
Harris Health System
P.O. Box 66769, Houston, Texas 77266-6769

February 11, 2019

Barbara,

It's been a great run. Three years ago, I walked into LBJ Hospital and found struggle nearly everywhere I looked. There were concerns on all fronts: quality, safety, employee engagement, physician morale, finance, facility upkeep and patient satisfaction. Three years later our quality is trending in the right direction as our mortality continues to decline. We haven't had a serious safety event in the OR in nearly two years and our OB hasn't seen one in 18 months. LBJ's EC, procedural areas and med surge areas continue to see the same type of results. And we did all of this with the youngest nursing staff I've ever seen.

LBJ will finish the year more than \$2 million ahead of budget, our employee engagement continues to rise and our patient satisfaction has been over the 80th percentile for the past two years. The change is simply remarkable. Dr. Spence told me on Wednesday, "We used to say we couldn't do things because it's the county. We don't say that anymore."

The turnaround is profound and honestly would be beyond expectation, but for one thing: When I walked in I encountered the finest group of physicians I've ever met. From the top to bottom, in all specialties, this group doesn't have any weakness.

The work Dr. Blackwell did to make OB safe has been sustained at a level I could have never expected. Drs. Sharma and Chathampally have taken the most uniquely challenged EC I've ever seen and made it the jewel of Houston. Dr. Foringer has driven quality and achieved results that other safety net hospitals can't imagine. He has been the greatest advocate I've ever seen. I don't know of a more dedicated physician or a more gifted teacher.

Dr. Doyle has been an unbelievable advocate as he helped us turn around safety and efficiency.

Drs. Guzman, Nwokolo and Dawes make doing the right thing easy and are such great examples of healthcare at its best.

We have dozens of physicians at LBJ who have done so much. My challenge is that I can't name them all! They universally have one thing in common. When we needed them to help they never complained, they never refused, they simply stepped up and delivered; often times doing more than was necessary.

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I have to admit that the same can be said about many of the chairs. From Drs. McCarthy then Luber and Prater, John and Andrassy, I never encountered anything other than a willingness to help.

Lastly, throughout this grand adventure I have had the best partner I could have asked for. I had the best advisor I have ever had. Most importantly, when I needed him most he was a better friend than I deserved.

Tien Ko is one of the greatest characters in my life and for every time we butted heads there were three times we locked arms and got the job done.

My goal in 2015 was to make a difference at LBJ. I hope you will agree that we, the best medical staff I've known coupled with the committed LBJ Family, accomplished that and more.

Thank you, Barbara for your support. This has been the greatest gift of my career and I am eternally grateful.

Warm regards,

Alan