

THE GILLETTE BOARD

(seen by those who are led)

“A clinic cures the patients. A caring community supports the people.”

I. The Directors and the Board

Facilities are not born of concrete.

They are born of decisions.

Every building can be raised with the same materials, but what sets it apart is the vision of those who lead it.

Behind every organization there are people with different histories, different experiences, different skills. People who have agreed to share a common responsibility, while holding different ideas about how to reach the same goals.

Directors often come from different paths.

Some rise from within the facility.

Others come from professional experience gained elsewhere.

Each brings knowledge, convictions, and different ways of interpreting their role.

And as happens wherever there is responsibility and decision-making power, visions do not always coincide.

Each believes he holds a part of the solution.

Each reads reality through what he has lived.

But in the end it is not opinions that make the difference.

It is results.

And results are watched every day by those who, more than anyone, live the consequences of the decisions made: the patients and their families.

This is why a healthcare facility resembles an orchestra more than a hierarchy.

There are directors.

There are supervisors.

There are procedures.

But the final result depends on the harmony among all the people who take part in the journey.

Those who lead set the score.

Those who work each day turn it into music.

And it is often in the quality of this collaboration that the real value of leadership is measured.

Because to command is a function.

To lead is a responsibility.

And in organizations devoted to care, the distance between the two can make a great difference.

Vision remains the prerogative of the Board and its advisors, and it depends greatly on their culture and on the path that brought them there.

Not everyone who sits on a board arrived through preparation for the role. Sometimes it is financial means that open the door — an inheritance, a sudden fortune, a success earned in an entirely different field — without that means being matched by a culture of care. And money, on its own, does not teach anyone to lead a healthcare facility.

It is an organizational culture that surprises those who enter.

I remember an advisor who, though without any clinical competence, was mainly concerned in the corridors with checking that employees did not occupy the parking spaces reserved for patients. A small detail, and yet a revealing one: it said a great deal about what, for that person, the true priority was.

It would have been enough to look further — to invest in order to generate a return, rather than merely guarding what one already has. This is where the difference is played out between those who own a facility and those who know how to lead it.

Every place has a character. And that character is born of the people who lead it.

II. Epilogue

Facilities are built with investments.

Trust is built with people.

Leadership is not measured by the role one holds, but by the ability to put different skills at the service of a common goal.

Because in the end, behind every organization that works, there is never just one person.

There is always a team.

III. Author Page

This work was not commissioned.

It was not sold.

It was not made for commercial purposes.

It was written to bear witness to the value of rehabilitation, of human dignity, and of the relationship between people.

The only fee requested is a symbolic dollar — not as payment for the work, but as a testament to a shared commitment to a culture of care, hope, and responsibility.

Ferdinando