Healthcare CEO Forum

7:30 am Tuesday, March 19 , 2019

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

Overview

- Introductions/Housekeeping
  - Introductions/Update
  - Forum, personal goals
- 2019 Spring Schedule
  - Tue, March 19, 2019—Economic Outlook, 2019
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  - Tue, April 9, 2019—Patient risk assessment
    -
  - Tue, May 7,2019—Strategy Update
    -
    -

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:

New strategic emphasis:

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

- 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