



ENLOE'S MESSAGE

Hear from the CEO

Episode 1: The Pandemic, Awards & More

Jolene Francis: Enloe's Senior Team Message is being restructured. Today we're launching this new podcast, Enloe's Message, as a way to share information and help everyone stay up to date with what's new and exciting at Enloe.

Hello everyone, I'm Jolene Francis, Vice President of Philanthropy & Communications, and every month I'll be here with one of Enloe's senior leaders, including Mike Wiltermood, Enloe's President and CEO, as we reflect on the previous month, what's going on at Enloe, and what lies ahead for the organization to keep you, our valued caregivers informed.

Good morning, Mike. How are you?

Mike Wiltermood: I'm doing well. Thank you, Jolene.

JF: Good! Mike, the third wave of the COVID-19 pandemic recently subsided, so how did the hospital do and what did we learn?

MW: Well, the hospital responded as it always does during a disaster or a major challenge to our community, and that's exceptionally well. All these disasters that we've experienced over the last few years have afforded us a great opportunity for learning, but mostly what I see is a reinforcement of the values that we hold important to us.

With respect to patient-centered care and the way we act as teams and respond, most of the things that we learned were of the technical nature. You know, there's always something that we could do better or faster, or more completely. But the fundamental of providing great patient care was never in question during COVID, and our staff rose to the occasion and did an incredible job taking care of the community.

JF: Yeah, I would agree, and with the Quality Summit coming up, I expect we'll see a lot of posters related to improvements that were made from things that we learned during the pandemic, so I'm really excited to see those as they come together.

Every year we honor leaders that go above and beyond the call of duty, and many were recognized at the recent Leadership Awards ceremony. We did that out in the park. It was, really, a lovely day. Can you tell us a little bit about those awards and why they were so many more awards this year than in previous years? This year we even did departmental awards, so tell us about that.



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Mike Wiltermood: Well, first of all, if you want to see all the awards, you can go to Inside Enloe. It'll give you all the names. Typically, in the past, we have honored leaders that have exhibited exceptional leadership in four basic areas of our operation:

- The patient experience, which is quality, safety and service to our patients
- Employee engagement, which has a lot to do with morale and team building, support for our employees, opportunities for advancement within their profession
- The third is our relationship with our physicians and aligning ourselves within clinically, especially with our physicians
- As well as financial stewardship

After all the disasters we've been through over the last few years, there's just no way we could properly recognize the leadership that's been exhibited throughout the organization with just those four areas.

I'm not sure we gave enough awards actually, this last go around. So many people deserve to be recognized for the work that they did. I hope that people understand that these leadership awards are not only representative of leadership, but also the people that performed day to day to make those leaders successful. I can't say enough about the response that we've had as an organization under very difficult circumstances, and we owe an awful lot to an awful lot of people within this organization.

JF: That's so true. I hope everyone does go to Inside Enloe and look at that extraordinary list of leaders that were recognized and realize that those words were really meant for everyone that works within their sphere of influence in the organization. Great job on that.

It was fascinating to watch that process as those award winners were being identified, and there were so many nominations it really was kind of tough to do. Let's shift gears a little bit. Some of our listeners may not be aware of Enloe's new project to expand cancer services in Northern California, so what can you tell us about that?

MW: Well, going back to about 2017, our Board of Trustees challenged us to extend ourselves further as an organization and try to address the many challenges that our area faces with respect to community health, and the first few things that we started looking at were the things that we deal with every day, such as homelessness, drug addiction and the other manifestations of poverty that we see in our community.



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But, as we really zeroed in on the things that we do well, the response that we could make, we started looking at those health issues that really vex our community and the thing that rose to the top of the list was cancer care. We were surprised to find out that over 60% of our cancer patients have to leave the area for treatment. Now this compares very unfavorably to the services that we provide in other areas, we have literally about 85% of the market in our area. That means we can provide some health care support for most of the conditions that manifest themselves in our community, but cancer is different. We also have a high incidence of cancer, and we have, unfortunately, a very high incidence of late stage diagnosis for cancer for different kinds of cancers.

These are not esoteric cancers that are difficult and particularly complex or difficult to deal with. Although all cancer is very scary and very difficult to treat, but we're talking about things, about cancers that we deal with on an ongoing basis, such as prostate cancer, lung, breast or colon cancer, things like that. As we looked at what we would have to do to improve that area of health status within our community, we recognized that we needed to expand our services. We needed to partner with academic medical centers to bring more sub-specialty medicine to our area, and in some cases, we just needed to grow in order to meet a growing demand in our community.

We started a nice fundraising project. We haven't really gone public with that yet, but we've already raised close to \$7 million. We had a very, very generous donation of property over at Mariam Park, 13 acres right on the corner of 20th and Bruce Road. We've got a lot of community support already, and we're hoping that this project will not only improve cancer services, per se, but it will raise all the boats. We have a broader facility plan that we have to address, and the additional square footage that this project will bring to our campuses will help immensely in solving many of those other issues for some of the other departments that are hemmed in with a with a small footprint.

JF: This is a very exciting project, so I know that we have recently identified the architect that we'd like to contract with. So can you tell us a little bit about how that process went and how we how we went about selecting that particular firm?

MW: We engaged a consulting firm called ECG out of Seattle. They helped us with our request for proposal and helped us in identifying potential architectural firms that we could use. We then engaged many members of the community, particularly those involved in the Mariam Park development, our volunteers, our Foundation Board or Board of Trustees, physicians and other members of the community to participate in scoring the presentations that we heard from five major architectural firms.



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These were all identified as being national or international firms that had an extensive experience in developing cancer campuses, and I think any one of them would have done a great job for us. At the end of the day, we settled on an organization called HGA. They have a Roseville office, which is nice, but they've got incredible amount of support throughout the country with respect to architectural design and operational implementation.

JF: Yeah, it's very exciting. I hope that folks will continue to learn more about this project and about the campaign, and we'll probably be sharing quite a bit of information in the spring, as we launched the Enloe Giving Campaign through the month of May, so I hope people will stay tuned and learn more about it at that time.

So I kind of want to wrap this up a little bit by asking you Mike if you could look directly into the eye of every caregiver here in Enloe, every nurse, every physician, every staff member and every volunteer, what would you want to say to them about the work that they've done over the last several years in these challenging circumstances? How has it made you feel to lead an organization that not only suffered through these conflicts and challenges, but really cared for our community?

MW: Well, for me, not only as an administrator but as a member of the public, I feel extremely blessed and fortunate to be able to turn to our organization during challenges and disasters. There's no place I'd rather be if I had a health care issue, no place I'd rather my family be, and that's a direct reflection of the skill, dedication and resilience of the people that work here.

I just can't say enough about how our organization has responded through disaster after disaster. It was interesting to me, as administrators, we sometimes share our experiences and see if we can learn from each other, and the COVID pandemic was no different. I think, deep down inside as I listened to many of these people talk about their challenges, I kept thinking, "You don't know half of what people truly are experiencing in some areas." We have employees that hadn't even fully recovered from the Camp Fire.

Of course, there's always those other issues that people have to face in their personal lives, their own personal challenges and yet people showed up, day after day, ready to go to work, ready to take care of our community. I was extremely impressed with the calm demeanor of our staff, that really helped reassure our community that they were in safe hands and that we were going to get through the pandemic.

JF: You said that so well. They've done just an extraordinary job, and in the roles that we have that are somewhat public, we hear from the community how safe they feel and how



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grateful they are for everyone that works at Enloe, and regardless of what role there, and I think that really is manifesting itself into the support for our campaign. People are just grateful for the care they've been provided and our Senior Team members were all grateful for those folks who show up every day and provide that care, so thank you for sharing that.

Anything else you want to leave with today? Any last thoughts you want to share in this very first inaugural Enloe's Message podcast?

MW: Well, we're very hopeful that we've turned a corner with COVID. I guess that remains to be seen, but I hope that if there's any degree of respite in the next few months that people will be able to take a break, get some vacation time in and be able to decompress from the tremendous amount of stress that we've been under.

I know that's not always easy. It seems like we move from one challenge to the next in this organization, and I just want to reiterate how grateful we all are, as community members and members of the Enloe team for the work that everyone's doing.

JF: Thank you, Mike. Thanks, everyone, for tuning in. If you have questions that you want us to address here on the podcast or you want to suggest topics for us to discuss, you can send an email to ask.mike@enloe.org. Please tune in next month for another episode of Enloe's Message.

Finally, thank you so much for caring for our community. That's it for today. Have a great April.