

NEWSLETTER

SPRING 2019



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Facilitator & Director

MARCH 2019 - We are pleased to share a brief summary of our **CEO Healthcare Roundtable Meeting February 20-22, 2019 in Scottsdale, AZ.**

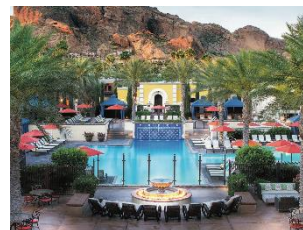
Although the weather left us chilled with temperatures never exceeding the mid 50's and near record setting rainfall on Thursday, the presentations, discussions and networking generated more than enough energy and enthusiasm to keep us warm! Once again, our thinking was challenged as we heard several excellent presentations related to the theme of "The Future is Now: Will We Thrive or Barely Survive?" We also again enjoyed one of the main benefits from participation in the CEO Healthcare Roundtable meetings, the numerous opportunities to share and learn from one another both during Roundtable discussions as well as during informal networking conversations.

DAY 1 (AFTERNOON) - We opened the February 2019 Roundtable with our traditional Wednesday afternoon "big picture" presentation by a national healthcare expert. Given the theme, we were pleased to have **Sam King**, one of the nation's leading experts on Health IT, Big Data, Analytics, CQI and Artificial Intelligence (AI) deliver our opening keynote. Sam set the stage for the entire Roundtable with an interactive session during which he provided a history and evolution, as well as definitions and descriptions, of the various types of AI. He then discussed AI's current and future application and impact on our industry by sharing his observation that healthcare will be the lead industry in the creation of the 4th Industrial Revolution and the major catalyst for the change will be AI. After noting that the U.S is significantly behind in AI investment with a total 2018 investment of \$1.7B compared to China's 2018 total AI investment of \$12.8B, he got the attention of the Roundtable attendees with the observation that

"healthcare is an information industry that continues to think of itself as a biological industry."

Sam concluded his presentation with thoughts around the legal, moral, ethical and societal implications of AI and shared ways AI will effect retooling of the future workforce. Specifically, he stated that as a child he had to grasp the concept of "ESL" (English as a Second Language) but, to be successful, the workforce of today and tomorrow will need to embrace "DSL" (Data as a Second Language).

Attendees benefitted from several opportunities to engage Sam in informal conversations as Sam agreed to stay and participate in the entire Roundtable



DAY 2 (FULL DAY) -

On Thursday morning, we were encouraged and inspired when **Dr. Ron Paulus**, President & CEO,

Mission Health and **Randy Oostra**, President & CEO, ProMedica shared their respective organizations' commitment to really addressing "community health" by re-focusing their organizations' priorities around social determinants of health.

Dr. Paulus shared the story of Mission Health's controversial decision to sell the entire health system to a for profit company, HCA, and use the proceeds to create a non-profit community owned foundation called Dogwood Health Trust whose mission is "to dramatically improve the health & well-being of all people and communities of Western North Carolina". Although Mission Health has been consistently recognized as one of the Top 15 Health Systems in the nation, leadership realized that it was healing the sick but not fulfilling its stated mission to "improve the health and lives of the people of western North Carolina". Given that some studies have recently shown that

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approximately 20% of health is determined by genetics; 20% of health is determined by available healthcare but over 60% of health is determined by social, environmental and behavioral factors,

Mission Health decided it needed to change focus and direction to fulfill its real community mission. Dr. Paulus then shared the journey of finding a buyer for the system who would maintain the health system's commitment to providing high quality healthcare for the community while engaging support from board members, community leaders, physicians and the entire community to sell the health system and create Dogwood Health Trust.

Randy Oostra then presented a different model and approach but one with a very similar objective by focusing on the leadership role of the health system (ProMedica) in assuming responsibility for improving the overall health of the Toledo community. Similar to studies shared by Dr. Paulus, Randy noted that

socioeconomic status and social factors exert larger influences on health and longevity than the medical system.

Using the concept of "Place Matters" he shared several of the bold initiatives undertaken by ProMedica to address hunger ("Food Insecurity"), community and economic development, and improved education. Citing the belief that "Food is medicine", he noted that

"Food insecurity" is rampant in communities with 20% of households with children meeting the criteria of food insecurity by missing greater than 100 meals per year.

He also shared that research has shown that 31% of seniors cut or skip meals due to lack of access to food. He then added that individuals in these situations also suffer from "social isolation" and that research is showing that the impact of social isolation on an individual's health represents the equivalent impact of smoking 15 cigarettes a day.

Following Randy's presentation both he and Dr. Paulus participated in an interactive, lively discussion with attendees about their respective approaches and the bold leadership needed to create change.

Our next presentation helped tie together the challenges created by the rapid move to AI and data combined with the innovative thinking around changing our focus from "health care" to "community health" by focusing on the traits and skills needed by current and future leaders who will navigate the transitions. Nationally known best-selling author, consultant and speaker on leadership development and strategy execution, **Ken Jennings**, shared his perspectives on the type of leader and skills needed to ensure our healthcare organizations thrive. Ken shared the key attributes and traits of a "Serving Leader" and stated that ultimately,

the healthcare organization with the best leaders will win.

As a result, the leadership team must be developed from a strategic perspective and a leader's success will be determined by "team based" leadership development. Ken discussed the value of a team based, Serving Leader culture by noting that improvement in the overall patient experience and the ability to meet consumer expectations can only be accomplished by team based, Serving Leaders improving the employee experience. Finally, Ken noted that

often organizations, when targeting results, "hope for A but reward B" resulting in failure.

To help resolve this, Ken shared several characteristics of high performing teams and encouraged attendees to openly identify and address barriers that cause resistance to change. All Roundtable attendees also received a copy of Ken's best-selling book "The Serving Leader"

Following lunch, CEO Healthcare Roundtable member **Lauren Driscoll** presented a compelling case study entitled

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“Recapturing the Heart of the Hospital: Engaging the Nursing Workforce.”

Lauren shared her story about the challenges she faced when she assumed the role as President of Deaconess Hospital and her decision to initially focus on addressing several key issues impacting nursing. As a result, she created specific strategies and programs around recruitment, retention, motivation and career path development for the nursing team which not only elevated the role of nurses but helped create culture which resulted in success and improved overall performance for the hospital.

DAY 3 (MORNING) - Finally, our Friday morning innovation presentation brought the discussion about AI full circle based on a presentation by **Murray Brozinsky**, Chief Strategy Officer, Conversa Health. Conversa is currently working with several health systems using advanced AI to create conversations to help improve outcomes and satisfaction for complex patients. Of interest to the Roundtable attendees was Murray’s observation that Conversa does not refer to the use of “Artificial Intelligence” but prefer to state that their approach is founded on “Augmented Intelligence” because it is a model based on “cobots” where humans and computers work together to achieve better results. Murray shared that by combining the concepts and principles of care management, with human intelligence and artificial intelligence working together collaboratively, “we are at the dawn of the conversational economy.” He also projected that

it is expected that 85% of consumer interactions with organizations, including healthcare, will be automated by 2020.

Copies of all the presentations are available for your review at the Members Only page at CEO Healthcare Roundtable website at www.CEOHealthcare.com.

If you have questions about the website or are unable to access the presentations, please contact Alexis Matic at alexisangelelo@earthlink.net

If you missed the latest AI in Medicine article featured in the Wall Street Journal, please see the link below for this timely article! [A Doctor's Prescription to more AI in Medicine](#)

Finally, we look forward to seeing you at the **Fall Roundtable October 2-4, 2019 at the Mandarin Oriental Hotel in Miami**. Please be sure to save the dates on your calendars!



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