

# OFF-SCRIPT THE PATH AHEAD

## THOUGHT LEADERS

### KEY POINTS

10

EPISODE

3

#### TOP QUALITIES HEALTHCARE LEADERS WILL NEED TO NAVIGATE THE PATH AHEAD

The healthcare industry is constantly evolving, and health system executives will need to evolve with it if they hope to be successful. In *Off-Script: Episode 3*, six healthcare thought leaders have a candid conversation about the following qualities healthcare executives will need to successfully navigate *The Path Ahead*.

- 1. Hands-On:** Historically, physicians have had to choose between either an executive or clinical role, but physician executives now want to spend time in clinical practice as well. This allows them to stay close to their patients and colleagues, and avoid being perceived as out of touch with the real issues. Each role requires a different approach and a different set of tools.
- 2. Trained:** A medical degree is not a guarantee that a physician will make a strong executive. More large health systems are realizing this and pursuing leadership training for mid-level roles. As health systems' challenges become more complicated, success will no longer be defined by traditional measures, such as opening new hospitals.
- 3. Collaborative:** It is critical for healthcare leaders to shift away from command and control structures and towards influence-based ones. This may be easier in smaller health systems, but more challenging in larger ones. Leaders will need to delegate and reject the traditional notion that they are the "captain of the ship."

## 6 THOUGHT LEADERS | 10 KEY POINTS

- 4. Open-Minded:** As healthcare evolves towards technology, telemedicine, and consumerism, leaders will need to be open to new ideas. And in an era of Population Health Management, leaders will also need to be open-minded to what is best for the community, not just the institution.
  - 5. Daring:** Healthcare is usually a particularly risk-averse industry. Managing regulations has been a huge responsibility for healthcare leaders, but now they are being asked to take on more risk-fraught responsibilities, including care transformation, bringing physicians into leadership roles, and even merging and becoming part of larger health systems.
  - 6. Nimble:** Healthcare leaders will need to be quick to adapt and respond to changes that are going on in terms of the delivery of care and hospital management. They will need to be nimble in deciding what type of market they are in while recognizing that solutions that work in one market will not necessarily work in another.
  - 7. Data-Savvy:** In the past, the ability to understand and use data rested with CIOs and IT departments, but future healthcare leaders will need to be able to look at quality metrics and identify measures for success. Going forward, there will be more data—not less—and leaders need to ensure this data makes sense to their inner circle and broader stakeholders.
  - 8. Persuasive:** The new CEO or president will have to deal with many different groups and constituencies—from physicians to nurses, APCs to RNs, patients to businesses, and of course, to payors. Getting them onboard will require a listening ear, a sufficiently inspirational leadership style, and the prioritization of consistent communication.
  - 9. Transparent:** Communication is important, but it's even more important that leaders communicate transparently, honestly, and fairly. Open and direct communication is critical not only for the people being led, but also for patients, who are now too educated to have the wool pulled over the eyes about their own treatment.
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- Visionary:** As the industry evolves and Population Health Management takes on an even more important role, the last thing any organization needs is a leader tied to the old ways of keeping hospital beds full. Leaders need to think broader than the organization, account for their community, and ultimately, think less about “me” and more about “we.”

FOR HELP NAVIGATING THE PATH AHEAD, CONTACT GALLAGHER INTEGRATED

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