

Leading Strategic Success in the Transition in American Health

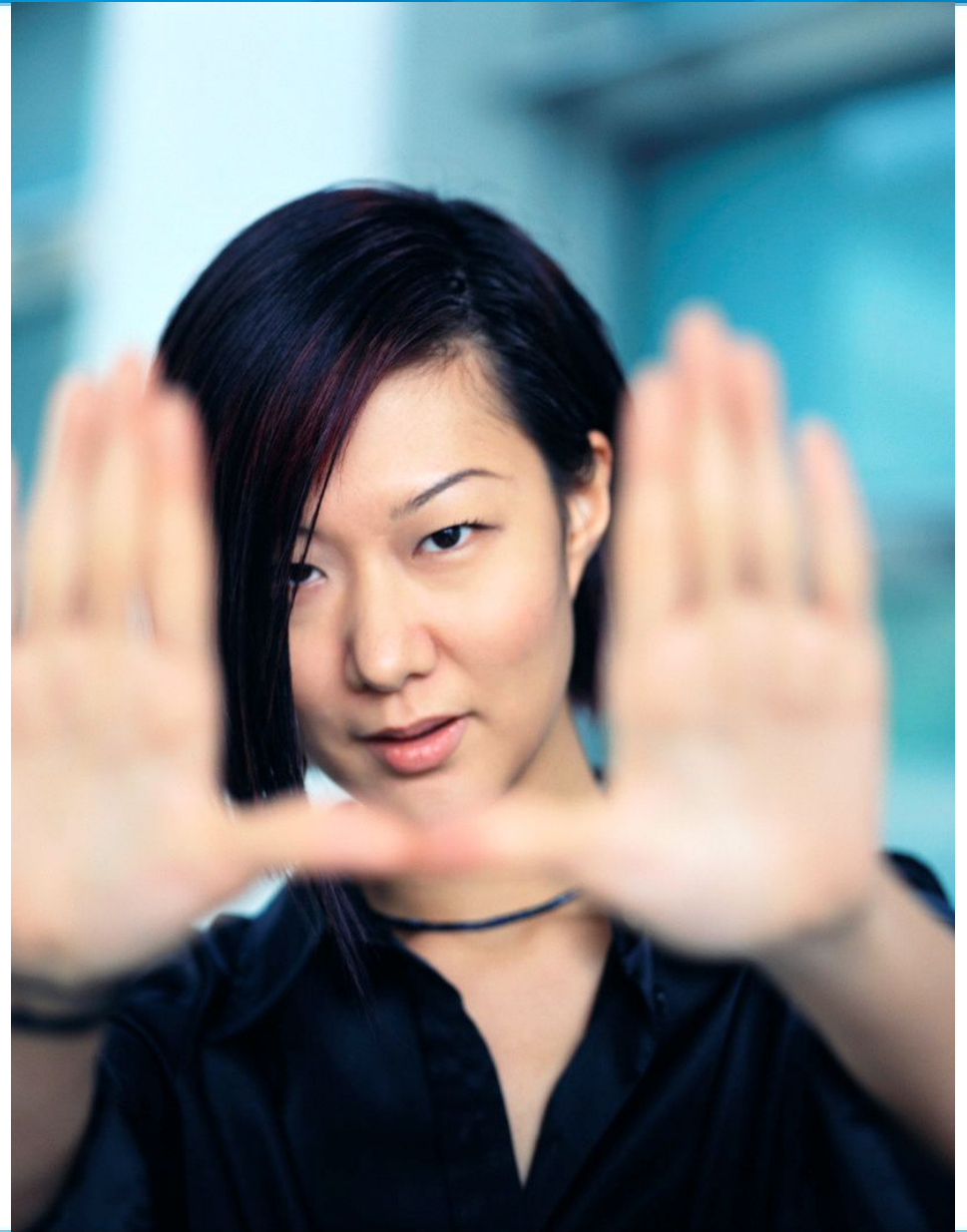
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Matter of Perspective

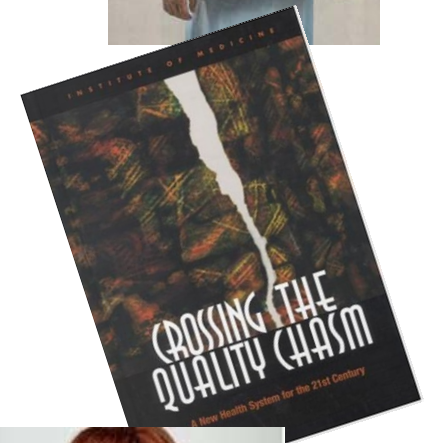
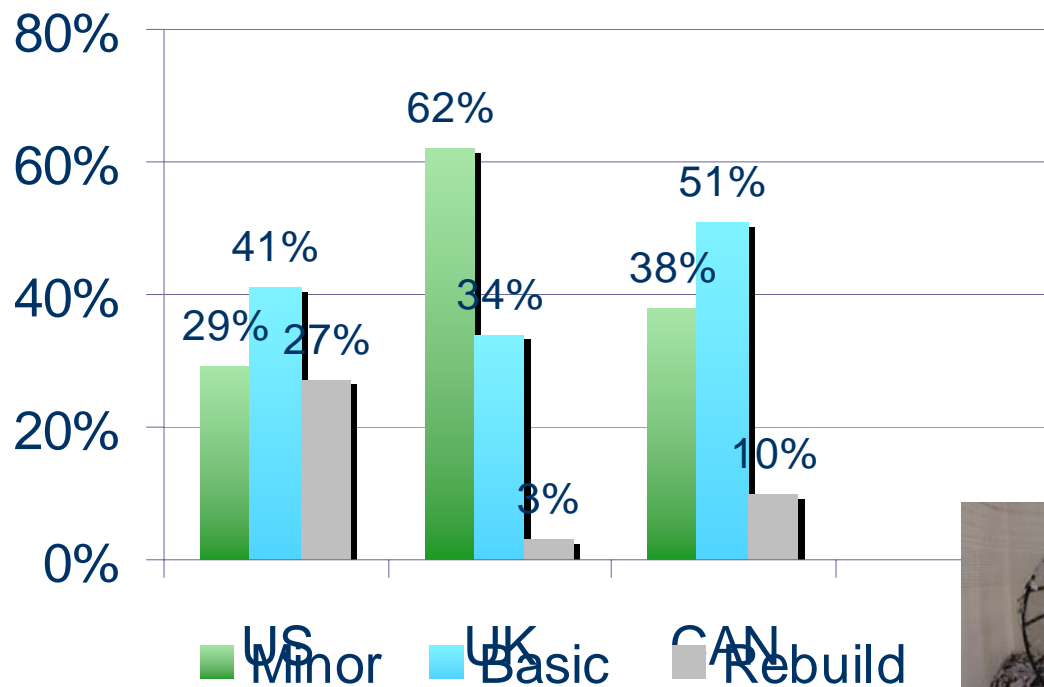
What's the problem?



Level Set: Four Drivers

Why can't we change?

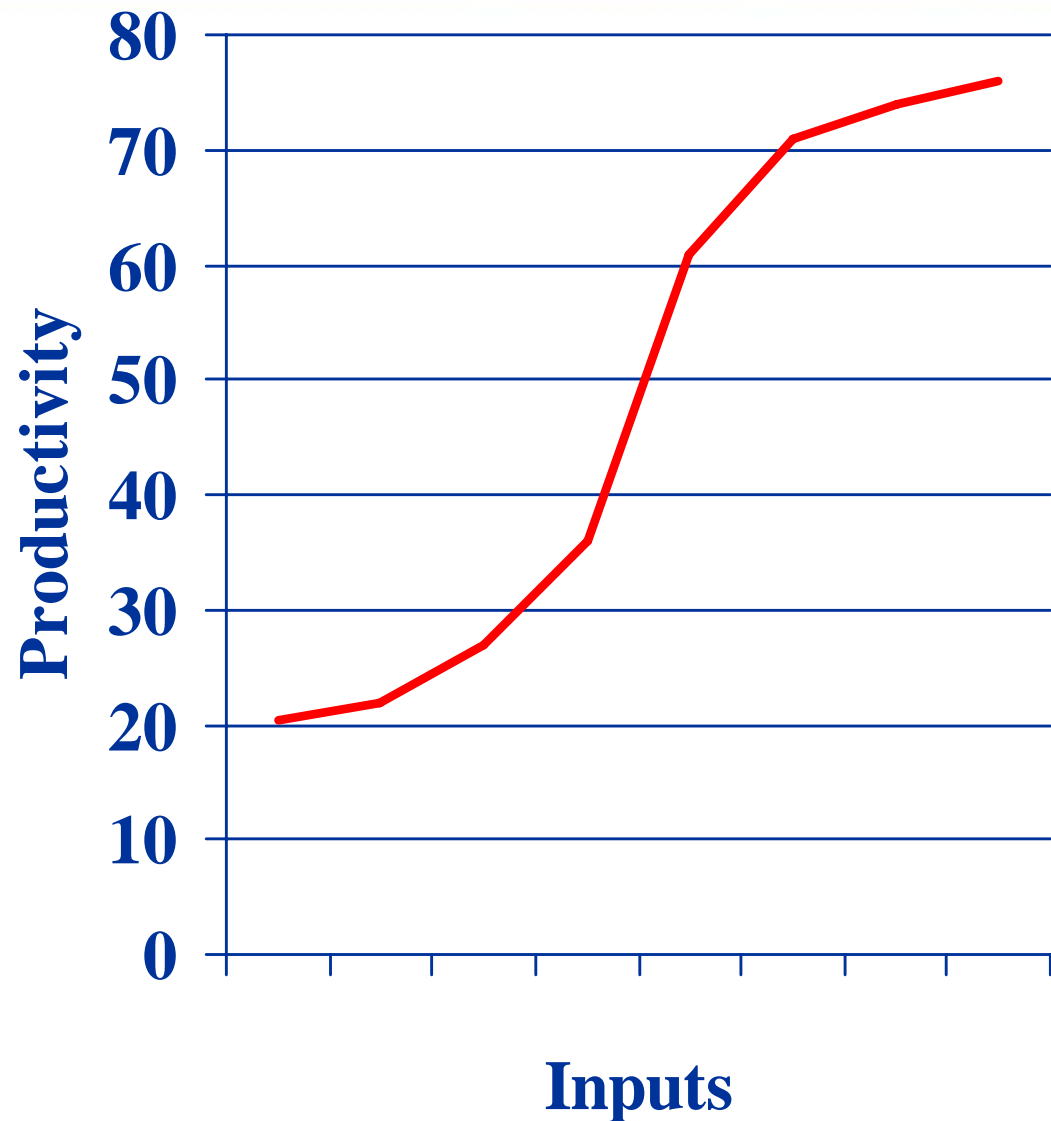
Consumer Satisfaction with Health Care, 2010





Paradigms

- Effective tools
- Make things work
- Provide coherence
- Eventually, limit what we think we can do
- Eventually stops working



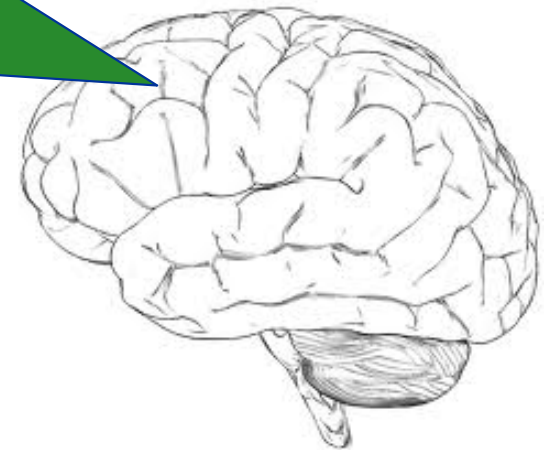
The Paradigm and Benefits of the SQ

**Health Professional work
has provided:**

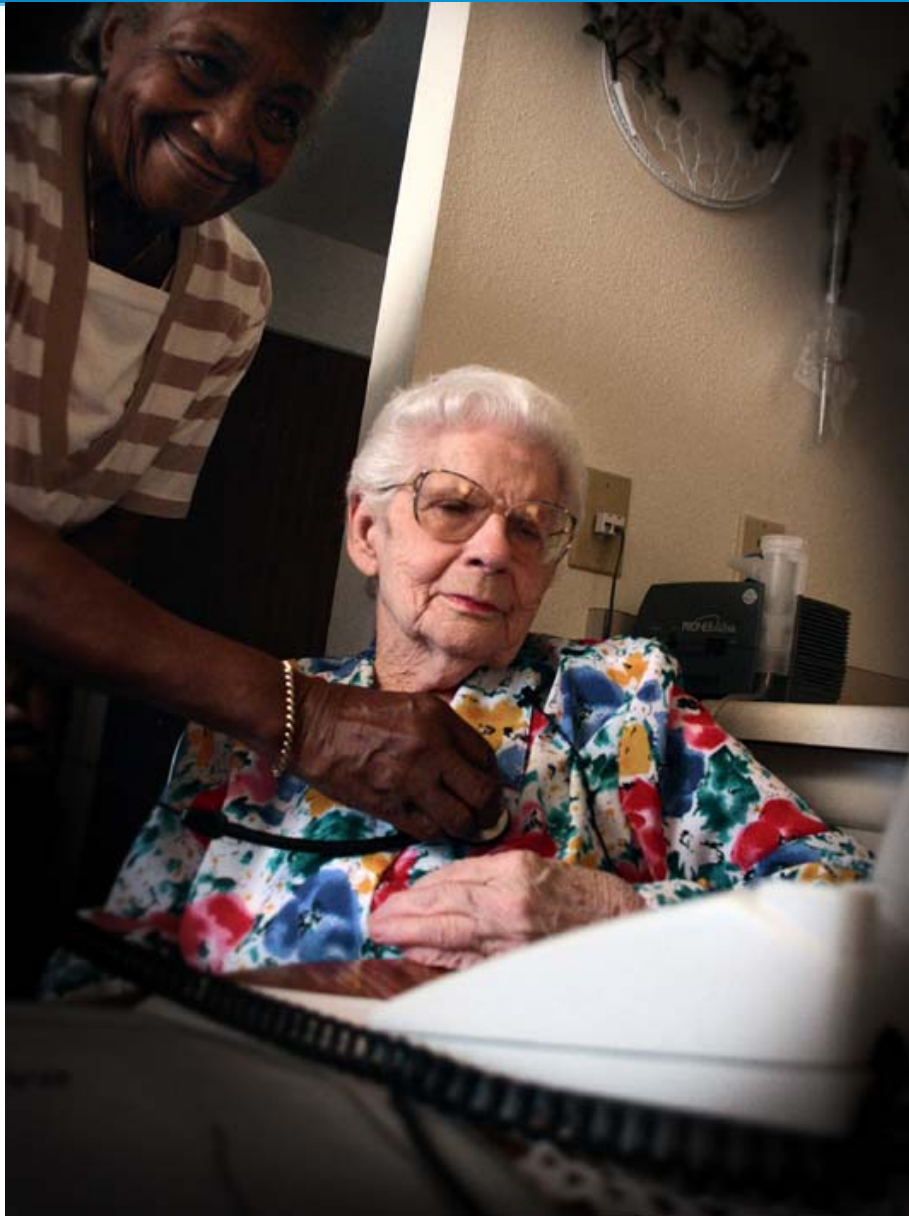
- Worthy, fulfilling work
- Social meaning
- High social status
- Prestige
- Independence
- Good Incomes

And, at its very heart,

**Meaning,
Self-definition and Identity**



Changing a Paradigm



US Health Care: Four Options



- Expensive
- Overbuilt
- Underperforming



Functional and
sustainable

- Drive it less- ration
- Shift the costs
- Pay less for it- controls
- Build a new chassis

Now that we've caught the car

What will we do with it?



Transition

Tomorrow

Today

- Acute treatment
- Cost unaware
- Professional prerogative
- In-patient
- Individual silos
- Traditional practice
- Information as record
- Patient passivity

PPACA
HCERA

Strategic Success

Market

- Chronic prevention and management
- Price competitive
- Consumer responsive
- Ambulatory - Home and Community
- Integrated approaches
- Evidence based practice
- Information as tool
- Consumer engagement and accountability

Perform

Whither the Medical Home

Which is more likely to:

- Meet a price point
- Automate with a vengeance
- Use the data to continuously improve
- Understand consumer preference
- Substitute professionals
- Cross sell products and services
- Integrate into the home and community



or



Leading Change

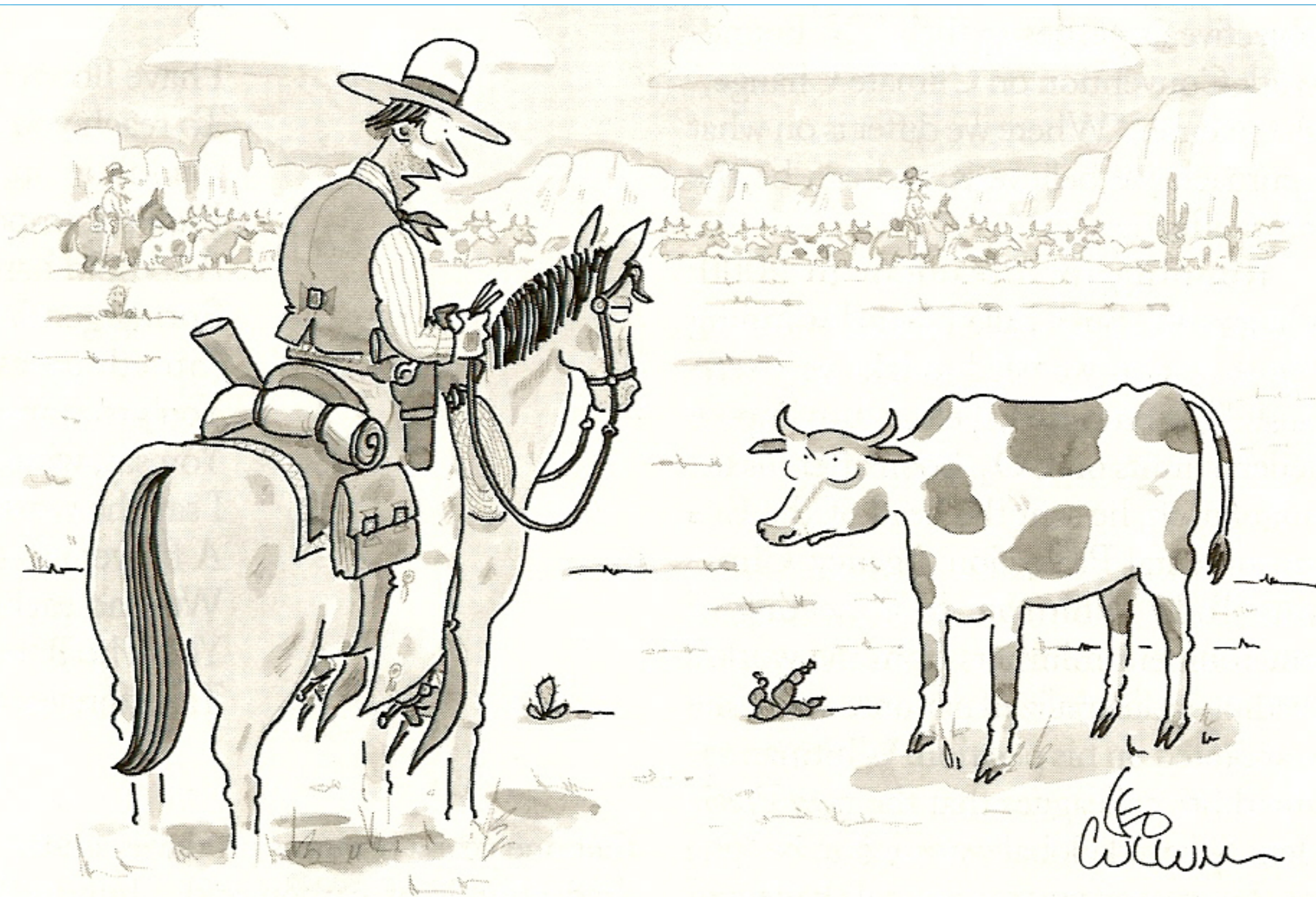
- Coherent understanding of the new direction
- Acceptance that some things will have to be given up
- Leadership to move the agenda
- Partnerships to make it more global

**How we wish we could lead
change...**



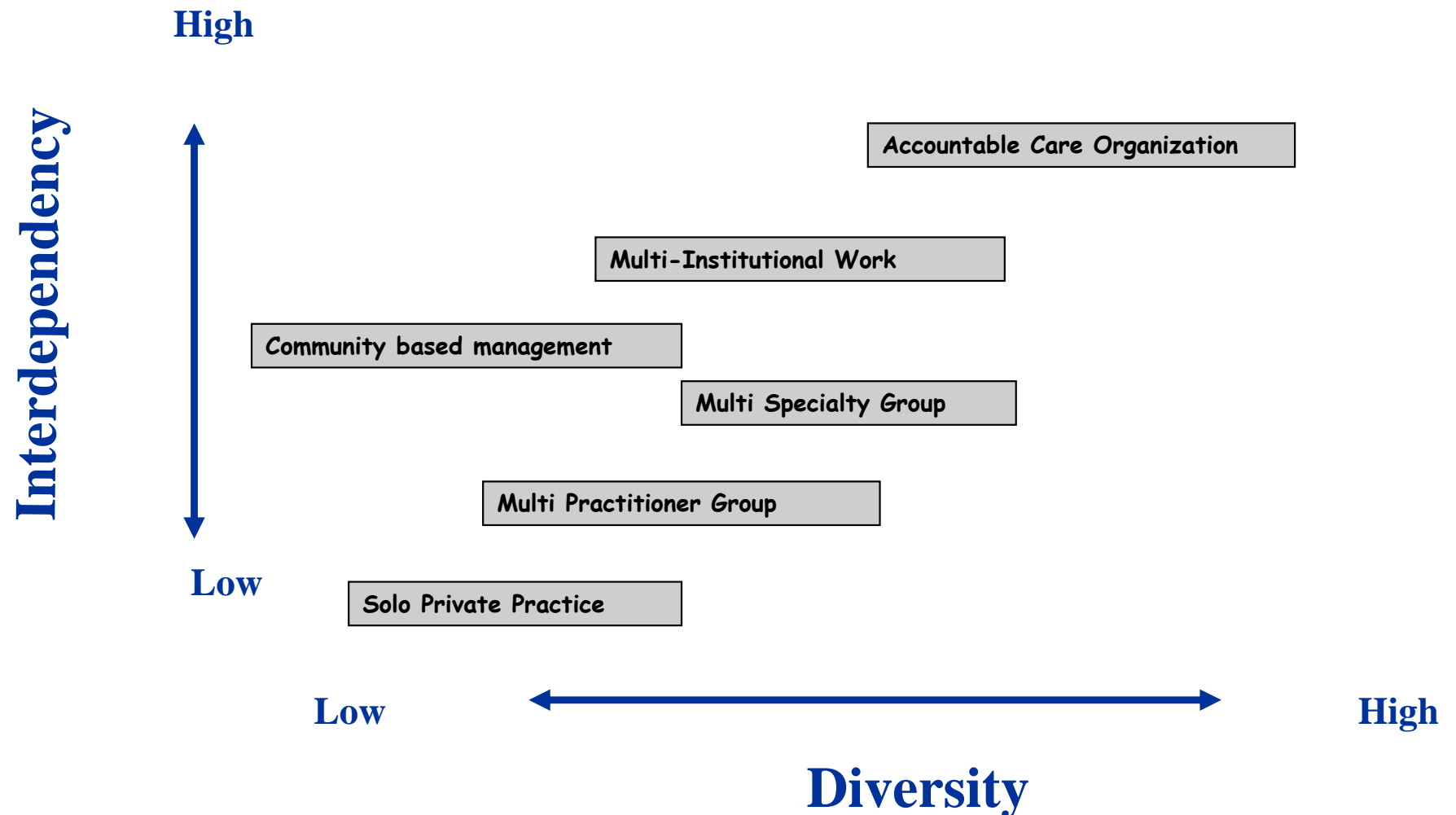
"This is your wake-up call—change or die."

How it really is...



"No one is making you do anything you don't want. I'm just saying we're all headed for Dodge City and we think you should come along."

Leadership and Increasing Complexity



At Your Tables



What are your personal feelings or reservations about this change?

Work at the Tables



How is your group, hospital, company positioned for moving toward strategic success?

Work at the Tables



What are the barriers to moving forward?

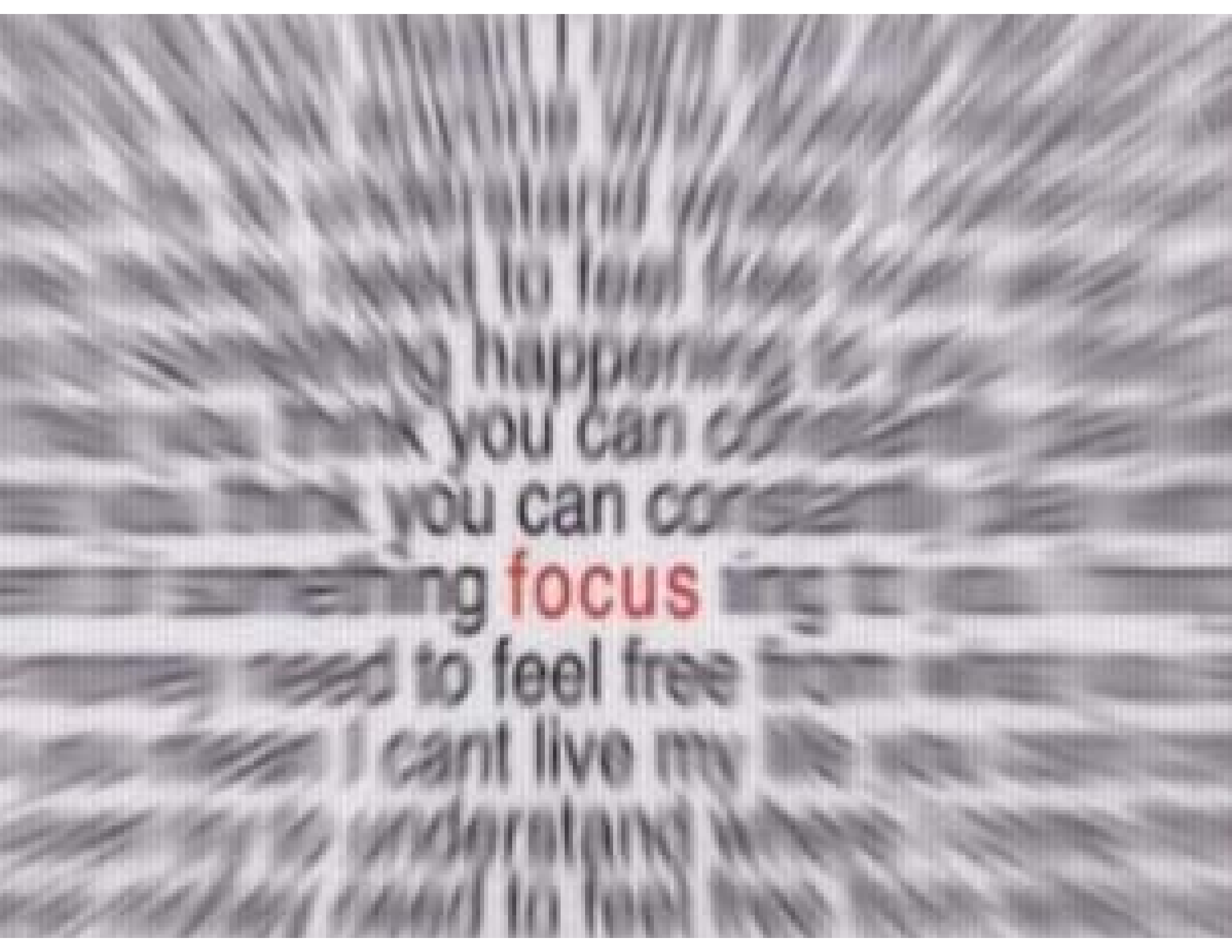
Work at the Tables



How can a richer and deeper set of partnerships help in this transition?

Leadership and Change

- Focus
- Coherence
- Complexity
- Specifics
- Tenacity



you can't
to learn how
happened
you can co
you can co
ing **focus**

to feel free

I can't live my

unpleasant

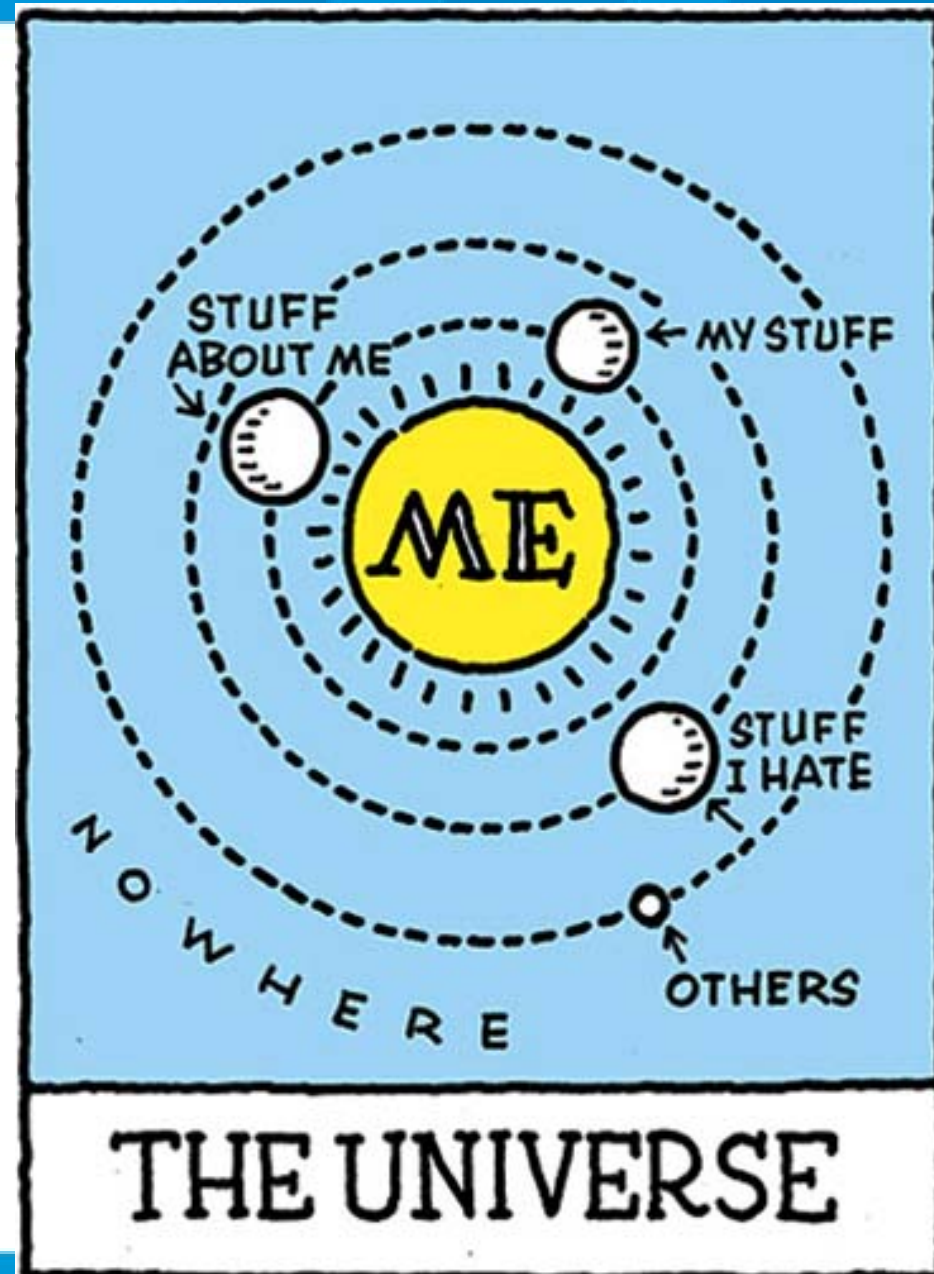
to feel

Focus – Make it Urgent but Accessible

- Lust
- Fear

Focus – Make it Urgent- Lust

- How your lust arrives
- To work, it has to be about what they love...

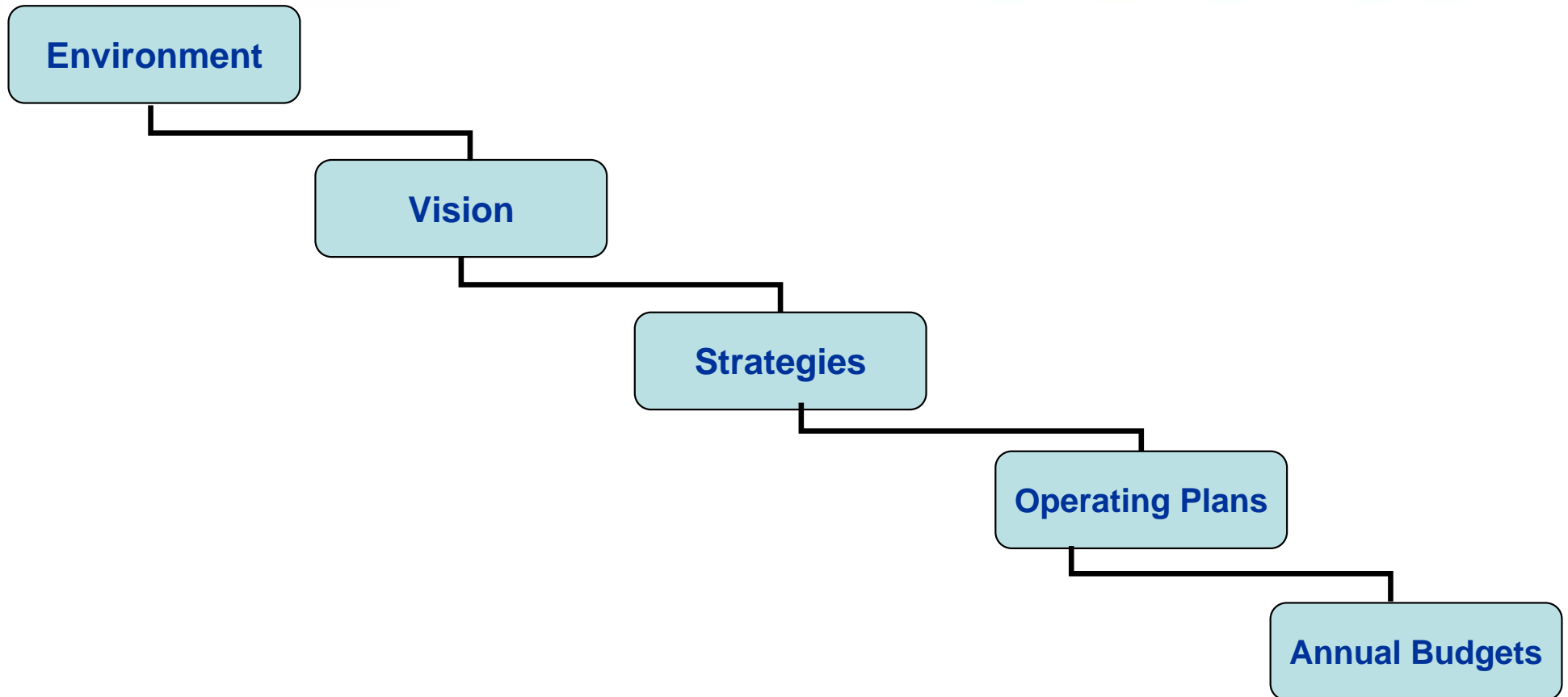


Focus – Make it Urgent- Fear

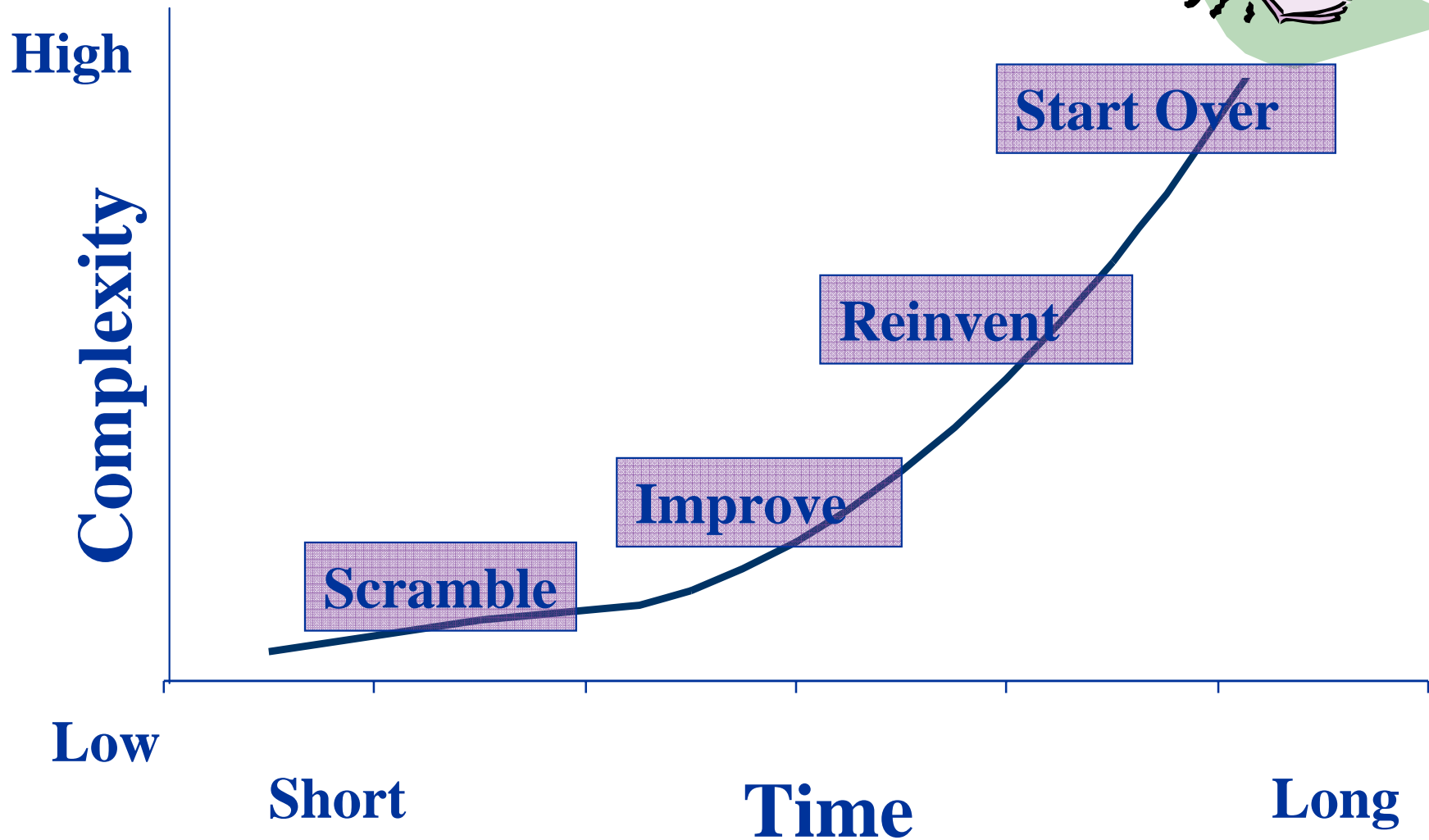


This is as dangerous
as it looks.

Making It Coherent



Sophisticated



The Specifics



- What are the options?
- What are we going to do?
- How does it fit?
- How do we sell it?
- How do we control it?

Tenacity

- See each micro change through
- Commit to mid-course corrections
- Balance deliberate with emergent
- Continually connect small steps to big picture



The Myth of Sisyphus

We tend to think of Sisyphus as a tragic hero, condemned by the gods to shoulder his rock sweatily up the mountain, and again up the mountain.

The truth is that Sisyphus is in love with the rock. He cherishes every roughness and every ounce of it. He talks to it, sings to it. It has become the mysterious Other. He even dreams of it as he sleepwalks upward. Life is unimaginable without it, looming always above him like a huge gray moon.

The Myth of Sisyphus

He doesn't realize that at any moment he is permitted to step aside, let the rock hurtle to the bottom, and go home.

Tragedy is the inertial force of the mind.

Stephen Mitchell, Parables and Portraits