

Connections

A PUBLICATION FOR BAYSTATE HEALTH TEAM MEMBERS

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1. Most rewarding aspect of working in healthcare:

There are two components of working in healthcare that I enjoy the most. The first is the sense of fulfillment that I get from knowing that I have helped our staff and clinicians provide high quality care to the communities we serve. I see myself as an enabler and partner to our clinical teams in allowing them to “advance care and enhance lives.” In a similar way, one of the components of my job that I relish the most is that I also take pleasure in helping to mentor and coach our next generation of healthcare leaders.

2. Share an interesting fact that people may be surprised to know about you:

For the last 10 years I drove a Mini Cooper (the really small one). It is pretty cool to have a hospital president that drives a Mini Cooper, right? BTW, I recently passed it on to my son and replaced it with an electric car for my commute to Springfield!

3. Best advice you have ever received:

Two things:

- Build great teams. I love the quote, “None of us is as smart as all of us.”
- Ask people to put their ideas on paper. A big part of my job is helping our organization to allocate scarce resources. I get a lot of requests from people that often require investment. I find it both helpful to me and to requestors when they write down their ideas. This helps to reduce



ambiguity, crystalize thought, and I often find people take their request more seriously if they have to put it to paper. This advice was provided by Dr. Michael Epstein, a COO prior to me at Beth Israel Deaconess Medical Center.

Sam and his family at Stonehenge in England.

