



July 1, 2011

Dear [FIRST NAME]:

One of my all-time favorite quotes comes from the beloved *Star Wars* character Yoda, who said to Luke Skywalker (as he watched his X-wing Fighter slip into the swamps of the Dagobah system), “No, try not! Do, or do not. There is no try.” Attitude is so important to accomplishing one’s goals. If you say you’ll only *try* to do something, whether you succeed is uncertain. But if you believe you will and say you will, you’re much more likely to accomplish your goal.

We’ve spent the last decade accomplishing major goals, laying the foundation for a new kind of health system. We now have ample capacity, better flow and impressive scope and depth. We virtually doubled the size of our medical park campus and added programs and services to meet the needs of our patients. In the first half of 2011 alone we opened a new expanded Emergency Department with a dedicated Pediatric ED, more private rooms, and eight new operating rooms. Vision 2010 leaves us well-poised for growth.

It is with a positive outlook that we set our sights toward *Vision 2020: Living Healthier Together*. By the year 2020, Anne Arundel Health System will create a new system of care where the patient is at the center. The result: higher quality at lower cost.

What does care look like in 2020? It’s **individualized** with an enhanced patient experience. Care is easily accessible, less fragmented and patient- and family-centered. Care is **affordable**, provided at the right place at the right time using technology to increase treatment accuracy and reduce cost. Lastly, care is in our **community**, increasingly focused on prevention and improving the quality of life. In the future, for example, in addition to delivering healthy babies, we work toward reducing infant mortality.

A lot of work already is underway to build this system of care. We initiated the Patient and Family Advisory Committee, a “think tank” of patients and family members and members of our care team to help solve problems. Their valuable feedback led to open visiting hours for families as of June 1, 2011. In January, we opened the Community Health Center, which offers primary care services to the underserved and underinsured. The goal is to help the working poor gain access to care and prevent them from using the ER as the only place to get medical help. Clinicians working at the center are bi- and tri-lingual, allowing us to provide care that is culturally competent.

Vision 2020: Living Healthier Together calls on us to be a role model for the community. How can we care for others if we aren’t taking care of ourselves? In May we launched *Energize*, the employee wellness movement that has a simple goal to improve employee health. You don’t need to run marathons and eat only carrots to be healthy. It’s little changes that can make a big difference. For the first year we’re concentrating on education and will offer health coaching for employees who need more support, especially around diabetes and blood pressure.

This is only the tip of the iceberg. As your new CEO, I look forward to partnering with you as we meet the goals of the future and shape a new system of care together. May the force be with us!

In good health,



Victoria W. Bayless
President & CEO
Anne Arundel Health System