



Healthcare CEO Forum

7:30 am Tuesday, December 4, 2018

Meeting at Scottsdale Place
5635 N. Scottsdale Road, Ste 170
Scottsdale, AZ 85250

Overview

- Introductions/Housekeeping
 - Introductions/Update
 - Forum, personal goals
- 2018 Fall/Winter Schedule
 - Tue, Dec 6—Hospital trends
 - Review: "End of Competitive Advantage", Rita McGrath
 - Hospital financial patterns—Tenet Healthcare case study
 - "Hospital in a home" intro—David Feinberg
 - Thu, Jan 17—Palliative Care
 - Hospice of the Valley hosting mtg—thx, Deb
 - Tue, Feb 12 or 19—Chronic care risk contracting
 - Landmark Health
 - PopHealthCare

Industry vs Arena Perspective

Traditional industry perspective:

- Goal: Positional advantage
- Measure: Market share
- Threat: Intra-industry competitors
- Customer: Demographic, geographic
- Keys: Price, quality, functionality
- Metaphor: Chess

New arena perspective:

- Goal: Capturing territory
- Measure: % of opportunity spaces
- Threat: Inter-industry, model disruption
- Customer: Behavioral
- Keys: "Jobs to be done" in total customer experience
- Metaphor: Game of "Go"

Innovation

Traditional emphasis:

- Episodic innovation
- Resources to exploitation of core business
- Staff innovates "on the side"
- Failures avoided
- Exhaustive planning
- Build from existing services-products

New strategic emphasis:

- Systematic innovation
- Resources support mix of core business, new platforms, options
- Staff dedicated to innovation
- Intelligent failures encouraged
- Trial and error
- Build from customers' needs, innovate to solve needs

Organization

Traditional emphasis:

- Downsizing, restructuring
- Exploit core business
- Build it yourself, Ownership is key
- Investment intensive, NPV
- Stable OR dynamic
- Narrowly defined jobs and roles

New strategic emphasis:

- Continuous morphing, changing
- Support all phases of strategy: Core, New Platforms, Options
- Rent it, leverage external assets key
- Real options mindset, parsimony
- Stable WITH dynamism (agility)
- Fluid use of talent (athletes)

Execution

Traditional emphasis:

- Narrow, closed process
- Precise but slow
- Emphasize planning
- Confirmation bias
- Talent fixing problems
- Hire for experience
- Pay for tenure

New strategic emphasis:

- Open, candid process
- Fast and roughly right
- Emphasize rapid execution
- Disconfirmation bias
- Talent focused on opportunities
- Hire for fit, learnability
- Pay for performance, accountability

Hospital Case Study: Tenet Healthcare

- In process

Forum Approach

- Goals
 - Become a stronger leader...with others you respect
 - Learn new leadership skills, tools...validate existing ones
 - Reinforce commitment to work/life balance
- Meetings
 - Presentation/Discussion format
 - MITs
 - Occasional speakers
 - Handouts, books, homework
 - Blueberry muffins