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## Tenet — ‘How Can We Do Better’

✖ Ask Marsha Powers how she can keep everything straight and she is always quick to recognize those around her. Powers is the CEO of Tenet Healthcare Corporation's Florida Region, so you know she has a heavy load of responsibilities; but instead of focusing on herself, she would rather give credit to those working with her: "I have the most phenomenal team of people to work with – the CEOs of our hospitals, and the physicians. They are so committed to looking at what we are doing for our patients, what we are not doing, and how we can do it better."

Powers, who joined Tenet from Triad Hospitals in 2007, said her intent at that time was to "take (Tenet) to the next step."

We had 10 hospitals in South Florida, and my goal was to figure out ways that, instead of being 10 separate hospitals, they could be 10 cohesive organizations that work closely together."

She described two areas in particular where that has taken place. The first dates back to 2008, when Powers said Tenet had one of the first comprehensive stroke centers in South Florida, at Delray Medical Center followed by St. Mary's Medical Center. "Since that period, we've developed the Advanced Neuroscience Network – and we have added two more Comprehensive Stroke Centers at Florida Medical Center and Palmetto General Hospital, and we're getting ready to open a fifth one at North Shore Medical Center."

Powers also discussed the sub-specialty services included in Tenet's Advanced Neuroscience Network, saying Delray Medical Center was the first in Florida to provide minimally invasive brain tumor surgery using Brain Path Technology. "We have an excellent deep brain stimulation surgical program that was established at one of our hospitals. In addition, we've developed and recruited fellowship-trained epilepsy physicians who provide epilepsy monitoring across the network; and we are participating in landmark clinical trials in neurosciences."

The second area Powers mentioned of taking the organization to the next level is its Tenet Florida Heart and Vascular Network. "When I joined Tenet, we were already known for our cardiac care, for having some of the best open heart programs in South Florida; but we've taken that to the next level. Now, almost all of our surgery is minimally invasive. We have been able to attract and recruit top-notch physicians. The support of our regional medical directors for all of our service lines, including our surgical oncology, orthopedics, neurosciences and cardiology programs, allows patients in our community to stay close to their home for access to the latest procedures and the care they need."

Powers also talked about the development of clinical research in the 10 hospitals, saying Tenet is one of the first in the nation to be using the Lotus Valve System. "We're able to

provide the latest technology and minimally invasive surgery for our patients. Before, patients would be in the hospital for multiple days; now, the stays are much lower and the outcomes are much better."

All of these developments did not come about overnight, and Powers admitted that the most difficult thing was "wanting to do everything today – or yesterday. But we have to be focused and methodical, and make sure that we don't just do things to do them, but do them to bring our staff and our community along with us – making sure everything we do is timely. I'd like to do things a lot faster, and so would (the other CEOs and physicians)."

Powers, who worked first in Dallas and then in Nashville, was excited about her move to Tenet Healthcare nearly a decade ago because it brought her back to Florida. "I'm a graduate of the University of Florida; I received my MBA in health and hospital administration, so for me it was kind of coming home. I have a lot of family in Florida, and it was great to continue the relationship with the University of Florida. We developed a fellowship, an internship program, for future leaders with the University, so it's exciting to have the opportunity to develop and grow young talent within the state."

In addition, Powers understands the importance of Tenet's presence in the community. "I think the philosophy of our hospitals is that we function as a network. All of our hospitals have not just strong medical staffs, but wonderful community boards as well. Our overall goal is to put the 'community' back in community hospital, making sure that the programs and services we're offering meet the needs of our community. I believe there's always more we can do. I don't think any of us will ever be satisfied with where we are today, which is why I like working with the people I work with – they're always looking at what can we do to improve."

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