



Feb. 5, 2007

Dear Colleagues:

Today marks the official commencement of my work as chief executive officer at University of Utah Hospital & Clinics. I am proud to become a part of such a fine organization with a world class reputation of excellence, integrity, and community service. I hope to join in your efforts to continue to excel and to add a new dimension of leadership to achieve an even higher level of quality for the patients who entrust us with their care.

I intend to begin in this new role by listening. It is important I gain a depth of knowledge and insight into the organization – its history, its challenges, and its potential – to provide a foundation upon which we can build our future direction of commitment, collaboration, compassion, and fiscal responsibility.

I look forward to introducing myself to you as we begin this work together. I have scheduled a series of *Employee Forums* to provide the opportunity to introduce myself and to hear about your issues and concerns. I'll be prepared to talk about the experiences and values that have shaped my character and honed my approach to leadership. These meetings will set the stage for an open, active, respectful, and ongoing exchange of information and ideas as we move forward. There is no doubt we'll face many challenges together, but I am confident we can be a better and stronger organization by taking full advantage of our collective skill and shared commitment to our patients, their families, and our community.

Like many of you, my family raised me to set a high bar for my personal and professional goals, to focus on family, and to do everything I can to contribute to my community. I have lived by these standards and have worked hard to achieve leadership roles at some of the finest organizations in the nation during the past tumultuous decade in health care. I believe these experiences have prepared me for this role today.

**The MD Anderson Cancer Center** in Houston prepared me administratively for my work as vice president for operations at **City of Hope** in Los Angeles, which in turn enabled me to assume the role of chief operating officer at the **University of Wisconsin Hospital & Clinics**. In each role I faced new and increasingly complex challenges – and I learned a great deal, working collaboratively and respectfully with colleagues from across the entire health-care organization. More than ever before in our history, health care is an enterprise that requires clear vision, well-articulated and thoughtful goals, and the recognition that no vision or goal can be achieved without the understanding, buy-in, and support of the people who make the organization work.

I both believe in – and expect – teamwork, accountability and collaboration. My first weeks here will be spent listening and learning. I intend to work with you to move swiftly, but also thoughtfully and judiciously. You should know that my approach focuses on long-range planning and short-term problem solving by seeking different points of view, considering alternatives, debating strategies and crafting solutions, and plans that can be measured and monitored.

Finally, on a personal note, I'd like to share that coming to University of Utah Hospitals & Clinics, to me and my family, is coming *home*. My wife and I are excited to return to Utah and to be able to raise our son in this wonderful community, with the love and support of our loving families.

I am privileged and proud to have been selected for this challenging role – and I look forward to meeting you and working with you.

Sincerely,

A handwritten signature in black ink, reading "David Entwistle". The signature is written in a cursive, flowing style with a large initial "D" and "E".

David Entwistle  
Chief Executive Officer  
University of Utah Hospital & Clinics