

March 26, 2025

Sutter Health

Attn: Warner L. Thomas, President and Chief Executive Officer

2200 River Plaza Dr

Sacramento, CA 95833

Re: Not Meeting Mission or Values

Dear President & CEO Thomas,

Mission and Vision statements along with stated values are the guiding lights that move organizations to a better place. Without these, organizations can miss the value they strive to deliver in the communities they serve. Frequently top-level leadership doesn't have the same experiences as those lower in an organization, and your industry brings its own unique set of challenges.

The intent of my letter is to help raise Sutter Health's awareness of an organization under their umbrella that has lost its way in working towards your Mission of "We prioritize our patients' care above all, while consistently supporting and valuing our people." and your core values of *Excellence*, *Compassion*, and *Integrity*.

I arrived at Sutter Health Tracy Community Hospital approximately 1:50pm on Tuesday, March 25, 2005, with a severe Crohn's flare up. I couldn't maintain standing, and the security person helped me with a wheelchair. I was seen quickly by the registration person, and then the triage team. They were all made aware my pain level was at an 8, and I told the Triage team I've had two chest tubes, and one through my back without any pain meds, so I know 10. They put me back in the waiting area and within a few minutes I was brought back for a blood draw and immediately returned to the waiting area. After an hour sitting in the wheelchair, I knew I needed to lay down, with a flareup, sitting is the worst possible position and I needed to be prone. The waiting room had a bench chair that would fit two, and a one-person seat next to it, with an arm rest between them. I made that my bed for the next four hours.

About an hour into laying down I spotted a nurse working with the pediatric patients, and pleaded with her for help, her response was "one minute please" and that was the last conversation we had. Another hour went by, and I saw a security person, I pleaded with him to get me help, and he took my tag number, talked to someone and came back to tell me they've had many ambulances. My response was I don't need a bed, I need IV fluids, anti-nausea medications, and something for the pain, they can do that while I'm in a chair. That was the last time I saw him.

Another hour goes by, and I see a woman, I'm assuming a nurse, and I ask if I'll ever be seen, and she responds with "they plan on seeing everyone." I told her I've been there four hours, and my pain level is still an 8, and she tells me they only have fourteen beds, and they'll get to me as soon as possible. I also made her aware that the entire time I've been there not a single person has checked on me, she left with no form of patient care, compassion, and the trust I had in the care I would receive once going back was nonexistent, no integrity.

A short time after I called a friend to pick me up and bring me home. At home I self-medicated with a crushed Vicodin, a melatonin tablet, and a shot of Nyquil. That put me to sleep for 9.5 hours and allowed my flareup to reside. Today I'm at 35%, a huge improvement from when I left your facility untreated.

As a patient I understand my options are limited, so I chose to tell you this story, I will discuss it with our City Council, but that's about all a person with limited power can do. You have the power to provide

leadership, to get local leadership engaged and to drive your values, your mission and vision for Sutter Health deeper into these operations. Focus on your value of Integrity "We earn trust by doing the right thing and delivering on our commitments."

Sincerely,

GERALD D. JEFFS

*Copied:*

Jennifer Bollinger, Senior Vice President and Chief Consumer & Brand Officer

Ginger Chappell, Vice President and Chief Ethics & Compliance Officer

William Isenberg, M.D., Ph.D., Vice President and Chief Medical & Quality Officer

Conrad M. Vial, M.D., Senior Vice President and President, Sutter Health Network

Caren Weakley, Senior Vice President and General Counsel