



W. Michael Hoffman  
Center for Business Ethics

# 29<sup>TH</sup> RAYTHEON LECTURE IN BUSINESS ETHICS



## Sandra L. Fenwick

President & CEO



## Boston Children's Hospital

# Overcoming Contradictions in the Business of Compassion and Care

Monday, September 24, 2018, 3:30 p.m.

Wilder Pavilion, Adamian Academic Center, Bentley University

As the top pediatric hospital in the nation, Boston Children's Hospital has built a 150-year reputation for providing the safest, world-class care to children and families from around the world, while also leading healthcare forward as the world's largest pediatric research and innovation enterprise. The aim has always been to provide maximum safety while relentlessly challenging the status quo. By embracing these contradictions, Boston Children's clinicians and researchers have achieved countless breakthroughs from the first to repair congenital heart defects to advancing genetic therapies. As a non-profit with a mission of compassion and care, the Hospital is the largest provider of care to uninsured children in Massachusetts and the safety-net hospital for some of the sickest, most complex patients in the world. It is also a business that must make its margin to grow, progress, and do more for patients and families. Boston Children's story is one of responding to countless ethical dilemmas with a consistent commitment to doing the right thing, the right way.

President and CEO Sandra Fenwick will share some of the questions and insights that drive her to reconcile the contradictions inherent in leading one of the world's leading research hospitals. She has been the driving force to improve the effectiveness and efficacy of the care provided at Boston Children's Hospital, while at the same time reducing the costs of care. Ms. Fenwick joined Boston Children's in 1999 as senior vice president and was appointed Chief Operating Officer that year. She was named President in 2008 and was President and CEO in 2013. Boston Children's is a 415-bed Harvard teaching hospital with over \$2.6 billion of revenues including \$375 million in research funding. The Hospital has 1,600 physicians, trains over 1,000 residents and fellows annually, and has over 12,000 employees.

**Raytheon Company** is a technology and innovation leader specializing in defense, homeland security and other government markets throughout the world. With a history of innovation spanning 96 years, Raytheon employs 64,000 people worldwide and had annual sales of \$25 billion in 2017.

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