From Competition to Collaboration

What It Takes To Lead Across The Converging Healthcare Ecosystem

Lessons from the Field

Tracy Duberman & Joe Wilkins

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Jefferson School of Population Health Forum
Tracy Duberman
Tracy leads strategy, business development, and new product development for TLD Group. She is a former Senior Consultant with Hay Group, former Executive at Oxford Health Plans, Bristol-Myers Squibb, Hoffman La Roche, and Memorial Sloan-Kettering Cancer.

Tracy is a Board member of the Physician Coaching Institute, Fellow of the American College of Healthcare Executives (ACHE), a Board Chair for the Education Committee for ACHE-NJ, and a member of the American College of Physician Executives.

The Leadership Development Group
The Leadership Development Group is an internationally recognized talent development firm supporting leaders, teams, and organizations across the health ecosystem. The firm boasts:

- Over 400 faculty
- Extensive work in the pharmaceutical, provider, and payer sectors
- Focus on executive, physician, and clinical leadership
- Uses evidence-based insights to align talent to execute strategy
- Leadership assessment and coaching, organizational development consulting, and group leadership academies
Joe Wilkins

Mr. Wilkins has dedicated his career to executive management and boardroom leadership within healthcare organizations, and has repeatedly driven significant organizational transformations. He is the former Senior Vice President and Chief Transformation Officer at Atlantic Health System, completing a $200M EPIC project while setting up a Business Intelligence infrastructure and the Aha! Innovation Center.

Mr. Wilkins formerly led the commercial operations teams at Quest Diagnostics and Beckman Coulter delivering more than $100M in revenue growth, where he set the vision for enterprise synergies and redefined business development processes which in key strategic partnerships.

Board Certified in Healthcare Management and certified in Population Health Management, he holds a Lean/Six Sigma Green Belt from California State Fullerton and corporate governance certifications from the University of Southern California, Forum of Corporate Board Directors, and University of California, Irvine.

Joe Wilkins, MBA, FACHE
Principal Advisor
TRG Healthcare - Philadelphia
Learning Objectives

1. List practical examples of how sectors work collaboratively to achieve the outcomes of population health
2. Discuss the essential competencies of health ecosystem leadership
3. Explain the biggest obstacles, both for leaders and for organizations, in working collaboratively and how to overcome barriers
Agenda

• Why an ecosystem approach?
• Perspectives on leading within and across the health ecosystem
• Building capabilities to lead in the health ecosystem
• Q&A
The State of Healthcare Today
For a healthy, long life...

- Healthy Behaviors: 21%
- Environment: 14%
- Clinical Care: 7%
- Genetics: 28%
- Socio-economic: 30%

What we spend

- Health Care: 88%
- Healthy Behaviors: 4%
- Other: 8%

Based on County Health Rankings & McGinnis, et al 2002
The Health Ecosystem
The Ideal State: Healthcare Ecosystem
Partnerships & Collaborations are Happening

**JOINT VENTURE OR CO-BRANDED PRODUCTS**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<tr>
<td>%</td>
<td>22%</td>
<td>33%</td>
<td>57%</td>
<td>71%</td>
<td>73%</td>
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</tbody>
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*Source: Oliver Wyman, Analysis: Payers and Providers Continue to Partner, May 31, 2018*
Partnerships & Collaborations are Happening

CHI and Dignity have landed on a name: CommonSpirit Health

By Tara Barlow | November 15, 2018

Catholic Health Initiatives and Dignity Health have landed on a name for the health system their mega-merger will form: CommonSpirit Health.

Pharma

Congressmen to regulators: BMS-Celgene merger will stifle competition and raise drug prices

by Arlene Weintraub | Jan 15, 2019 11:18am

Novartis and Amgen announce FDA approval of Aimovig™ (erenumab-aooe), a novel

Business

Amazon-Berkshire-JPMorgan Health Venture Takes Aim at Middlemen

BETH ISRAEL, LAHEY HEALTH MERGER GETS FTC, MASSACHUSETTS AG'S APPROVAL

BY JOHN COMMINS | NOVEMBER 29, 2018

The New York Times

CVS Health and Aetna $69 Billion Merger Is Approved With Conditions

Baylor Scott & White, Memorial Hermann Eye Hospital Merger Deal

The proposed hospital merger deal between the two non-profit health systems is cleared by federal antitrust officials.

Hackensack Meridian Health and Carrier Clinic Merge to Enhance Behavioral Health in Tri-State Area
Converging Business Models

IMPROVING POPULATION HEALTH
Partnering for Greater Value

Providers...
• Measures outcomes
• Manage variation
• Pass on lower delivery costs
• Innovate

Payers...
• Align payment with value
• Reward high value care with volume
• Continually seek transparency and simplicity

Pharmaceuticals...
• Define product value in the context of the care experience
• Establish responsible pricing
• Make value-based commitments
The Health Ecosystem Leader
The Health Ecosystem Leadership Challenge

Leadership Challenge

Leading Across Departments Within the Organization

Leading Across Organizations Within the Sector

Leading Across Sectors Within the Ecosystem

Parties Involved
Addressing the Gap

What’s required?
- New capabilities
- New processes and structures
- New policies
- Aligned incentives

What’s getting in the way?
- Politics
- Culture
- Interpersonal

What’s is needed?
- Manage the “soft” issues to solve the “hard” issues
- Leadership
Key Leadership Requirements

- Create a compelling vision
- 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 partnership strategies
Health Ecosystem Leadership Model© (HELM)™
Envision the Future

Generate Ideas
Evolve Vision
Iterate & Integrate

Compelling Vision
Align Stakeholders

- Seek connections
- Build relationships
- Respect diversity
- Encourage open dialogue

Collaborative Vision
Manage Boundaries & Obstacles

Support Constructive Conflict

Focus on Opportunity

Resolve Tension

Agreement to move forward with a set of solutions
Act and Learn

Act Despite Uncertainty

Plan Action Steps

Continuous Improvement

Enact Concrete Steps

Adapt Plans
Developing HELM Capabilities

Interactive Training
Structured training courses focusing on development of leadership skills and competencies

Assessment & Coaching
Mentoring and networking; assessments, coaching and feedback

Experiential Learning
Apply learning and develop leadership competencies through real business problems
### Personal Characteristics of HELM Leaders

<table>
<thead>
<tr>
<th>Personal Attributes</th>
<th>Derailers</th>
<th>Values</th>
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<tbody>
<tr>
<td>• Emotional intelligence</td>
<td>• Focus on hierarchy</td>
<td>• Team success</td>
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<tr>
<td>• Learning agility</td>
<td>• Short term result focus</td>
<td>• Collaborative solutions</td>
</tr>
<tr>
<td>• Direct and transparent</td>
<td>• Focus on winning</td>
<td>• New ideas &amp; exploring how things work</td>
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<tr>
<td>• Invites participation</td>
<td>• Low flexibility</td>
<td>• Innovative solutions that create a win-win</td>
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<tr>
<td>• High interpersonal sensitivity</td>
<td>• Lack of respect for divergent interests</td>
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<tr>
<td>• Inquisitive nature</td>
<td>• Conflict and risk avoidance</td>
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Developing HELM Capacity

Envision the Future

- **Generate What-if Ideas**
  - 70% Instruct leader to work on their project among a diverse team of people.
  - 20% Encourage divergent thinking, which is about being open and exploring possibilities.
  - 10% Read books on innovation like, “The Innovator’s Dilemma” or “Thinkertoys.”

- **Integrate Ideas to Create Innovative Solutions**
  - 70% Select an action project that motivates and excites you each day.
  - 20% Encourage leader to build their confidence and efficacy in integrating idea.
  - 10% Check out Harvard Business Review’s articles on realizing ideas, like “Brining your Breakthrough ideas to life.”

- **Advance the Vision**
  - 70% Rally around your teams success first, then connect mission with charisma.
  - 20% Meet with others from different departments to add context to the vision of the firm.
  - 10% Enroll in a business strategy course at a local university or college.
Developing HELM Capacity

**Align Stakeholders**

1. **Seek Connections to Further a Broad Purpose**
   - 70% When working on your project, listen to your team, and encourage openness.
   - 20% Actively learn to balance your interests with others and contribute to shared goals.
   - 10% Read a white paper on the power of “teaming” or “group synergy.”

2. **Enable Groups to Come Together to Build Relationships**
   - 70% Learn to define success in terms of the whole team and create common goals.
   - 20% Coach a team that is demonstrating lack of trust, split focus, or low performance.
   - 10% Enroll in the HELM webinar series to learn how to align stakeholders.

3. **Demonstrate Respect for a Diversity of Expertise, Perspectives, Interests, and Values**
   - 70% Considers multiple viewpoints when addressing problems and opportunities.
   - 20% Read publications with global coverage like Commentary, the Economist, or Monocle.
   - 10% Read Forbes articles on the site’s “Leadership” and “Diversity” sections.

4. **Encourage Open Dialogue and Exchange of Interests, Ideas, Expertise, and Information**
   - 70% Work on a project that involves expertise outside of your skillset.
   - 20% Create a psychologically safe environment by valuing the opinions of others.
   - 10% Attend a webinar on Active Listening or Emotional Intelligence.
Begin to approach conflict as opportunity for growth.

Seize on common points of agreement in order to draw out a win-win situation.

Join a roll-play based training to learn how to manage conflict scenarios.

Maintain a forward-thinking approach despite troubling circumstances.

Take on a task or assignment that you dislike doing to stretch yourself.

Watch a TED talk on the conflict outcomes like, Margaret Heffernan’s “Dare to Disagree.”

Defuses high-tension situations effectively among members on your team.

Enroll as a member of a union-negotiating or grievance-handling team.

Listen to podcast on resolving conflict and persuasion, like “Slate’s Negotiation Academy”
Developing HELM Capacity

Act & Learn

Plan Action Steps Jointly with Diverse Stakeholders
- 70% Actively bring people together to leverage their skills, talents, and knowledge.
- 20% Take on a project or assignment that requires collaborative planning.
- 10% Ask a successful planner to give you advice or recommend reading materials.

Enact Concrete Steps to Advance the Vision
- 70% Learn to lay out a thorough schedule and steps for achieving objectives.
- 20% Plan the installation and integration of a new process to learn skills in organization.
- 10% Take a class on time and energy management to understand best practices in organization.

Act Despite Uncertainty
- 70% Begin to tackle difficult issues with more optimism and confidence.
- 20% Manage a significant business crisis that requires quick action and difficult decisions.
- 10% Read case studies on leadership and uncertainty, ambiguity or future planning.

Use Feedback from Actions Taken to Adapt, Plan Next Steps, and Advance the Vision
- 70% Become more aware of the skills needed to be successful in different situations and levels.
- 20% Develop personal commitment and takes action to continuously improve.
- 10% Read books on feedback, like, “Thanks for the Feedback” or “What did you say?”
Building Ecosystem Capacity

Whole-system framework for creating and implementing a cross-sector collaborative talent strategy:

• Developing Health Ecosystem Strategy

• Creating Organizational Alignment

• Building Ecosystem Leaders
As population health leaders...

• How do you envision HELM™ applying to your work?
• What problems are you facing in which an ecosystem approach would enhance your ability to achieve desired outcomes?
• What role can you play in stimulating your organization’s ability to begin to operate with an “ecosystem mindset?”
• What tools/processes/developmental opportunities would you recommend to support building these capabilities?
“From Competition to Collaboration reveals the framework, mind-set, capabilities, and skills needed for leaders to drive change, partner effectively, and improve the health of our communities.”

Joshua J. Ofman, MD
MSHS Senior Vice President, Global Value, Access, and Policy, Amgen

“Kudos to Tracy Duberman and Bob Sachs for developing such an insightful and productive approach to help leaders succeed in their everyday efforts and defining moments by enhancing collaboration across the health industry.”

Marshall Goldsmith
Multimillion-selling author or editor of 39 books, including Triggers and What Got You Here Won’t Get You There

“This essential book highlights the why, what, how, and who for enhancing cross-sector collaboration throughout the health ecosystem.”

Lorie K. Shoemaker, RN, DHA, NEA-BC Division Senior Vice President and Chief Nursing Officer Catholic Health Initiatives, St. Luke’s Health System

“This timely book is both informative and optimistic. It not only details the leadership traits required to drive meaningful change—more important, it lays out inspiring examples of where this is happening today, what can be learned, and, most critically, what can be cultivated.”

David G. Carmouche
MD President, Ochsner Health Network, Senior Vice President of Community Care, Ochsner Health System

“From Competition to Collaboration opens needed dialogue across the spectrum of care delivery. This book is a thought-provoking and practical piece for healthcare executives.”

Carman Ciervo, DO
Chief Physician Executive Jefferson Health New Jersey
References

Joint Venture of Co-Branded Products
Oliver Wyman, Analysis: Payers and Providers Continue to Partner, May 31, 2018

Book: From Competition to Collaboration: How Leaders Cultivate Partnerships to Drive Value and Transform Health

County Health Rankings & McGinnis, et al 2002: