



Joel H. Ettinger

Joel H. Ettinger is President and CEO of Category One, advisors to business focusing on performance excellence and strategy. Mr. Ettinger has held executive positions in several world-renowned health care organizations and has lectured nationally and internationally on the application of performance excellence methods in health care and other industries.

He has been actively involved with The Baldrige Program for Performance Excellence for twenty-three years serving as a Senior and Alumni Member of the Board of Examiners and is the nation's most tenured and experienced Examiner on the Board from the health care industry. He has led and participated in Baldrige site visit assessments to numerous industry leading companies. His performance excellence expertise crosses industry sectors including education, manufacturing and service industries.

He is co-author of the 2000 through 2003 annually updated editions of "Insights To Performance Excellence in Health Care", the field book on how to use Baldrige criteria to significantly improve performance. He is a contributing author to "Pursuit of Performance Excellence" Textbook of Critical Care, Fifth and Sixth Edition, 2005 and 2011.

Mr. Ettinger has served on the administrative/executive staffs of The Mayo Clinic, Memorial Sloan-Kettering Cancer Center, The University Health Center of Pittsburgh, and Allegheny-University Hospitals. For eleven years, he served as the first President and CEO of VHA Pennsylvania, a regional health care system of VHA, Inc., a national alliance of over 1300 health care organizations.

He has also served as Chairman of the Executive Committee of the Quality Management Network and Forum Co-Chairman for the Institute for Health Care Improvement. He is currently a member of the IHI Faculty. Mr. Ettinger helped establish and served on the Board of Directors of the Keystone Alliance for Improvement (KAPE), the Pennsylvania program designed to enable businesses in the State to continuously thrive based on the national Baldrige framework.

He has served as an adjunct Associate Professor at the School of Public Health, University of Pittsburgh.

Mr. Ettinger is a cum laude graduate of City University of New York, Queens College, where he earned his BA degree, with honors, in communications theory. He received his Masters in Health Administration from the University of Minnesota.

He is the Founder and Permanent Vice Chairman of Family House, a home-away-from-home for patients and their families undergoing treatment for life-threatening illnesses. Family House is considered to be one of the nation's most successful charities. He is active in several other community organizations.

Josh H. Ettinger

Josh H. Ettinger is Executive Vice President of Category One, advisors to businesses focusing on performance excellence, strategy, innovation, and integration of the Baldrige Framework.

Mr. Ettinger has held positions in health care organizations that are distinguished for their pioneering contributions in application of the principles of performance excellence, redesign, and innovation. His health care experience has included, but not limited to, organizational excellence, innovation, executive and organizational coaching, strategic planning and execution, workforce, physician, and patient engagement, high reliability, and reducing complexity. For three years, Mr. Ettinger worked at the Institute for Healthcare Improvement focusing on various subject areas

including Patient Safety, Idealized Design of the Medication System, collaborative learning models, and the management of the intern program, to name a few. He was subsequently recruited for, and assisted in, the development and execution of the Center for Quality and Innovation at Johns Hopkins Medicine where he led pioneering efforts to redesign the way health care was being delivered before joining Category One, Inc. in 2005.

He was both the youngest examiner and youngest senior examiner elected to the Baldrige Performance Excellence Board of Examiners in the history of the Program. He has been actively involved with the Program as an Examiner for nine years supplemented by four years of Examiner, team leader, and instructor experience with the state-level performance excellence programs in Massachusetts, Maryland, and Pennsylvania. He has led and participated in numerous Baldrige site-visit assessments to organizations in the education, health care, business, and manufacturing sectors.

He is the primary author of “Pursuit of Performance Excellence” Textbook of Critical Care, Fifth and Sixth Edition, 2005, 2011; and the second author of “Redefining Excellence: It’s something more than mediocre”, Leadership Excellence, 2006.

Mr. Ettinger has earned a BS in Health Policy and Administration and a Masters of Business Administration.

John Herr

John Herr is a key Category One, Inc. partner with expertise in world-class leadership, organizational excellence, and servant leadership. John Herr is the world’s only CEO to have won the Baldrige National Quality Award three times. This was accomplished at two different organizations, one of which was the first and only to Healthcare organization to win the award twice.

In addition to the Baldrige Awards, John has received the following awards and recognitions:

Harry S. Hertz Leadership Award 2016 (“The Baldrige for individuals” according to Chairman of the Baldrige Foundation Board, Dr. George Benson)

Fortune Magazine “Top 100 Companies to Work” For 3 straight years

#1 hospital in Press, Ganey patient satisfaction database for 5 straight years

100 Most Wired Hospitals and Health Systems USA for 12 straight years

QUEST Award for High Value Healthcare 3 years

Modern Healthcare Top Health Systems

VHA Leadership Award for Clinical Excellence

Modern Healthcare Best Places to Work

Thomson Reuters Top 100 Hospitals Everest Award

Verispan Top 100 Integrated HealthCare Network 9 straight years

H&HN 25 Most Wireless 9 straight years

Performance Improvement Leaders Top 100 Hospitals 3 straight years

American Hospital Association/McKesson Quest for Quality Prize®

Increased bottom-line by 132% from \$20 million to \$47 million

Increased Cash Balance from \$240 million to over \$525 million in 9 years

AA Rated by Moody’s and Standards and Poor’s

Trinity University Health Care Administration Program Alumni of the Year 2015

Leadership Philosophy:

According to John, the phrase that best describes achievement of these results is: “Culture: It’s Not the Soft Stuff.” His approach consists of Servant Culture, Servant Leadership, Employee Engagement and Organization Sustainability.

The use of the term “Servant” does not reflect a meek or passive approach. In fact, Servant Leaders are very demanding when it comes to mission, vision, values, morals, ethical behavior and hitting performance targets. It is his belief that great results can be achieved in a respectful, inspirational manner. His use of “Servant” reflects his opinion that we are here to serve our employees, not the other way around. Here’s why: If employees and physicians come to work every day excited about their work, customer/patient satisfaction will be better, quality will be higher, financial results will be better and business growth will occur.

For further information about his approach, visit his website at <http://www.p3ldrshp.com>.

John has been featured in numerous articles and books and has given presentations about his approach to dozens of organizations from around the USA.

He attended the University of Arkansas where he received his BSBA in Accounting/DPQA and Trinity University in San Antonio, Texas where he received his Masters Degree in Hospital and Healthcare Administration. He is a CPA and Fellow of the American College of Healthcare Executives.

Kathy Wallace

Kathy Wallace has a passion for quality improvement and patient safety as well as patient and family engagement and employee engagement in health care. Kathy has been actively involved in the Baldrige Program for Performance Excellence since 2005. She has had the pleasure of being a lead in the application process hosting two national site visits in 2006 and 2008. She is currently an alumni examiner. Additionally, since 2012 she has served as a judge for The Partnership for Excellence, the regional Baldrige program encompassing Indiana, Ohio and West Virginia.

With more than 25 years of experience in health care, she served as director of performance improvement and interim director of the Indiana Patient Safety Center at the Indiana Hospital Association, which represents the interests of approximately 170 Indiana hospitals. During her tenure at IHA, Kathy presented to multiple boards, senior leaders, physicians and other leadership providing guidance regarding clinical improvements and establishing cultures of patient safety as well as pay for performance efforts. She is an expert in Pay for Performance advising hospitals across the state on Value-Based Purchasing, the Hospital Readmission Reduction Program and the Hospital Acquired Conditions Program.

Kathy served as co-director of the *Coalition for Care*, an Indiana coalition of 119 hospitals working to achieve a 40% reduction in harm and 20% reduction in readmissions in conjunction with CMS’ *Partnership for Patients* efforts. During this effort she led the IHA *On the CUSP: Stop CAUTI* Cohort 4 initiative achieving a reduction in hospitals’ CAUTI rates.

Kathy is committed to the belief that involving patients and families in their care is a key to patient safety. In this stead, she worked with the Health, Research and Education Trust of the American Hospital Association to develop a Patient Safety Learning Network opportunity to address patient perceptions. She also developed and instituted a patient and family engagement collaborative including development of patient and family advisory councils in hospitals.

She authored and championed many IHA efforts and Board Resolutions including those covering Mandatory Employee Influenza Vaccination, Eliminating Early Elective Deliveries, and Vendor Credentialing Guidelines.

Kathy led the Workforce Development efforts including staffing the Workforce Development Council and serving as the administrative support for the Human Resources Benchmarking Study. She co-chaired the Indiana State Department of Health’s (ISDH) Indiana Perinatal Quality Improvement Collaborative, Quality Improvement Committee and actively participated in the development of the Indiana Perinatal Standards.

Prior to joining IHA, she served as director of quality management at Columbus Regional Hospital, Columbus, IN, where she was responsible for a number of areas including quality, utilization review, documentation improvement, peer review, accreditation and compliance, medical staff and credentialing oversight. In addition, she participated in activities involving Lean/Sigma, strategic planning, hospital/physician relations and was a member of the Executive Team.

Kathy graduated with high distinction from Indiana University with a bachelor's degree in health information administration. She also completed coursework toward her Master's in Business Administration from Ball State University. She is a Lean Six Sigma Green Belt and an AHRQ TeamSTEPPS Master Trainer.

She received the 2015 Professional Achievement Award from the Indiana Health Information Management Association and was named the 2012 Volunteer of the Year for The Partnership for Excellence.