



Healthcare CEO Forum

7:30 am Thursday, January 17, 2019

Meeting at
Hospice of the Valley
1510 E. Flower
Phoenix, AZ 85014

Overview

- Introductions/Housekeeping
 - Introductions/Update
 - Forum, personal goals
- 2019 Winter/Spring Schedule
 - Thu, Jan 17—Hospice of the Valley—thx, Deb for hosting
 - Background, history and programs
 - Also: David Feinberg and JP Morgan
 - Tue, Feb 19—Chronic care contracting
 - Landmark Health
 - PopHealthCare
 - Tue, March 5, 2019—Economic Outlook, 2019
 - Jim O'Connor, O'Connor Capital Advisory
 - Tue, April 9, 2019—Patient risk assessment
 - Walt Cooper, CEO, Matrix Medical management

Dr. David Feinberg

- Background
 - President of UCLA Health System
 - CEO of Geisinger
 - Joins Google January, 2019 to lead transformation in healthcare AI
- Fixing Healthcare: system just 20%, rest is
 - Genetic code
 - Zip code
 - Social environment
 - Clean food
 - Transportation
 - Degree of loneliness

Dr. David Feinberg

- Health system changes:
 - Focus on sickest pts: in their homes
 - Team arrives in two cars
 - Full diagnostic panel, genetic tests
 - Clean out medicine cabinet
 - House safe?
 - Set up appointments via telemedicine
 - Arrange transportation
 - NO MORE HOSPITAL VISITS!

2019 JP Morgan Healthcare Conference

- JP Morgan Healthcare Conference
 - 37th annual conference in SF
 - 9,000 attendees
 - 450+ companies and organizations
 - Investor focused
- Non-Profit Health System perspective
 - 25 CEOs and CFOs
 - >\$300 billion in revenues
 - “It’s the platform stupid”, not the product
 - Offense vs defense
 - Old: defending bricks and mortar, hiring physicians
 - New: asset light, hub for local health and healthcare

2019 JP Morgan Healthcare Conference

- Platform Playbook: six steps:
 - 1) Create the digital front door—or someone else will
 - 2) Drive affordability and reduce cost—or risk being the problem
 - 3) Tackle social determinants of health—or you won’t be the hub
 - 4) Create partnerships for innovation—or lose the upside
 - 5) Be the hub for targeted services and chronic conditions—or they go elsewhere
 - 6) Leverage applied analytics—or you’ll lose your way

Review: 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

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