



RAY WOODHAM
Remembered

American Hospital Association
Center for Hospital and Healthcare Administration History
and
Health Research & Educational Trust

2010

HOSPITAL ADMINISTRATION ORAL HISTORY COLLECTION

RAY WOODHAM

Remembered

**Interview of Marion Woodham by David Baltzer
On August 29, 2009**

Edited by Kim M. Garber

Sponsored by
American Hospital Association
Center for Hospital and Healthcare Administration History
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2010

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Photo courtesy of Marion Woodham

EDITED TRANSCRIPT

DAVID BALTZER: This is David Baltzer with Marion Woodham, sitting in the Woodham home in Albuquerque, New Mexico, on August 29, 2009, five weeks after the death of Ray Woodham¹, who was a giant in the health care field. It's a privilege to sit with Marion and remember the contributions that Ray made to the field over almost 60 years. Ray was known for his leadership of a large organization that he developed in Albuquerque, his contributions to state, regional and national organizations, and also for some international work. Let's start, Marion, with a discussion about Ray's childhood.

MARION WOODHAM: He was born November 14, 1918, in River Falls, Alabama. He lived in central Alabama for some years and then went to school mostly in southern Alabama, across the bay from Mobile, in Baldwin County. His family was devastated by the Depression, so he had a cash-strapped childhood.

BALTZER: Maybe to dwell a little bit more about his childhood: One thing that Ray mentioned was, and I think he was joking a little bit, but he said when I asked where was he raised, "We lived in a lot of places just to stay ahead of the landlord," emphasizing the devastating effects of the Depression. He had worked in a meat packing company before going in the military. I think it was there that Ray developed what he was proud of calling the "shoe box management" theory of finances. The theory was that whatever went into the box in terms of cash was the only amount of money available to come back out to pay expenses. One lived within one's means. In presentations to the Presbyterian staff, he would talk about the shoe box theory of management and mentioned it to me many times.

WOODHAM: He graduated from Robertsdale High School in Baldwin County in 1937 and then went to Pensacola with his family and worked until he was drafted into the Army in March 1941. It was supposed to be a one-year enlistment.

BALTZER: I think it's significant that Ray's entry into the military was nine months or so *before* Pearl Harbor. So many men went into the military after Pearl Harbor, but Ray was already part of the Army as the war began for the United States, and that led to a number of situations for him.

WOODHAM: Yes.

BALTZER: And for you, obviously, too.

WOODHAM: Yes.

BALTZER: Is there anything else that we should say about his early upbringing, his family life, siblings?

¹ Preston Ray Woodham (1918-2009) was scheduled to be interviewed as part of the Center for Hospital Administration Oral History Collection, but passed away before the interview could be completed. This document is a reminiscence of his life and career provided by his wife, Marion Woodham, and friend, David Baltzer.

WOODHAM: He had one sister, and I think there was another sibling who died very young. His sister lived to be in her seventies. She died a few years ago.

BALTZER: He was stationed in North Africa for a time.

WOODHAM: Yes, in Mateur, Tunisia. I think the funniest story about his service in the Army is that they landed in Casablanca. He had been in the Army for two years, I guess, in the spring of '43, in basic training most of that time. When they landed in Casablanca, he had the mumps, so he had to go to the hospital. His outfit had to go on to Tunisia. The usual procedure would have been for the Army to reassign him to another position, another outfit, but he persuaded them to let him hitchhike across North Africa so that he could rejoin the Seventh Medical Supply Depot, which is where he belonged. He had a ride in an Air Force plane for a ways; then part of the way he went by train, and part of the way he went by bus, I guess. He finally ended up in Mateur, Tunisia, and he found his outfit.

BALTZER: Another story that he mentioned was that on Anzio Beach in Italy, after most of the fighting was over, the men would be down on the beach, playing Ping Pong, and the Germans, from a position above them, would be looking down with binoculars, yelling out the score.

He also mentioned a comrade whose last name was Steck, who lived in St. Louis, of German background, and how the fellows would tease Capt. Steck, saying, "Don't give away our battlefield positions to your cousins in the German army."

Then there was the expedition involving the train.

WOODHAM: I don't remember the exact circumstances. I think it might have been during the Battle of the Bulge. There was a supply train from the Allied Army that was in danger of being captured by the Germans, so Ray was sent to go rescue that train. I've never quite figured out how he did it, but he was very proud of that.

BALTZER: He commandeered the train somehow. I think he found someone who knew how to drive a train.

WOODHAM: Yes, I'm sure he did.

BALTZER: Because he said he didn't know how to drive a train, but he found someone, and after that, told the commanding officer, "By the way, sir, you could write me up for a battlefield promotion." The commanding officer said, "Woodham, you write up the battlefield promotion, and I will give it to you." As a result, Ray was promoted to a rank of—

WOODHAM: I don't remember. He received several promotions while he was overseas. That was probably to warrant officer.

BALTZER: There is a picture of him standing next to two of his comrades in front of the commanding officer, receiving that award, and behind them were approximately

twenty of the other soldiers in the outfit, and behind them were some buildings that look like France during World War II.

Ray was among the first to enter the Dachau concentration camp. He saw the horrors of that and had photographs and was actually there before General Eisenhower arrived.

WOODHAM: Yes. We went back to visit it in 1979.

BALTZER: Shifting to the years after the war, I guess that's the time when you start to enter the picture, Marion.

WOODHAM: He went back to Pensacola and took a look at the old packing plant and decided that wasn't for him anymore, so he decided to see the country before he settled down. He came out to California, where I was teaching in Woodland, to look me up after writing to me for three years.

We met in person on February 14, 1946, and were married on June 15, 1946. One of his fellow officers in the Seventh Medical Supply Depot was a hospital administrator, and he encouraged Ray to go into that field. During the months when he was waiting for school to be out so we could be married, he wrote to a number of different colleges to see if he could be admitted under the G.I. Bill. Several of them wrote back, willing to admit him, but he decided the University of Alabama was the place where he wanted to be. Deep in his heart, he was an Alabaman.

So we went to Tuscaloosa in September 1946. During the two years that it took him to finish his bachelor's degree in business administration, we lived in a prefab that had been used for shipyard workers in Mobile during the war. We had a furnished two-bedroom apartment for \$30 a month. There were some disadvantages – you could look down through the floor boards and see daylight. But we lived there for those two years, and then, during his second year, he started checking for admission to hospital administration schools.

At that time, there were only seven schools in the country. There was Northwestern and Duke, Chicago, Yale, maybe one or two others. Minnesota had just been in existence for a year or two. Minnesota was the one that accepted him, so we went to Minneapolis in 1948, and he had a full nine months of classes there. In Minneapolis, we started looking for a place to live, and in 1948 that was not easy to find, but we finally managed to get an upstairs apartment in what had been a duplex that had been changed into a four-plex. We had a brand-new bathroom. That was the prize part of that apartment. We went to Salvation Army and picked up a stove and icebox and tables and a couple of chairs and a bed, so we were living pretty comfortably for those nine months.

We had a 1947 Ford, which we parked out in the front yard of this building, and it started every morning, no matter how cold and how snowy it was. For part of that time, I was working at the University of Minnesota, in the treasurer's office, so we could ride to work together. I also worked for Minnesota Mining Company.

BALTZER: 3M.

WOODHAM: 3M, yes, for a few months. James A. Hamilton² was the founder and chief administrator of the course in hospital administration at Minnesota and was very knowledgeable in the field. Another instructor was James Stephan³. There were only 26 people in the class. Among them were Walt McNerney⁴ and Stan Nelson⁵ and Don Smith⁶. Some of those people, as you know, went on to prominent positions in the field.

Sally Hamilton had a meeting for the wives in the group once a month. We would go to her home or to Mrs. Stephan's home or Ray Amberg's⁷ home. He was the administrator at the university hospital at that time and a very prominent politician in the state. We would go to one of their homes, and these wives would tell us of our responsibilities as the wives of hospital administrators. I think this grouping didn't last too many years because in later years the wives decided they were not going to be dominated by the husband's profession. But in my day, we appreciated it because it gave us a chance to meet others, and the 26 people in the class got together socially many times, too. The Hamiltons entertained us, and the Stephans entertained us, and there were many get-togethers that were fun, either big groups or small groups.

They wanted us to know what to expect as far as our husbands' work was concerned, which was to realize that our husbands were going to be busy 24/7, and family came second to work, which is really the way that Ray worked most of the time.

BALTZER: So that would hold you in good stead as you moved forward to the residency.

WOODHAM: Every member of the class, of course, was assigned a residency with some well-known hospital administrator, so in the spring of 1949 Ray went to Dallas, Texas, to be a resident of Boone Powell⁸. After one year he became the associate administrator, and then he became assistant administrator, and then he started thinking: *Wouldn't it be nice to have a place of my own?*

² James A. Hamilton (1899-1985) founded the Program in Hospital Administration at the University of Minnesota in 1946 and also the consulting firm James A. Hamilton Associates.

³ James W. Stephan was professor at the University of Minnesota's Program in Hospital Administration beginning in 1946 and was affiliated with the university for 30 years.

⁴ Walter J. McNerney (1925-2005) was interviewed for the Hospital Administration Oral History Collection in 1979 and 1980. The transcript of these interviews, entitled: *Walter J. McNerney in First Person: An Oral History*. Chicago: American Hospital Association and Hospital Research and Educational Trust, 1983, can be found in the collection of the Center for Hospital and Healthcare Administration History located at the American Hospital Association Resource Center. The complete archival *Papers of Walter J. McNerney* are also located at the Center for Hospital and Healthcare Administration History.

⁵ Stanley R. Nelson (1926-) went on to become CEO at Parkview Memorial Hospital (Fort Wayne, IN), Abbott-Northwestern Hospital (Minneapolis), and Henry Ford Hospital (Detroit).

⁶ Donald F. Smith (born 1915) became CEO at several hospitals, ending his career at Indiana Hospital (Indiana, PA).

⁷ Raymond M. Amberg (1895-1968) was director of the University of Minnesota Hospital from 1935 until 1964.

⁸ Boone Powell, Sr. (1911-1996) was CEO at Baylor University Hospital, Dallas, for nearly 30 years, beginning in 1948.

BALTZER: I think Ray had some misgivings about coming to Albuquerque.

WOODHAM: Yes. Southwestern Presbyterian Sanatorium in Albuquerque was in dire straits in 1952. They were almost broke. Their groceries were delivered only on a COD basis. They were nine months behind in their accounts payable. They had just moved into a new building, but they hadn't completely moved into it yet. So Ray was interviewed by the board, on November 14th, 1952. Since they were in a hurry, Boone Powell let him give two weeks' notice, and we came out on the 1st of December, with our nine-month-old daughter.

BALTZER: Jan.

WOODHAM: Yes. The hospital consisted of about 12 different buildings that had been built from 1908 to 1952. For 44 years, they'd been adding one small building at a time. In 1952 they had just finished a new building with 120 patient beds. The food service was one of the first problems he had to face. The food was being prepared in a separate building about a block away, and was transported through a tunnel, so you can imagine that the food was not very tasty by the time it got there. So, one of his first problems was to start using the new kitchen in the new building.

Another problem was personnel. There were a number of people who just hired whoever they wanted to. I guess the director of nurses hired nurses, and the dietary people hired dietary helpers, and so one of his early problems was to set up a personnel department. He hired Miss Wiley from Baylor Hospital to help. She went around and interviewed all employees to find out what they did, who hired them, how much they were making, and how many hours they worked. She made records of all the personnel. Finally he got a personnel director who organized a real department.

Another problem was that just a few doctors on the staff were monopolizing the practice. They did not want the new, young doctors, who had just come back from the service, because they didn't want the competition. Finally Ray succeeded in getting the bylaws to the medical staff changed so that the new physicians could come in and be accepted without having to be supervised by the old doctors.

BALTZER: I think that was influential in changing what had been a tuberculosis sanatorium into the major institution that Presbyterian Healthcare Services is today – the largest private employer in the state of New Mexico, with more than 6,000 employees and a budget of well over \$1 billion a year, and nationally recognized for many things. Part of that is due to the fact that Ray Woodham was one of the innovators in the United States, along with Carl Platou⁹ in Minnesota and Steve Morris¹⁰ in Phoenix. I recall, as a graduate student reading articles about how Ray, Carl and Steve were the fathers of the multi-institutional systems theory.

One thing that Ray pointed out occasionally was that at that time, in the American Hospital Association's directory of hospitals, there was no mention of multi-institutional

⁹ Carl N. Platou (1923-) was CEO at Fairview Hospital (Minneapolis) for many years, as it was transformed into Fairview Health Services, a 7-hospital system.

¹⁰ Stephen M. Morris (1928-) was CEO of Good Samaritan Medical Center and Samcor (Phoenix).

systems. Now the AHA Guide has more than 100 pages listing all of the systems – many of which were built on the Presbyterian model. One of the things that Ray was proud of was that there was some altruism to Presbyterian’s motives for undertaking management or ownership of hospitals in communities that otherwise would not have had a hospital. Many of these were in struggling, poor, rural communities that really needed the help of Presbyterian in Albuquerque. These hospitals would then have services provided by physicians; they would have management training; they would have access to computer systems, access to capital for building projects. And I think at one time, Presbyterian maybe had as many as 14 hospitals in the system.

WOODHAM: Yes. As Albuquerque grew and more physicians came to town, Presbyterian became short of beds. The first thing they did was to build additions to existing buildings, put a third floor on the general hospital and added 26 beds to another part of the hospital. Then they decided that in order to do this logically, as Albuquerque continued to grow, they should hire James A. Hamilton & Associates to help them with the strategic plan. Hamilton & Associates laid out a plan for the next 20 years or so, and they started working on that plan.

Presbyterian razed the older buildings on the campus. By the late 1960’s, two new towers had been built using Hill-Burton funding. There were many other improvements including renovations to the operating rooms. Physicians appreciated Ray’s support for updating diagnostic and treatment equipment.

There was a real need, Ray felt, for a hospital in the east part of town. He conducted a survey of residents and they were overwhelmingly in favor of it, so he tried to convince the board that this was a good thing to do. Some of the members of the board were very reluctant to invest in another hospital in the east part of town, and finally he said, “If you don’t build it, I’d like to build it myself because I think it’s needed in that part of town; that’s where the town has been growing. And I think it would make money.” They finally agreed to build a one-story hospital of 180 beds. It opened in 1970, and became a success almost immediately. It was the first time Presbyterian had borrowed money for a construction project.

BALTZER: Ray was also proud of the fact that the construction cost for that was held to a very reasonable amount at, I believe, under \$3 million.

WOODHAM: Yes, \$3 million for 120 beds, and then they added 60 more beds, so it turned out to be 180 beds. So Kaseman¹¹ opened in 1970, and about the same time, a man who owned a small hospital in one of the suburbs of Albuquerque asked Presbyterian to buy it because he wasn’t making any money and he couldn’t keep it up. So this is how the network began, first with Kaseman and then it grew to as many as 14 at one time.

BALTZER: What were some of the things that caused Ray to feel the most proud of his contribution to Presbyterian?

¹¹ Anna Kaseman Hospital, now known as Presbyterian Kaseman Hospital (Albuquerque)

WOODHAM: One was the installation of the heart program. Presbyterian had not done any heart surgery or even cardiac catheterization. In about 1969 or '70, they found some doctors who wanted to be able to do heart surgery and did not have a place to do it. In fact, the heart surgeon was about to move to Denver when Ray and some of the other cardiologists persuaded him to stay in Albuquerque. Ray worked with the cardiologists to institute a heart program at Presbyterian, which has been a great success all these years.

Another important thing that he did was to start the foundation, to help finance improvements for the hospital. At that time, I think very few hospitals had foundations. Now it seems as if there are a great many.

BALTZER: Let's talk about some of Ray's ability to be in the right place at the right time, with influential people, and serve as a catalyst for organizations that have grown to be very helpful to health care.

WOODHAM: You're talking about VHA¹² and AHS¹³, and I think those were all started with just a few hospital administrators who saw the need, in the case of VHA, for getting together in order to make purchasing more efficient.

BALTZER: Ray and his colleagues who started VHA were looking for an opportunity to talk amongst themselves, in non-competitive situations, with other leaders of the large organizations around the United States. It was about networking and making friends and comparing notes, and then came all of the business aspects, including the very successful purchasing idea.

WOODHAM: Yes.

BALTZER: I think one of Ray's particular abilities was to network.

WOODHAM: Yes. Ray joined with a group of colleagues to form the Voluntary Hospitals of America. Then after the VHA was formed, he joined a group of people who had systems and formed AHS for the same purpose. I mean, the VHA was mostly individual hospitals. AHS was mostly networks that saw the need for cooperation among multi-hospital systems. Then the insurance rates were going up so that the hospitals couldn't afford them. Presbyterian was one of three hospitals that incorporated an insurance company, MMI, which was in existence for 30 or 40 years. MMI saved a lot of money for the hospitals in providing insurance coverage.

BALTZER: You and Ray were a walking directory of the American College of Healthcare Executives and the American Hospital Association and knew the names and the locations and the careers and so much of the backgrounds of the executives around the United States. Who were Ray's closest friends in healthcare administration?

¹² VHA (Irving, TX) was founded in 1977.

¹³ Associated Hospital Systems

WOODHAM: Ed Hawkins of California; Wade Mountz of Louisville; Stan Nelson, who's been in several places; Paul Ahlstedt; David Hitt¹⁴.

BALTZER: David had been at Baylor.

WOODHAM: Yes, and then was at Methodist in Dallas.

BALTZER: Jim Harvey¹⁵.

WOODHAM: Oh, yes. He was one of his favorites. Many others.

BALTZER: I know Ray worked for Dr. Crosby¹⁶ at AHA. Would you talk about that time, Marion?

WOODHAM: Yes. In 1966, Ray went to work for the American Hospital Association in Chicago as Director of Administrative Services. The new Medicare law had just been passed and Ray worked with the AHA to help implement the regulations in a way that would be as favorable as possible for hospitals. He thought that this would be a change from hospital administration, but after about a year, one morning in Chicago, when the snow was about eight inches deep, he went out in the morning to shovel off the driveway. After he took a shower, ate breakfast and got dressed, he went out and discovered that the snow plow had come along and pushed snow into the driveway, so he had to start shoveling all over again. That day, the chairman of the board at Presbyterian called and said, "Would you consider coming back?" Ray said, "How did you know?" So he went back in a slightly different position. They kept the administrator they had hired, and Ray was named Chief Executive Officer.

BALTZER: Let's talk about Ray's contributions to national organizations. He was chairman of the American College of Hospital Administrators from 1978 to 1979.

WOODHAM: Yes.

BALTZER: During that time, there was a decision made to hire Dr. Stu Westbury¹⁷ as president of the ACHA. During that time, Ray made the suggestion that the congress of the ACHA should be extended two or three days so that more people would have the

¹⁴ R. Edwin Hawkins, Jr. (1920-1999?) was the first administrator of El Camino Hospital (Mountain View, CA) and stayed in this position for 25 years. Wade Mountz (1924-) was the long-time CEO at Norton Healthcare (Louisville, KY). His oral history, *Wade Mountz in First Person: An Oral History*. Chicago: American Hospital Association Center for Hospital and Healthcare Administration History and Health Research & Educational Trust, 2009, can be accessed here: <http://www.aha.org/aha/resource-center/Center-for-Hospital-and-Health-Administration-History/oral-histories.html>. Paul Ahlstedt (born 1913) spent most of his career at the helm of Methodist Evangelical Hospital (Louisville, KY). David H. Hitt (1925-) is president emeritus of Methodist Medical Center (Dallas, TX).

¹⁵ James D. Harvey (1929-2008) spent over 50 years at Hillcrest Medical Center (Tulsa, OK).

¹⁶ Edwin L. Crosby, MD, (1908-1972) was Executive President of the American Hospital Association from 1954 to 1972.

¹⁷ Stuart A. Westbury, Jr., Ph.D. (1933-) was president of the American College of Hospital Administrators (ACHA) from 1979 to 1991. The name of the organization was changed in 1985 to the American College of Healthcare Executives (ACHE).

opportunity to participate, and that was very helpful to the ACHA. Additionally, he helped with the implementation of the student essay contest that still continues today. Ray's ACHA work also included earlier terms as regent for New Mexico. From the hospital association's side of things, he was president of the New Mexico Hospital Association and—

WOODHAM: And he enjoyed his contact with the Association of Western Hospitals. The very first year we were in Albuquerque, we drove up to Salt Lake City for a meeting of the Association of Western Hospitals in 1953. So he became friends with administrators from the ten western states and enjoyed that contact. Then he started working on committees, and finally served as president of that organization.

BALTZER: 1964 to 1965.

WOODHAM: Then he was on the board for the American Hospital Association from 1971 to 1975. During that time he helped select Alex McMahan as the new president of the AHA. He served on many committees for the AHA.

BALTZER: He was always more than just a figurehead in these organizations. He did a lot of legwork and served on a lot of committees, and actually came back to help the New Mexico Hospital Association during a vacancy in its presidency.

WOODHAM: That's right.

BALTZER: It was in 1994 that he served as the interim president of the NMHA while a permanent person was recruited.

WOODHAM: Yes.

BALTZER: Ray served at the request of the AHA President, Dr. Crosby, on a committee that proposed the AHA regional advisory boards that are now known as the regional policy boards. He helped to represent hospitals during the implementation of Medicare, on a technical advisory committee, through his appointment by Senator Clinton B. Anderson. He also served, during the presidency of Lyndon Johnson, on a U.S. Department of Health, Education and Welfare health care demonstration and grants review committee. That committee distributed funds to health care organizations that demonstrated excellence in cost containment, education, construction and systems. He served on the New Mexico Board of Nursing Home Administrators, as a charter member; served on the Blue Cross/Blue Shield of New Mexico board of directors. He was on the Humility of Mary Healthcare Corporation, out of Lorraine, Ohio, on its board of directors. He also served on the White House Conference on Aging.

Ray received many awards and much recognition during his career. One was the American College of Hospital Administrators' Gold Medal Award in 1982. He received the Presbyterian Healthcare Foundation Award for Excellence in 1983. Ray received a proclamation from Mayor Chávez by the City of Albuquerque in 1994 for his induction into the Senior Hall of Fame. He received the highest award of the New Mexico Hospital Association, named for its founder, the Frank Gabriel Award, in 2002. In 2007, the Rotary Club of Albuquerque honored Ray with its Living Legends Award.

There's something interesting to note about the Rotary Club of Albuquerque. He would talk about how exclusive Rotary was when Ray first arrived in New Mexico in the early '50s, because it took Ray almost, I believe, eight years to be accepted as a member – because there was already one hospital administrator in the club who would not allow a second person in the profession. He did become president of the club. It was a rather thankless duty, because the club had made a previous decision, after the Hilton Hotel in Albuquerque eliminated the possibility of meetings there, that the meetings would be held at the Albuquerque Country Club on a different day of the week.

WOODHAM: And they admitted women.

BALTZER: I think 100 of the approximately 400 members of the club took an excuse to resign membership in the Rotary Club, and Ray tried to reach out to every one of them and nonetheless had to deal with that loss of membership early in his Rotary leadership. He wrote a letter to each resigning member and conducted a survey to determine the reason for their resignation.

Ray really also was prominent in mentoring young executives in the field of healthcare administration. There is a scholarship at the University of Alabama that was funded by the Woodham family.

Ray personally oversaw the administrative residencies and fellowships of many early careerists, who have continued to be successful in health care administration. He mentored residents from the University of Minnesota, Trinity University, Northwestern University, the University of Michigan, and Washington University in St. Louis. Ray served as president of the University of Minnesota Alumni Association in 1965.

WOODHAM: After Ray died, I received many letters from former residents and assistants he worked with who remembered Ray as an important influence on their lives and careers. When the Catholic Healthcare Leadership Forum dissolved, its remaining assets were designated to create the Catholic Health Association of the U.S.A. Ray Woodham Leadership Foundation Fund.

BALTZER: What did Ray like to do for fun?

WOODHAM: He loved to play golf, and he played golf in many places in the United States, and in Scotland and Kenya. He liked to read. He enjoyed mysteries. And after his vision became worse, he listened to Books on Tape. I would go to the library and bring home six or eight books, and he would listen to them, and then I'd go back to the library with orders to bring more from this author and no more from another author. Before we came to New Mexico, he did not enjoy Mexican food, but soon after we moved to Albuquerque, he became a fan of enchiladas and tacos. He always loved grits with eggs and bacon.

He was a great fan of Alabama football, which started when he was in grade school, I guess, and flourished during our two years in Tuscaloosa. Whenever he had a chance, he would go back to Alabama for a football game. He wore a "Bear" Bryant hat, and for two

or three years he received DVDs of the 'Bama games, until he was able to watch most of them on television. He was very sad when his vision would not permit him to see the games very well, but he still listened to them.

He loved to travel, so we had some very nice trips through the years, especially after he retired from Presbyterian. And he enjoyed his friends. By the time he was 90 years old, many of his old golfing buddies had preceded him in death.

BALTZER: His friends remembered him very well. At Ray's memorial service in July 2010 the Central Methodist Church was filled with people from all over the United States. The bells were rung in the tower at the University of Alabama on that day.

Marion, you and Ray had a long, wonderful marriage of more than 63 years, and have two fine children, Jan and Carl and two lovely granddaughters. I had the privilege of knowing Ray for almost 30 years, and considered him a good friend and neighbor. I do recall Ray telling me that he would like for his legacy to be that he was a healthcare executive who loved his family and worked very hard to provide the highest quality patient care to the most people and was a man who worked to improve health care for all of the citizens of the United States.

Marion, thank you for your time, reflecting on Ray's life, and on behalf of citizens and health care providers in the United States, I do want to acknowledge the fact that it is only five weeks, approximately, after the loss of Ray, and you do have the condolences of many, many people who are very fond of you and the Woodham family.

CHRONOLOGY

- 1918 Born November 14, River Falls, AL
- 1941-1946 U.S. Army Medical Service Corps
- 1946 Married June 15 to Marion Sanders of Portland, OR
Children: Jan C. England, Carl Woodham
- 1946 VA Hospital Services Corporation, Livermore, CA
Clerk
- 1947-1948 Druid City Hospital Services Corporation, Tuscaloosa, AL
Part-time business employee
- 1949 University of Alabama, Tuscaloosa, AL
Bachelor of Science, Business Administration
- 1950 University of Minnesota, Minneapolis, MN
Masters Degree in Hospital Administration
- 1949-1952 Baylor University Hospital, Dallas, TX
Promoted from Administrative Resident to Assistant Administrator
- 1952-1966 Presbyterian Hospital Center, Albuquerque, NM
Administrator /Chief Executive Officer
- 1966-1967 American Hospital Association, Chicago, IL
Director, Bureau of Administrative Services
- 1967-1983 Presbyterian Hospital Center, Albuquerque, NM
Later known as: Southwest Community Health Services
Executive Director / Chief Executive Officer / President
- 1984-2009 Presbyterian Healthcare Services, Albuquerque, NM
President Emeritus
- 1984-2004 Consultant
- 2009 Died July 21, at his home in Albuquerque, NM

MEMBERSHIPS AND AFFILIATIONS

American College of Hospital Administrators
Chair, 1978-1979

American Hospital Association
Board member, 1972-1975

Association of Western Hospitals
President, 1964-1965

Blue Cross Blue Shield of New Mexico
Board member

Humility of Mary Healthcare Corporation (Lorain, OH)
Board member

New Mexico Board of Nursing Home Administrators
Charter board member

New Mexico Hospital Association
Interim President, 1994

Presbyterian Ear Institute
Board member

Rotary Club, Albuquerque
President 1994-1995

United Way
Board member

White House Conference on Aging
Member

AWARDS AND HONORS

- 2007 Living Legends Award, Rotary Club of Albuquerque
- 2002 Frank Gabriel Award, New Mexico Hospital Association
- 1994 Albuquerque Senior Hall of Fame
- 1983 Award for Excellence, Presbyterian Healthcare Foundation
- 1982 Gold Medal Award, American College of Hospital Administrators

Presbyterian Health Services also honored Ray Woodham by establishing *The Ray Woodham Visiting Fellowship Program*, which was administered by the Hospital Research and Educational Trust. The fellowship program was intended to stimulate interest in research related to multi-institutional systems.

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