1. Title: Using Performance Excellence to Drive Organizational Results and Physician Relationships

2. Topic and Subject Matter:
Organizational Development and Leadership
  - Executive leadership skills-for now and the future

3. Length of proposed seminar:
   3.0-hour session (presented once)

4. Primary target audience for proposed seminar: (this will not limit your audience if selected to present)
Please select one:
  - Senior Executives (Including other C-suite leaders, Executive VPs, etc.)

5. Would you be willing to present this as a student session?
   No

6. Target audience organization type for proposed seminar. Please select the top three:
   - Hospitals/Healthcare Systems
   - Rural/Small Healthcare Organizations
   - Physicians or Medical Group Practices

7. Seminar description:

This presentation will begin with a proprietary Genitect approach to using the Malcolm Baldrige National Quality Criteria to enhance and align an organization and to accelerate the achievement of performance excellence through key business systems. Using this approach will be described for a large dual ownership (50% Non-profit and 50% For-Profit) healthcare system. This has resulted in top decile performance for many of the most important business and clinical measures, and has helped to achieve alignment with physicians and healthcare administration.

The presentation will discuss the process, the management focus, the results and the relationships.
The presentation will be co-presented by the CEO and CMO of Methodist Healthcare of San Antonio, and Genitect consulting.

The Methodist Healthcare CEO will discuss how the Baldrige journey strengthened their performance, and was used to fully integrate an 8 hospital system. This description will include their journey, and a CEO’s perspective of the strength of using the Baldrige to drive integration and results.

Finally, a Chief Medical Officer will discuss how physician relationships were built throughout the system during their excellence journey, and how these relationships help to ensure the journey was solid and sustainable.

8. Teaching methodology.
Lecture with Q and A

9. Executive summary:
This presentation will begin with a proprietary approach to using the Malcolm Baldrige National Quality Criteria to enhance and align an organization and to accelerate the achievement of performance excellence. It will discuss the results achieved, and how the physician relationships were leveraged for sustainability.

The will be co-presented by the CEO and CMO of Methodist Healthcare, and Genitect consulting.

10. Learning objectives:
- Gain an understanding of how the Baldrige Criteria can be used to drive organizational results.
- Gain an understanding of how physician relationships are key to excellence, and how they are aligned for sustainability.

Presenter Information (please provide all demographic information and experience for all presenters. All presenters must be included in the proposal. Only under extraordinary circumstances will ACHE approve additional speakers after the proposal process closes.)

*First Name:  Jaime
*Last Name:  Wesolowski
Suffix:  
Title:  CEO
*Organization: Methodist Healthcare System
*First Name: Ken  
*Last Name: Davis  
Suffix: MD  
Title: Chief Medical Officer  
*Organization: Methodist Healthcare System

*First Name: Marlene  
*Last Name: Yanovsky  
Suffix:  
Title:  
*Organization: Genitect

*First Name: John  
*Last Name: Vinyard  
Suffix:  
Title:  
*Organization: Genitect

*Experience

Please provide a brief description of relevant work history, presentation experience and education or include a .pdf or .doc file of your resume or CV.
JAIME A. WESOLOWSKI
President and Chief Executive Officer
Methodist Healthcare System of San Antonio, Ltd., L.L.P.

Jaime A. Wesolowski was appointed President and Chief Executive Officer of the Methodist Healthcare System of San Antonio on August 2, 2007. Methodist Healthcare System is a partnership with equal ownership between HCA and Methodist Healthcare Ministries and employs over 8,000 with 400 plus volunteers and over 3,200 physicians who practice at the eight Methodist Healthcare facilities.

Mr. Wesolowski earned his Master’s Degree in Healthcare Administration from Xavier University in Cincinnati, OH, and he has a Bachelor’s of Science from Indiana University in Healthcare Administration.

Before joining the Methodist Healthcare System, Mr. Wesolowski served as the Chief Executive Officer of Riverside Community Hospital in Riverside, CA from 2003 to 2007. Prior to that, he was the Chief Executive Officer of Oak Hill Hospital in Spring Hill, FL for four years. He also spent ten years as the Chief Executive Officer of Meadowcrest Hospital in New Orleans, LA.

Mr. Wesolowski’s professional affiliations include memberships in the American Hospital Association and the Texas Hospital Association (THA) where he serves on the THA Board of Trustees and as Chairman of the THA Finance Committee. He also serves on the HOSPAC Board of Governors for Texas. In 2013, Mr. Wesolowski was presented with the American Hospital Association’s Grassroots Champion Award for the State of Texas. In 2014, the Methodist Healthcare System received the Quality Texas Foundation’s Texas Award for Performance Excellence. Currently, Mr. Wesolowski serves on the Greater San Antonio Chamber of Commerce Board and is a member of the Board of BioMed SA. Additionally, he and his wife served as Co-Chairs of the 2010 American Cancer Society’s Cattle Baron’s Gala.
Dr. Ken Davis  
Chief Medical Officer  
Methodist Healthcare System of San Antonio, Ltd., L.L.P.

Ken Davis serves as the Chief Medical Officer for San Antonio Methodist Healthcare, an eight hospital system with over 2000 beds and 3000 physicians on staff. Methodist was honored with the 2012 Texas Gold Quality Award from the Texas Medical Foundation the 2013 Bill Aston Award for Quality from the Texas Hospital Association, and the Texas Award for Performance Excellence (TAPE) Texas Baldrige Award in 2014.

Prior to working with Methodist, he served for sixteen years as the Chief Medical Officer at North Mississippi Health Services, a six-hospital health system in Northeast Mississippi. The flagship hospital, North Mississippi Medical Center, is a 750-bed tertiary referral center, the largest rural hospital in the country and the winner of the American Hospital Association Quest for Quality Award in 2005 and the Malcolm Baldrige National Quality Award in 2006 and again in 2012.

Ken was in private Internal Medicine and Geriatrics practice for twenty years. He received his medical degree and Internal Medicine residency at the University of Mississippi, Fellowship training in Geriatrics at Harvard Medical School and a Masters in Health Policy and Management from Harvard School of Public Health. Ken is a Fellow in the American College of Physicians, and a Six Sigma Black belt.
John Vinyard

John is a Managing Partner and Founder of GENITECT, LLC.

John has worked with numerous international firms in Europe, the Middle East, India, and the Pacific Rim. He specializes in working with leadership teams to help transform their organizations.

John has worked with 14 Baldrige, and has helped them use the Baldrige Model to significantly impact their bottom-line results. His work focuses on helping executives design and lead strategic change initiatives from strategy to results including: strategic leadership, execution excellence, and organizational learning.

John served on the Malcolm Baldrige National Quality Award Board of Examiners since 1991.

John has helped several Performance Excellence Award Programs, including New York, New Mexico, Ohio, Georgia and others. He has served as a Judge for the Georgia Oglethorpe Award, Air Force Quality Award, and Defense Logistics Agency Quality Award.

John is the author of the Baldrige User’s Guide: Organization Diagnosis, Design, and Transformation and has written and presented numerous articles on a variety of management subjects.
Marlene Yanovsky

Marlene has over 30 years of experience in working with leadership teams in organizational transformation and coaching of senior executives in the skills needed to create a continuous improvement and service focused culture. Her experience includes working with a number of leading Health Care intuitions, including academic teaching hospitals.

Marlene has worked with organizations in a wide spectrum of industries assisting them on their quality journeys using the Baldrige Model for Performance Excellence to significantly impact bottom-line results. She has assisted organizations and award recipients applying for the Malcolm Baldrige National Quality Award and various state quality awards with assessments, design of leadership models, processes management, application development and site visit preparation. Some of Marlene’s personal clients include Sharp Healthcare, Poudre Valley Health System, Advocate Good Samaritan, Charleston Area Medical Center, Boeing Aerospace, The Ritz Carlton Hotels, The U.S. Army, Eaton Corporation, TATA Corporation, Cisco Systems and multiple Blue Cross Blue Shield plans throughout the country.

In addition to her broad consulting background, Marlene has an expertise in customer loyalty measurement, developing customer based measurement systems, and using performance excellence methodologies including benchmarking and the identification of best practices to improve corporate performance.

Prior to working with Genitect, Marlene has worked at TARP, a customer and employee satisfaction measurement and consulting firm, where she has held positions of Managing Director and Senior Vice President with responsibility for professional services including satisfaction measurement, benchmarking and the Center for Customer Experience Leadership (a think tank on cutting edge and emerging trends in service). Most recently, Marlene has worked on application of the Baldrige criteria to support hospitals and healthcare organizations through an affiliation with Massachusetts General Hospital Center for Performance Excellence.