



ENLOE'S MESSAGE

Hear from the CEO

Episode 3: The Board of Trustees, Helping Families & More

Jolene Francis: Enloe's Senior Team Message is now presented in this new, caregiver-centric podcast, providing an update on what's new and exciting at Enloe.

Hello, everyone. I'm Jolene Francis, Vice President of Philanthropy & Communications, and I'm sharing the microphone today with Denise Adams, Chair of the Board of Trustees for Enloe Medical Center. Denise will share her thoughts and insights into some important issues from the perspective of a volunteer leader.

Hi, Denise. Thank you for joining me today. How are you?

Denise Adams: I'm great. Thanks, Jolene, for having me. I'm looking forward to having our conversation.

JF: Yeah, I'm so glad you're here.

I thought we could start today by discussing Enloe's recent recognition by Planetree as certified Gold with Distinction in Leadership and Innovation. As a community leader yourself, and a leader in higher education, what strikes you as especially important about this achievement?

DA: Well, you all know, and maybe the community doesn't, that Planetree is an organization that pioneered person-centered care, and its mission's pretty simple: to inspire caregivers to make patients and their families true partners in their care while meeting their human needs and improving outcomes. Enloe embarked on becoming a Planetree-certified medical center many years ago in an effort to ensure that our community had a hospital that was laser-focused on patient safety and providing quality care.

With our most recent recertification survey, Enloe once again achieved Gold status, but this time with a new twist to it, and that's with Distinction. Achieving a re-certification with Distinction status required the organization to maintain our current Gold-level performance but also building on that success to advance beyond the standards for person-centered care.

What strikes me about this important achievement is that Enloe has not rested on its laurels of being a good Planetree organization. There is always an interest in doing better, always looking for ways to improve care and improve the experience for our patients and families.

In higher education, we encourage our students and our colleagues and ourselves to be lifelong learners. Understanding that there is always something new to learn helps us in our careers and makes us better people. Enloe has embraced this concept of lifelong learning through its commitment to Planetree and always looking for ways to learn and improve not only the patient experience, but the family experience and the employee experience as well.



ENLOE'S MESSAGE

Hear from the CEO

I'm super proud of Enloe for getting to this achievement and maintaining Gold and now getting to the point of Distinction.

JF: It really is exciting, isn't it, Denise? It's been an exciting time around here the last few weeks as the surveyors were here and all the hustle and bustle of the survey, but it was such exciting news to hear that we did actually earn Distinction. And I know that your leadership and the leadership of the Board of Trustees played no small part in that, so we thank you very much.

So, in a few minutes, we'll talk a little bit about how we continue to improve our organization, but right now, I wanted to ask you about your role as a Board of Trustee. You are Chair of the Trustees this year, but what does that mean? I mean, how can you explain the role of the Board and tell us why you choose to serve in this way?

DA: So, as the Chair of the Enloe Board of Trustees, I am a member of the Board of Trustees, and one of my primary responsibilities is to oversee and preside over our board meetings, our Executive Committee meetings, and then also to really help guide the board's work as we look at priorities, our annual objectives, our strategic plan, and then serve as a facilitator for those discussions and a resource to the board and to hospital leadership.

It's pretty interesting that the term "trustee" is used rather than "director" at Enloe because the hospital and the community have entrusted us with overseeing the hospital's best interest. So, as a board of trustees, we're the governing body of the hospital. We're responsible for developing and reviewing the hospital's overall mission and strategy, and we guide the long-term goals and policies for the hospital by making these strategic plans and decisions.

We don't get involved in managing the day-to-day operations [of] the hospital; we leave that to [Enloe President & CEO] Mike Wiltermood and the amazing senior leadership team that we have there, but rather, we oversee them. And we provide any guidance or suggestion that may be needed from us as community members.

So, as part of our oversight responsibility, we do set the job description for the CEO, and the CEO does report directly to the Board of Trustees. It's a very collaborative relationship. It's wonderful working with Mike in this role. He is an incredibly wonderful leader who is a person of integrity and wants only the best for Enloe Medical Center, so it's a pleasure working with him to help move Enloe Medical Center forward.

We do set goals and expectations for the CEO that are in keeping with the strategic plan so that Mike can continue to, as I said, move the organization forward.

We're also responsible for overseeing the hospital's financial health and sustainability and making sure that the hospital uses resources wisely and that we provide the highest quality of care. We represent the hospital within the community, so it's important for us to understand the needs of the community and to respond with outreach efforts and education when needed.



ENLOE'S MESSAGE

Hear from the CEO

We're also responsible for engaging in self-regulation. We perform regular self-evaluations of ourselves, each of our peers on the board, as well as the board as a whole. So, a healthy board is always looking, again, for ways to improve and be better.

Being a Board [of] Trustee[s] member is a huge responsibility and a role that's not taken lightly by any of those of us who serve on the Enloe [Medical] Center Board of Trustees, and for me, serving on the Enloe Board of Trustees is a very high honor and a privilege, and as I said, one that I take very, very seriously.

I serve on the Enloe Board of Trustees so that I can be a strong advocate for our community and for the hospital, and I'm grateful to have the opportunity to serve the Enloe Board of Trustees as the Chair, and I hope to provide strong, compassionate leadership that helps Enloe continue to provide excellent care while being good stewards of all of our resources, which is what we are tasked with doing.

JF: And you certainly are doing that.

I think, watching the Board of Trustees do their work, I think one of the most important things, from my standpoint as the Vice President of Philanthropy, is that you are also our eyes and ears to the community.

With an organization this big, it's kind of easy for us to become siloed to a certain degree, and with your input, you keep us aware of what's happening in the community and how the community is viewing us. So, that's super important feedback for us.

And I also really appreciate the fact that, with the launch of our newest campaign, the Board of Trustees were the first folks to stand up and say, "We want to help," and pledge their own personal gifts. I mean, that was extraordinary, and when I share that with other potential donors in the community, they love to hear that, that our leadership and our volunteer leadership were the first ones to raise their hand.

So, thank you so much for all the work that you do. That's a huge job! It's a huge job, and we're sure appreciative of you and the rest of the board for doing it.

DA: Well, thank you. As I said, it's an honor to serve. I follow in the footsteps of a lot of really good leaders, and I have really, really good people on the board to work with, and, as I said, it's a pleasure serving.

JF: Thank you.

So, recently, you attended the Quality Summit here at Enloe, and you observed the entire summit process as it progressed, including the voting and all of the poster presentations that were done.

So, I'd really like to hear your impressions of the overall program and what struck you as the most important about the work that was accomplished by the group selected as the 2022 winners, and that was, of course, the Nettleton Mother & Baby Care Center. So, tell me about your perceptions of that.



ENLOE'S MESSAGE

Hear from the CEO

DA: So, Jolene, I don't know if you know this, but when I worked at Enloe many years ago, I worked in the Quality department, and so I have an intricate knowledge of what quality improvement is at Enloe, but also at some other medical centers in Northern California, and the quality and caliber and involvement of staff and medical staff at the Enloe Quality Summit is second to none. I mean, it is so, so impressive to go out into the park and look at all of those posters.

And all of the work that's gone into all of those over 70 projects this year is just amazing — that there's this grassroots need and desire to continually improve Enloe and make it a better place for our patients and our families and our community and all of it. It's just, as I said, it's just second to none. I'm thoroughly impressed with the work that goes on and that people, departments continue to come back to want to do something new and something different.

If I'm right, [the] mother-baby center's won an award for this in the past, right? This is not their first.

JF: Yes, that's correct. Yeah, it's two years in a row for them. Yeah.

DA: Yeah, they keep coming back with really great things.

So, in speaking to the Mother [&] Baby Care Center, they truly went above and beyond. This was not a simple, quick fix — “Let's make a couple changes and, voila, we've got immediate results.” This team worked together for — What was it? — 18 months, almost 2 years, learning about a new approach to caring for drug-exposed newborns and their moms.

Eat, [Sleep] and Console has made a huge difference in the care of these really at-risk babies and moms, but I also get the sense, Jolene, that it's made a huge difference in the quality of work that those nurses do and those doctors do. They feel like they're making a difference that's going to matter.

And what I really appreciate about this is that there's just this focus on bonding and improving the mother-baby relationship that maybe wasn't a focus before, that it's moved off of, you know, “What additional drugs or medications can we give to these babies?” but “What else and what other things that we can do to help these newborns who are in a really difficult place.” And then to really include the families and the moms in that whole process. It was just amazing.

I'm so proud of these people, and I can't wait to see what they come up with next time! But just amazing. Just so impressive, I can't even begin to say enough. It's very accomplished work, and it will make a huge difference for these newborns and their moms moving forward.

JF: You're absolutely right.

I was astonished when I read the difference in the outcomes from babies who are born with these challenges staying in the NICU for 4-6 weeks or longer, and through this change in program and the approach to treatment for them, they're staying 4-6 days, maybe a week. I mean, that's a remarkable



ENLOE'S MESSAGE

Hear from the CEO

change. And the fact that the mothers are involved so that that bonding can take place and hopefully healing can take place for both of them after they're discharged. A remarkable, remarkable program.

DA: Yes, and it makes a huge impact, like, immediately in that first couple months of life, but if we're building relationship with that mom and that baby, who knows what, like, life changes and positive impacts to our community are going to happen moving forward to give these moms the knowledge and the strength to take care of their babies. That speaks volumes, right? Moms want to take care of their babies and they want to do the best that they can. So, it's making a difference on so many levels.

JF: Yeah, you're absolutely right.

Well, thank you for your time today. That's all the time we have for today. We're going to wrap it up, but I really want to thank you, Denise, for giving us even more of your valuable time. I know what a very, very busy woman you are, and I appreciate you being here to participate in our podcast.

I enjoyed spending time with you behind the Enloe Microphone of Distinction. I think we'll just call it that from now on. Doesn't that have a nice ring to it?

DA: I like that! I like that.

JF: The Enloe Microphone of Distinction.

DA: I like it.

JF: Yeah, thank you.

So, thank you for all the work that you do.

And thanks to our listeners for sharing this program with your colleagues and friends. Don't forget: You can find us any place you find podcasts. Just search for "Enloe's Message" and download it to your podcast app.

Don't forget to email your questions or suggestions to ask.mike@enloe.org. We'll be happy to answer those questions for you, and we'll talk again on July 1. Until then, thank you for your extraordinary work caring for our community.