

Tomorrow's Leaders, Class of 2014

By MARIE ROHDE

From Pennsylvania to California and beyond, young leaders are living the vision of Catholic health care. They work in medical care and spiritual care; they mind the technology and finances that make the system tick. They are men and women, Catholics and other-than-Catholics, who share a common belief in the mission and values that make Catholic health care unique.

The future of the Catholic health ministry depends on its leaders' passionate commitment to the values at the core of their healing mission. In order to honor outstanding young leaders and encourage them to continue their careers in the ministry, the Catholic Health Association initiated the "Tomorrow's Leaders" program in 2011. The eight individuals selected for the class of 2014 were recognized at the Catholic Health Assembly June 22-24 in Chicago. They are:

Philip J. Anderson, director of spiritual care and chairman of the ethics committee for Sacred Heart Hospital in Eau Claire, Wis.



Anderson

His ministry is threefold: He works with the more than 1,400 staff members to ensure continuation of the founding sisters' Franciscan mission; he provides a framework for the board members' work in integrating policies and procedures with the healing ministry of Jesus; and he consults with physicians on ethics education and application of the *Ethical and Religious Directives for Catholic Health Care Services*.

In 2012, Anderson created an Excellence in Ethics symposium for the hospital, an annual event that has grown each year.

At the request of La Crosse Bishop William

Callahan, OFM Conv., Anderson worked to help Catholics become more familiar with advance directives as part of end-of-life planning and to communicate their wishes effectively.

"In his ministry, he looks at the totality of a community's health and emphasizes the need to provide charity care and improve access to care. He is diligent in overseeing the hospital's obligation to serve all who come through its doors, with special concern for the poor," his nominator wrote. "Philip has an innate ability to look at health care issues not only from theological, clinical and fiscal perspectives, but from the point of view of asking 'Where is the Gospel to be found in all of these issues and discussions?'"

Taryn Duckett, director of marketing and communications for Mercy Home Health and Mercy LIFE, Springfield, Pa.



Duckett

Mercy Home Health is a home health care provider that enables patients to recuperate in their homes, and Mercy LIFE is a nationally recognized care program for the elderly. Duckett's successful strategic marketing programs, her nominator wrote, "are held in high regard, serving as models for other health care marketers at Mercy," positioning Mercy Home Health



and Mercy LIFE “as leaders of high-quality, compassionate health care” in the Philadelphia area’s highly competitive marketplace.

It is Duckett’s devotion to compassionate, spiritual care and her work ethic that her colleagues see as her greatest attributes.

Using vacation time, Duckett achieved Lean Six Sigma Black Belt Certification. During the nine-month course, she completed an in-depth statistical analysis that improved the continuum of care by reducing patient out-migration from one Mercy hospital and by increasing physician referrals to Mercy Home Health. Her efforts were so successful that she was asked to present her ideas to the Mercy Health System senior executive team to be shared with strategic planning and operations leaders as well as marketing executives.

Duckett has been a speaker to the National PACE (Program of All-Inclusive Care for the Elderly) Association on engaging unique referral sources and building strategic marketing plans. She has worked with the Archdiocese of Philadelphia and the Black Clergy of Philadelphia and Vicinity on finding health care resources for those who live in the area’s poorest communities. She also has worked with leaders in the Hispanic community to spread the message of Mercy’s commitment to providing care for all cultures.

Kelly Gasior, vice president for strategy and housing operations at Trinity Senior Living Communities in Livonia, Mich., part of CHE Trinity Health.

Hired initially to “build a brand for the entire senior portfolio,” Gasior’s nomination said, “what has unfolded since her arrival is her passion for shifting senior care forward within the context of the mission and values of Catholic health care.”



Gasior

Gasior’s role has grown to full operational oversight of the housing portfolio, and she assumed a leading role in advocacy efforts for the ministry at the local, state and national level for senior care and insurance. Those efforts, her nominator said, led to Medicaid expansion in Michigan through coordinated tactics with other Trinity Health entities.

She has worked with the long-term care division for best practices to cut costs and maximize

resources. One project involved a partnership with a dining vendor to improve the flavor and appearance of pureed food for residents with swallowing disorders. The goal of the award-winning program was to reduce unintended weight loss that can result in hospital admissions.

“In senior housing, the dining room is where the socialization action is,” Gasior said. “We have artists in the kitchen who make the pureed food look just as appealing as the regular meals. Those eating the pureed food are no longer segregated from the rest of the population.”

Her latest project, “Creating a Healthier Sanctuary,” focused on U.S. Department of Housing and Urban Development communities where residents do not have on-site dining services. Cooking tips and nutritional information that can help manage chronic conditions are presented at monthly cooking demonstrations. Participants also are encouraged to cook with their neighbors, a community-building effort.

Babak Goldman, MD, regional medical director of palliative medicine at Providence Saint Joseph Medical Center in Burbank, Calif., part of Providence Health & Services, Southern California.

As the medical center’s first full-time physician dedicated to palliative care, Goldman “worked to forge meaningful relationships with reluctant colleagues and exponentially increase programmatic quality and volume,” according to his nomination.



Goldman

Leading a team that includes nurses, social workers and chaplains, Goldman works with patients confronted with serious chronic illnesses as well as end-of-life issues so that they and their families can make educated treatment decisions.

“He has helped countless families, staff and other physicians work through the difficult decisions faced at the end of life, and done so in a compassionate and loving manner,” said one nominator. “A man of deep faith, Dr. Goldman is respectful of all. He is able to work with families of all cultures and faiths, with those whose understanding is sophisticated and with those who come to us with little preparation to face the complexities of medicine today.”

In the 18 months he has been at Providence

Saint Joseph, Goldman was described as having emerged as a leader not only of his team, but also among the medical staff.

“Physicians and nurses at every level of acuity seek out Goldman’s expert pain and symptom management and deep understanding of the medical treatment being provided and offered,” a nominator said. His enthusiasm for life, sense of humor and collegial camaraderie “make him a favorite among doctors and hospital staff. People smile — have even been known to cheer — when he enters the unit.”

Sarah Hetue Hill, system manager for palliative care initiatives for Ascension Health, based in St. Louis.

Hill joined Ascension Health as a full-time employee in 2008 to direct palliative care efforts across the system. Her work not only resulted in



Hill

system-wide palliative care initiatives, it also garnered national attention. A frequent presenter at palliative care conferences, Hill has spoken at gatherings including the Catholic Health Assembly, the American Society on Aging, the Supportive Care Coalition’s National Congress

and the Midwest Regional Conference on Palliative and End of Life Care. She also was a panelist for the International Association of Catholic Bioethicists, which developed an international consensus statement on palliative sedation.

Her nominator said of Hill, “In each stage of her journey, colleagues have recognized and commented on Sarah’s leadership and passion for palliative care, which are motivated by her love of the mission and values of Catholic health care.”

Her passion for the poor and vulnerable is evident in her work within Ascension Health and at the national level with the Supportive Care Coalition. Her area of research and study for her doctoral dissertation is perinatal palliative care, which focuses on babies who will be born with life-threatening conditions and are not expected to survive. Perinatal palliative care helps families cope with the emotional difficulties of living through a tragic time. Hill’s nomination noted that her systematic qualitative study will allow Ascension Health to learn from the experiences of the parents, an often overlooked and vulnerable population.

Aimee Khuu, director, Providence Health International, Providence Health & Services based in Renton, Wash.

Her nominator characterized Khuu as a ser-



Khuu

vant leader brimming with compassion for those who are underserved and with commitment to a socially just and humane world. She has recruited volunteer teams to go to Guatemala for public health projects and to perform surgeries. As part of that program, 60 American clinicians

went to Guatemala in 2013 and performed 203 surgeries — everything from hernia repairs to gallbladder removals.

Khuu was instrumental in establishing a partnership with a Jesuit university in Guatemala to support the development of health care professions. The partnership will include both Providence medical residents and Guatemalan medical students who will work together in both countries, learning from each other.

Also in Guatemala, Khuu has taken on projects aimed at getting to the root causes of health problems, including providing clean-burning cooking stoves that improve ventilation in homes. The practice of cooking indoors over open fires has been blamed for many acute respiratory infections that particularly affect Guatemalan women and children.

Michael C. Kramer, vice president of operations at Mercy Health—West Hospital in Cincinnati.

A registered nurse, Kramer also received master’s degrees in business administration and in hospital and health administration. He joined Mercy Health in 2002 in a finance leadership role and has continued with progressively challenging assignments.



Kramer

His list of accomplishments is long. Among them, Kramer worked with teams that introduced Mercy Health’s open heart

surgery program and the Mercy Health-Anderson Hospital Sleep Center.

As leader of the Mercy Health planning team, Kramer is credited with a key planning role in bringing the Gamma Knife radiation surgery process to The Jewish Hospital—Mercy Health,



where it has been used to successfully treat more than 100 patients with otherwise inoperable brain tumors or other abnormalities in the brain.

“His passion for ensuring that Mercy Health’s mission remains viable is exhaustive,” wrote James May, former president and CEO of Mercy Health who now serves as chief operating officer for Catholic Health Partners, Mercy Health’s parent. “His analysis and negotiating skills have helped extend the healing ministry in areas of great need, bringing vital services like an open heart surgery program, orthopedic care and maternity services to neighborhoods where they did not previously exist.”

Edgardo Reyes, manager of IT medical imaging at Saint Anthony Hospital in Chicago.



Reyes

Reyes runs the medical imaging department’s radiology information system, and his diligence is credited with that branch of the hospital having the fewest technology problems, according to his nomination. He focuses on how the department’s workflow can be improved and makes creative enhancements to applications. “His interaction with colleagues, patients and visitors here at the hospital embodies Saint Antho-

ny’s mission to offer health, healing and hope to families regardless of their income, nationality or religious affiliation,” his nominator wrote. “The hospital never turns anyone away, and Eddie rarely walks into a room without greeting everyone individually.”

Reyes lives in the hospital neighborhood where he grew up, and he is active in the nearby St. Agnes of Bohemia parish. He says he lives his faith at the hospital where he has worked for six years.

Conscientious as well as friendly, Reyes is seen as first to offer a helping hand, no matter what the project. “Our technology engineer compares Eddie to an athlete whose goal is to beat his own record and, when he sets a new best, to then beat it,” the nominator said.

Reyes collaborated with vendors to build the hospital’s radiology information system and its picture archiving and communication system. “He has recreated the radiologists’ workstation virtually so that they can access images of X-rays, CAT scans and MRIs from laptops or desktops anywhere, as long as they are connected to the Internet,” his nomination said. “[His] remote officing gets images to radiologists quicker so that attending physicians can start treatment sooner.”

MARIE ROHDE is a freelance writer in Milwaukee.

CATCHING UP WITH TWO LEADERS FROM THE CLASS OF 2011

By MARIE ROHDE

At first glance it would seem that Sr. Melissa Camardo and Fahad Tahir have little in common. She's a lifelong Catholic from Boston and a member of the Sisters of Charity of Leavenworth (SCL). He is a Muslim from Milwaukee, a layman interested in all religions.

The bond they share is a dedication to the Catholic health care ministry.

In 2011, they were among the first recipients of the Catholic Health Association's "Tomorrow's Leaders" award, a program designed to honor outstanding young leaders in Catholic health care and encourage them to continue their ministries.

As vice president of mission and sponsorship for Exempla Saint Joseph Hospital in Denver, part of the SCL Health System, it is Sr. Camardo's job to keep the spirit and mission of the hospital's founders alive. Sixteen years ago, she was one of 10 sisters working in the hospital. Now there are only three in active ministry at Saint Joseph and two others serving on the hospital board.

The average age of sisters in her community is 74. At 39, she is one of the youngest members of her order.

"If I'm doing my job well, then everyone at Saint Joseph's will be prepared for the day when there isn't a Sister of Charity here, because they will have internalized our heritage and mission," she said.

Tahir, 29, is the chief executive officer for Saint Thomas Physician Services in Nashville, Tenn., a part of Ascension Health. He oversees the business side of the medical practice that has 370 providers in 63 offices.

"The Catholic social teaching guides our ministry, our Catholic health care system, every day," Tahir said.

"We see and care for the poor and the

vulnerable because it is consistent with our social teaching, as it is consistent with our value for human dignity. Those are strong in the Catholic identity, but they are also part of a universal value system that I connect with."

Both Sr. Camardo and Tahir found their callings shortly after finishing college. Sr. Camardo majored in biology as an undergraduate at Duke University in Durham, N.C., and intended to become a medical researcher but said she felt herself being pulled in another



Sr. Camardo

direction — working with the poor. As a sophomore, she went to Honduras to help build a school. Later she went on a mission trip to Mexico to work with the poor. On campus, she became involved in social justice issues.

"I really got to know the woman religious in our campus ministry office," Sr. Camardo said. "She helped those ideas to coalesce, and then I decided to participate in a yearlong volunteer program in Denver, the Colorado Vincentian Volunteers."

There, she met Sisters of Charity of Leavenworth, lived in their community, worked as a coordinator in a job train-

"To enter into your daily work as a minister means you are investing yourself in the activities that you are responsible for. You remember why you are here. You have a sense of personal calling to do the work you are doing."

— Sr. Melissa Camardo, SCL

ing program for mothers on welfare and worked in a parenting program. It was on a retreat that it crystallized for her: She was being called. "I decided I couldn't read about it anymore, talk to people about it anymore, I needed to try it," she said.

In 1998, she began a three-year formation program in Kansas City, Kan., before returning to the Sisters of Charity of Leavenworth community in Denver. She has worked in several ministries at Exempla Saint Joseph Hospital since 2001 and was named to her current post in 2011.

Currently Sr. Camardo is involved in building a replacement hospital in Denver. "I've been involved in most aspects of the planning on the steering committee, but I am specifically responsible for many of the elements of a healing environment — how can we make it a true healing environment for everyone who walks through those doors?" she said. "There's a particular emphasis on the interior design, the sustainability of the elements of indoor-outdoor space, the whole art program."

Approximately 80 artists are creating work for the new building. "The artwork program alone allows us to live our mission by engaging the community in creating a healing experience," Sr. Camardo said. "This extends our ability to build community, support the arts and the local economy. The art reflects the cultural diversity and geography of our area."

She works with the nearly 4,000 employees, helping them to see their jobs as ministries.

"It's about revealing God's healing love to the people we serve and also to the larger community," Sr. Camardo said. "To enter into your daily work as a minister means you are investing yourself in the activities that you are responsible for. You remember why you



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Being named a young leader was humbling, she said, adding that it made her think more broadly about the community of Catholic health care. “To be able to participate in a dialogue with key leaders in Catholic health care was affirming and inspiring. It helped me see the bigger picture of who we are,” Sr. Camardo said.

Key to the SCL Health System’s mission is serving the poor and focusing on the patient and the patient’s family, even when making decisions on budgets and building new hospitals, she said. Service to the poor is reflected in such efforts as a care network for the uninsured that the hospital is creating. “Our executive team has conversations about justice and charity,” Sr. Camardo said, adding that Sisters of Charity of Leavenworth values are a cornerstone in the decision-making process.

For Tahir, finding his ministry was more happenstance.

After getting an undergraduate degree in finance and economics from the University of Wisconsin-Milwaukee — he later got a master’s in business administration from Loyola University in Chicago — Tahir landed a job in medical practice management at Columbia St. Mary’s in Milwaukee, part of the Ascension Health system, in 2003. He acknowledged that he knew little about the Catholic role in health

care at the time.

“I was there for seven years, and I just loved it,” he said. “I grew up there — intellectually, professionally and personally.”

By 2011, he had moved to Providence Hospital in Washington, D.C., where he led the development and startup of a medical group practice. He continues to work as an adviser to Providence, but recently he moved to the larger operation in Nashville. There, he leads the clinical, operational and financial management of the physician practices as well as physician recruitment and development.

Providence Hospital has won three Centers for Medicare and Medicaid Services Innovation Awards totaling more than \$18 million under Tahir’s leadership. The awards were for the



Tahir

development of a clinically integrated network, new payment models for diabetes education and a clinically integrated prenatal care network.

“We look at the patient as a human life that has clinical needs but also psychosocial and emotional needs,” he said. “That requires a deliberateness that is unique to Catholic health care.”

He cited *Differences in Health System Quality Performance by Ownership*, 2010 Thomson Reuters research that reported “Catholic and other church-owned health systems had significantly better quality performance that surpassed investor-owned systems. Catholic health systems are also significantly more likely to provide higher quality performance to the communities served than secular not-for-profit health systems. Investor-owned systems had the lowest performance.” The research focused on Truven Health Analytics’ annual “100 Top Hospitals:

Health System Benchmarks” released in June 2010.

Tahir said understanding that the history of Catholic health care teaches how decisions are made based on ethical standards is important for lay leaders.

“That’s one of the things I fell in love with — understanding the ethical discernment process,” Tahir said. “What it does is it gives you a sequential way of thinking through all the variables that

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— Fahad Tahir

impact your decision and impact all of the people involved.”

Although he is not Catholic, he said the Catholic value system resonates with his values. “It is incredibly satisfying,” Tahir said of his work. “It’s the right place for me to do my work.”

The major challenge health care now faces is how to coordinate movement of the patient from hospital to rehabilitation to home or nursing care, Tahir said. “It’s an incredibly complex maze of health care services, and it should work as easily as buying something on Amazon or buying an airline ticket,” he asserted. “We can lead this country through a new and different care delivery system. This is our role and our responsibility to our patients.”

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