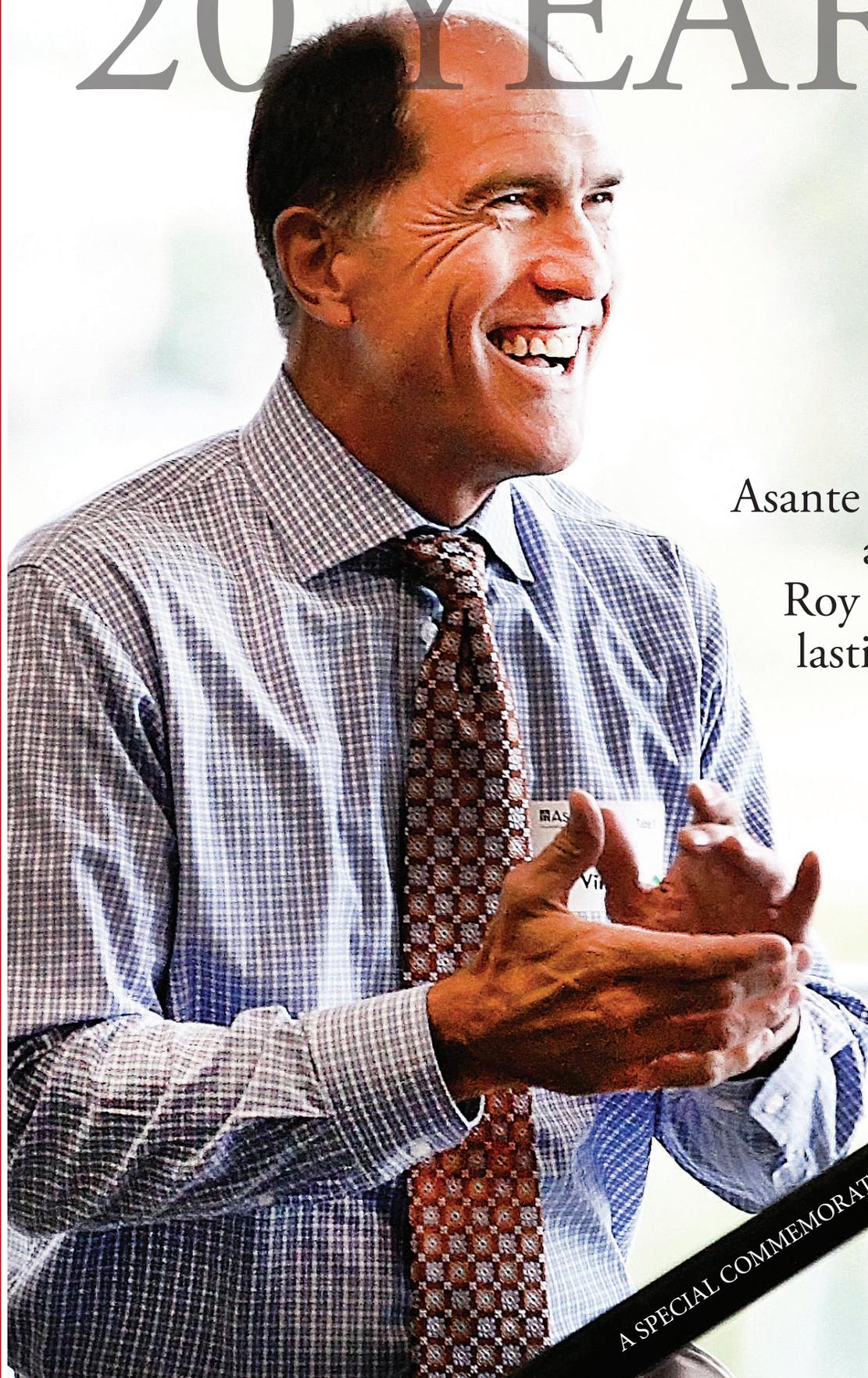


20 YEARS



Asante President
and CEO
Roy Vinyard's
lasting legacy

A SPECIAL COMMEMORATIVE PUBLICATION



AFTER HIS FINAL ALF, ROY VINYARD PASSED THE MIC TO HIS SUCCESSOR, SCOTT KELLY.

A tribute to a gentle leader

FROM THE EDITOR:

“I’m not a big fan of being the center of attention,” Asante President and Chief Executive Officer Roy Vinyard said after being interviewed for this publication to commemorate his 20 years at the helm. He will step down on Jan. 11, 2019.

Indeed, those who have worked closely with Vinyard say he’s never been the type to grab the spotlight or assume the role of “the face of Asante.” His style is more like the executives profiled in Jim Collins’ seminal business book, “Good to Great,” which punctured the myth that strong leaders are larger-than-life heroes who achieve through force of personality. On the contrary, those who lead the most successful organizations turn out to be humble and are rewarded more by their company’s success than by personal recognition.

Yet it’s impossible to tell Asante’s story without telling Vinyard’s story. The two have been enmeshed since his arrival in 1999, and Asante’s Mission, Vision, Values, expansion and national reputation for quality are the result of

his leadership. He does not take credit for these. In fact, when recounting Asante’s achievements, he rarely if ever says “I.” He credits the Board of Directors, Asante leaders, managers, physicians and the rest of the now 6,000 people who work for the organization.

Because of this, few employees know much about Vinyard beyond his appearances at Asante celebrations, departments events, his annual holiday video and at new-employee orientations, which he has attended almost religiously since becoming CEO in 1999. The rest of the time he has allowed — encouraged — others to shine.

As Vinyard prepares to close the door to his corner office in the corporate building for the last time, those who have worked with him most closely over the years want to honor him and his contributions. Because as much as they were a part of shaping the organization into what it is today, it was Vinyard who guided them.

This publication is Asante’s tribute to him. ■

— Shirleen Holt, editor

You don’t know Roy

BECAUSE OF HIS LOW PROFILE, few people know the private Roy Vinyard. Those who work with him most closely spill the tea:

- “First, Roy loves bad puns; second, he loves his gadgets,” says Mark Hetz, Asante’s chief information officer. “He’s an audiophile and was one of the first at Asante to get an iPhone.”
- “He’s allergic to chocolate,” says HR’s Pam Minneci. “And he loves baseball.”
- “He’s a wonderful father of three great kids,” says former board chair Jim Wright. “He and I both like Stephen King. And he’s a huge Cardinals fan.”
- “He knows every piece of music ever made in the 1970s,” says Scott Kelly, Asante’s chief operating officer. “And he loves the Cardinals.”



1972

So apparently most people do know about Roy’s love of baseball. To round out his biography Roy adds some details of his own:

- He’s been to nearly two-thirds of the baseball fields in the U.S.
- He’s such an audiophile that as a teenager when he bought a used 1964 Ford Custom the first thing he did was trick it out with a new stereo and speakers.
- He does not claim to know every piece of music ever made in the ’70s, but his satellite radio stations are tuned to classic rock, preferably Pink Floyd, The Beatles and The Rolling Stones. ■



MILESTONES



From pharmacist to executive **TO LEADER**



“Give me a child when he is 7 and I will show you the man.” — Aristotle

GROWING UP IN THE SMALL St. Louis community of Hazelwood, Missouri, Roy Vinyard’s childhood was typical for boys in the late 1950s and early ’60s. His mother was a homemaker, his father a dedicated machinist at a can factory who taught

him the value of diligence and hard work. He had two sisters and a love of baseball. Make that an obsession. He collected baseball cards and challenged his friends to a game: They’d cover a player’s face and compete to see who could identify him just by the way he wore his cap.

One player, though, influenced him in ways that wouldn’t be apparent until years later. Stan Musial, the famed outfielder with the St. Louis Cardinals, was known as much for his decency

and humility as his talent.

He didn’t court the spotlight, preferring to let his work on the field speak for itself. He put the good of the team ahead of personal glory. He had strong values and he lived by them.

Those values, along with the work ethic inherited from his father, shaped Roy’s life, his leadership style and then an entire organization.

continued on page 4

2001 Opened Helen K. Spears Cancer Center in Grants Pass

2001 Consolidated occupational health, urgent care, employee wellness, counseling and the work performance center into the Work Health Program

2001 Consolidated two hospitals into one, creating Three Rivers Community Hospital

2001 Started hospitalist program at RVMC

2002 TRCH designated as the first Baby Friendly hospital in the world

IN 1999, ASANTE WAS GOING through a rough patch. It was losing money, relations with employed physicians were strained, and although it had a dedicated workforce, the organization lacked a cohesive culture. The Board of Directors was looking for a CEO who could right the ship, help establish a vision and strategy, and ensure that leaders, physicians and employees were all working for the same common good.

Roy was serving as chief administrative officer at Oregon Health & Science University in Portland when a recruiter approached him about the CEO position at Asante. He, his wife Dina and their children were happy in Portland, so it would require some selling by board members to convince them to uproot the family and move south. Besides, when they brought the subject up to their three children, his 8-year-old son told them he wasn't going.

It would be the couple's fifth move since marrying in 1985. Before OHSU, they had lived in three other states as Roy took progressively bigger leadership positions in health care. Although his dream in high school was to become a CEO ("probably as much out of ignorance than knowledge," he says today), his first career was as a retail pharmacist at a Jefferson City, Missouri, K-Mart.

But the job wasn't what Roy had expected; the pace of a retail pharmacy didn't allow for building connections with patients. He returned to school and earned a master's degree in health care administration.

Over the next several years, Roy moved up in health care, from assistant administrator at Cox Health in Springfield, Missouri, to associate administrator for the University of Kansas Hospital, to chief administrative officer at OHSU.

In 1999, Asante was a relatively small system with just 2,300 employees and a budget of \$230 million (compared with nearly \$1 billion today). And despite a booming economy, the organization was losing money.

A dinner Roy and Dina had with the Asante Board of Directors convinced them to move to Southern Oregon.

"We were struck with the type of people the leaders in the community were," he says about that dinner.

The feeling from the board was mutual. "He's so affable and easy to get along with," says former board chair Jim Wright. "We could tell they would fit."

Asante's corporate culture at the time was hierarchical. All communication

flowed through the chief executive, a common management structure but one that had led to some problems within the organization.

In addition, relations between Asante and its 42 employed physicians in the Southern Oregon Health Trust had soured.

"There was a lot of healing to be done there," Wright says. "The trust was gone."

THE FIRST MAJOR DECISION for Roy and the board turned out to be one of the hardest in his 20-year tenure. That was to dissolve Southern Oregon Health Trust. The arrangement was too strained to save. "That was a trying time," Roy says.

Roy's Values *in action*

"I believe it's important for every manager or leader to treat everyone with respect and in the way you want to be treated."

— Roy Vinyard

THIS GOLDEN RULE ECHOES Roy's early influencers, his hard-working father and then baseball hero Stan Musial. It's the cornerstone of Asante's Values and a standard of behavior that Roy has modeled for the past two decades.

From the early days HR manager Pam Minneci was struck by Roy's lack of pretension. "We'd be walking through the halls and he would introduce himself to people. He is a very humble leader. That has never changed over the past 20 years."



PAM MINNECI AND ROY

For Sheila Clough, Asante Ashland's senior vice president and CEO, one encounter with Roy stood out. Earlier in her career she had worked for an imperious executive who, after seeing her at lunch with her son, Cameron, refused to acknowledge him.

Fast forward a few years and Roy happened to be in a restaurant in

MILESTONES



“These were outstanding physicians in our community and we had to sever the relationship we had. We did our best to help them reintegrate into private practice or another group practice, but it took a long time to rebuild that trust, not only with those physicians but within the medical community.”

“This was in just the first 120 days,” Roy says.

As things began to stabilize, Roy focused on the creative part of building a lasting organization, and thoughts of moving on within five years faded.

Working with the board, he helped bring the system back to financial solvency and set about creating a formal Mission along with

a Vision and set of Values to serve as organizational foundations.

Asante had a Mission at the time, but it was a wordy document that no one can recall today. Because a Mission statement summarizes the reason an organization exists, it needed to be easy to remember and recite. Establishing a new Mission involved a host of people: the board, Roy, and Asante executives, leaders and physicians. The organization’s purpose was distilled to 18 words: “Asante exists to provide quality health care services in a compassionate manner valued by the communities we serve.”

From that came the original Vision, a statement about where the organization should go: “Asante will be recognized for

medical excellence, outstanding customer service and a great place to work.”

A strategic plan — how Asante would get where it wanted to go — soon followed. It was guided by the first person Roy hired from out of state: an executive from Fresno named Scott Kelly, the former chief strategy and business development officer who would go on to become Asante’s chief operating officer and succeed Roy as CEO in January 2019.

Roy made sure that Asante’s strategic plan became its operational blueprint. Leaders were given areas of accountability, and meetings were structured around performance on the plan’s goals.

To ensure that all employees were aware of Asante’s strategy and goals, Roy’s team developed the Balanced Scorecard, the colorful graphic document that provides a snapshot of how Asante is meeting its goals for a given year.

To make these concepts meaningful for everyone — from the crews serving meals to the bedside caregivers and the people answering patient phone calls — Roy and his team established the PEAK employee incentive program (originally called CareShare) that tied Asante’s performance goals to financial bonuses of up to \$1,000 a year for eligible employees.

But perhaps the most visible and enduring impact of Roy’s early contributions are Asante’s Values. As a student of organizational behavior, he knew that while many companies had written values, they tended to be ignored, much like mission statements.

Roy wanted Asante’s Values to be lived. They were to be the essence of Asante’s culture. “It’s important to be good at what you do,” Roy says, “But it’s just as important how you do what you do.”



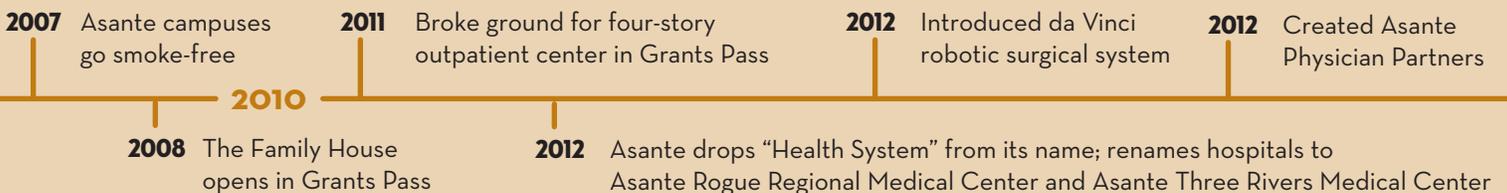
ROY WITH WIN HOWARD

which she and Cameron, then 17, were having dinner. Roy came to the table, greeted her and struck up a conversation with Cameron. “Roy didn’t think twice about that, but I did,” Clough says. “Part of the reason I stay with this community is Roy cares about people on a personal level.”

Win Howard, senior vice president and CEO of Asante Three Rivers, recalls a time when he and Roy attended a conference in San Francisco. During an awards ceremony, an attendee received a recognition for outstanding performance.

continued on page 6

continued on page 6



“Roy looked at me and said, ‘That could be you someday.’ That was his way of telling me we can do things if we set our sights to it. I’ll never forget that.”

“He respects people for what they do, but more importantly for who they are,” says Asante board chair Steve Roe.

The two men have grown close over the years, a bond forged in part by Roy’s support during a turning point in Roe’s life. The civic leader was coming to terms with the lifelong effects of severe childhood bullying (a topic on which he now speaks publicly to spread awareness). At Roe’s request, Roy helped to find a counselor who could help him begin to recover.

“What Roy did for me,” Roe says, “changed my life.” ■



ROY HAS BEEN A MENTOR TO SCOTT KELLY, CENTER, AND BOARD CHAIR STEVE ROE.

As with the Mission and Vision, establishing Asante’s Values was a group project involving the board and Asante leaders. They debated a list of words and settled on Excellence, Respect, Honesty, Service and Teamwork.

“I have to say there’s nothing magic about those five words,” Roy says.

“It was the fact that they became the standard of behavior in our organization and they gave a common platform for everyone — volunteers, managers, medical staff members. They apply uniformly.”

In keeping with his philosophy of turning ideas into action, the Values were accompanied by behavioral standards that to this day are used as the basis for employee evaluations.

To further reinforce the Values, Asante created the Values in Action program in 2001.

“We had developed Values, but how were we going to keep them in the forefront?” recalls HR’s Pam Minneci. “Roy was adamant that we build a program where the Values would be visible to all employees.” It took nine months to develop the program, which allowed anyone — patient, visitor or co-worker — to recognize an employee who goes above and beyond to demonstrate Asante’s Values.

In its first couple of years, the program issued between 150 and 500 VIAs and accompanying “blueberry” badge decals every month. By 2018, that average had grown to 1,800.

Over the years and hundreds of projects, those who work with Roy have noticed a constant: He works hard. When he isn’t in the office or representing Asante at community functions, he is studying, reading and answering emails from home.

“Anytime I communicate with him in the evening he’s working,” says Jamie Grebosky, MD, senior vice president and chief quality and patient safety officer. When Dr. Grebosky would reference a project he was working on, Roy would typically respond: “I’m going through that now.”

His father’s creed — work hard and you can do whatever you want — was the bridge between his vision for Asante and the results he brought. “There’s no short-cutting perspiration and execution,” Dr. Grebosky says. “It takes hard work, commitment and focus. Leaders are made, not born.”

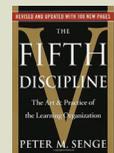
When Roy hired Dr. Grebosky for the job of vice president of Medical Affairs at ARRCM in 2012, the system was focusing on improving clinical quality. Asante Rogue Regional already had gotten national attention as a top cardiac hospital, the result of close relationships with cardiologists, which later became the Cardiovascular Institute of Southern Oregon.

With Roy’s watchful encouragement, Dr. Grebosky, who would later rise to a system role overseeing quality and patient safety, turbocharged Asante’s clinical quality efforts. What followed were a string of accolades: Asante was named a 15 Top Health System in the nation by Truven Health Analytics (now Watson Health) six years in a

On his bookshelf

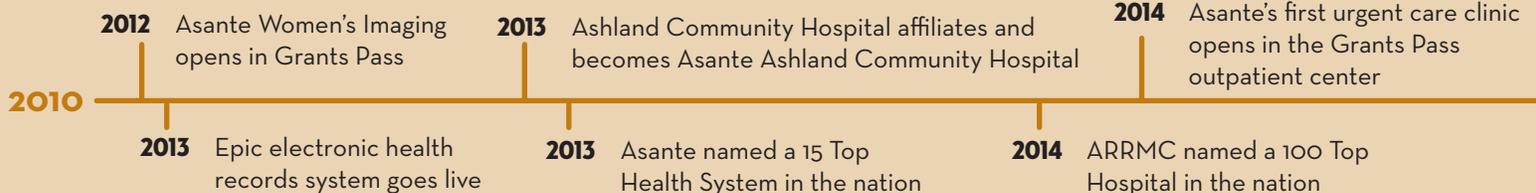


“Good to Great,”
by Jim Collins



“The Fifth
Discipline,”
by Peter Senge

MILESTONES





SCOTT KELLY, RIGHT, WAS THE FIRST PERSON OUT OF OREGON ROY HIRED.

row and ARRCM was designated a 100 Top Hospital five times. Every Asante hospital earned the top rating awarded by CMS (five stars) for overall hospital quality in 2017 and 2018, and ARRCM took the No. 1 spot in the nation for interventional coronary care, among many other achievements throughout the system.

The leaders who report directly to Roy share another common observation: No matter how removed their job functions are from Roy's background — whether they work in medicine, technology or another specialty — Roy learns enough

about their area of expertise to make informed decisions.

"He asks unbelievably deep and thoughtful questions," says Win Howard, senior vice president and CEO of Asante Three Rivers.

Roy studies contracts, the fine print in a joint venture, clinical quality measures and watches expenses more closely than people might think. He has kept almost every email he's received and has been known to reference exchanges that date back to 1999.

"He is definitely a leader who understands the details, but doesn't have to control the details," Scott Kelly says. "He isn't a micromanager unless you don't follow through, then believe me he can get into the details."

In researching "Good to Great," a book about how companies outshine their competitors, author Jim Collins discovered a common trait among their leaders: "[They] display a powerful mixture of personal humility and indomitable will. They're incredibly ambitious, but their ambition is first and foremost for the cause, for the

VISION ACHIEVED

IT'S RARE THAT AN ORGANIZATION achieves its Vision, but nearly two decades after the board approved it, Asante's original Vision had reached its destination. It is one of the 15 Top Health Care systems in the nation, its average patient experience scores are strong, and its employee engagement scores are among the highest in the country.

So, in 2018, the board approved a new Vision that reflects Asante's patient- and community-centered philosophy: "To be your trusted health partner for life — every person, every time." ■



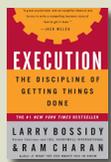
organization and its purpose, not themselves."

Of all the characteristics that mark Roy's 20-year tenure with Asante, those traits might describe him best. They're the reason he has steadfastly avoided becoming the face of Asante; why he spends evenings researching subjects; why he refuses to take sole credit for any of Asante's accomplishments; and why he has spent years preparing for someone to succeed him.

COO Scott Kelly says he's learned valuable lessons from Roy.

continued on page 8

Four books that influenced Roy Vinyard's leadership:



"Execution," by Larry Bossidy



"The Checklist Manifesto," by Atul Gawande

2014 Asante named a 15 Top Health System in the nation

2015 ARRCM named a 100 Top Hospital in the nation

2016 APP opens an urgent care clinic in Medford

2017 Asante brings Mazor X minimally invasive spine surgery to Oregon

2015 New heart valve clinic at ARRCM offers transcatheter aortic valve replacement

2015 Asante named a 15 Top Health System in the nation

2016 Asante named a 15 Top Health System in the nation

2017 APP opens an urgent care clinic in White City

The delicate art of management

“It’s important to be good at what you do, but it’s just as important how you do what you do.”

— Roy Vinyard

Some bosses pound the table, others have a defter touch. Few bosses are as deft as Roy Vinyard, who is known to guide employees so subtly they aren’t aware they’re being guided.

“Sometimes he would be coaching you and you wouldn’t realize it until you were halfway through it,” says Win Howard, senior vice president and CEO of Asante Three Rivers. “He is really good at constructive feedback. It’s a form of respect.”

This became apparent to Howard shortly after he gave a presentation to the board. During his talk he was asked a question to which he didn’t know the answer. Nervous, he punted it back to the board member, saying, “That really is a decision you need to make.”

“Roy emailed me and asked if I wanted some feedback. The way he wrote it, it wasn’t like ‘You screwed up.’ It was just nicely written.”

Perhaps no one has studied Roy’s leadership style more than Chief Operating Officer Scott Kelly, who has worked by his side for 18 years and who will succeed him as president and CEO in January.

“I learned that sometimes the biggest mistakes are the biggest opportunities and that a little grace goes a long way,” Kelly says.

That grace was tested in the early 2000s, when Kelly had to come to Roy with some bad news: He and another executive had made a seven-figure

omission in a financial calculation.

“Rather than get angry he considered it an investment in our learning,” Kelly says.

Indeed, it was Roy’s unassuming management style that landed him the CEO position in 1999. “We were looking for someone who would be open, approachable and keep the people who worked for him,” says former board chair Jim Wright.

Over the years, Wright’s admiration for Roy’s style grew. “He was obviously in control, but he never dominated the meeting. He let others in their area

of expertise do the presentation.”

Despite his gentle approach, Roy holds firm to the things that are important. He believes in transparency and honesty, even when avoidance is easier. When he says he’ll do something, he holds to that commitment and expects the same from others. And if job candidates are good at what they do, but perhaps not how they do it, they won’t

be hired, even if that means holding the vacancy open.

Board member Steve Roe remembers Roy soliciting feedback on two candidates to fill an executive role. Roe gave his opinions on the candidates’ pros and cons, as did others. After getting feedback, Roy concluded that neither was a good fit for Asante.

“I admired him for that,” Roe says. “It would have been easier to take one of the candidates, but he wants the best.” ■



FROM PHARMACIST
TO EXECUTIVE TO LEADER
continued from page 7



ROY WITH DR. JAMIE GREBOSKY

“Being a CEO is not about the title, it’s not about power. It’s about making sure you’re creating an environment where people can excel.”

“Look at our health system’s results,” Kelly continues. “We’ve been very successful. We’re humble and don’t promote that, but a lot of our success is because of the leadership Roy has shown.”

Roy demurs when he’s asked about this next chapter in this life. He and Dina plan to stay in Southern Oregon. He will continue to be involved with Asante in some capacity, and he will serve on some local and state boards of directors.

Despite his reluctance to take the center stage in a publication commemorating his years of service, he did want to have a final say:

“It’s been an honor and a privilege to have been able to serve as president and CEO for almost 20 years. I’ve seen Asante grow into what I believe is an outstanding organization. It wasn’t because of me, it was because of what are now 6,000 people working together. I am proud to have been a small part of it for all these years.” ■

MILESTONES

