



CSOHIMSS Fall 2018

Healthcare IT Leadership:
*Keeping our Focus in the
World of Doing More with
Less*

HiMSS[®]

CENTRAL & SOUTHERN OHIO *Chapter*

Hospitals

Atrium Medical Center



Miami Valley Hospital



Miami Valley Hospital North



Miami Valley Hospital South



Upper Valley Medical Center



Premier Health At a Glance

- Largest health system in SW Ohio
- \$1.69 billion organization
- More than 310,000 emergency visits/year
- Large primary care/specialty physician network
- Services include community health, home health, behavioral health
- More than 10,000 employees
- Approximately 2,800 physicians
- Approximately 865,000 outpatient visits/year



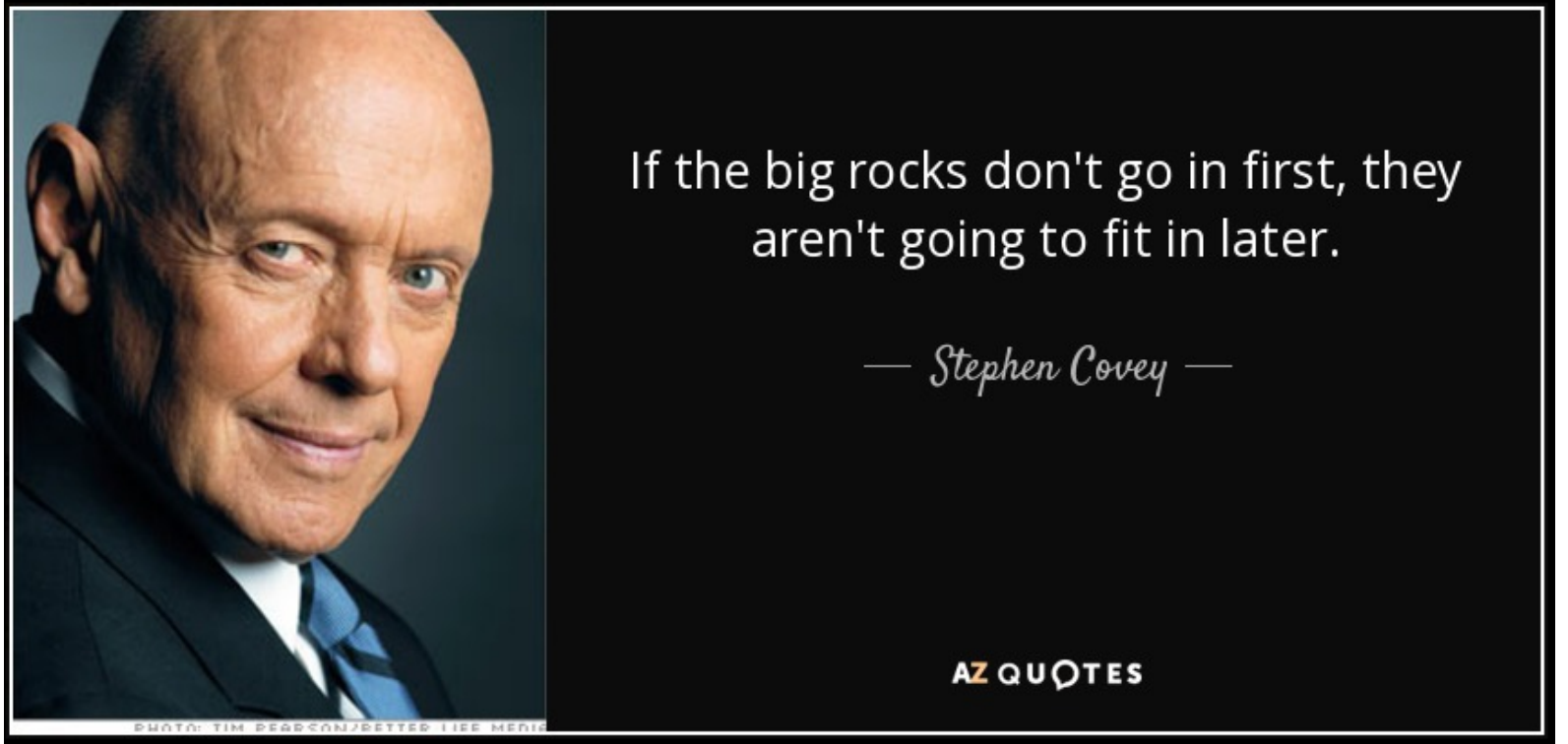
Many issues we face every day:

- IT involved in everything
- Insufficient resources
- Governance
- Multiple roles



How Do We Address? – Change Our Focus

1. Strategy
2. Leadership
3. Relationships
4. Yourself



- My Goals –

1. Share four areas of “Big Rock” focus
2. Give you time to equip yourself during my presentation

When you walk out of here today, you will have at least **one thing** you can plug and play to make a difference with your teams



The first way we change our focus is to:

1. Make Time for Strategy

- Make it sacred
- Make your team's purpose clear

Nine Focus Areas / Twenty Nine Strategies (2015-2017)

PEOPLE	EXPERIENCE		PARTNERS		GROWTH		FINANCE
							
Differentiated System	Patient Experience	Consumer Centric Care	Physician Partnerships	Strategic Partnerships	Value / Risk	Volume	Competitive Financial Positioning
<ol style="list-style-type: none"> Leverage Premier Health Team Culture for Success Across All Stakeholders (Providers, Employees, Board Members, etc.) Grow and Improve Employee Relationships Recruit, Retain, Engage and Develop Loyal, World Class Employees Develop Effective System Leaders for System Needs and to Manage Change 	<ol style="list-style-type: none"> Sustain and Advance Outstanding Quality and Safety Outcomes Be THE Preferred Health System Because of Our Efficient and Friendly Services to Patients and Their Families 	<ol style="list-style-type: none"> Transform Access to Care With New and Consumer-Friendly Options Become a Trusted Navigator Who Guides and Coaches Patients on Their Journey Create Disease Management Programs That Meet the Customer's Health Needs Extend our Community Outreach and Improve Health in the Community 	<ol style="list-style-type: none"> Integrate PCPs, Specialists, and Other Providers Into A Clinically Integrated Network Grow the Provider Network As Foundation for Health Management Manage Health and Outcomes Through the Network with Increased In-System Utilization and Targeted Programs 	<ol style="list-style-type: none"> Enhance Focus on Strategic Partnership Management & Oversight Pursue Partnerships with Regional Systems Participate in Midwest Health Collaborative Expand Partnerships with Non-Traditional Care Providers, e.g. Retail, Tele, Mobile Advance Innovation Through Academic Collaborations, Commercialization Partnerships and Investment Opportunities 	<ol style="list-style-type: none"> Scale the Population Health Management Infrastructure Expand 'Markets' by Growing Plan Membership and Payer Partnerships Increase Population Health Proficiency within the Provider Networks <p style="text-align: center;"> System Configuration</p> <ol style="list-style-type: none"> Align the Medical Staff Across System Align & Develop Workforce and Increase Unity across Premier Health Develop Centers of Excellence with Concentrated Expertise and Improve Inpatient Infrastructure Efficiency Improve Transitions Between Sites of Care & Expand Access Points 	<ol style="list-style-type: none"> Enhance Relationships Across Providers to Streamline Care and Deepen Access into Adjacent Markets Increase Draw Through Enhanced Brand Reputation and Convenient Access Points 	<ol style="list-style-type: none"> Effectively Manage Capital & Cost Leverage Appropriate Cost / Savings Economies of Scale

Keeping Patients Safe



**Making Physicians and
Customers Happy**

Reflection Questions

1. How much time are you spending on strategy each day?
2. Does your team know what their purpose is and would they all answer the same?

Tools and Techniques - Strategy

- Start a list of topics
- Set time aside daily
- Start small
- Make it sacred
- Understand and simplify goals
- Communicate to your teams
- Make your communication consistent



The second way we change our focus is to:

2. Be the Leader

- Embrace the many roles
- Set an example
- Be willing to make tough decisions
- Cultivate risk-taking

Reflection Questions

1. Have you specifically cultivated your leadership skills in the last three months?
2. Are there performance issues on your team that you are not addressing?
3. Are you promoting an environment that encourages risk-taking or one that stifles it?

Tools and Techniques - Leadership

- Identify performance areas in which you need to take action – if unsure of how to address ask for assistance – HR, trusted colleague – do not assume the issue is going to go away
- Inventory your talent - identify what they are interested in and give them freedom to explore



The third way we change our focus is to:

3. Focus on Relationships
 - Stakeholders
 - Customers

Reflection Questions

1. Are you meeting regularly with your primary stakeholders or just when issues come up?
2. Do you have a direct interface to your customers?

Tools and Techniques - Relationships

- Establish regular meetings with primary stakeholders – explain to them why you feel they are important and keep them sacred – keep them meaningful
- Find a way to be in contact with patient-serving customers - expect some challenges



The fourth way we change our focus is to:

4. Know yourself

- Know what we are good at and what motivates you
- Ask for feedback regarding perceptions
- Trust your instincts
- Integrate work and life

Reflection Questions

1. List what energizes you most about your role
2. Describe one way in which you know you are perceived
3. Have you specifically integrated work and life?

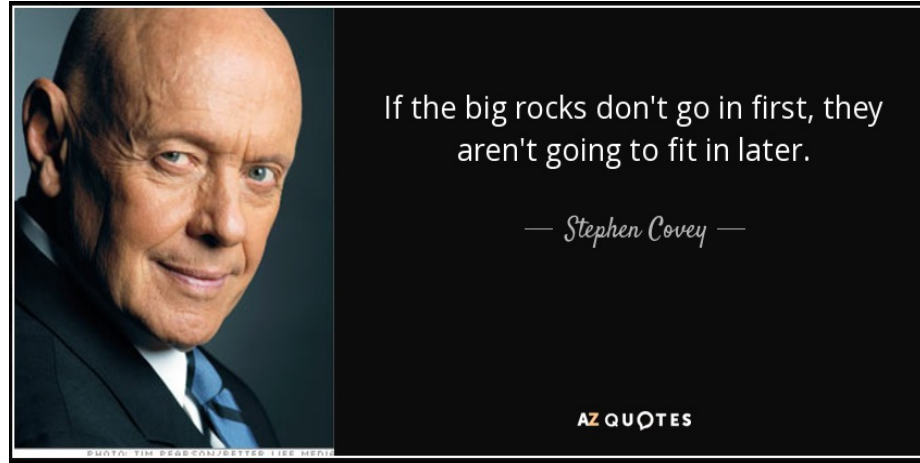
Tools and Techniques – Knowing Yourself

- Take an evening or weekend and document what you like best about your job
- Inventory your colleagues and establish someone that can give you feedback – reach out to them



Change our Focus – From Problems

- Strategy
- Leadership
- Relationships
- Yourself



Your journey to becoming a better leader begins with...



References

- *Good to Great* – John Collins
- *Resonant Leadership* – Richard Boyatzis
- *Extraordinary Tales from a Rather Ordinary Guy* – Ed Marx
- *Managing Transitions* – Darrell Connor
- *The Five Dysfunctions of a Team* – Patrick Lencioni

Questions?

