



**THE LEADERSHIP DEVELOPMENT GROUP**

Innovative Solutions. Impactful Results.

# From Competition to Collaboration

*What It Takes To Lead Across The Converging Healthcare Ecosystem*

*Lessons from the Field*

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Tracy Duberman & Joe Wilkins

February 6, 2019

Jefferson School of Population Health Forum

# Your Speakers



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

## **Tracy Duberman**

Tracy leads strategy, business development, and new product development for TLD Group. She is a former Senior Consultant with Hay Group, former Executive at Oxford Health Plans, Bristol-Myers Squibb, Hoffman La Roche, and Memorial Sloan-Kettering Cancer.

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.

## **The Leadership Development Group**

The Leadership Development Group is an internationally recognized talent development firm supporting leaders, teams, and organizations across the health ecosystem. 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

# Your Speakers

## Joe Wilkins

Mr. Wilkins has dedicated his career to executive management and boardroom leadership within healthcare organizations, and has repeatedly driven significant organizational transformations. He is the former Senior Vice President and Chief Transformation Officer at Atlantic Health System, completing a \$200M EPIC project while setting up a Business Intelligence infrastructure and the Aha! Innovation Center.

Mr. Wilkins formerly led the commercial operations teams at Quest Diagnostics and Beckman Coulter delivering more than \$100M in revenue growth, where he set the vision for enterprise synergies and redefined business development processes which in key strategic partnerships.

Board Certified in Healthcare Management and certified in Population Health Management, he holds a Lean/Six Sigma Green Belt from California State Fullerton and corporate governance certifications from the University of Southern California, Forum of Corporate Board Directors, and University of California, Irvine.



**Joe Wilkins, MBA, FACHE**

Principal Advisor  
TRG Healthcare -  
Philadelphia

# Learning Objectives

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

# Agenda



- Why an ecosystem approach?



- Perspectives on leading within and across the health ecosystem



- Building capabilities to lead in the health ecosystem



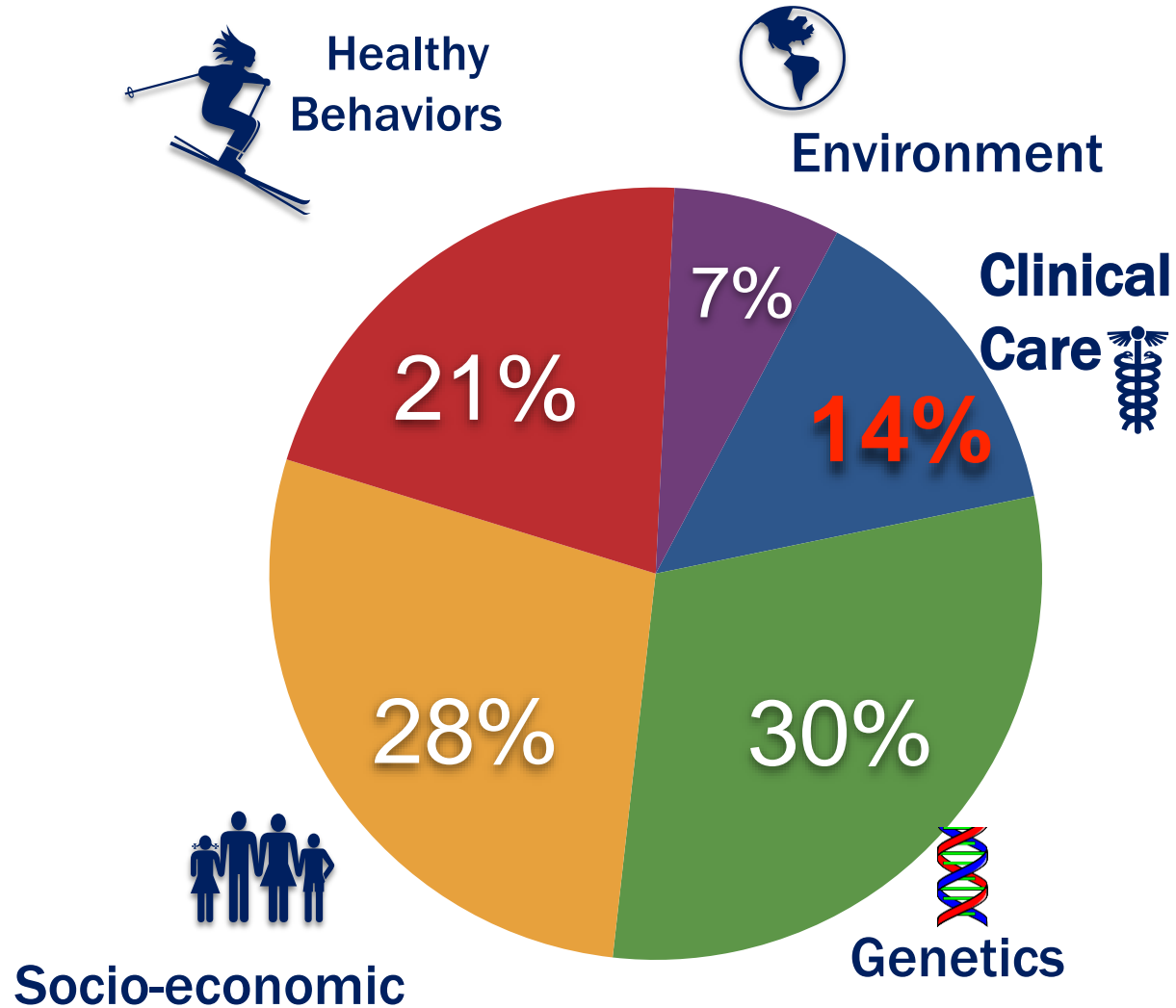
- Q&A

# The State of Healthcare Today

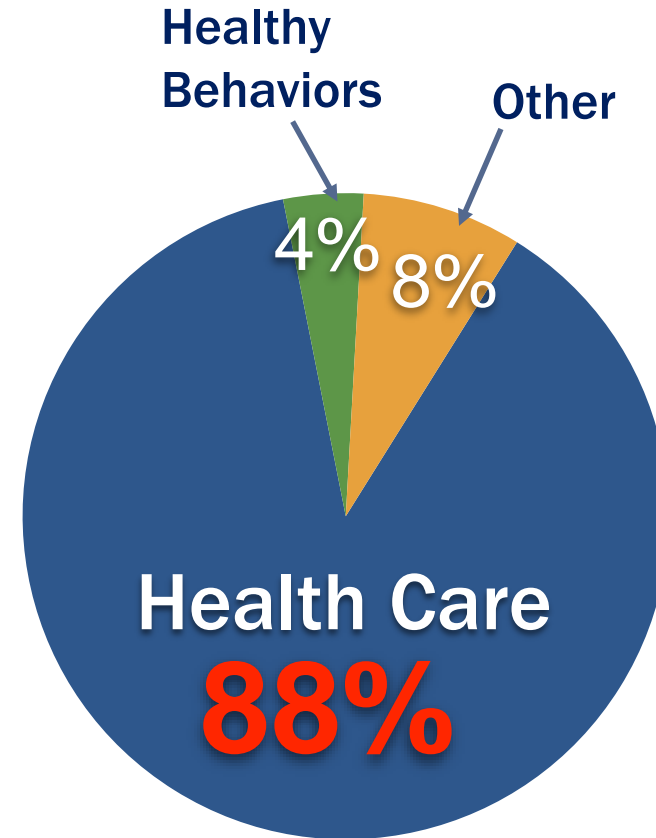




# For a healthy, long life...



# What we spend



# The Health Ecosystem

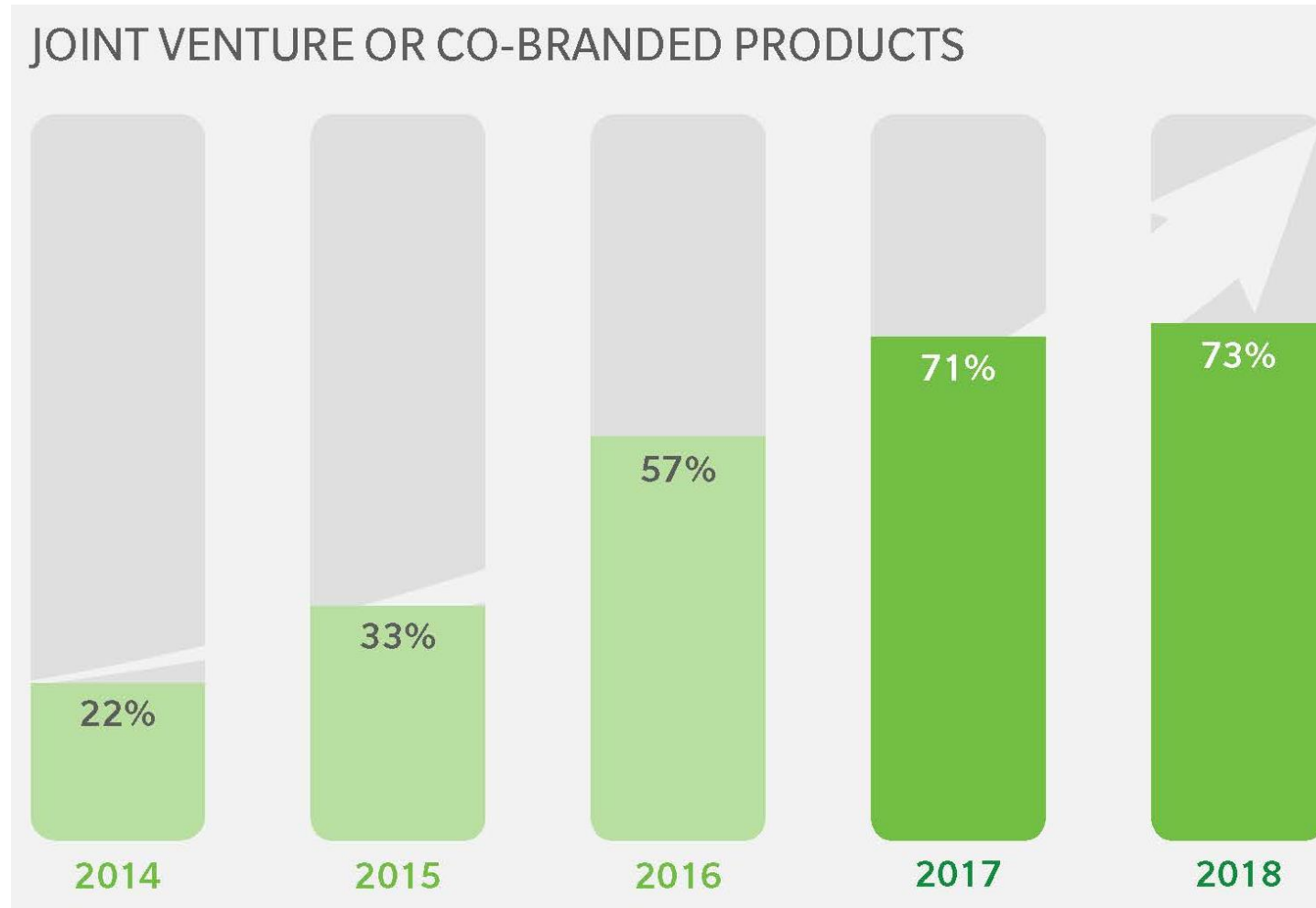
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# The Ideal State: Healthcare Ecosystem



# 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 for the health system their mega-merger will form: CommonSpirit Health.

## ANALYSIS CIGNA-EXPRESS SCRIPTS MERGER CLOSES

BY JACK O'BRIEN | DECEMBER 20, 2018

The New York Times

## CVS Health and Aetna \$69 Billion Merger Is Approved With Conditions



## Independence Blue Cross And Jefferson Health Announce A New

In a shared commitment to improve quality and reduce the cost of health care in Pennsylvania, Independence Blue Cross (Independence) and Jefferson Health announced that they have reached an agreement on a new multi-year contract for services. The agreement demonstrates a strong collaboration between the region's leading health care providers and one of the nation's largest health systems.

## Baylor Scott & White, Memorial Hermann Eye Hospital Merger Deal

The proposed hospital merger deal between the two non-profit health systems will create a new eye care system with 1,100 eye care providers.

Pharma

## Congressmen to regulators: BMS-Celgene merger will stifle competition and raise drug prices

by Arlene Weintraub | Jan 15, 2019 11:18am

## Novartis and Amgen announce FDA approval of Aimovig™ (erenumab-aooe), a novel

ANALYSIS

## BETH ISRAEL, LAHEY HEALTH MERGER GETS FTC, MASSACHUSETTS AG'S APPROVAL

BY JOHN COMMINS | NOVEMBER 29, 2018

Q Search

Business

## Amazon-Berkshire-JPMorgan Health Venture Takes Aim at Middlemen

Bloomberg

Hackensack Meridian Health and Carrier Clinic Merge to Enhance Behavioral Health in Tri-State Area

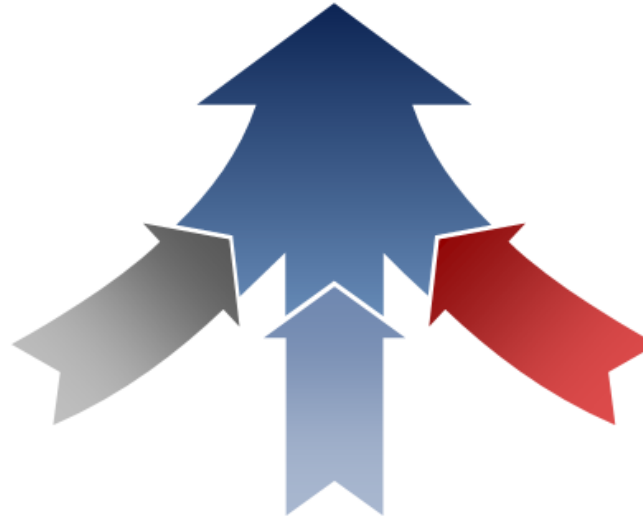
January 3, 2019

# 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

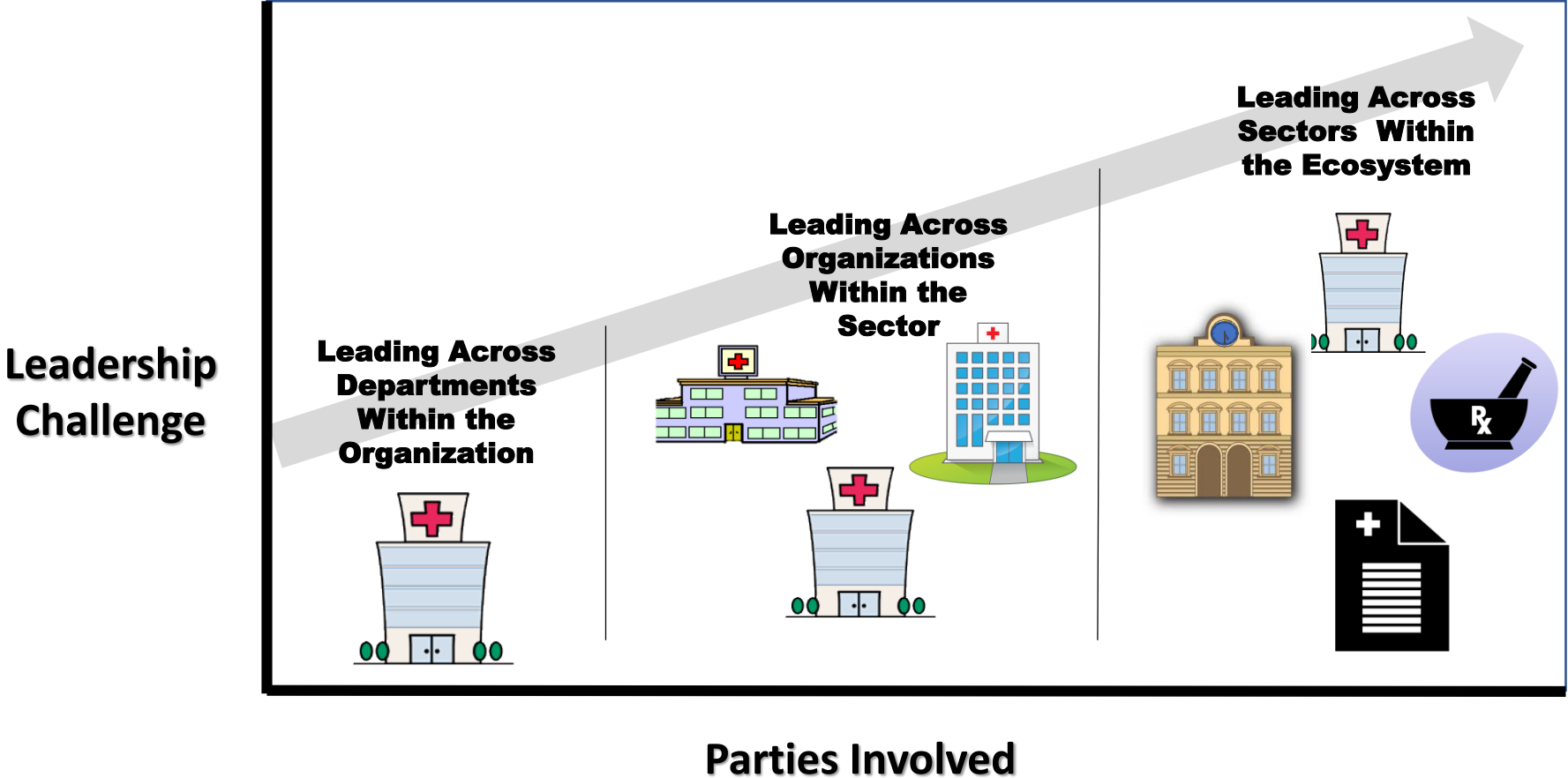
### Payers...

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

# The Health Ecosystem Leader

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# The Health Ecosystem Leadership Challenge



# Addressing the Gap

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



# Key Leadership Requirements

Create a compelling vision



Engage diverse stakeholders



Identify, develop, and optimize partnerships, collaborations and/or organization models



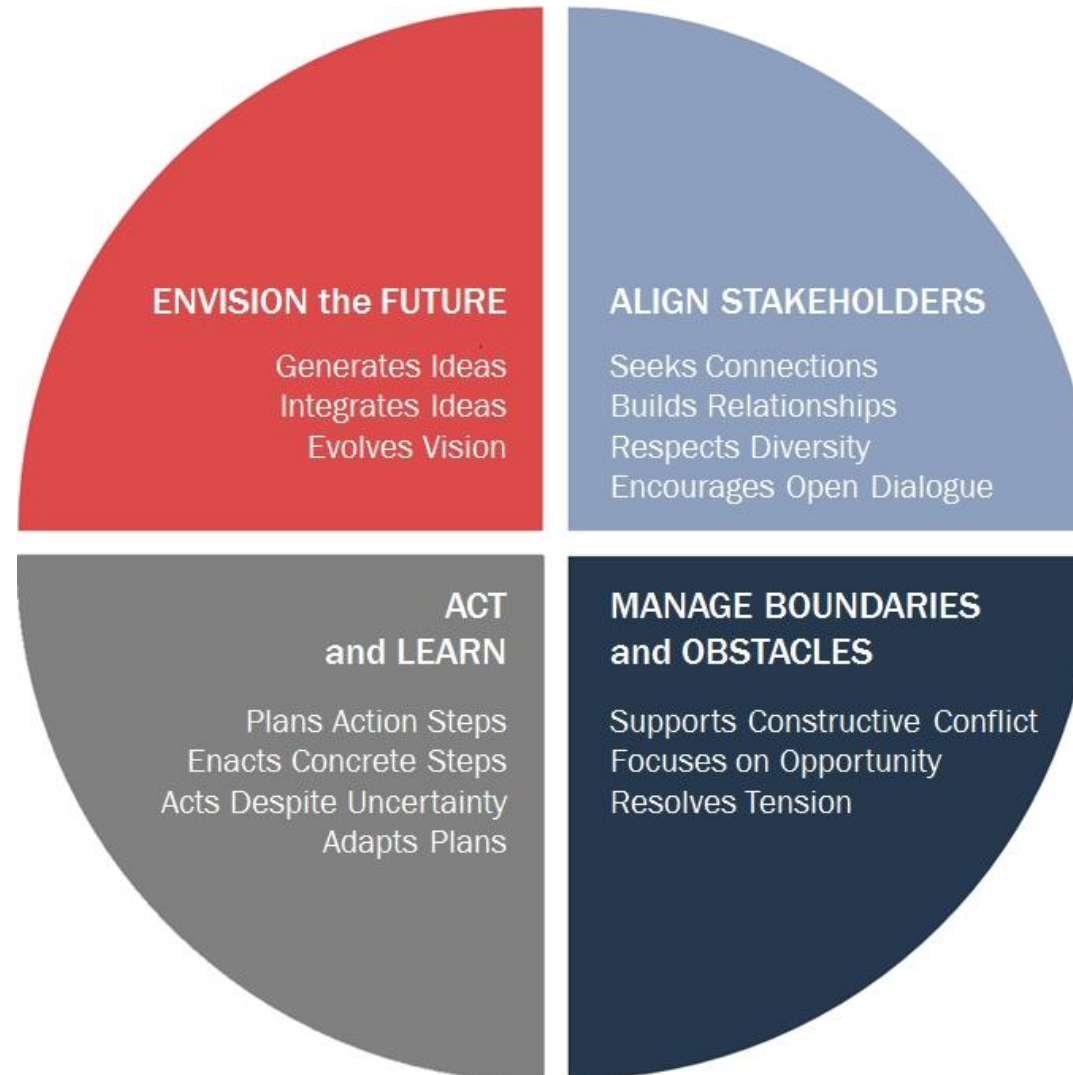
Build and align internal and external systems, processes and programs



Develop capacity of employees to lead and execute partnership strategies

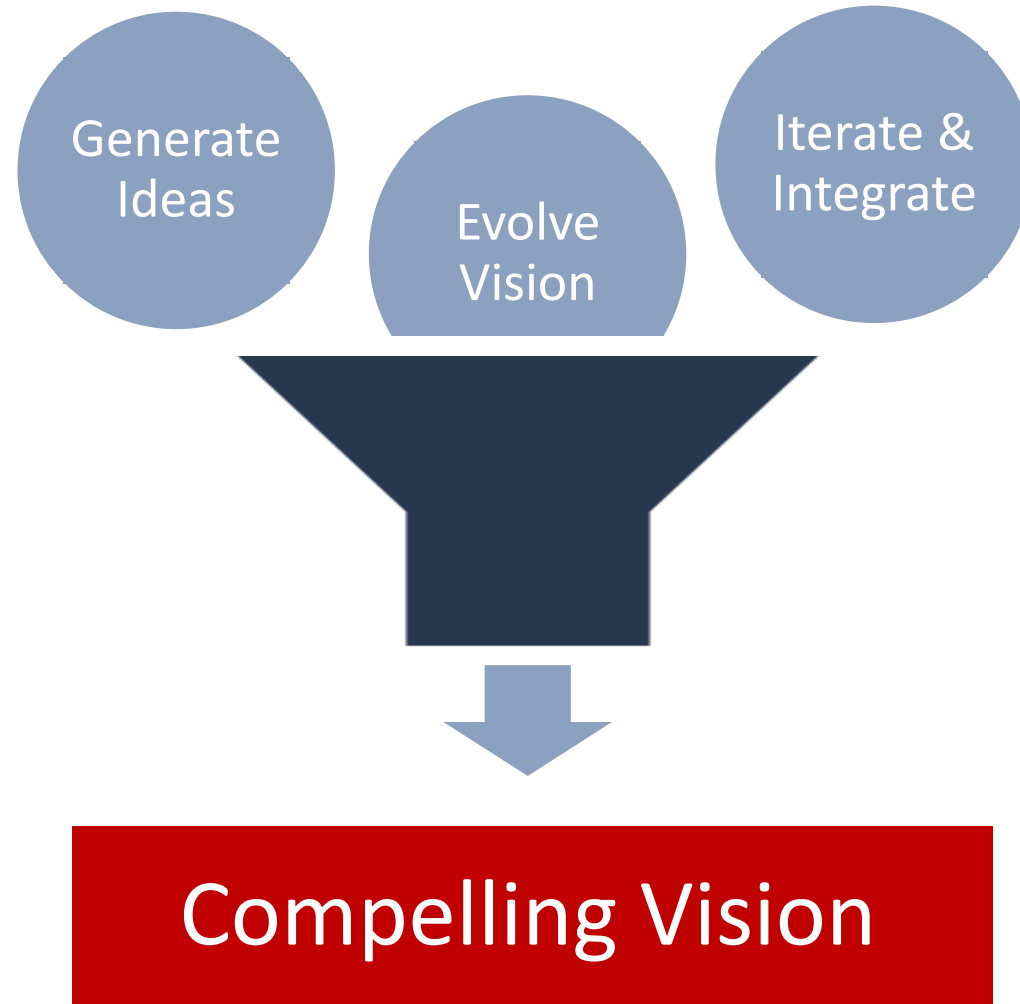


# Health Ecosystem Leadership Model© (HELM)™



# Envision the Future

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# Align Stakeholders

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Seek  
connections

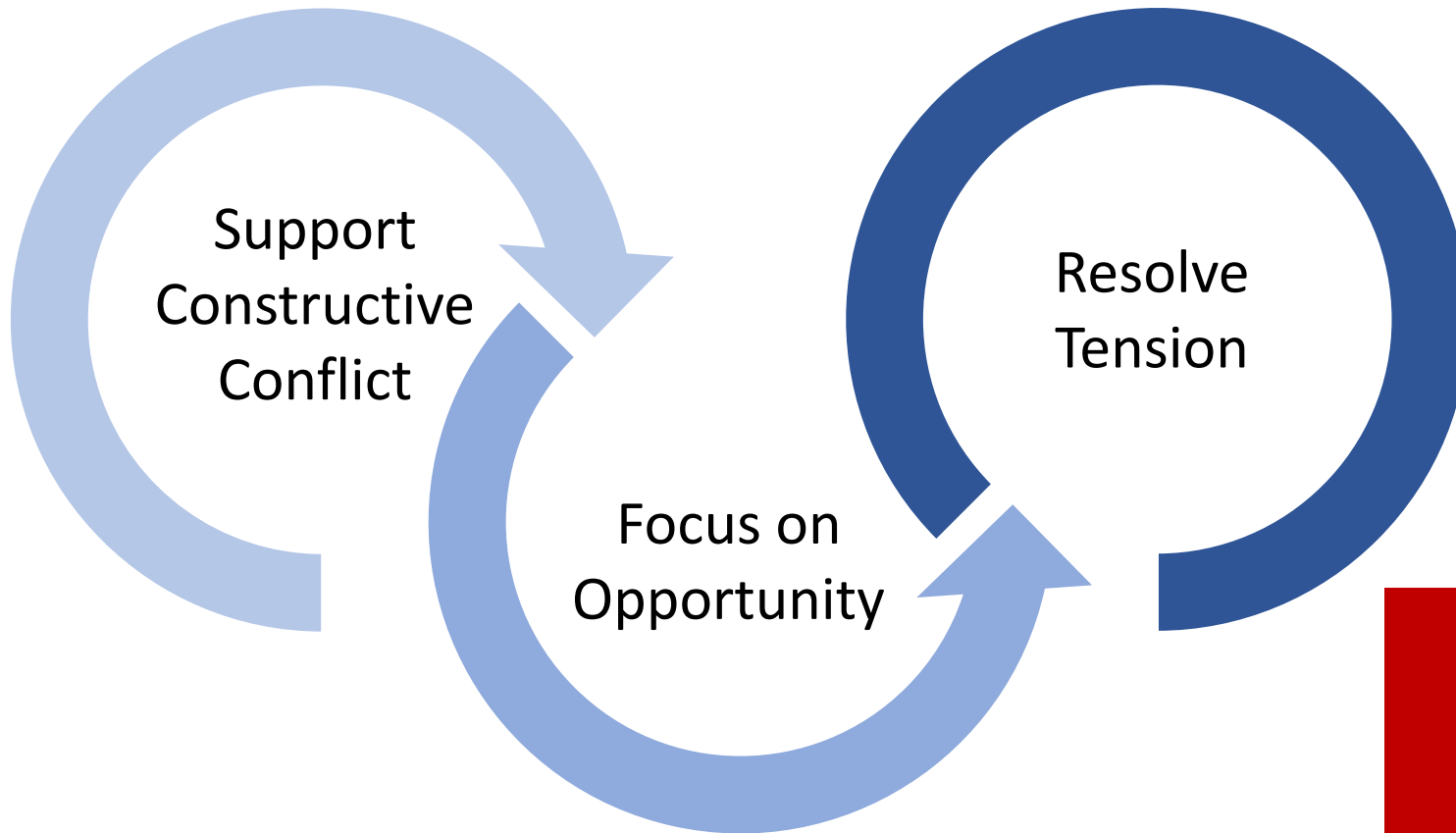
Build  
relationships

Respect  
diversity

Encourage  
open dialogue

**Collaborative Vision**

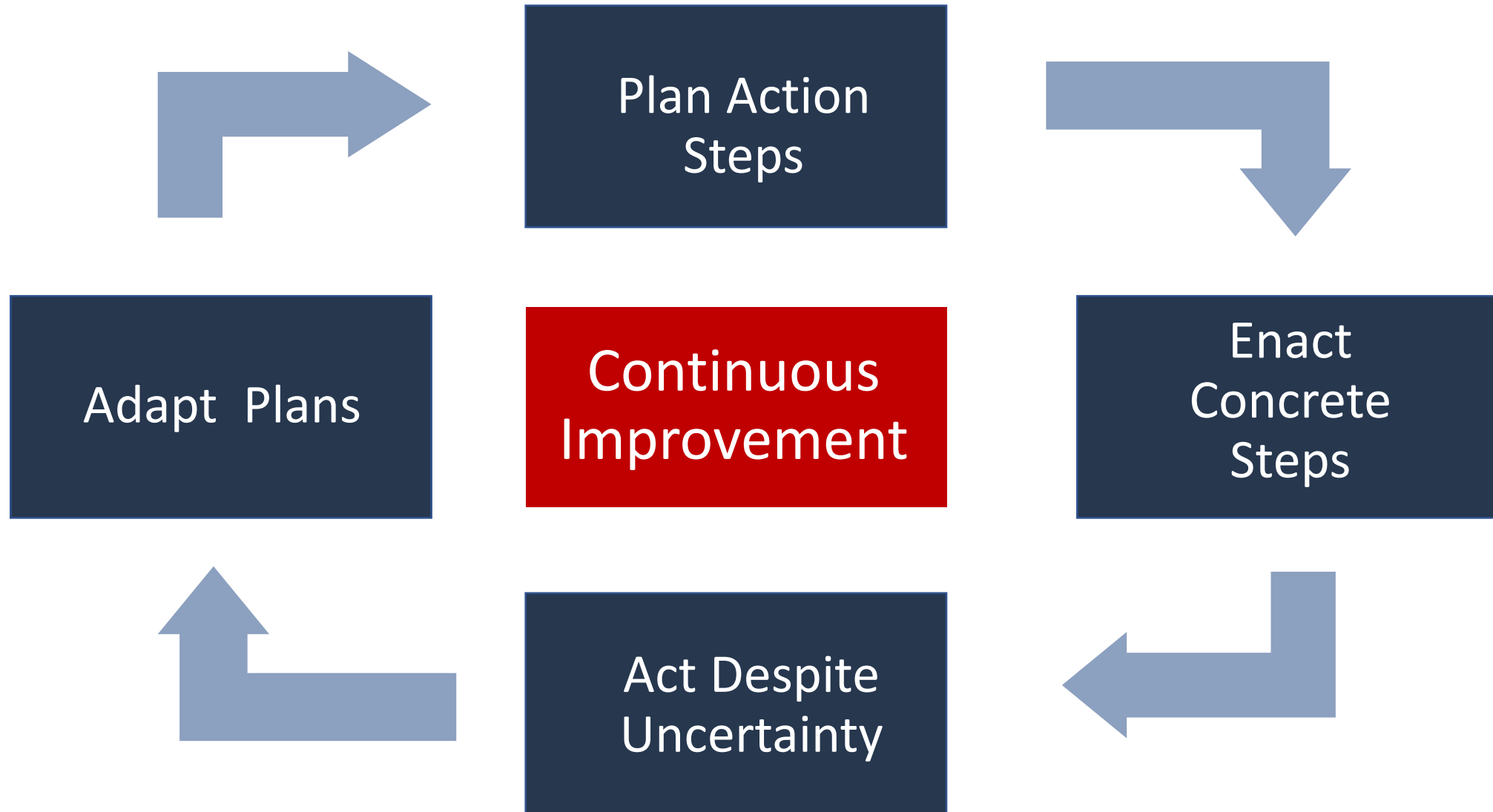
# Manage Boundaries & Obstacles



Agreement to move forward with a set of solutions

# Act and Learn

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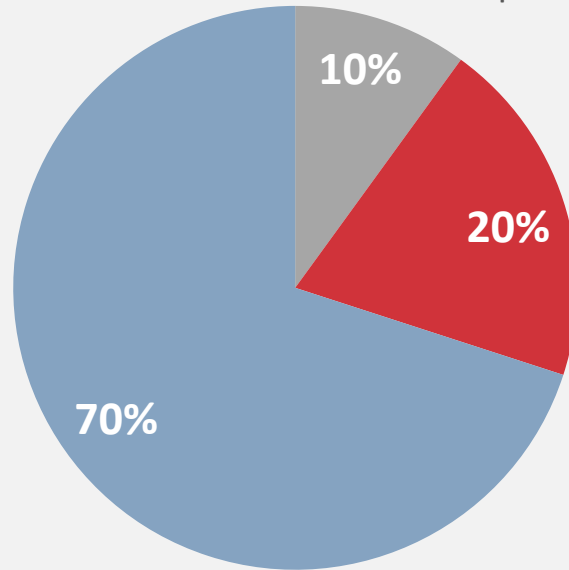


# Developing HELM Capabilities



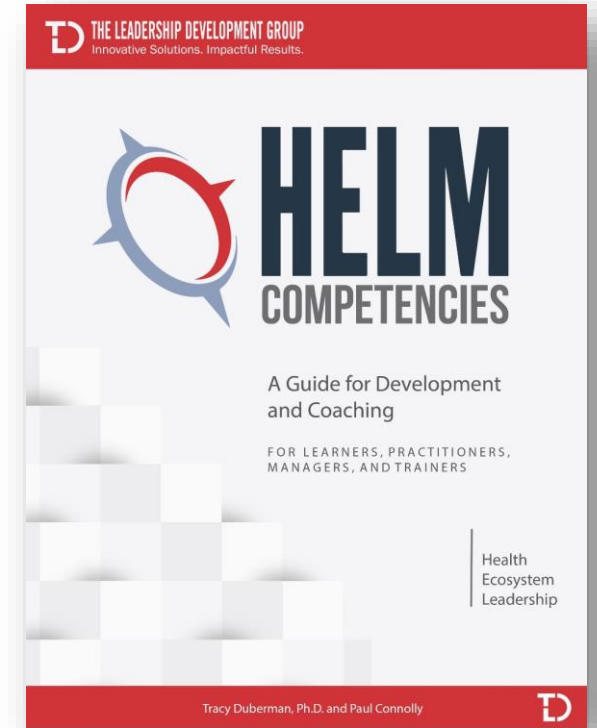
ASSESSMENT

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



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

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

# 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 a Diversity of Expertise, Perspectives, Interests, and 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 Disagreements 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.

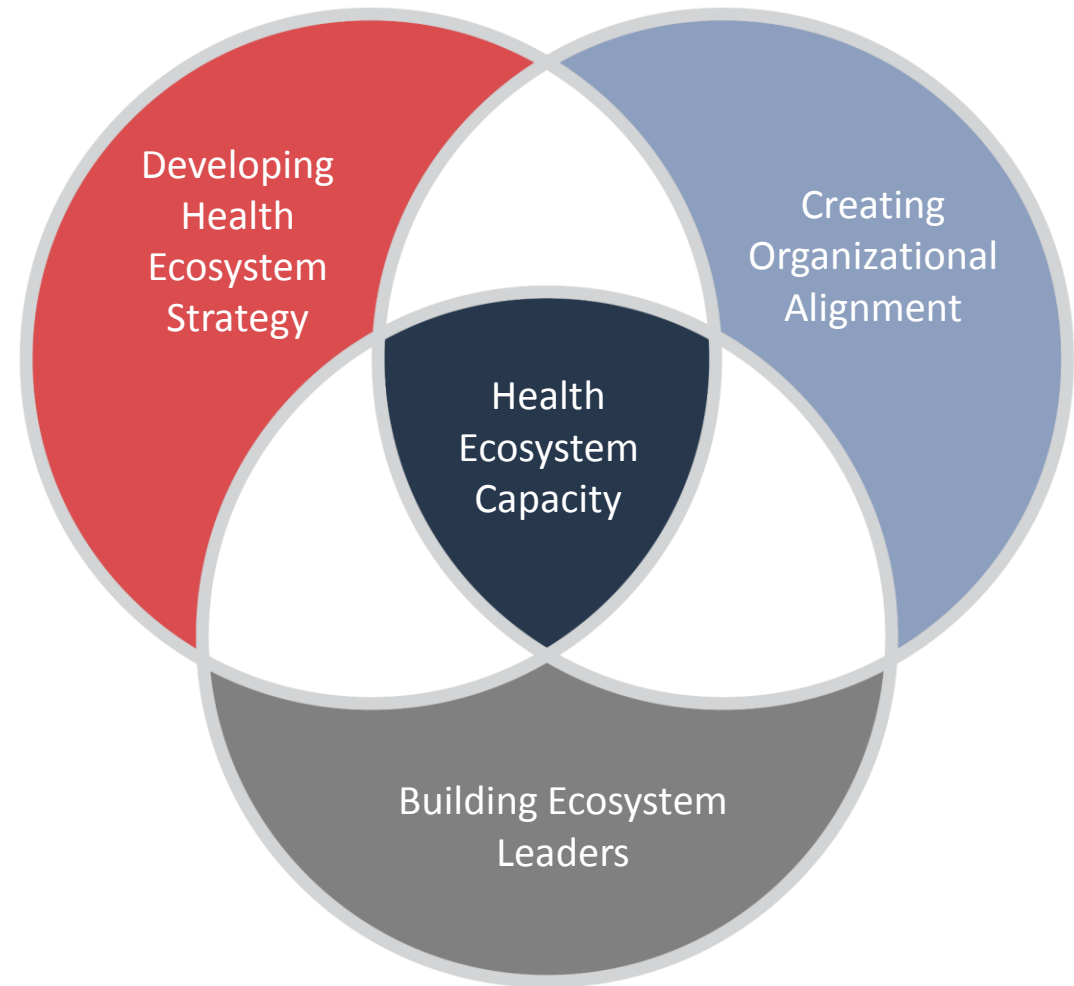
10%

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

# Building Ecosystem Capacity

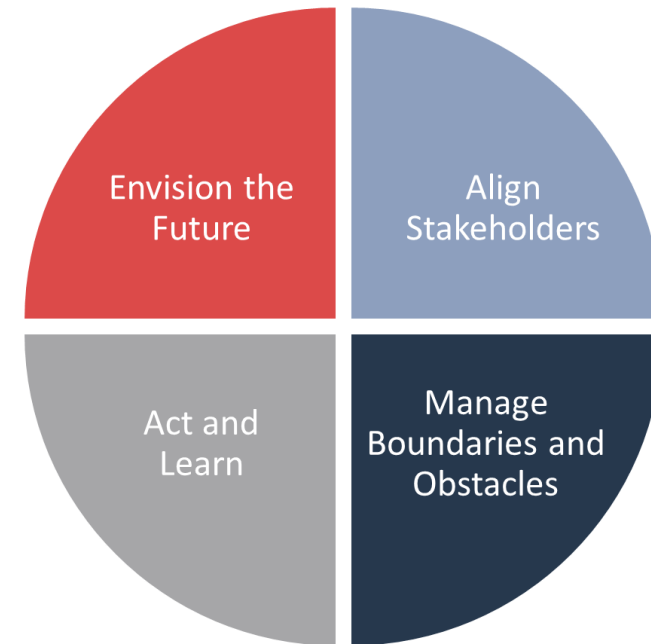
Whole-system framework for creating and implementing a cross-sector collaborative talent strategy:

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



# As population health 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?





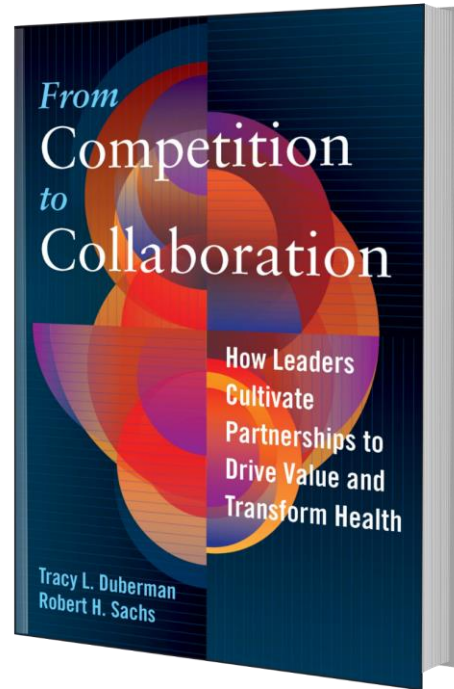
# THOUGHT LEADERSHIP

*“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



# THE LEADERSHIP DEVELOPMENT GROUP

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@WilkinsJoe

## Thank You!

# References

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Oliver Wyman, Analysis: Payers and Providers Continue to Partner, May 31, 2018

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[http://bipartisanpolicy.org/sites/default/files/5023\\_BPC\\_NutritionReport\\_FNL\\_Web.pdf](http://bipartisanpolicy.org/sites/default/files/5023_BPC_NutritionReport_FNL_Web.pdf)

