



NAVVIS

Lead Differently

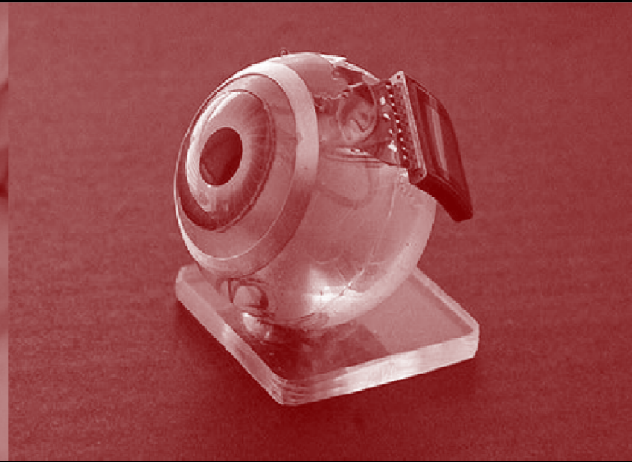
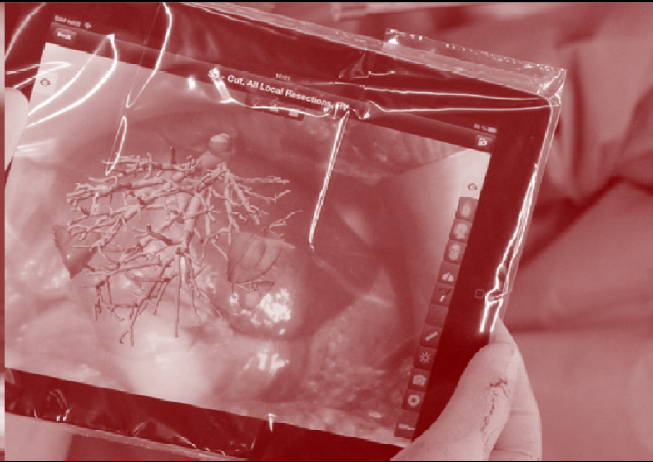
How Healthcare Leaders Can Create a Future Unrestrained by the Past

Stuart B. Baker, M.D., President

March 2017







**An Incredible Time of Innovation
But....**

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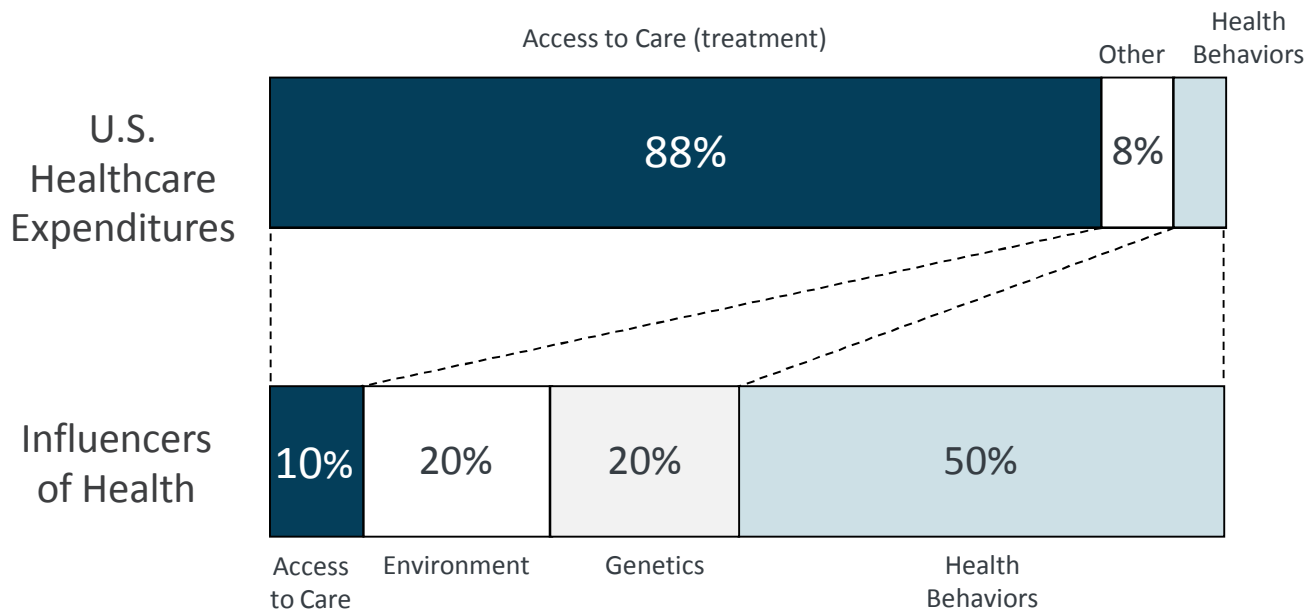
The NEW ENGLAND JOURNAL *of* MEDICINE

SPECIAL ARTICLE

SHATTUCK LECTURE

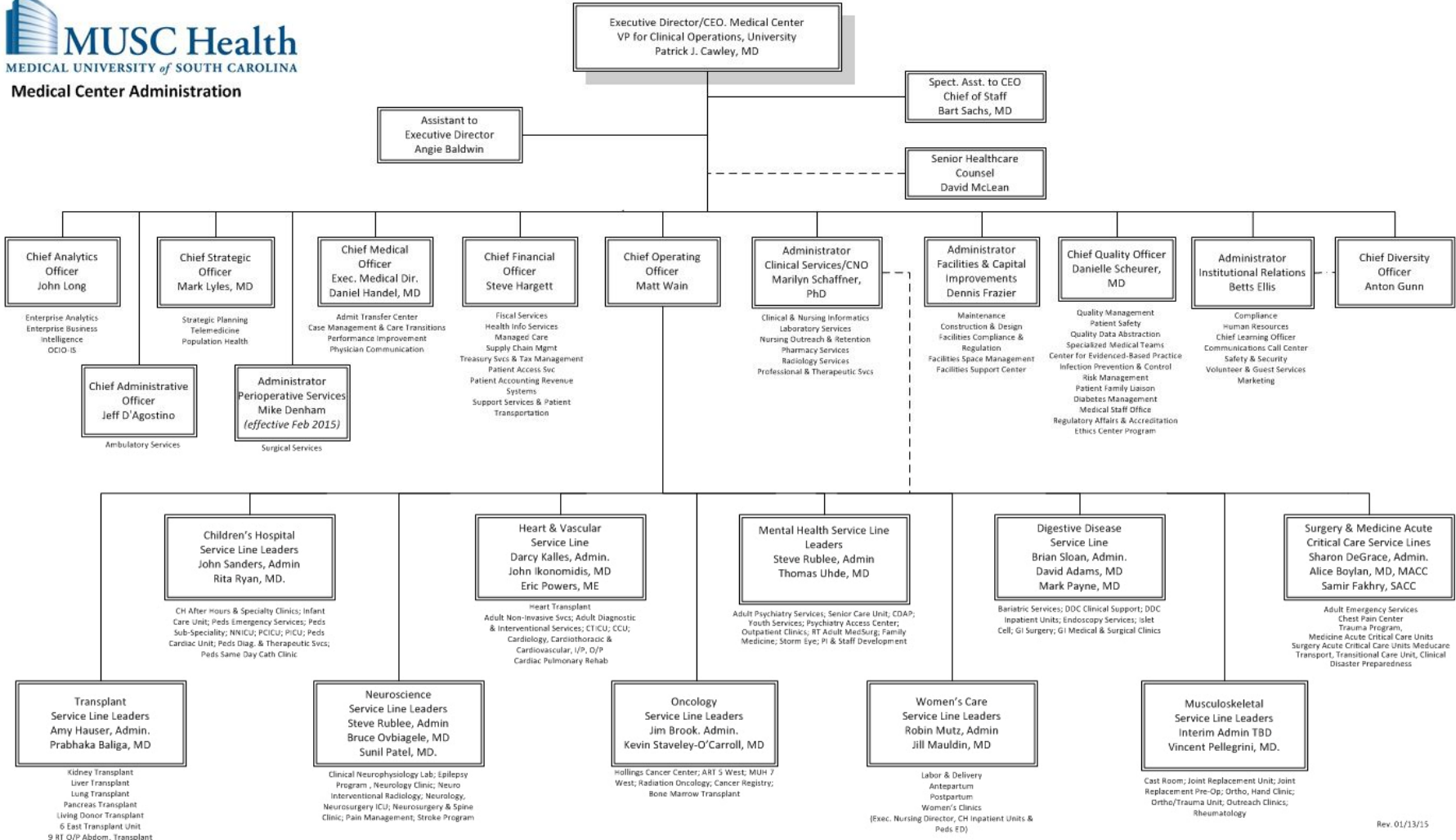
We Can Do Better — Improving the Health of the American People

Steven A. Schroeder, M.D.



Source: Centers for Diseases Control and Prevention, University of California at San Francisco, Institute for the Future.
Reprinted from Advances, Robert Wood Johnson Quarterly Newsletter, 2000; 1:1

Medical Center Administration



xerox



®

A Better Vision

From	To
Fragmented Care	Coordinated Care
Organized Around Providers	Organized Around Patients
Payment for Volume	And Payment for Value
Facilities Focused	Care Systems Focused
Physician Accountability	Care Team Accountability
Paper	Electronic
Episodic Hospital-Based Care Models	Longitudinal, Multi-site Care Models
Inconsistent Variable Care	Efficient Evidence Based Care

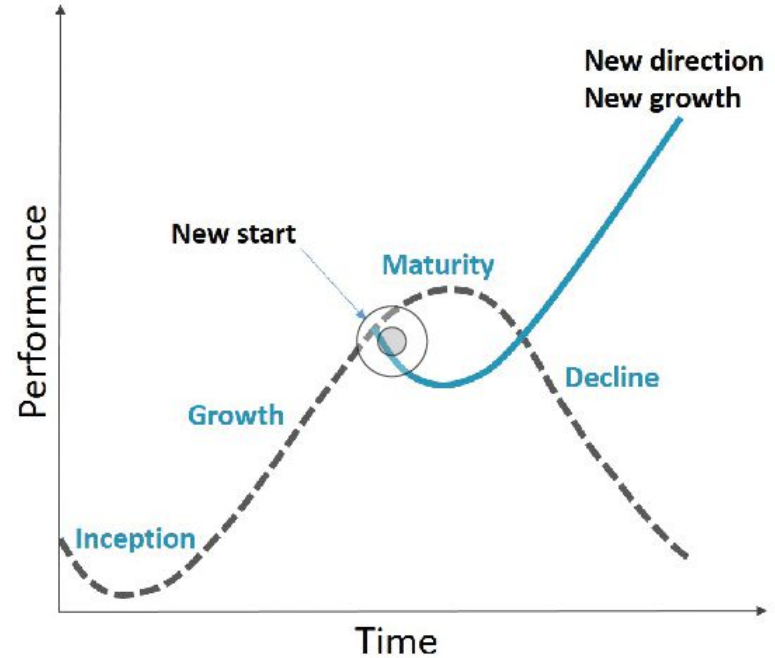
Never doubt that a small group of thoughtful,
committed citizens can change the world;
indeed, it's the only thing that ever has

Margaret Mead

“What Got You
Here
Won’t Get You
There”

Marshall Goldsmith

The Second Curve Ian Morrison



*It's not what you don't know, It's what you
know that ain't so*

Mark Twain

Leading Differently



**“Fall in love with
the problem”**

-Uri Levine, Founder of Waze



Lead For Growth and Diversification

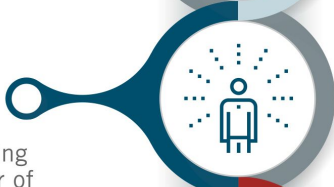
SHIFT *Your* THINKING:

embrace healthcare as a growth industry



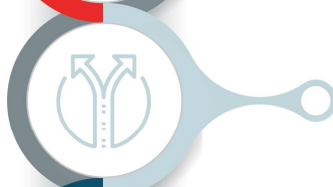
THE POWER OF "AND":

unlock new thinking through the power of volume **AND** value



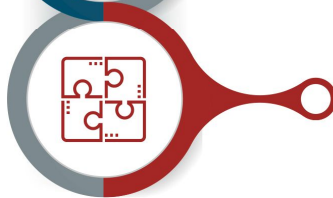
The **PARADOX:**

having to choose between volume or value



GROWTH *and* DIVERSIFICATION:

growth-doing things differently, diversification-doing different things



Mindsets

It is difficult to get a man to understand something, when his salary depends on him not understanding it

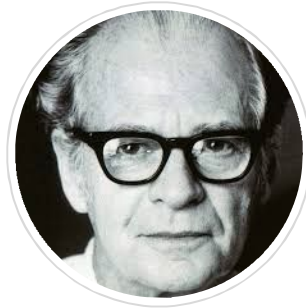
Upton Sinclair

Four Conditions to Change Mindsets



Leon Festinger

**Purpose to
believe in**



B.F. Skinner

**Reinforcement
systems**



David Kolb

**Skills required
for change**



Benjamin Spock

**Consistent
role models**

Source: McKinsey & Company

Harvard Business Review

www.hbr.org

Every company faces a learning dilemma: the smartest people find it the hardest to learn.

Teaching Smart People How to Learn

by Chris Argyris

Culture Constrains Strategy

“

The organization clings to whatever made it a success. The very culture that created the success makes it difficult for members of the organization to perceive changes in the environment that require new responses.

”

“

“The Corporate Culture Survival Guide” and “Organizational Culture and Leadership”

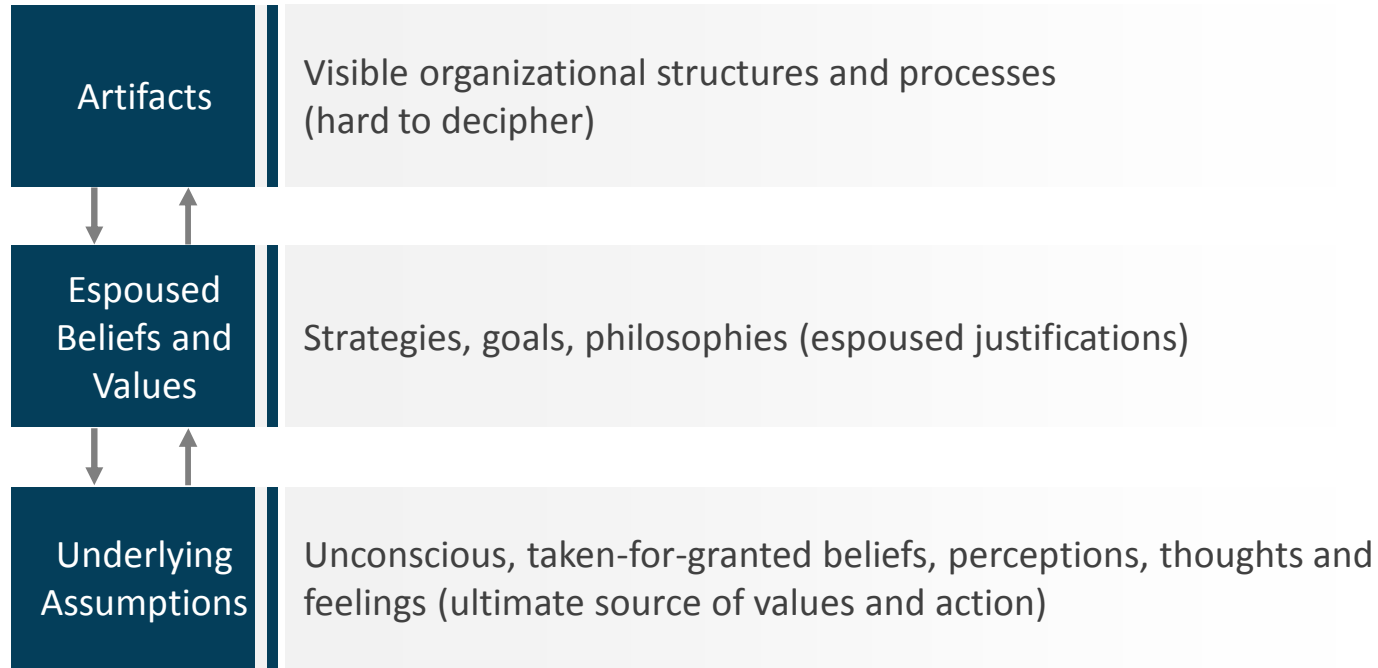
Edgar Schein



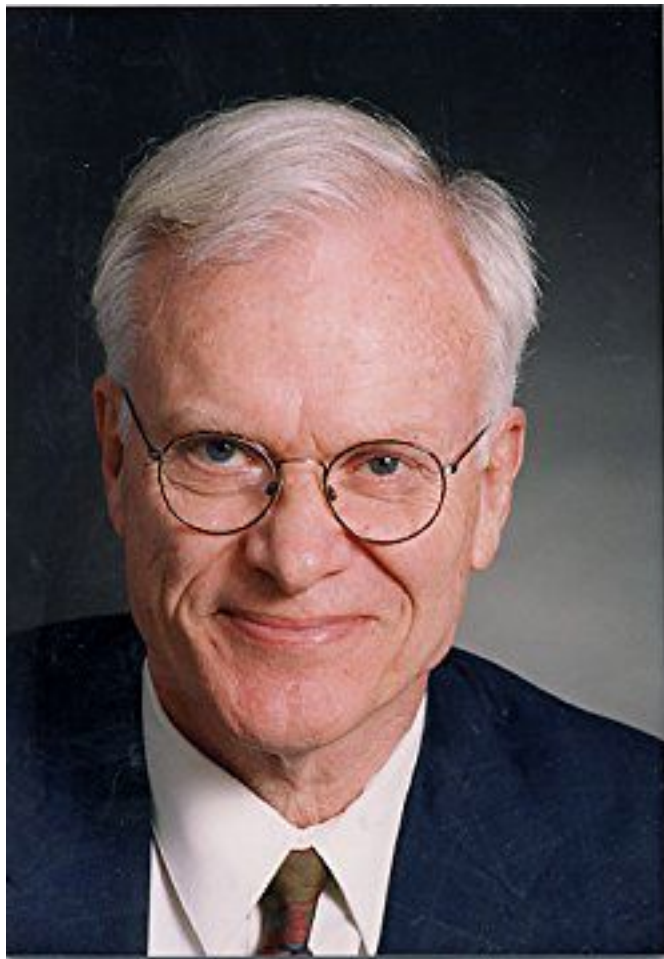
“...one of the most decisive functions of leadership may well be the creation, the management and, if and when that may become necessary, the destruction of culture” - Edgar Schein

Schein – Levels of Culture

“Organizational Culture And Leadership”

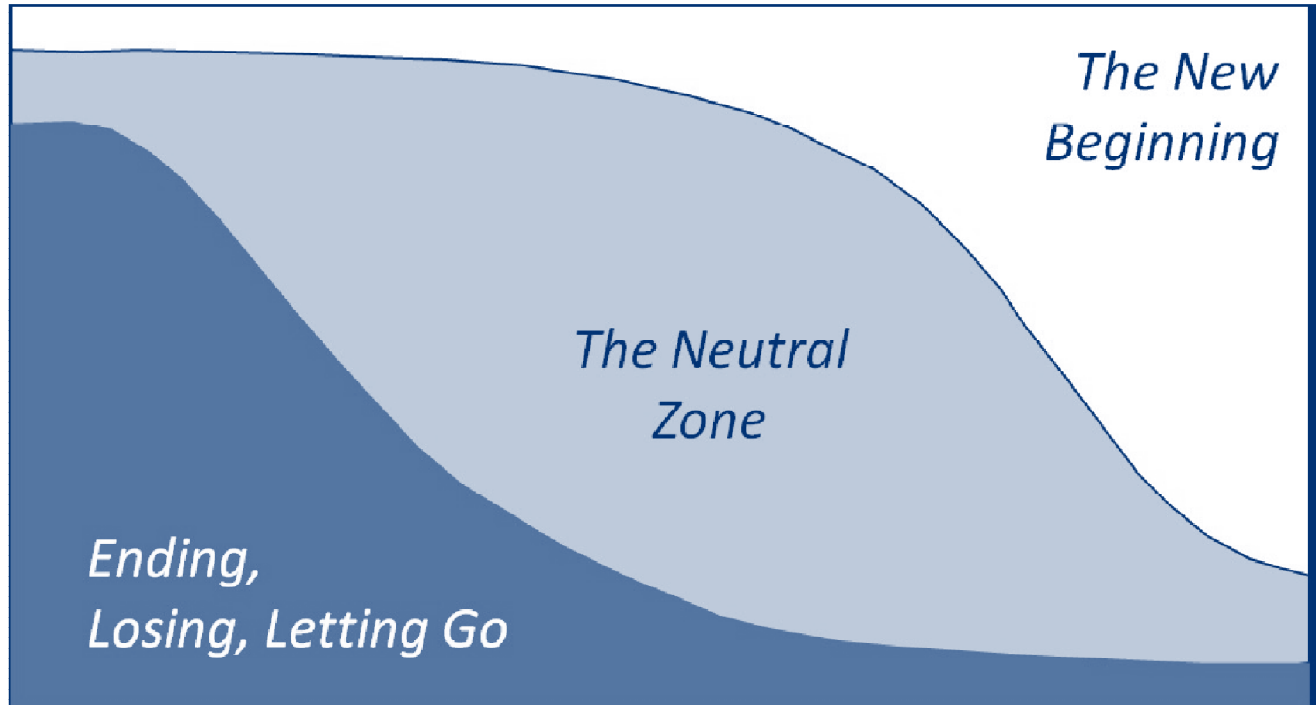


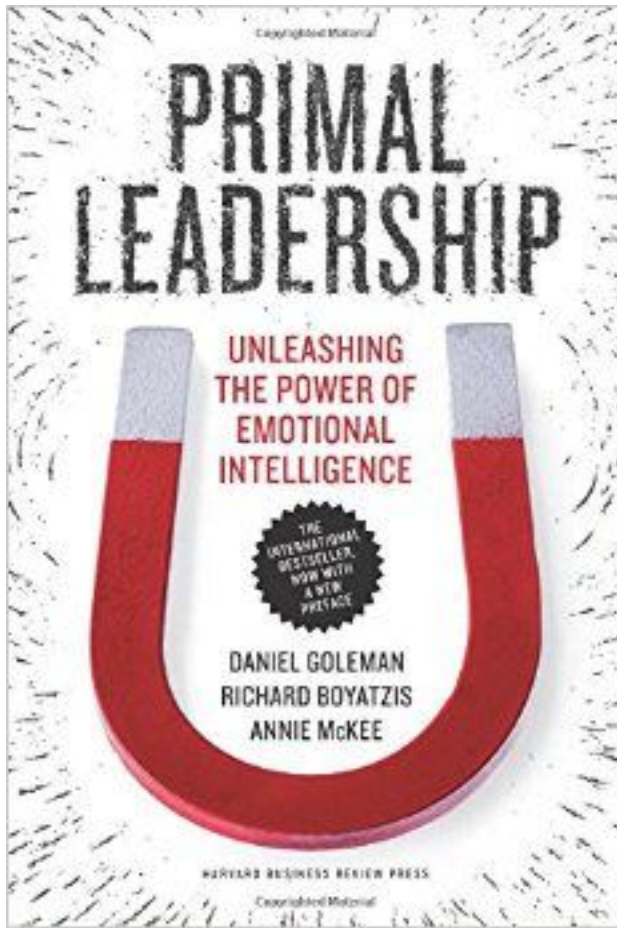
(D x V x F > R)



NAVVIS

The Phases of Transition





- The most powerful tool you have to lead with is **YOURSELF**
- Your **MOOD** and **BEHAVIOR** drive the performance of others
- It's just neurobiology!

Heart *and* Head

See → Feel → Change

is more effective than

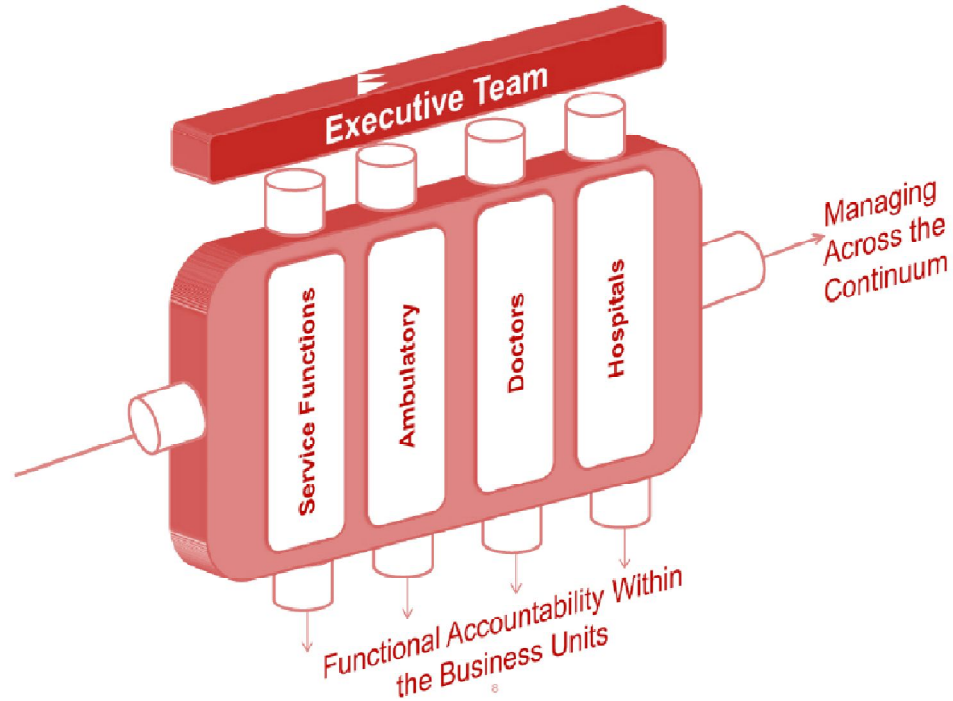
Analyze → Think → Change

Organizational Clarity and Focus



Manage the Enterprise to Deliver New Value

One Team



High Performance Teams



Source: *The Advantage: Why Organizational Health Trumps Everything Else In Business*: Pat Lencioni

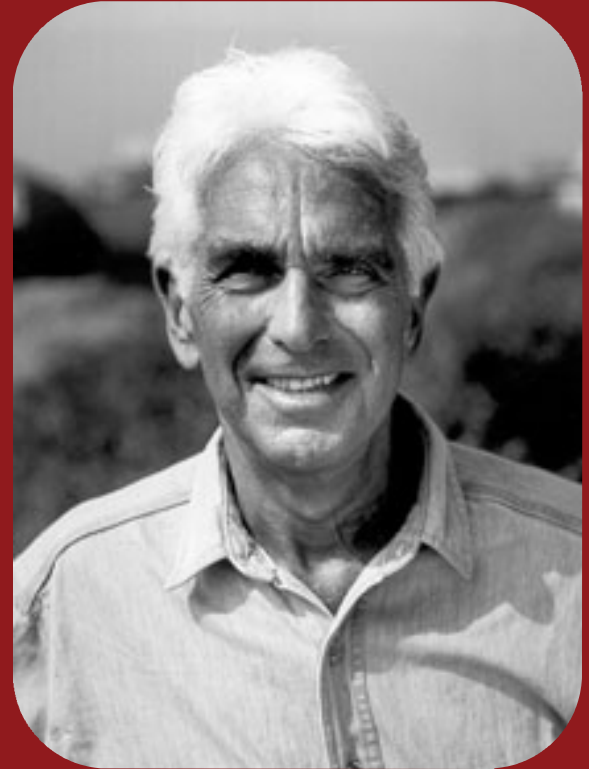
The Visionary

The Motivator

The Trusted Integrator

The Essence of Leadership

- Manage the dream
- Provide the passion and heart
- Model the way
- Engage and empower others – the Pygmalion effect



*...boldness has genius, power, and
magic in it. Begin it now!*

Johann Wolfgang von Goethe





IT IS HARD
WALKIN'
ON THIS
STUFF.

YEP, SON,
WE HAVE MET
THE ENEMY
AND HE IS US.

MICK
FELLIP

Leadership is the most essential
- and most powerful -
resource in healthcare today