



Healthcare CEO Forum

7:30 am Tuesday, May 7, 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, May 7, 2019—Symphony for Seniors
 - Serving families caring for aging parents
 - Group discussion of Business Plan
 - Tue, June 11, 2019—VBC Update
 - Nemeroff Report on Value Based Care
 - Summer plan

Symphony for Seniors

- Designed to serve families caring for aging parents
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 - esp Home Care
 - Counselors typically small shops, limited market presence
 - Service focus too narrow

Innovation

Traditional emphasis:

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- 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