

Six years ago, I took a bold step and ran for the Elected Director position with limited organizational experience and virtually no operational background. My platform was built on doing what is best for our patients, knowing that this also means doing what is best for us as physicians to provide the care we want for our patients. While that door closed, another opened, leading me down a path of ED leadership and extensive operational experience during COVID-19 and beyond. This journey brought me to direct one of the busiest Emergency Departments in the Western United States, at times caring for more patients in the ED than the entire adult inpatient census here in Roseville.

This operational experience has provided me with invaluable real-life insights that I can bring to the Elected Director role. Although the Elected Director role is not operational, having operational experience is a significant asset. Understanding how high-level Board decisions surrounding budget or TPMG policy changes may impact our operations or physicians is crucial. I can speak to these impacts and advocate for our front-line physicians and the patients they serve.

I believe Roseville and the North Valley must continue to share our unique experiences and bring our perspective to the Board. The Sacramento Valley struggles with inadequate space to handle the volumes seeking our care. Necessity is the mother of invention, and we have risen to the challenge. We provide exceptional care despite and possibly because of our limitations. Our Urology Department leads the region in surgical case volume and is a leader in robotic surgery for outpatient cancer care. Our Ob-Gyn Department delivers approximately 7000 babies/year which is approximately 1 out of every 100 babies born in California. Our outpatient Pediatrics Department is in the top 1/3 regionally for access, despite larger than average panel sizes. Our Occupational Medicine Department cares for patients at a fraction of the cost of our next closest competitor and gets people back to work 68% faster. Our outpatient quality, driven by all specialties, but particularly by our AFM colleagues, has improved from meeting goal on 4 CQC measures to meeting goal on 10 measures, and leading the region in Hypertension. Our hospitalists (HBS) succeed in sending more patients to our See You at Home/Home Care program than all other regional facilities combined on a month-to-month basis. Our ED boasts the best door-to-EKG times in TPMG and state-leading ambulance offloading times. And these are just a few examples of our successes. We must continue to showcase our excellence as the model for care delivery to the Board. We are the best. We were not put here to be average; we were put here to be extraordinary.

While TPMG does not control the space as KFH does, we must remain innovative and excel within the space we have to reignite our growth. In 2024, we experienced growth stagnation, likely due to access issues and health plan costs. Patients sitting in ED hallways pay the same or more than those in rooms, highlighting inequity. Patients waiting months for elective surgeries is certainly impacting our membership renewals. When we have more space with the Tower Expansion and the Folsom Hub, we will still need to perform efficiently, fortunately we will have a little more space to work within. Not all locations in TPMG will have faced our challenges in the ways that we have. Therefore, it will be vital to showcase our successes because the health of the organization will benefit from what we have learned.

During my tenure as Chief in Roseville, I have always valued talking to our physicians, understanding their needs, and supporting them. Being present and listening is the most impactful action. By understanding our team's needs, we can create plans to achieve our collective goals. I do not claim to have all the answers for TPMG's success, but I am surrounded by insightful, caring, and brilliant colleagues. Just as a bystander can save a life with timely CPR, our physicians and teams can contribute to organizational health with their ideas.

It would be my honor to serve as your Elected Director, as I believe I bring a unique perspective to the role as an operational leader. I look forward to getting to know each of you better and hearing your ideas, hopes and goals for your future at TPMG.