

<b>Executive/Manager Category</b>	
<b>Nominee</b>	
<b>Name:</b>	Leigh Hamby, M.D.
<b>Title:</b>	Chief Medical Officer, Executive Vice-President and Chief Quality Officer
<b>Organization:</b>	Piedmont Healthcare
<b>Nominator</b>	
<b>Name:</b>	Sidney Kirschner
<b>Organization:</b>	Piedmont Healthcare

**Give up to three examples of how this person demonstrates Integrity:**

Leigh Hamby, M.D., chief medical officer with Piedmont Healthcare, is a true example of someone who leads with integrity and respect for those around him. He always accepts full responsibility for his decisions. Dr. Hamby was a physician before becoming an executive with Piedmont. He switched to the administrative side because he believes he can make a difference in the quality of patient care.

Dr. Hamby is transparent, open and honest. He tells the truth and admits mistakes, even when it reflects negatively on him or Piedmont Healthcare. His number one priority is patients' safety and ensuring patients always have the most accurate information.

Earlier this year, Piedmont learned that the final step in cleaning scopes used in colonoscopy procedures had not been followed at one of its facilities. Dr. Hamby immediately accepted responsibility as the executive in charge. While the science showed the chances of transmitting disease in this particular case was less than one in a million, Dr. Hamby never hesitated to lead the charge in contacting the 465 patients who received colonoscopies to inform them about the error and offer free counseling and testing to alleviate their concerns as well as those of Piedmont's staff. He not only signed the letters to the patients, he also accepted responsibility in television and print media interviews. This is the Dr. Hamby I know and respect—the one whose approach to a situation will always be with complete honesty and transparency.

Dr. Hamby stands up for what is best for patients on the floors of the hospital and in the boardroom. Before it was required for hospitals and healthcare systems to share infection rates, Dr. Hamby pushed to have all statistics published online, no matter whether they were favorable or unfavorable. He truly is a champion for patients.

Dr. Hamby is humble – the first to admit his mistakes and that he doesn't know everything. He is also known to remind others in the healthcare field that we do not know all and need to look at experiences from the patient's perspective at all times. At Piedmont, like most healthcare

institutions, the culture often makes people afraid to admit errors or speak out when a potential error is realized.

A few years back, Dr. Hamby suggested a change to a program designed to prevent sepsis. After the team followed Dr. Hamby's new direction, it realized six months into the year that results weren't performing as strongly. Dr. Hamby stood up in a high-level executive meeting, admitted his error and asked to return to the same sepsis program that had been in place before his suggestion.

**Give up to three examples of how this person demonstrates Respect:**

Dr. Hamby is respectful and appreciative of his team. While he makes his expectations clear in regard to commitment to patient care, he is always open to ideas. Dr. Hamby could have placed blame on specific persons in regard to the colonoscopy error. However, that is not in Dr. Hamby's character, and, as normal, he personally took responsibility, led the efforts to resolve the issue and verified that best practices were being used when cleaning scopes across the health system.

Dr. Hamby always listens to, and is respectful of, the opinions of those around him. He will change his mind about his approach if a team member has a better idea. Dr. Hamby has complete confidence, and instills that confidence, in the people with whom he works. If someone comes to him with a problem, he asks him or her what he can do to help fix it.

He also shows great respect to his team with his open-door policy. While he's a very busy man, anyone can come to his office with a problem, and he will stop what he's doing to show him or her the utmost respect. Few leaders of such large systems are so easily accessible.

**Give up to three examples of how this person demonstrates Responsibility:**

Dr. Hamby shows true courage in pushing through initiatives in which he believes deeply. Several years ago, Dr. Hamby championed an effort focusing on mortality rates as the key quality metric for Piedmont. This was very unusual at the time because most hospitals and healthcare systems focused on a variety of quality metrics instead of just one. By focusing primarily on the mortality metric, Dr. Hamby pushed against the grain, developing a protocol on how to reduce the impact of severe sepsis (completely counter to what nurses and doctors had been used to). By getting the organization – the board, clinical leadership, etc. – to focus on one common goal, he succeeded at increasing the number of patients who left the hospital alive. Since 2006, our mortality rate has decreased from 21 percent to 12, and the length of patients' stay has decrease from 11.7 days to 8.7 days.

To help get things done, Dr. Hamby is always willing to act and be on the front line. Piedmont has been implementing a new electronic medical record system called Epic. Getting five hospitals and hundreds of physicians' offices on board with, and educated on, Epic has been a tedious and time-intensive project. To launch the project, Dr. Hamby quickly agreed to play a

key role in skits and even dressed as “Doc” from the seven dwarves to engage stakeholders in the work to be done. Particularly during the initial launch, physicians and staff voiced concerns about Epic’s effect on quality, work load or patient care. Instead of letting the Epic team be on the receiving end of difficult conversations, Dr. Hamby asked for the names and numbers of those with concerns. He then personally reached out to each of them to explain his belief and reason for supporting the transition to the new system. Since Dr. Hamby is a physician himself, he was the perfect person to see if other doctors and nurses truly had a valid quality or health concern, or were simply resistant to change. He put his foot down to those who would not consider the improvements or opposed the new integrated system simply because they didn’t want to change. Dr. Hamby always has the backbone to hold his ground with conviction and rally the team.

Just as with Epic, Dr. Hamby has also led other efforts to have all of Piedmont’s five hospitals operate as one unit. Over the last two years, Dr. Hamby has consolidated and standardized the medical staff bylaws. Previously, each hospital, led by its own chief medical officer, had its own bylaws, credentialing policies and rules and regulations. Today, the system is more integrated, with one single set of consolidated and standardized governing documents. Dr. Hamby led the effort to educate doctors on the value of the new documents and improved self-governing ability.

If you ask him, Dr. Hamby will say that he is most proud of his efforts to improve patient safety, a main area of passion for him. Thanks to his leadership and courage in this area since 2008, Piedmont’s serious safety events have decreased by nearly 70 percent, from 1.4 serious safety events per 10,000 adjusted bed days to under 0.4 over the last 18 months. Dr. Hamby has led the effort to enhance Piedmont’s culture of safety, requiring all employees and every physician (including those on medical staff but not employed by Piedmont) to be trained in behaviors that lead to safer hospitals.

**Please relate an incident or tell a story that shows how this person demonstrates Leadership Character. Examples may include professional or community involvement:**

While very humble, Leigh Hamby strives to be the best at everything he does. He passionately aims to change healthcare for the better. After deciding to switch from the medical side to corporate, Dr. Hamby sought out the best leaders in the country to teach him how to be an administrative person who could most effectively impact and improve the quality of care. Whether it’s participating in a weight-loss challenge at our office, which he did publicly, or pursuing his new hobby, golf, Leigh approaches everything in his life with full commitment.

While fully committed to improving healthcare, Leigh also is fully committed to his family. He and his wife were high-school sweethearts, and have four children together. In his personal life, Leigh is the same person he is at work: honest, humble, appreciative and moral.