

One Decade Down, CEO Ready for More

For many of us, figuring out what we want to do with our lives takes some time. For Glenn A. Fosdick, president and CEO, it was something he figured out his senior year of high school. But it was even earlier, in eighth grade to be exact, when he got a glimpse of what his future might hold. That was the year a surgeon removed a non-malignant tumor from his brain. "It was a pretty significant event in my life," remembered Fosdick. "I was in the hospital for two or three weeks."

That experience, coiled with his interest in business, led Fosdick to set his sights on hospital administration before he started college.

He arrived here on Aug. 1, 2001, four years after the merger of University and Clarkson hospitals. Tough decisions had already been made and even more had been put off. Fosdick knew all that when he took the job. "There was a lot of concern over how we were going to resolve these issues," Fosdick said. "You know, when you've worked 25 years for one entity, it's hard to give up that culture. The old way is not always acceptable. You've got to make some decisions. It was an interesting challenge."

It was one he embraced. "I felt the organization was way too humble. We were a lot stronger and more accomplished than they seemed willing to take credit for."

Fosdick also felt his health-care experience would serve him well here. "It was clear to me we needed to give people an idea of where to go. Let's define what we're trying to do and let's do it."

"Walking in as CEO from the outside is one of the most unique challenges you can experience," said Fosdick. "You don't know anything for certain and people's perception of the situation is not always accurate. The hospital needed someone who was not associated with either the academic or the private physicians. I was an outside entity that held no

obligations to either side."

Fosdick said a lot of good things had already been accomplished and the foundation for success was there. "There are a lot of things you can deal with when it comes to hospitals, but if you don't have a strong medical staff, it's very difficult to turn that around," Fosdick said. "But we had a very strong medical staff. Even from my very first visit, I was very impressed with their commitment. You could just feel it."

And so began his career here as president and CEO. Fosdick admits the last 10 years have gone incredibly fast. "I will tell you honestly if I would've sat down 10 years ago and said 'here's what I'd like us to do in 10 years', I don't think I would've expected as much as we accomplished. We've made remarkable progress. That doesn't mean I'm satisfied. We can do more with the talent we have on this campus."

Fosdick cites great improvements in our financial performance, our bond rating, improved clinical quality and patient safety and market share gains as among the decade's achievements.

"One of the things I am most proud of is there is no doubt we are the leading provider of healthcare in this region. We can compete with anybody. I am even prouder today than the day I walked in here to be associated with The Nebraska Medical Center." As he begins his next decade here, you can expect to see more of his competitive spirit employees have come to appreciate. "If you compete with us, you do it at your own risk. We've gone farther than I hoped. But we're not done yet."



Glenn A. Fosdick, FACHE, president and CEO of The Nebraska Medical Center.