



A Message from New Swedish CEO: Our Commitment to Quality and Safety, and A Promise to Care for All

Dear colleague,

Our Commitment to Mission, Quality and Safety

I want to take a moment to introduce myself to you, as the new interim Chief Executive Officer for Swedish Health Services. As you may know, our legacy of serving the community as a 107-year-old organization has undergone a challenging past few weeks. Recent news coverage of our Swedish Neuroscience Institute has questioned our pledge to core values and our dedication to put our mission first.

As the chief executive of Swedish, I will start by affirming that our commitment to living our not-for-profit mission remains steadfast: to improve the health and wellbeing of everyone we serve, regardless of their ability to pay. This is, and will remain, our guiding star. Our focus on mission, putting our patients first, and prioritizing quality and safety above all else are - and have always been - the most important tenets for Swedish. I assure you that I am personally dedicated to these tenets, and to fully supporting our extraordinary physicians and caregivers.

I will continue working closely with our Board of Trustees, leadership teams and caregivers to make the right changes for Swedish. Many important changes at Swedish began before recent media coverage; however, we always have more to do. As a learning organization, we are committed to continually improving how we do things, learning from our experiences, and moving forward in a stronger and wiser way, while meeting and exceeding the benchmarks of other leading health care organizations.

Regarding our Cherry Hill Campus and Swedish Neuroscience Institute (SNI), I want to provide you with some important information. Attached you will find more detail that may be helpful. Our neuroscience institute has a proud history of excellent patient safety and high-quality outcomes, and because of this has become a destination for some of the most complex patients. Patients from 44 states travelled to Seattle and entrusted SNI with their care in 2016. Despite the complexity of cases, both our SNI mortality and readmission rates are well below national averages and exceed expectations when compared to peer institutions. That said, we are continuing our efforts to assure that SNI provides the high quality care and healthy working environment our patients and caregivers deserve and should expect from us.

Our journey to excellence on all levels is never complete. I acknowledge that we still have more to accomplish, and you should expect nothing but the best from us. I am confident that we have the exceptional team and systems in place to continue delivering world-class and innovative health care right here at home.

Our Promise to Care for All

As a pediatric urologic surgeon, I am grateful to be a steward of our mission-driven heritage at Swedish. Since our founding as a 24-bed hospital in a house on Capitol Hill in Seattle, Swedish has remained true to our promise to care for all who need us. Whether someone has many financial means - or is a person with none - access to quality health care is a basic human need for all. This is true Seattle value that we at Swedish live every day.

The Swedish dedication to serve our community turns our not-for-profit mission from simple words into meaningful action. It is central to who we are, and we do it humbly and respectfully. Every year, we cover growing costs of medical care for those who cannot pay; we donate first aid kits and car seats to families; we offer free community health screenings and immunizations; we fund training and education programs; we support research seeking to improve care everywhere; and so much more.

We also live our promise by working closely with other likeminded organization seeking to improve the health and well-being of people throughout the region. One of the attributes that I have always seen as a strength for Swedish is our collaborative spirit. Whether for clinical care, social justice, community-based programs or many other commitments, we partner closely with others for the greater good.

I would like to share with you the attached overview of our last full year of community benefit provided by Swedish. In this fact sheet you will see that in 2016, Swedish spent more than **\$247 million** on community benefit programs, including \$21.6 million in free and discounted care. This is up substantially from a total of \$176 million in 2015. I am grateful to serve as the leader of an organization that provides both extraordinary medical care, and also extraordinary human caring. Quite simply, we are living our values.

I look forward to getting to know you, and sharing more in person as we continue our journey to be the best at Swedish for our patients, our caregivers and our community. Support from leaders like you are valued and appreciated, especially during times like these. Please feel free to reach out and share any thoughts or feedback with me directly. As those who know me would share, I am always open and welcome hearing from others who have passion for our community and for Swedish.

Sincerely,

R. Guy Hudson, M.D., MBA
Chief Executive Officer
Swedish Health Services