

2015 ACHE-SETC Conference on Healthcare Leadership

Tomorrow's Leaders in Healthcare

(An ACHE Face-to-Face Panel Discussion)

Facilitator: Craig Cordola, FACHE

Regional President, West/Central Region, Memorial Hermann

Panelists: Todd Caliva, FACHE

Chief Executive Officer, HCA affiliated West Houston Medical Center

Debra Sukin, PhD

Regional SVP Houston Methodist and CEO HM Woodlands Hospital

Keith Parrot, FACHE

Chief Executive Officer and President of Baptist Health System

INSIGHTS FOR HEALTHCARE PROFESSIONALS

(A partnership with Medical World Americas)



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Agenda

- **Introductions**
- **Learning Objectives**
- **Overview**
- **Discussion Questions**
- **Conclusion**

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Learning Objectives

- Identify the major changes tomorrow's leaders can expect to see that will require a greater need for visionary leadership.
- Explore what it takes to be a visionary leader and the importance of translating leadership qualities into action for the future.

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Overview

Seven Skills Needed for Tomorrow's CEO

- An ability to see around corners
- Tolerance for ambiguity
- Agility in decision-making
- Adaptability in execution
- At ease with technology
- Surrounded by a great team
- Humility

Source: Snowden, S. (2015, Jan 9). Seven skills needed for tomorrow's CEO [PwC CEO Insights blog]. Retrieved from <http://pwc.blogs.com/ceoinsights/2015/01/seven-skills-needed-for-tomorrows-ceo.html>

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Discussion Questions

1. How do leaders see the changes needed in the market before others do?
2. The healthcare business model is changing rapidly – how can a leader adapt?
3. How willing are leaders to change their business model?
4. With a focus on quality, patient safety, and outcomes, what new skills may be required for future healthcare leaders?

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Biography

Craig Cordola, FACHE, was recently promoted to Regional President, West/Central Region, Memorial Hermann Health System. Prior to his current position he was the CEO of the Memorial Hermann Hospital-Texas Medical Center Campus and associate dean for Hospital Affairs at The University of Texas Health Science Center at Houston (UTHealth) Medical School. In his role as CEO he oversaw the operations of the hospital and was responsible for the strategic direction for services across the entire Texas Medical Center Campus, including the collaborative relationship with UTHealth. Prior to taking on his current role, Craig was the chief executive officer of Children's Memorial Hermann Hospital, a distinguished healthcare provider of children's and women's services in the Texas Medical Center. In his role, he directed the operations of the hospital and was responsible for the strategic direction of children's services throughout the Memorial Hermann Health System. Craig also worked as the assistant vice president of operations for Children's Memorial Hermann and Memorial Hermann-Texas Medical Center, where he provided leadership support for children's, women's, volunteer, chaplaincy, and food and nutrition services.

Throughout his career, he has served in a diverse range of management positions for a variety of institutions such as Texas Children's Pediatric Associates, an affiliate of Texas Children's Hospital; Avanti Health Systems, a primary care medical group; and Physicians Trust, Inc., a musculoskeletal practice management company.

Craig graduated from The University of Texas at Austin with a degree in psychology and continued his studies at the University of Houston-Clear Lake, where he earned a Masters degree in Healthcare Administration and a Masters degree in Business Administration.

Craig is a board member of various organizations including University Health System Consortium (UHC). In addition, he serves on a number of local not-for-profit boards for organizations such as the Immunization Partnership and Children at Risk. In 2013, Craig was recognized by Becker's Hospital Review and was named in their annual list of 130 Nonprofit Hospital and Health System CEOs to Know. Craig currently serves as the President/Chair of the ACHE – SouthEastTexasChapter.

Craig has a private pilot license and enjoys cycling and photography. He is married to his wife Allison and has two children – his son Benjamin and daughter Emma.

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Biography

Todd Caliva, FACHE, is the Chief Executive Officer of West Houston Medical Center and has been in that role since June 2006. Prior to West Houston Todd was CEO of East Houston Regional Medical Center for three and a half years. He has 23 years of healthcare experience and has served in many roles including Chief Operating Officer of the Woman's Hospital of Texas and Administrator of Sugarland Surgery and Diagnostic Center. Todd is a Certified Healthcare Executive and Fellow of the American College of Healthcare Executives (ACHE) and holds a Master of Business Administration from the University of Houston. He is a recipient of *Modern Healthcare's* Up and Comer Award, an award bestowed on healthcare executives under the age of 40. Under his direction, East Houston Regional Medical Center was recognized as a *Solucient* Top 100 Hospital in 2005.

Under Todd's Leadership, the West Houston Medical Center has recently completed a 70 million dollar expansion and renovation project. Todd firmly believes that "commitment to quality healthcare begins with our employees. If our employees enjoy what they do and are committed to our values, then our patients will get the quality care and service they deserve."

In addition to managing the hospital, Todd is committed to serving the community. His volunteer activities include and have included:

- 2013 – President /Chair, Educational Foundation of the SouthEastTexasChapter
- 2011 - 2012 President/Chair, ACHE - SouthEastTexasChapter
- 2009-Co Chair of the SETTRAC Mission Lifeline initiative to improved the delivery of care throughout the Southeast Region for Heart Attack patients
- 2007-Present- Board Member of the American College of Healthcare Executives Local Chapter
- 2006-Present Board Member for the Houston West Chamber of Commerce and Board Chair elect for 2010
- 2007 West Houston Leadership Institute Member
- 2006 Board Member for the North Channel Area Chamber of Commerce
- 2003-2006 Board Member for the Wendel D. Ley YMCA
- 2006-2009 Representative for HCA's Gulf Coast Division on Emergency / Trauma Care Policy Council

Todd has two daughters, Sophie and Cara.

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Biography

Debra Sukin, PhD, has responsibility for three suburban hospitals as regional senior vice president of Houston Methodist: Houston Methodist San Jacinto Hospital, Houston Methodist Willowbrook Hospital, and Houston Methodist The Woodlands Hospital scheduled to open in early 2017. Dr. Sukin will lead the design, construction, as well as operationalize Houston Methodist's strategic expansion to The Woodlands, with regional responsibilities for population health management.

Prior to joining Houston Methodist, Dr. Sukin served as senior vice president of CHI St. Luke's Health System with regional oversight of CHI St. Luke's The Woodlands Hospital and CHI St. Luke's Lakeside Hospital in The Woodlands, Texas; and CHI St. Luke's Patients Medical Center in Pasadena, Texas. She was president of St. Luke's The Woodlands Hospital and St. Luke's Lakeside Hospital, both ISO 9001 certified organizations. All combined, she was responsible for \$275 million in annual revenue and 1,400 employees. In 2014, Dr. Sukin led CHI St. Luke's Health's closing, design, and master plan development of a 23-acre medical property located in Springwoods Village near ExxonMobil's new Houston campus.

A Houston native, Dr. Sukin serves as a member of the Texas Hospital Association Council on Policy Development. An active public speaker and community advocate, she also serves on the Board of Directors for The Woodlands Area Economic Development Partnership and Interfaith of The Woodlands. She is a member of the Greater Houston Chapter of the Young President's Organization. Dr. Sukin earned a Ph.D. in Health Policy and Health Management from the University of Texas Health Science Center in Houston. She received her Master in Health Administration from Washington University School of Medicine in St. Louis, Missouri and completed a two year fellowship program at Duke University Hospital and Health System.

Dr. Sukin currently resides in The Woodlands with her husband, Steven Sukin, MD, and their two boys, Jacob, age 13, and Eli, age 10.

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Biography

Keith Parrott, FACHE, currently serves as the President and Chief Executive Officer of Baptist Health System (BHS) of Alabama, one of the largest healthcare systems in Alabama and one of the state's largest employers. The System is a not-for-profit, 501(c) corporation that owns and manages four hospitals and forty physician practices. BHS is a ministry of the churches of the Birmingham Baptist Association. In December of 2014, BHS announced a non-binding letter of intent to merge its operations with Tenet Health's Alabama operations to form a five-hospital system with over 7,000 employees and \$1 billion in annual net operating revenues. Tenet and BHS expect to close the deal in the second half of 2015.

Mr. Parrott most recently served as Executive Vice President and Chief Operating Officer for BHS. He joined BHS in February 2008 as President of Princeton Baptist Medical Center. Prior to that, he spent 17 years with Memorial Hermann Healthcare System in Houston, Texas, holding several management positions, including Assistant Vice President for Operations at the System's Memorial City and Southwest Hospitals, Vice President for Marketing and Communications for the System, and Chief Executive Officer of the System's Northwest Hospital.

Mr. Parrott graduated from Baylor University with a Bachelor of Arts degree and received his Master's degree in Health Care Administration from the University of Houston-Clear Lake (UHCL). Mr. Parrott was an American Hospital Association/Health Forum "Creating Healthier Communities" Fellow in 2002 and has served as Adjunct Faculty for the Health Administration Program at the University of Alabama at Birmingham. He was honored in 2003 as the Outstanding Alumnus of the UHCL Health Care Administration Program, and was recognized in 2007 as a Distinguished Alumnus of UHCL.

Mr. Parrott's community activities include membership in the 2010 Class of Leadership Birmingham; Blue Cross and Blue Shield of Alabama Hospital Advisory Committee; Alabama Hospital Association (AlaHA) Board Member; United Way of Central Alabama Board member; Birmingham American Heart Association Board Member; and VHA Southeast Board Member. Mr. Parrott is a member of the Kiwanis Club of Birmingham. He is an ordained Baptist deacon and member of Mountain Brook Baptist Church.

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