

From Competition to Collaboration

What It Takes To Lead Across The Converging Healthcare Ecosystem

Lessons from the Field



David Carmouche & Tracy Duberman

Your Speakers

With a background combining her operations expertise within the various sectors of the health industry, two decades of coaching and consulting, and innovative research on executive and physician leadership effectiveness, Tracy founded The Leadership Development (TLD) Group, Inc., and serves as its CEO.

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.

TLD Group works with leaders to align talent in order to execute strategy and improve performance through educational workshops; tailored on-site leadership development programs; and personalized, individual coaching for physician and health industry leaders. 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



Tracy Duberman, PhD, MPH, FACHE
Founder and President
The Leadership Development Group

Your Speakers



David Carmouche, MD
President, Ochsner Health
Network

David Carmouche is a recognized visionary leader in the arenas of healthcare delivery, population health, and payer systems with a keen focus on both patient care and outcome metrics. David has demonstrated talent for strategic partnerships with C-suite leaders and Boards, and success in achieving operational results through cross-functional teams in complex environments.

Dr. Carmouche serves as Senior Vice President, Community Care at Ochsner Health System and President of Ochsner Health Network. In that role, he is responsible for executive oversight and management for the rapidly growing, statewide network. Dr. Carmouche is also the Executive Director of Ochsner Accountable Care Network, a regional accountable care organization (ACO), comprised of an extensive network of providers, hospitals and health centers coordinating the healthcare of approximately 35,000 of Louisiana's Medicare fee-for-service beneficiaries.

Dr. Carmouche joined Ochsner with 19 years of progressive healthcare leadership experience in medicine and operations. Prior to joining Ochsner in August 2015, he served as the Executive Vice- President of External Operations and Chief Medical Officer at Blue Cross Blue Shield of Louisiana in Baton Rouge where he designed and deployed a physician-friendly, comprehensive primary care population health program and several commercial ACO contracts.



Learning Objectives

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

Agenda



1. Why an ecosystem approach?



2. Perspectives on leading within and across the health ecosystem

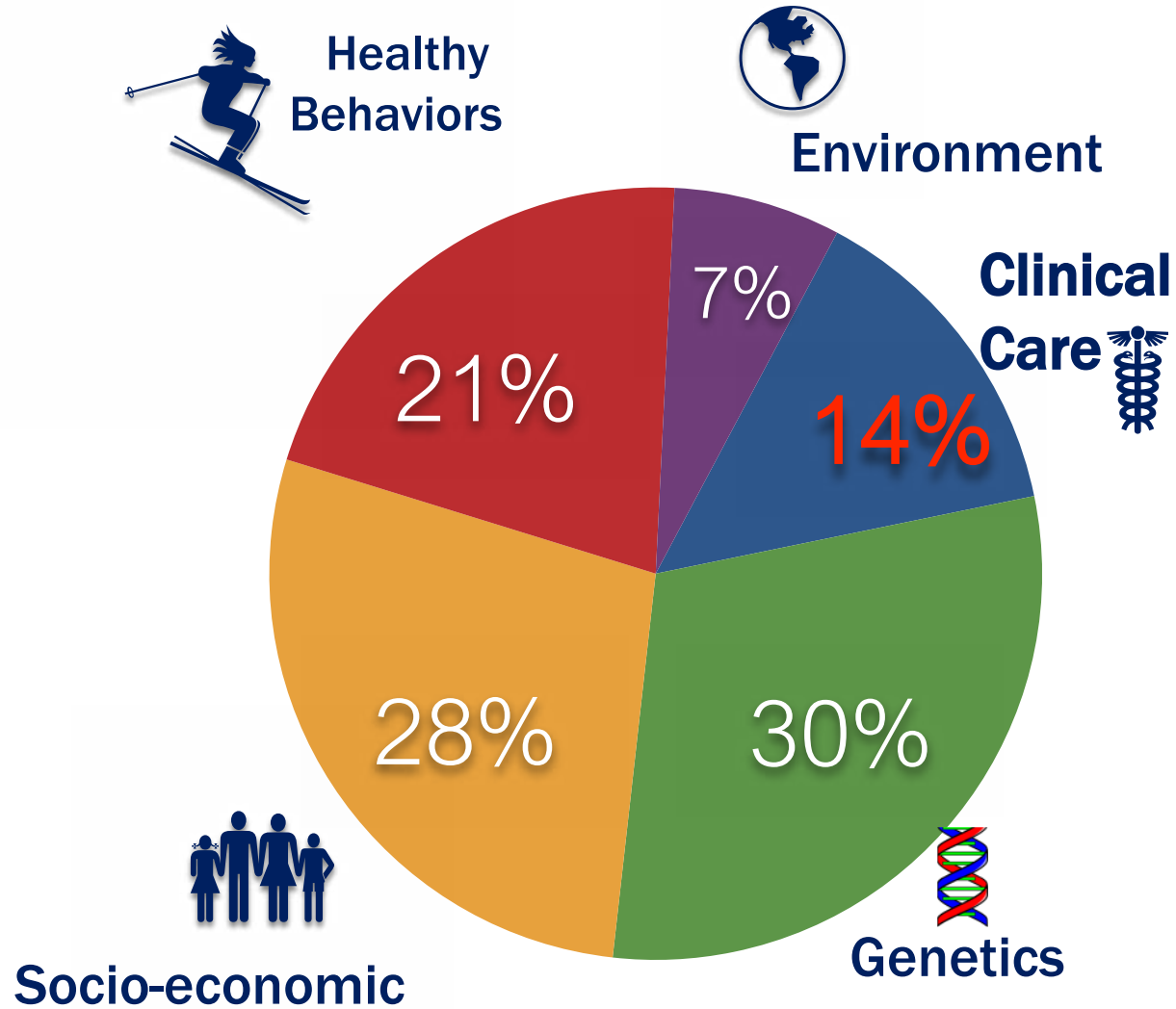


3. Building capabilities to lead in the health ecosystem

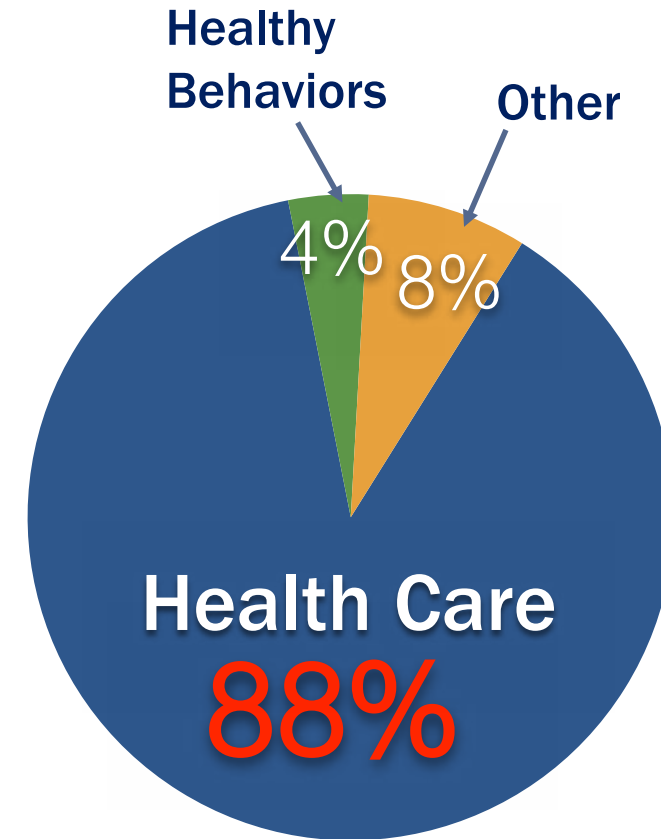


4. Q&A

For a healthy, long life...



What we spend



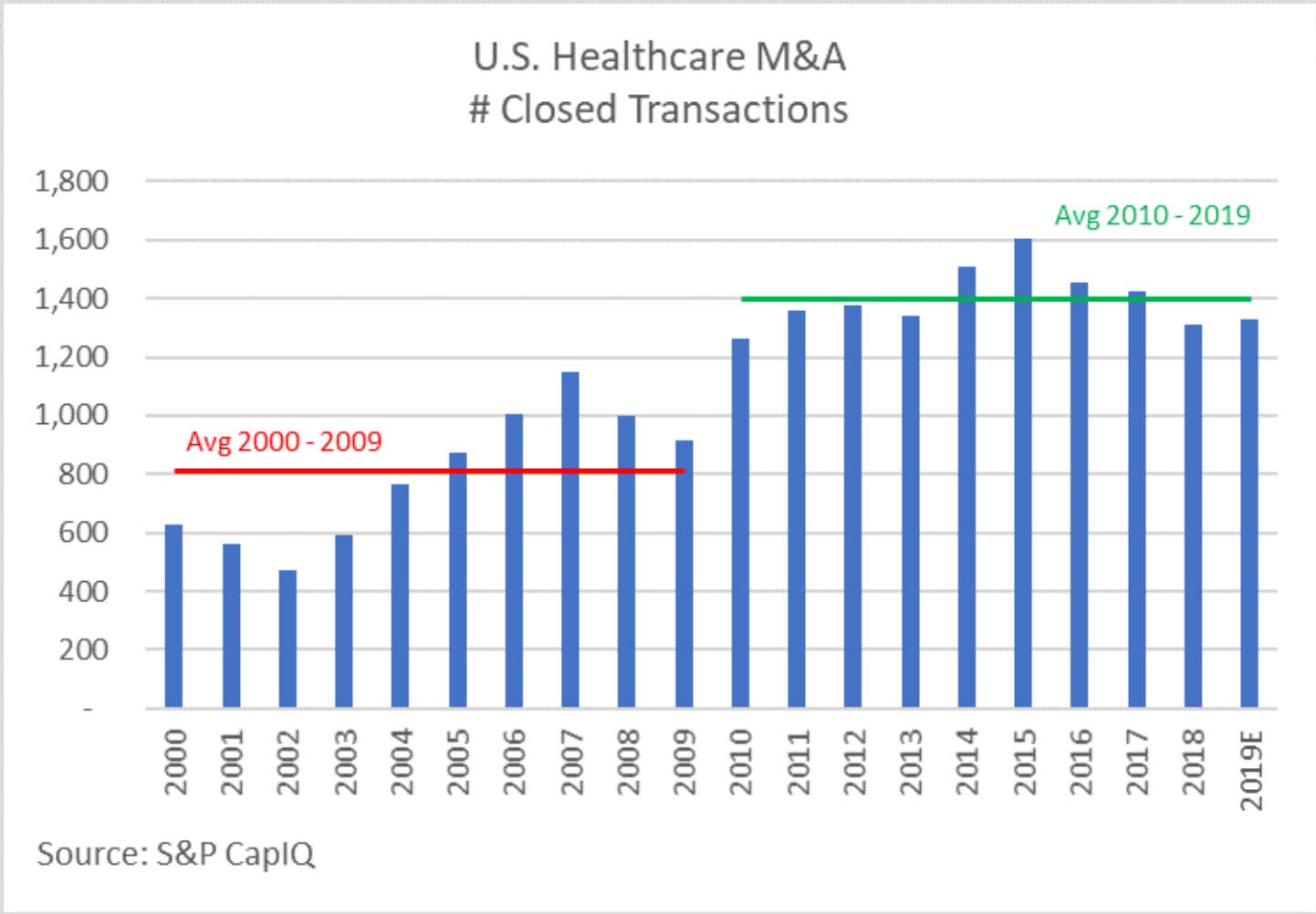


The Health Ecosystem

The Ideal State: Healthcare Ecosystem



Partnerships & Collaborations are Happening



Partnerships & Collaborations are Happening

CHI and Dignity have landed on a name: CommonSpirit Health

By Tara Bannow | November 15, 2018

Catholic Health Initiatives and Dignity Health have landed on a name.

CIGNA-EXPRESS SCRIPTS MERGER CLOSES

BY JACK O'BRIEN | DECEMBER 20, 2018

HEALTHCARE FINANCE

SEP 04 | MORE ON MERGERS & ACQUISITIONS

Priority Health, Total Health Care signal intent to merge

The transaction is expected to be complete in early 2020 following approval by Total Health Care members and state officials.



MARKETS

BUSINESS

INVESTING

TECH

POLITICS

CNBC TV

Amazon launches Amazon Care medical clinic for employees

PUBLISHED TUE, SEP 24 2019 • 3:43 PM EDT | UPDATED WED, SEP 25 2019 • 10:22 AM EDT

Modern Healthcare

NEWS SPECIAL FEATURES TRANSFORMATION DATA/LISTS OP-ED AWARDS EVENTS

September 25, 2019 03:30 PM

Ochsner, Lafayette General ink merger plan for 33-hospital system

TARA BANNOW

Bayada Home Health Care will acquire Visiting Nurse Association Health Group

by Harold Brubaker, Updated: August 26, 2019

HEALTHCARE MERGER GETS FTC, MASSACHUSETTS AG'S APPROVAL

BY JOHN COMMINS | NOVEMBER 29, 2018

Federal judge signs off on CVS-Aetna merger after post-deal review

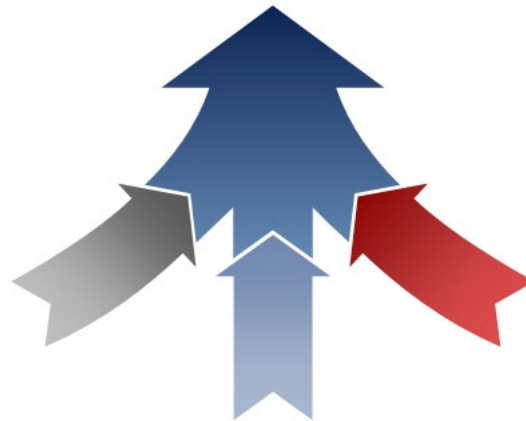
SHELBY LIVINGSTON

Converging Business Models

IMPROVING POPULATION HEALTH Partnering for Greater Value

Providers...

- Measures outcomes
- Manage variation
- Pass on lower delivery costs
- Innovate



Pharmaceuticals...

- Define product value in the context of the care experience
- Establish responsible pricing
- Make value-based commitments

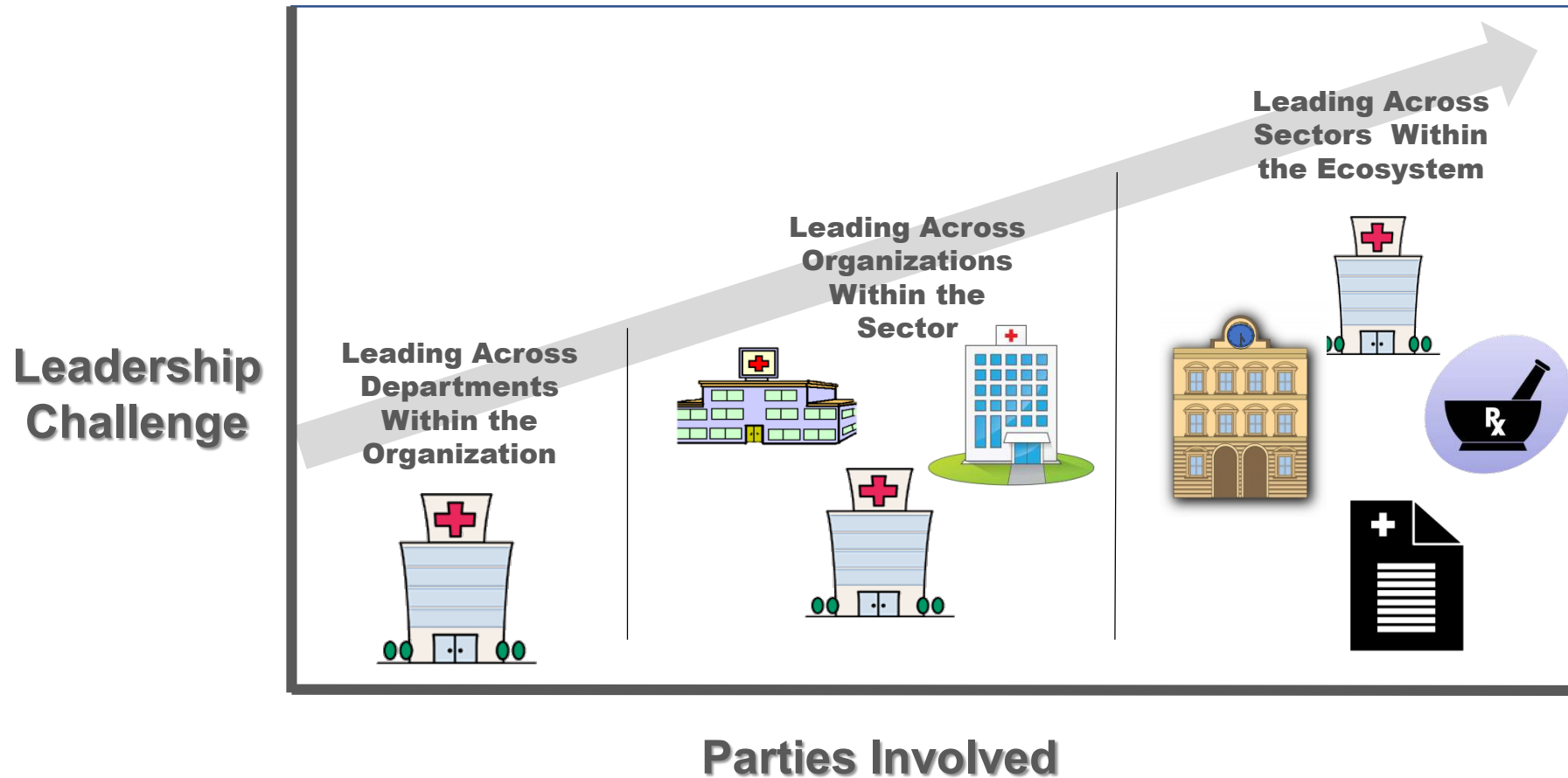
Payers...

- Align payment with value
- Reward high value care with volume
- Continually seek transparency and simplicity

A person in a dark suit is shown from the chest up, gesturing with their right hand. The background is a blurred crowd of people, suggesting a public event or conference. The entire image is overlaid with a semi-transparent dark red filter.

The Health Ecosystem Leader

The Health Ecosystem Leadership Challenge



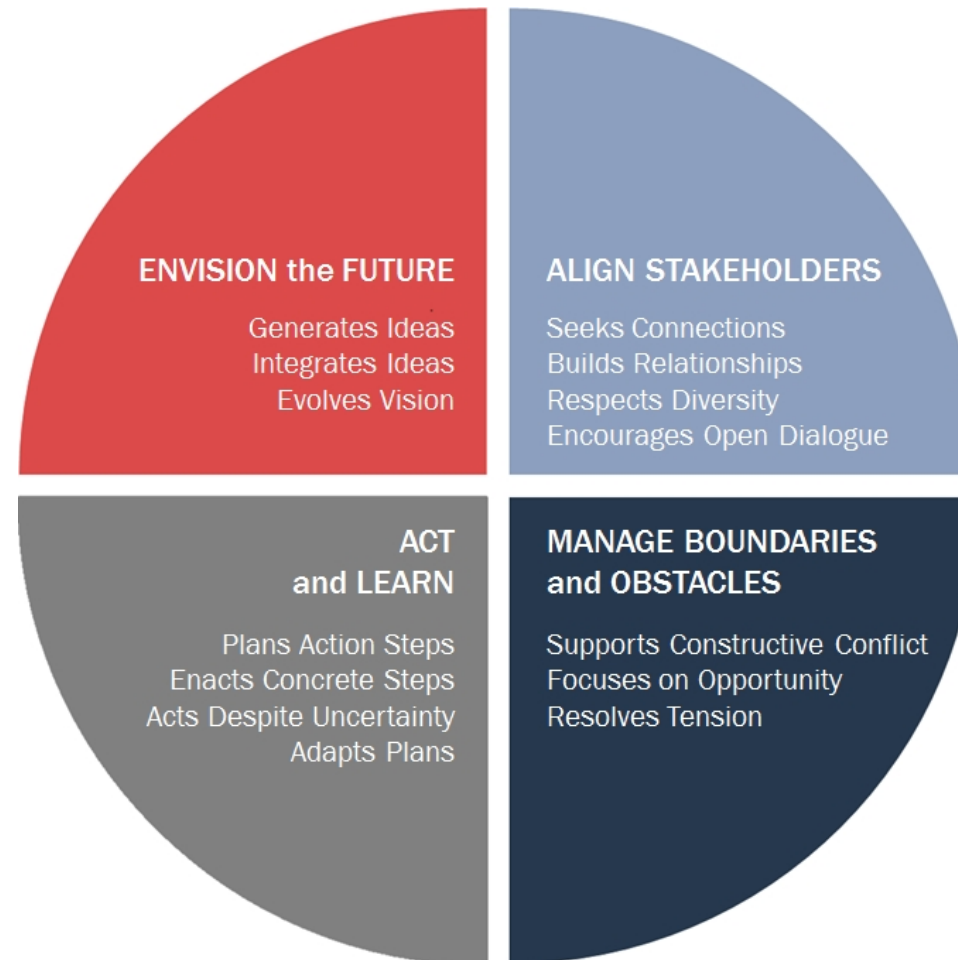
Addressing the Gap

 What's required?	<ul style="list-style-type: none">• New capabilities• New processes and structures• New policies• Aligned incentives
 What's getting in the way?	<ul style="list-style-type: none">• Politics• Culture• Interpersonal
 What's needed?	<ul style="list-style-type: none">• Manage the “soft” issues to solve the “hard” issues• Leadership

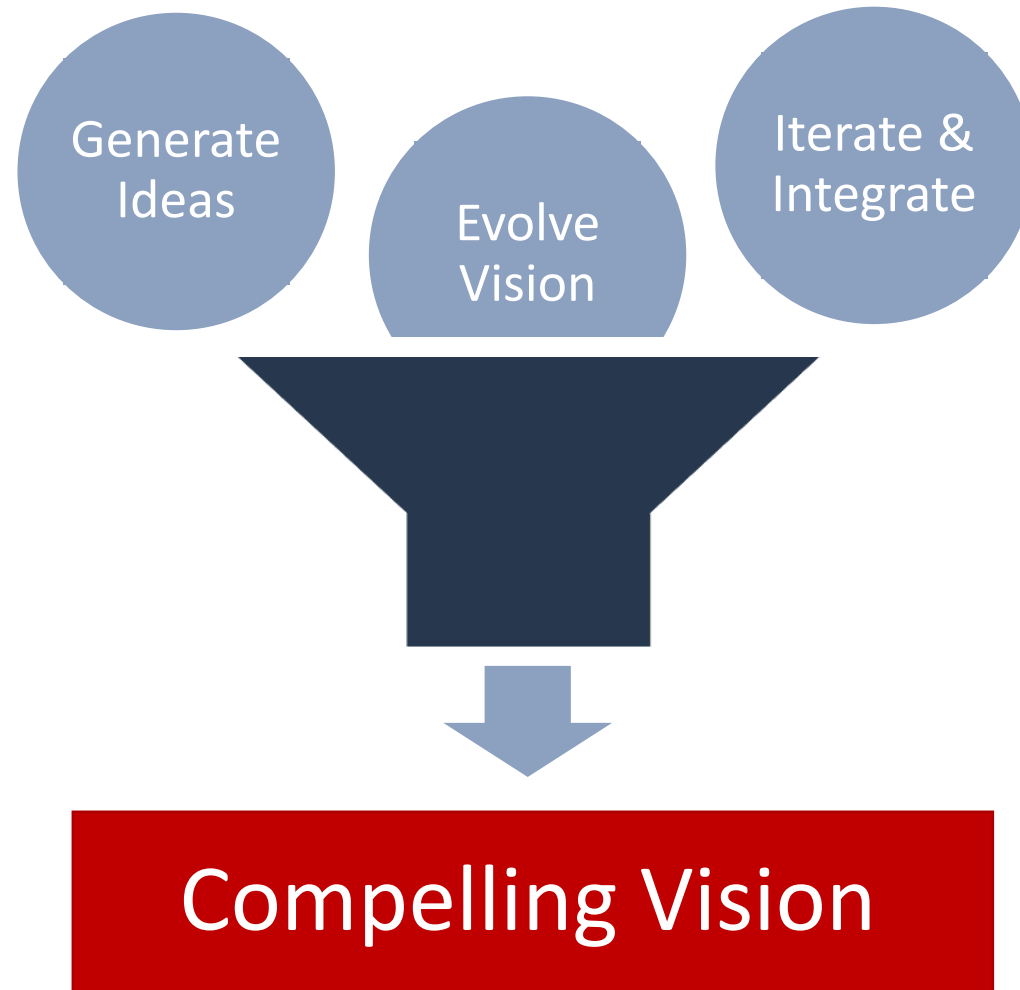
Key Leadership Requirements



Health Ecosystem Leadership Model© (HELM)™



Envision the Future





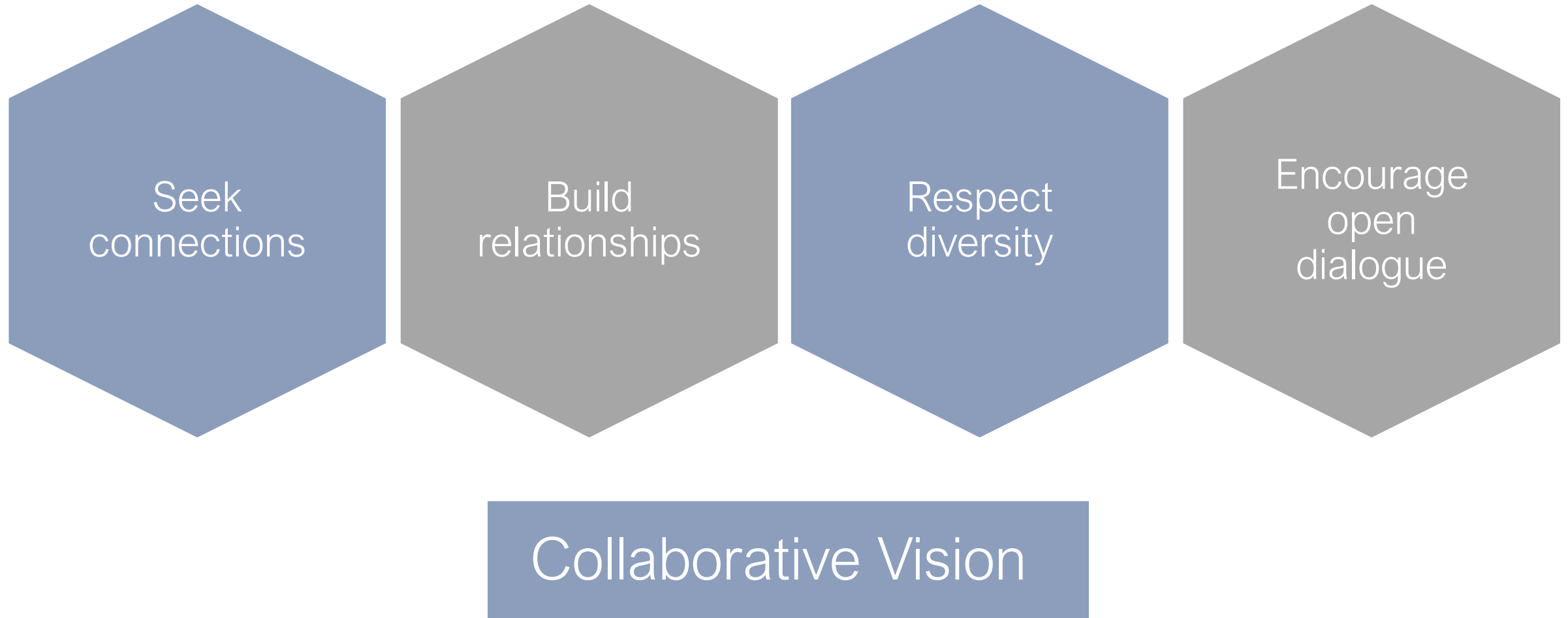
In Action

1. Give us an example of a how you identify potential partners for collaborative solutions

2. Take us through how you and that partner identified common ground



Align Stakeholders





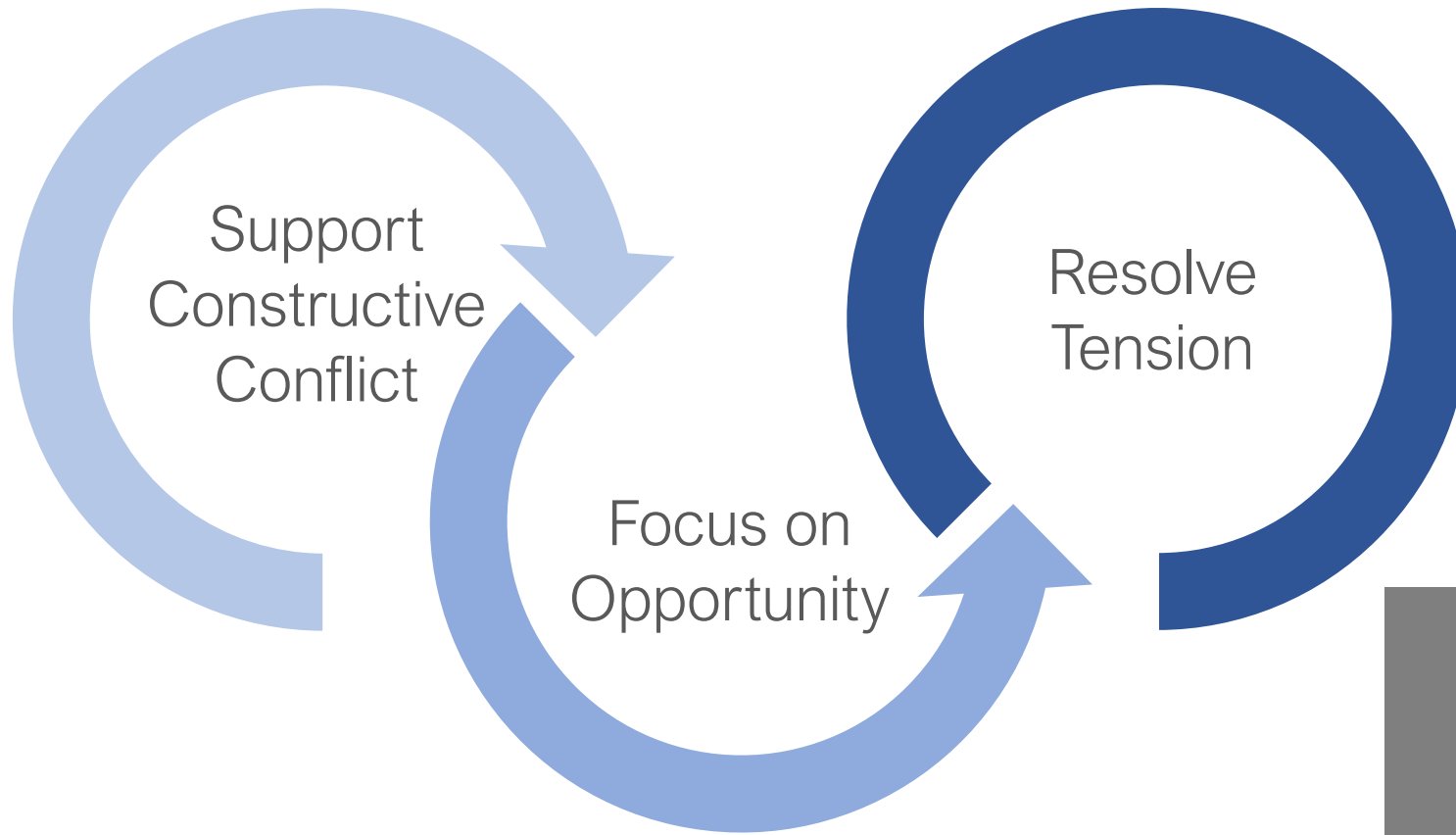
In Action

1. How do you as a leader engage others and align stakeholders?

2. Can you give an example of the techniques you use to encourage open dialogue?



Manage Boundaries & Obstacles



Agreement to move forward with a set of solutions

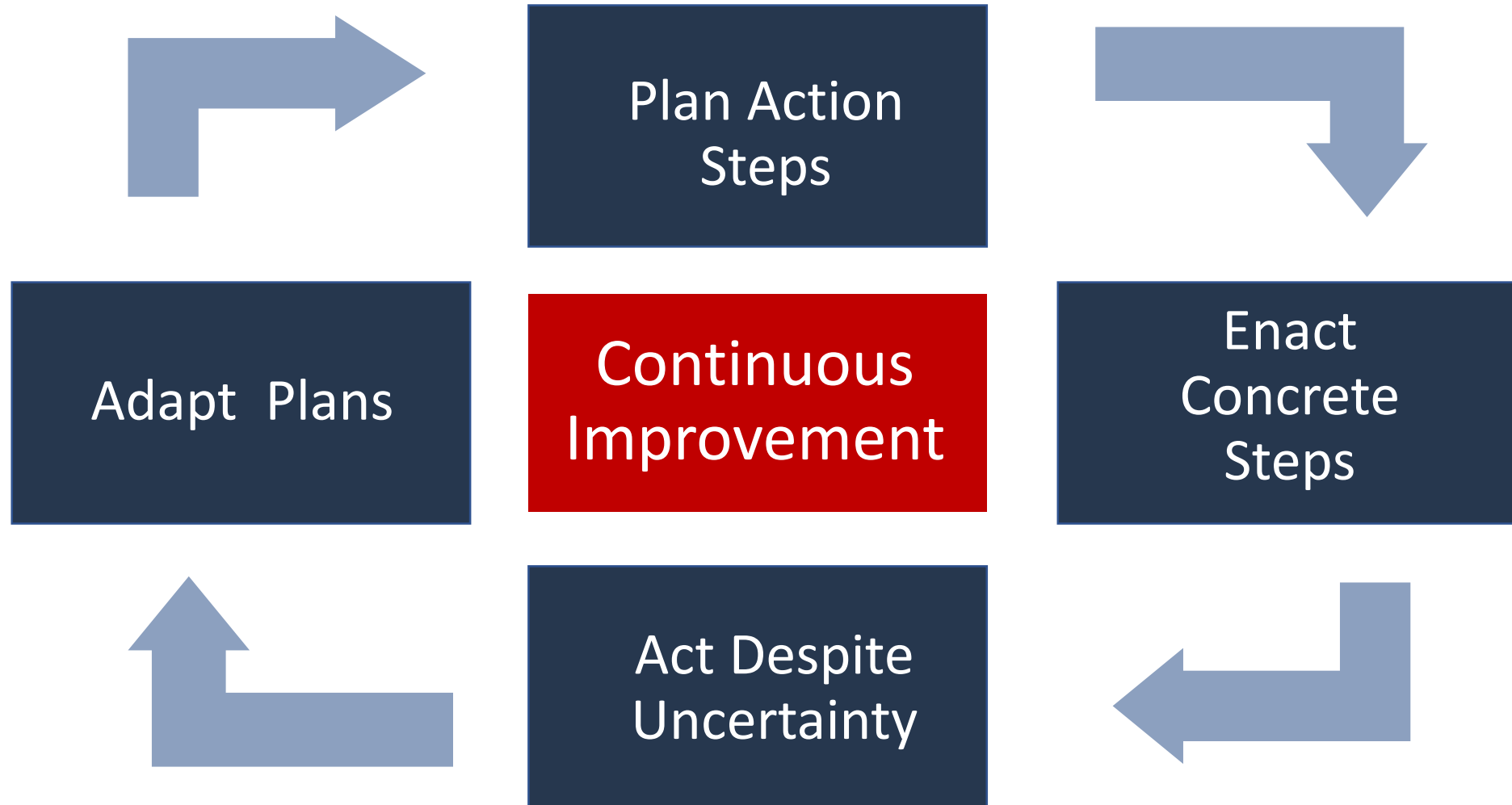


In Action

1. Describe an obstacle you faced when developing a cross-sector solutions within your organization? Your sector? Cross sector?
2. How did you manage or overcome these obstacles?



Act and Learn





In Action

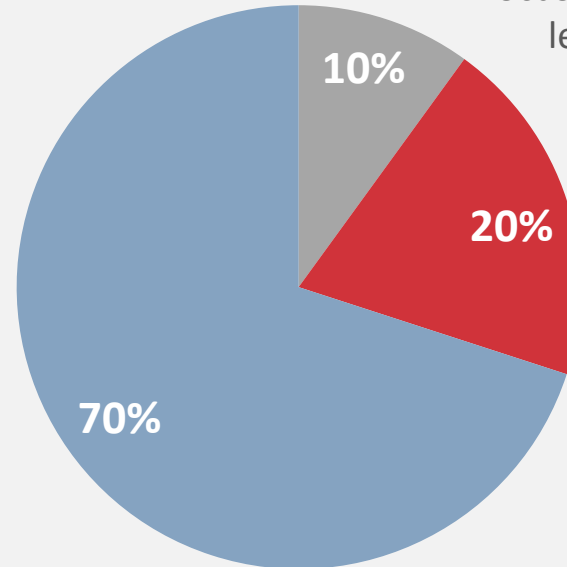
1. When faced with uncertainty, what steps have you taken to advance your vision?
2. How has your vision of collaboration changed based on your successes and failures?



Developing HELM Capabilities



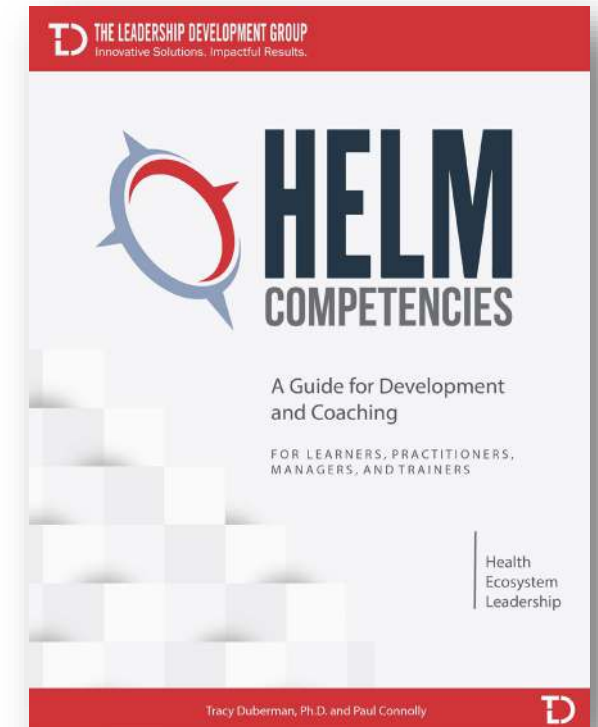
ASSESSMENT



Experiential Learning
Apply learning and develop leadership competencies through real business problems

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

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



COMPETENCY GUIDE

Personal Characteristics of HELM Leaders

Personal Attributes	Derailers	Values
<ul style="list-style-type: none">• Emotional intelligence• Learning agility• Direct and transparent• Invites participation• High interpersonal sensitivity• Inquisitive nature	<ul style="list-style-type: none">• Focus on hierarchy• Short term result focus• Focus on winning• Low flexibility• Lack of respect for divergent interests• Conflict and risk avoidance• Reluctant to try new things• Self promoting	<ul style="list-style-type: none">• Team success• Collaborative solutions• New ideas & exploring how things work• Innovative solutions that create a win-win

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

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."

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.

DEMONSTRATE RESPECT FOR DIVERSE EXPERTISE, PERSPECTIVES, INTERESTS, & 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.

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.

Developing HELM Capacity

MANAGE BOUNDARIES & OBSTACLES

SUPPORT CONSTRUCTIVE CONFLICT

70%

Begin to approach conflict as opportunity for growth.

20%

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

10%

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

FOCUS ON OPPORTUNITIES IN THE FACE OF DISSAGREEMENTS AND SETBACKS

70%

Maintain a forward-thinking approach despite troubling circumstances

20%

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

10%

Watch a TED talk on the conflict outcomes like, Margaret Heffernan's "Dare to Disagree."

RESOLVE POINTS OF TENSION, CRITICAL INTERFACES, AND ROLE CONFUSION

70%

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

20%

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

10%

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.

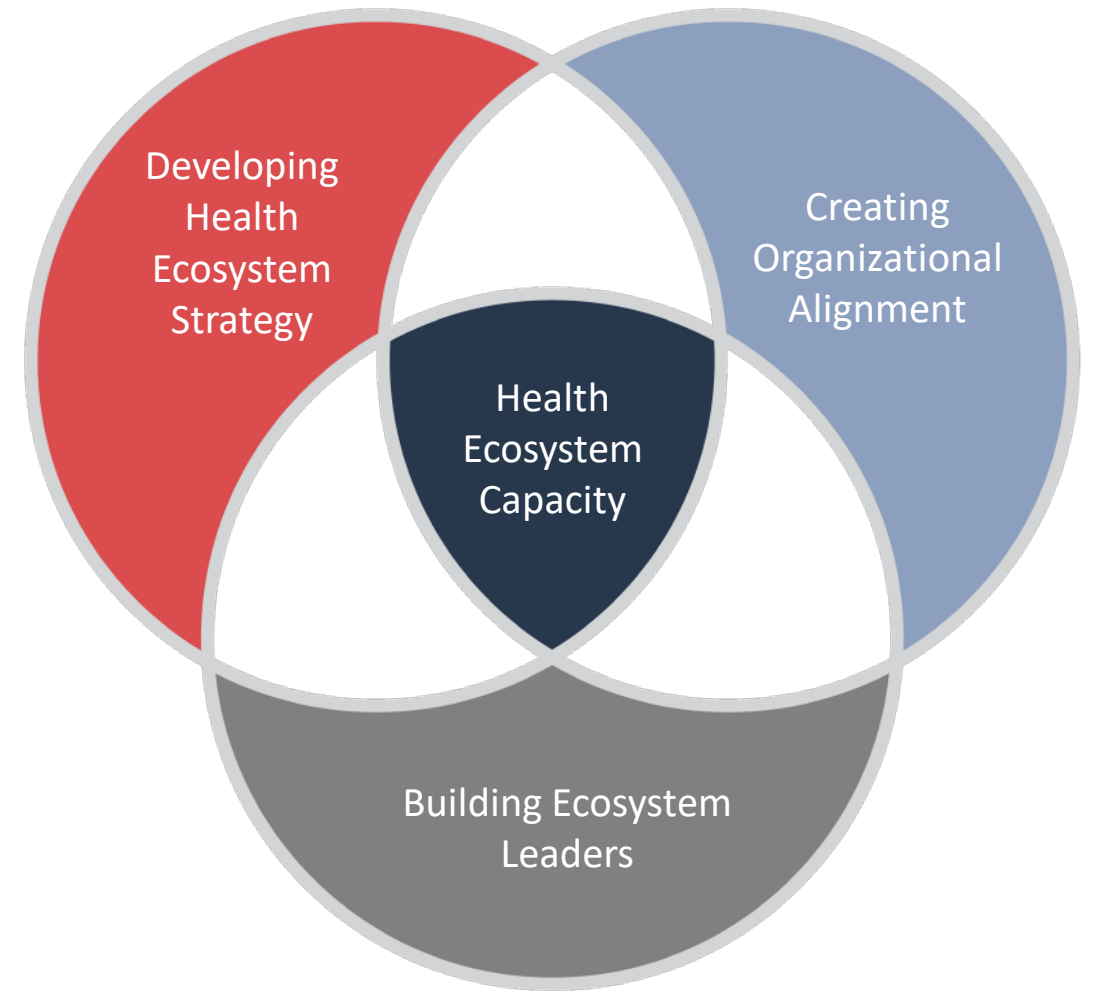
10%

Read books on feedback, like, "Thanks for the Feedback" or "What did you say?"

Building Ecosystem Capacity

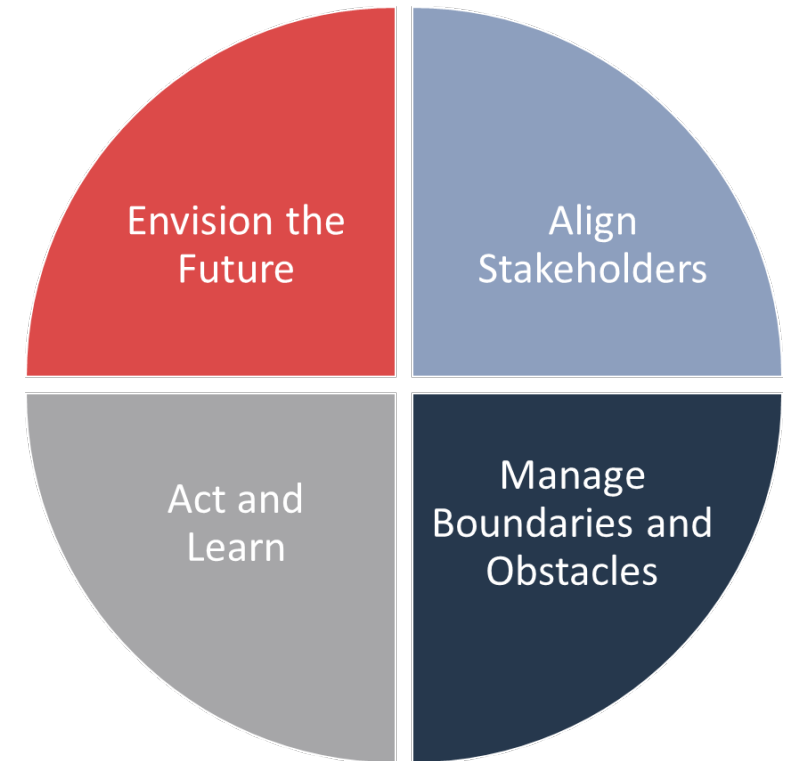
Whole-system framework for creating and implementing a cross-sector collaborative talent strategy:

- Developing Health Ecosystem Strategy
- Creating Organizational Alignment
- Building Ecosystem Leaders



As health industry 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?



Call to Action

Be a Convener



- Offer yourself as a go-between to allow diverse parties to collaborate
- Bring parties together and build mutual understanding and lasting relationships
- Build connections across groups to get people to ask questions and learn what employees in other groups are thinking

Call to Action

Start Asking Better Questions



- Inquiry is critical
- Psychological safety is key
- The value of inquisitiveness is that it enables leaders to understanding others' perspectives and challenges

Call to Action

Consider others' points of view



- Plan or partake in learning processes designed to break down barriers between disciplines/sectors
- Organize cross-silo dialogues
- Seeing things from someone else's perspective in turn makes it easier to detect more pockets of knowledge.

Call to Action

Widen Your Horizon



- Join a cross functional/sector team
- Diverse sector leaders' bring different expertise
- These knowledge networks can be linked to enable valuable collaboration
- Network scanning illuminates opportunities for collaborative partnerships where being a convener will help groups collaborate more effectively.

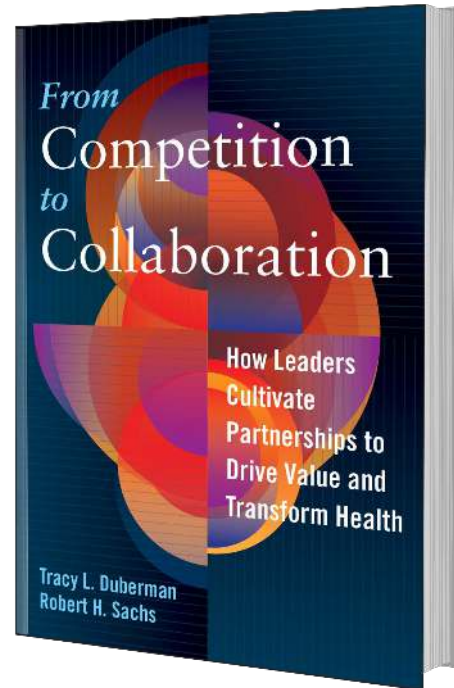
Thought Leadership

"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

David Carmouche, MD
President
Ochsner Health Network
david.carmouche@ochsner.org



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The Leadership Development Group
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References

Joint Venture of Co-Branded Products

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County Health Rankings & McGinnis, et al 2002:

[Http://bipartisanpolicy.org/sites/default/files/5023_BPC_NutritionReport_FNL_Web.pdf](http://bipartisanpolicy.org/sites/default/files/5023_BPC_NutritionReport_FNL_Web.pdf)