

## Statement of Interest to the CEO Search Committee (May 2016)

“Keep your arms on each other’s shoulders and keep your eyes on the stars for innovation and change for the future.” – Dr. Sidney Garfield, April 24, 1974.

These words from Dr. Sidney Garfield have inspired me for over two decades. As physicians and leaders, we have worked to continue his legacy by identifying new ways to address both the demands and the opportunities for our medical group. We have led by motivating others and clearing paths to achieve a culture of innovation and creativity. With an awareness of the tremendous responsibility before me, I accept my nomination for the role of Executive Director of The Permanente Medical Group (TPMG). In asking for your support, this statement shares my journey and presents a vision for our future.

I first embraced Dr. Garfield’s innovative spirit as a young, fellowship-trained otolaryngologist looking to improve cancer outcomes in Northern California. Using our integration, we established a travel program to perform complex head and neck oncologic surgeries with my colleagues throughout the region. This collaborative experience generated consistent and high-quality outcomes for patients at their home medical centers and was a unique opportunity for me to appreciate the differences, collegiality, and excellence of our medical group. This specialist-led model helped inspire and expand various comprehensive centers that are becoming the standard of consistent, high-quality patient care.

In order to establish a culture of creativity, recruiting and retaining the best physicians is essential. As Chair of the Head and Neck Surgery Chiefs, we faced a shortage of otolaryngologists in our region, thus recruiting became a priority. We developed a unique program that involved personalized letters, preliminary telephone contact, and one-on-one interviews at the annual academy meeting. With this model, we enhanced awareness of Permanente Medicine as a career, and successfully attracted many top physicians to Northern California. At South Sacramento (SSC), our leaders have adopted similar models to recruit “only the best physicians,” a principle shared by the region.

In my years as Physician in Chief (PIC), we have continued the TPMG tradition of collaboration and innovation by identifying and developing great leaders. Together, we have inspired others to achieve greatness, to bring about cultural change, and to develop breakthroughs which have often become regional models. Our staff embrace our medical center goal of becoming “Simply the Best” place to receive and to deliver care.

This “Simply the Best” vision began ten years ago, when we set our sights on becoming a Level II Trauma Center. In order to win this Sacramento County designation, we assembled an expert team and developed a strategic approach to engage the community stakeholders. We also strengthened our own clinical program and improved operations within the entire medical center. After an intense three-year political and clinical process, we earned the designation as the first Level II Trauma Center within Kaiser Permanente (KP). This award has transformed our facility into a premiere trauma and tertiary care center, and also serves as a template for other TPMG successes.

The trauma center has generated a “halo effect” of excellence in care and instilled the innovative spirit now embedded at SSC. In order to exceed the American College of Surgeons standards, our physicians and leaders found innovations and efficiencies which also enriched our culture. Our creative projects have included: Emergency Department Physician in Treatment (PIT), Clinical Decision Area (CDA), KP HealthConnect alpha-site implementation, Toolbar creation, iPhone pager development and clinical integration, operating room efficiency and quality, robotic and bariatric surgical excellence, gastroenterology endoscopy screening efficiency, physician wellness and support, and KP’s first comprehensive sports medicine department.

We have also looked outside of SSC for inspiration in our quest for best practices and ideas. After strategic site visits within KP, we were early adopters of the Baldwin Park model for hospital care, the West Los Angeles Robotic Surgery model, the San Jose Radiology model, the Central Valley model for Chronic Condition Management, the North Valley P-phone and outpatient access model, Total Joint Surgery consolidation from Fontana and San Leandro, and the Santa Clara Cancer Center of Excellence, among others. Across the country, we have also learned high-efficiency and quality strategies from The Mayo Clinic, colorectal cancer screening from The Cleveland Clinic, Service and Professional Appearance from The Disney Institute, as well as, Medical Education from Drexel University, California Northstate University, and the University of California Davis, Schools of Medicine.

Although TPMG is the current healthcare leader and model of integrated medicine, great organizations do not rest. Over the next few months, I plan to discuss in greater detail a variety of issues and ideas for TPMG including: 1) attraction and retention of the best physicians; 2) promotion of sustainable practices and physician wellness that will lead to rewarding and fulfilling careers within TPMG; 3) a renewed focus on supporting our physicians to balance their medical careers with the demands of life; 4) continued technology advancement to improve our quality, patient experience, and operational efficiency; 5) development of exceptional leaders who inspire others and create more leaders; 6) the development of systems which facilitate the physician in both their work and quality; 7) continued local invention and expeditious regional execution to maximize operational impact throughout; 8) the use of best practices from our regional colleagues and from across the country, with cross-facility standardization and centers of excellence; and, most importantly; 9) the enhancement of a supportive and inspirational culture.

Dr. Garfield's wisdom should remain at the core of our thinking as we move forward; "Institutions tend to become static; they build walls around themselves to protect from change and eventually die. You should fight that [tendency] by opening up your thinking and your ideas, and work for change."

We will look to our incredible TPMG physicians in this ongoing journey for ideas and solutions. With a supportive and innovative culture, they will help us find the answers and the successful outcomes. When we remain true to Dr. Garfield's principles, we will demonstrate to our patients, our competitors, and others, the strength of our physician-led integrated healthcare system. We will provide exceptional world-class care in a rapidly changing and increasingly globalized healthcare market.

My experiences as a physician and as a devoted leader have equipped me with the skills to think strategically, develop a vision, and transform operations. If chosen to be the next leader of TPMG, I will bring my proven track record of innovation, my ability to develop dynamic leaders and collaborative teams, and my capacity to create a culture that inspires performance to advance our legacy into the next generation.

Thank you for your time and consideration.

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