Leading Across the Healthcare Ecosystem

August 4, 2016
Learning Objectives

• Define the healthcare ecosystem

• Learn the key business imperatives for taking an ecosystem leadership approach

• Learn “best practice” in collaborating across sectors

• Learn what “Leading from the HELM” incorporates

• Explore strategies for development
Moderators

Tracy L. Duberman, PhD, MPH, FACHE, PCC
President/CEO

Tracy is an executive coach, organizational development consultant, business owner, frequent keynote speaker, Board member of the Physician Coaching Institute, and a Fellow of the American College of Healthcare Executives. With a background combining business experience with innovative research on healthcare/physician leadership effectiveness, Tracy founded The Leadership Development Group, Inc. a firm devoted to developing healthcare leaders and physician executives. TLD Group works with leaders to align talent to execute strategy and improve performance through educational workshops, tailored on-site leadership development programs, and tailored individual coaching for physician and healthcare leaders.

Bob Sachs, PhD
Talent Strategy Advisor and Executive Coach
Formerly VP of National Learning and Development, Kaiser Permanente

Bob works with organizations to enhance and integrate critical leadership talent strategies and systems, on learning strategy and governance and he provides coaching to executives. He was Vice President of National Learning and Development at Kaiser Permanente until December 2015. His responsibilities at KP included succession management, leadership development and supporting the overall learning agenda of the organization. He also led the team that provided learning services, including the enterprise learning management system, and designed learning solutions for KP’s enterprise National Functions.
Panelists

**David Carmouche, MD**  
President, Ochsner Health Network; SVP, Ochsner Health System  
Former CMO, Blue Cross Blue Shield Louisiana

Dr. David Carmouche joined Ochsner with 19 years of progressive healthcare leadership experience in medicine and operations. Before joining Ochsner, Dr. Carmouche served as the Executive Vice President of External Operations and Chief Medical Officer at Blue Cross Blue Shield of Louisiana in Baton Rouge where he successfully led important initiatives designed to organize care, improve quality and increase affordability.

**Ira Klein, MD, MBA, FACP**  
Senior Director of Health Care Quality Strategy in the Strategic Customer Group, Janssen Pharmaceuticals  
Former, Chief of Staff to CMO, Aetna

Ira Klein, MD, MBA, FACP, is the Senior Director of Health Care Quality Strategy in the Strategic Customer Group of Janssen Pharmaceuticals. As a 15-year health care industry veteran, his role is to advance Janssen’s ability to deliver industry-leading value-based solutions to the marketplace through engaging with and supporting providers in their efforts to improve quality reporting and performance. This will be grounded in Triple Aim solutions to Janssen’s advanced customers, and facilitated by a personal record of having worked on a variety of national quality and policy committees in D.C., and with many medical specialty societies and patient advocacy groups.

**Elliott M. Levy, MD**  
SVP, Global Development, Amgen  
Former, SVP, Pharmacovigilance, Bristol-Myers Squibb

Mr. Elliott M. Levy, M.D. has been Senior Vice President of Global Development at Amgen Inc. since September 8, 2014. In 17-year career at BMS, Mr. Levy served in a range of senior positions spanning the spectrum of clinical development and related responsibilities. He led Global Pharmacovigilance and Epidemiology at BMS. Other previous roles included Cardiovascular Clinical Development, Immunoscience Clinical Research, and Global Clinical Research Operations. Before joining BMS, he was a member of the Renal Division at Brigham and Women’s Hospital in Boston, where he was an investigator in federally-sponsored outcomes research as well as industry-sponsored clinical trials. He served as Senior Vice President and Head, Specialty Development at Bristol-Myers Squibb (BMS). Mr. Levy is a graduate of Yale College and School of Medicine, where he was Chief Medical Resident and trained in Internal Medicine and Nephrology. He completed fellowship training in clinical research through the Robert Wood Johnson Clinical Scholars program.
Current State of Healthcare: Challenges and Trends
Why take an ecosystem view of healthcare?

• Keeps health consumers and value outcomes at the center of the system

• Supports connectivity and dialogue with stakeholders

• Creates a platform for conflict resolution

• Encourages innovation and new solutions
What do we mean by the healthcare ecosystem?

A system of diverse, yet interdependent, sectors with a shared interest in improving health outcomes and quality of life.

The healthcare ecosystem has the potential to create greater value for consumers (patients and populations) by balancing and leveraging expectations, needs, resources and contributions across the sectors.
Key Healthcare Ecosystem Imperatives

To enable expectations, needs, resources, and contributions to be balanced and leveraged across sectors to create greater value for patients and populations

- Consumer/patient centricity
- Population management
- Reduce total cost of care
- Improve coverage for individuals and employers
- Optimize value based payment models
- Leverage technology and information
The Ideal State: Healthcare Ecosystem
The Leadership Context

Leading across departments: Within the organization

Leading across organizations: Within the sector

Leading across sectors: Within the ecosystem
Key Leadership Responsibilities

• Create a compelling vision for the organization within the healthcare ecosystem

• Engage diverse stakeholders

• Identify, develop, and optimize partnerships, collaborations and/or organization models

• Build and align internal and external systems, processes and programs

• Develop capacity of employees to lead and execute strategy
Can you tell us about a time when you – or someone in your organization – successfully worked across sectors so that health outcomes (quality, access, value, prevention) were improved?
How do you go about understanding the value that other sectors could contribute to your objectives?
How do you go about generating ‘ecosystem solutions’ to achieve important outcomes?
What challenges does a leader face in operating with an “ecosystem” mindset?
Healthcare Ecosystem Leadership Model

Leading at the HELM™
Leading from the **HELM**

- Role specific skills for payer, providers, and pharmaceutical sectors
- Industry knowledge
- A basic understanding of other sector’s mission, vision, and goals and quality, value and health.

- Leading from the “HELM”
• Generates 'what-if' ideas
• Collaborates to develop creative solutions

- Focuses on opportunity
- Resolves points of tension, critical interface and role confusion
- Encourages difficult conversations
- Acts despite uncertainty
- Takes steps to advance vision
- Engages diverse stakeholders
- Uses feedback to evolve vision

- Engages others to broaden purpose
- Facilitates relationship building
- Respects diverse perspectives
- Encourages dialogue across stakeholders

- Envisions the future
- Aligns stakeholders
- Act and learn
- Manages boundaries and obstacles

- Focuses on opportunity
- Resolves points of tension, critical interface and role confusion
- Encourages difficult conversations

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