge and expertise. That is likely true in some areas, but I found that it is better to be curious, ask questions

in the meetings, ask questions of the Executive Team and the other board members. Do not make assumptions. By asking questions we help the Executive Team, who is out on the front lines every day running the operation, to think and come up with better solutions and ideas.

What are your board's priority areas for 2022?

I think our priorities are similar to everyone else's across the state. How do we get our costs and budget in order with rising costs across the board? In conjunction with that, hiring and retaining great people. Those two challenges go hand in hand and do not seem to be going away any time soon.

Why did you choose to become a Certified Healthcare Trustee?

I thought would be important to earn the certification to set an example that it is important to engage with the learning resources available. Healthcare is incredibly complex and different than a traditional business. The resources available to learn through THT got me up to speed in my first year and helped me stay current each year through continuing education.

About Me

My background:

I am originally from a small town in southeastern Minnesota. While attending Notre Dame, I participated in Army ROTC and when I graduated, I was commissioned as an Armor Officer. I served four years at Fort Hood, TX and then made the transition to my current company, Cameron-Brooks and moved to Fredericksburg, TX.

My childhood ambition:

I wanted to attend the University of Notre Dame. My dad took me to a football game when I was little, and I dreamt of attending school there one day. I am not the smartest person but with a lot of hard work, I got in and lived my dream. Still living it too since I met my wife there!

My favorite person (living or not!):

My wife. Hands down.

Last place I traveled:

Flagstaff, AZ. Susan, my wife is from Flagstaff. I just started playing golf a few years ago and my father-in-law has been playing his entire life. He is really good. I brought a friend and we played 80 holes in 3 days (one round was cut short due to rain). Beautiful mountain air and much cooler than Texas in July.

What are you currently reading?

My parents and in-laws are aging. I just read Being Mortal by Atul Gawande. This gave me great perspective on what they are experiencing as they age, how I can help them, how our medical society treats the aging population, and what I can start doing now to slow the aging process for myself.

My favorite place in Texas:

I have a few. First, my back patio having a glass of wine with my wife and my dog sitting next to me. Second, the Lady Bird Johnson Golf Course in Fredericksburg. I try to get out after work most nights and play a few holes. Great way to decompress from the day. Third, the South Llano River in Junction, TX



Marjorie McColl Petty

Parkland Health,
Dallas, Texas

Hometown:
Midland, Texas.

Occupation:
Retired; Formerly Region VI Director, U.S. Department of Health and Human Services

Family:
Married to John D. Jackson, a Dallas Attorney. Five grown children and five precious grandchildren six years old and under.

Hobbies/Interests:
Following Horned Frog football with husband Exploring dinosaur digs with grandkids. Joining high school friends for hiking and river rafting, reading history, biographies, and stories of our times. Genealogy to better understand my families' history and choices.

As a Board Member...

What has been most rewarding during your board service?
The opportunity to partner with expert and dedicated staff and to work alongside a talented, experienced Board of Managers team that is truly committed to the mission and service of Parkland Health to its community.

What has been the most challenging issue for your board?
Navigating the ever-changing landscape of the health care terrain and appropriately strategizing for the present and future.

What has been the biggest surprise during your board service?
I have always loved my life's work, but I had not dreamed that the mission of Parkland Health would be so clearly aligned with each step of my professional development. The opportunity to contribute to Parkland Health was a miraculous match. Parkland's work is "people work." Full of belief in public service to the end that wellness is advanced, suffering is reduced, and there is education and development to the fullest extent.

What was your/your board's proudest moment?
Experiencing the incredible strength and tenacity of the entire Parkland team. Watching the facilities team standup, the 'Parkland Hotel' with 500 beds to support staff in their presence for the 7AM shift during the ice storm and unnavigable streets. Parkland is a remarkable environment.

What's the most valuable lesson you've learned as a board member?
At each monthly meeting and the presentation of our Finance staff, I am reminded that nothing is static. Parkland Health, like its constituency, is a dynamic, compassionate entity that requires focused attention, flexible response, and forward thinking.

What are your board's priority areas for 2022?
The BOM will strengthen current board infrastructure through examination of and execution of best practices. Build participation and Trustee development through training, tenure planning and team opportunities. The actions of individual members will exhibit an understanding of the policy role and authority of the Board as a whole in development of strategy and planning.

Why did you choose to become a Certified Healthcare Trustee?

I welcome the opportunity to learn and be exposed to state of the art information on the evolution so that I can bring new learning to the challenges. In the process, the engagement of all board members maximizes our informed team strategy.

About Me:

My background:

I grew up in Midland, a middle child with three siblings. My mom was a bright, compassionate stay-at-home mom and my father was a geologist who played Scrooge in the annual A Christmas Carol at the Midland Community Theater. My first health-related work was in Chicago with the March of Dimes. I was invited to train neighborhood workers in maternal and child health. I worked with Dr. Effie Ellis, the first African American leader in the American Medical Association to present a Genetic Counseling Conference. Dr. Ellis encouraged me "to do more." I lead counseling sessions for women who were on Parole and Diversion, who were victims of Domestic Violence. While serving as a Senator in Kansas I was asked to mentor three women on welfare who were to speak to our Senate Judiciary Committee. My role was to support them in recognizing that they were the experts in their experience, and that they would be the teachers.

My childhood ambition:

While I do not recall defining a profession at an early age, I was inspired by many who contributed to our country's history. At eight years old I was reading the biographies of Lucretia Mott, Jane Adam and Susan B. Anthony, advocates for the rights of all people. At 17, I wrote a paper on Brown V. Topeka Board of Education after researching Thurgood Marshall, and then came full circle, completing a J.D. at Washburn University in Topeka, KS, the institution that had educated the lawyers who first filed the case. The Monroe School was in my Senate district and I personally knew Linda Brown. Topeka High School, which embodied the architecture of an Anglican Cathedral and where my children attended, was within walking distance of the Brown V Board National Park site.

I am very grateful that from a young age to have had doors open up for me and through the support and exposure to others, had the education and the courage to walk through those doors.

My favorite person (living or not!):

My mom was one of my favorite people and a great model for me. She grew up in Chicago in an economically challenged time and a diverse setting. I appreciate the example she set of being respectful of others to her core. She had always wanted to be a nurse, so after rearing four children and at 60 years of age, she went back to school and ended her career at Midland Memorial Hospital at 75 years old.

What are you currently reading?

I usually have more than one book 'going.' The most recent one started is Lone Star Law, A Legal History of Texas by Michael Ariens and the 'just finished' is The Trustee Handbook for Health Care Governance by Jamie Orlkoff and Mary Totten. In my bedside stack are Sisters in Law about O'Connor and Ginsburg by Linda Hirshman, Truth Worth Telling by Scott Pelley, a Texan, The Nickel Boys by Colson Whitehead, and The Highland Clans by Alistair Moffat, as a genealogy resource. And of course, The Topeka School by Ben Lerner, and I believe a Pulitzer Prize nominee.

My favorite place in Texas:
Dallas

1108 Lavaca, Suite 700
Austin, TX 78701
www.tht.org

insuring health care facilities

ACROSS TEXAS,
OKLAHOMA, & ARKANSAS

GENERAL LIABILITY	MEDICAL PROFESSIONAL
WORKERS' COMPENSATION*	COMMERCIAL AUTO
TAILORED RISK MANAGEMENT SOLUTIONS	UMBRELLA

*state exceptions apply

"As a hospital administrator, one of the most important things you look for when it comes to any type of insurance is a company that you can trust to be there when you need them. THIE is just that type of company and is one of our most trusted partners!"

Robbie Dewberry | CEO
Mitchell County Hospital District