

Making the ROUNDS

From the Desk of Steve Littleton, FACHE, President, Jefferson Health – Northeast

Dear Team,

It's a genuine pleasure to introduce myself as the President of Jefferson Health – Northeast. Equally, I'm excited to publish my first-ever edition of *Making the Rounds*. I know that so many of you look forward to this particular communication because it provides valuable updates on our organization, recognition of our staff for the excellent job they do on a regular basis, as well as thoughts on the current state of the business across the Jefferson enterprise.

I want to thank Kate Kinslow for setting the important precedent of consistent transparency and engagement, and I promise to continue this tradition in my new role.

Allow Me to Introduce Myself

I know you received the official announcement in November when I accepted the leadership position at Jefferson Health – Northeast, but since that was a little while ago, I want to talk a little about my experience and what brings me here today. I look forward to meeting all of you and hearing your stories in the coming weeks and months.

Before joining your team, I was the President of the Hospital Services Division and Chief Operating Officer (COO) at Hackensack Meridian Health, where I led operations of 11 acute care hospitals and played a high-level role in the organization's system integration efforts, as well as its planned conversion to the Epic electronic health record platform.

Before that, I served as Executive Vice President and COO of Meridian Health, responsible for hospital operations and several corporate functions. I also served as President of Jersey Shore University Medical Center, a 649-bed academic medical center in Neptune, NJ, which is part of the Meridian Health System. I'm proud that during my 17-year tenure, Jersey Shore was the fastest growing hospital in Monmouth and Ocean Counties, with two major facility expansion projects totaling nearly \$600 million.

What the Resume Doesn't Say

Of course, this is my professional bio. What really makes me passionate about healthcare, and why I wanted to become a member of Jefferson Health – Northeast, is my own personal story. When I was a teenager, I suffered a very bad accident that kept me in the hospital for more than three months. During that time, I saw the best of healthcare, but also the worst. It was then that I felt that if I could ever make a positive impact



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in the experience of others during the most vulnerable times in their lives, it was a worthy effort to which I could devote my life.

Over the past few months, I've learned everything I could about Jefferson Health – Northeast. In talking to some of you during the short time I've been here, I've discovered that you share my passion for delivering the best possible care to the people in our communities. These are our family, friends, and neighbors, and as healthcare professionals, we owe it to them to give them an exceptional experience when they come to us in their time of need.

I'm proud to be a part of this team and I look forward to many years of success as we continue this organization's tradition of more than 114 years of healthcare excellence. I know I can rely on all of you to devote your knowledge and skills to improving lives, and I'm eager to hear your ideas on how we can be a more efficient and effective provider of care.

One More Thing... Actually Five

As I give you a sense of what motivates me, I wanted to convey one of the key philosophies I follow when it comes to leading an organization like Jefferson Health – Northeast: *The Five Principles of a High Reliability Organization (HRO)*. An HRO is one that has been successful in avoiding disasters despite being in a high-risk field where accidents can be expected due to complexity.

The traits common among HROs are essential for avoiding significant failure or catastrophic events despite operating in a hazardous environment where lives are at stake:

- Preoccupation with Failure
- Reluctance to Simplify
- Sensitivity to Operations
- Commitment to Resilience
- Deference to Expertise

Over the next few editions of *Making the Rounds*, I'll go into each one of these principles in more detail, so that you can learn more about what I believe will be the keys to success at Jefferson Health – Northeast.

I look forward to meeting you at the Town Hall meetings we're planning for the end of March 2018. Please keep an eye out for information in the coming weeks, so you can plan to attend. Thank you again for welcoming me to your team, and for providing exceptional care to our communities.



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