

## The Leadership Agenda

# HEALTHLEADERS MEDIA CEO EXCHANGE

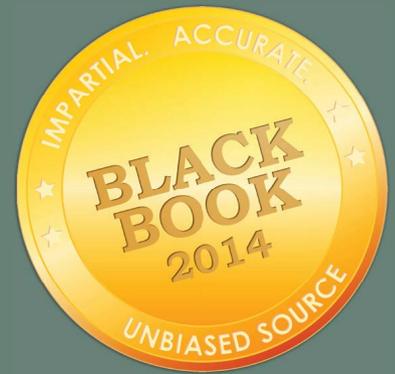
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# THE LEADERSHIP AGENDA

CEOs offer long-range vision as they meet to discuss their organizations' top concerns.



**N**early 40 top executives gathered for the HealthLeaders Media CEO Exchange in November at the Boca Beach Club in Boca Raton, Fla. Now in its second year, the CEO Exchange is structured for peer-to-peer sharing in small-group discussions, which are moderated by HealthLeaders Media editors, so that executives can share their challenges and solutions. The attendees included leaders of giant, multistate health systems such as Community Health Systems, Inc., which owns, operates, or leases 135 hospitals in 29 states; major city hospitals such as Memorial Hermann Memorial City Medical Center in Houston; large medical groups such as St. Joseph Heritage Healthcare in Irvine, Calif.; leading academic medical centers such as Medical University of South Carolina Medical Center (Charleston); and community hospitals such as Beauregard Memorial Hospital in DeRidder, La.

Exchange attendees shape the event agenda through a pre-event survey and conference calls. Three big-picture discussion topics came to the fore for this year's CEO Exchange:

- Evolving cost-reduction strategies
- The risky new payer universe
- Leading through the big clinical shift



"To me, the money for cost reduction in healthcare is in standardizing clinical care. We can buy cheaper toilet paper and we can change staffing models. But what I think we all need to do at the end of the day is get physicians organized around standardizing clinical medicine. That is our challenge."

—Joseph Golbus, MD, president, NorthShore Medical Group, Evanston, Ill.

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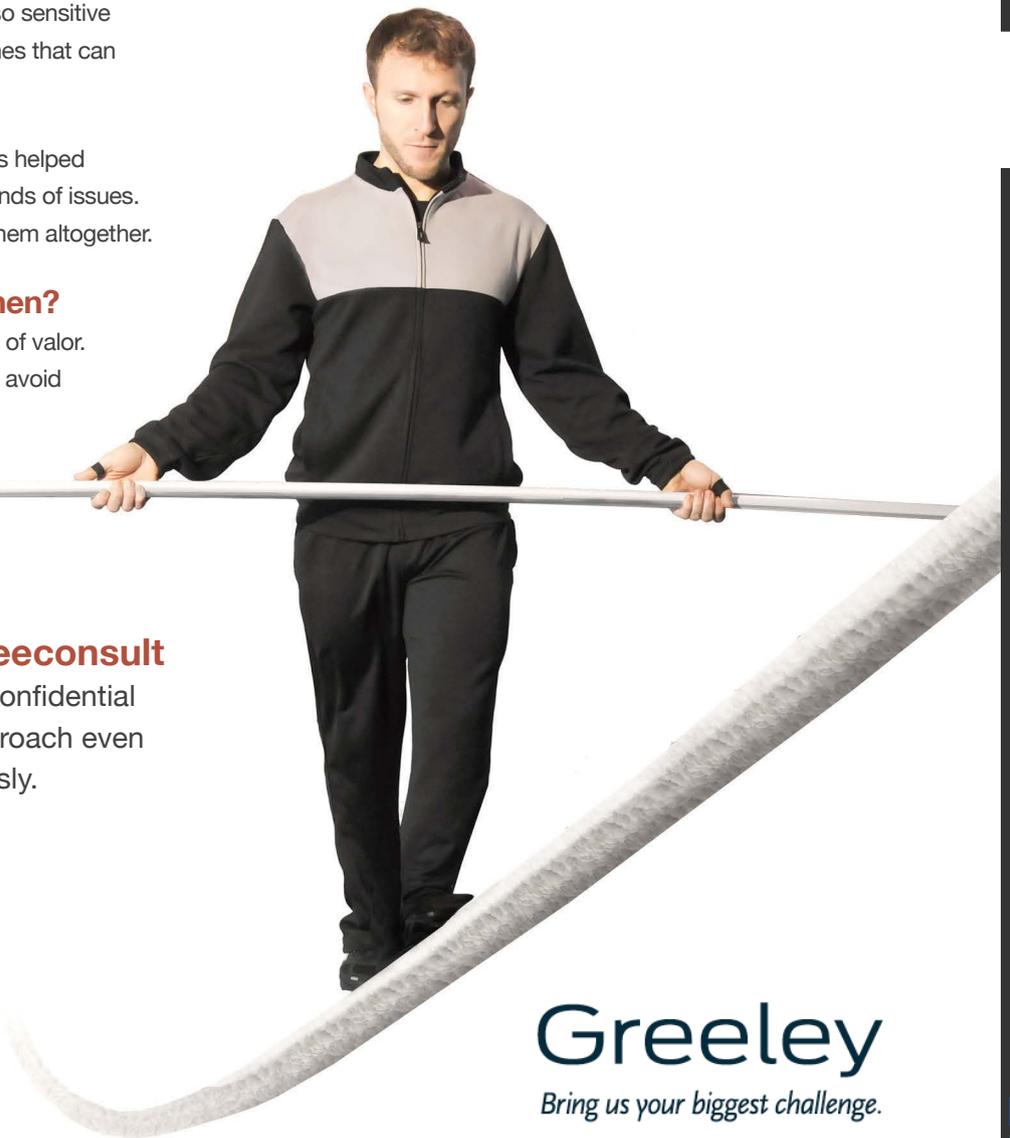
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These topics mirrored those of the earlier HealthLeaders Media CFO Exchange, which took place in August at the Broadmoor resort in Colorado Springs, Colo. But the CEOs and CFOs took different perspectives on the whole; whereas CFOs sought cost-reduction tips that could be implemented quickly, the CEOs looked for long-term solutions to the cost crunch that is hitting most healthcare organizations.

The top financial priorities identified by CEO attendees in the pre-event survey were, overwhelmingly, overall cost reduction and efficiency, followed by reimbursement/impact of healthcare reform. Those issues were also tagged

as the biggest challenges facing their organizations. Programs such as Lean and Six Sigma were deemed effective by a majority of CEO Exchange attendees. But in discussions, they returned again and again to the widespread waste in healthcare delivery, to the opportunities within redesigned primary care, and to the need to work better with partners across the care continuum.

The shifting ground between healthcare providers and payers is forcing executives to consider risk management more than ever before. As reimbursements shift to pay-for-performance, leaders must decide how to take on risk prudently. Risk-based



"The problem is, it's not what happens in your four walls. It's what happens after the patient leaves your hospital: 85% of your patients are going to the skilled [nursing] facility, so your cost is \$5,000 more than the big centers in other parts of the country, where 85% of their patients are going to home care. ... We've got a lot of cost out. We've held our overall expense increase to just about zero for the last five years. We've implemented a whole bunch of changes. ... But I have to be much more aware of what happens when the patients leave my hospital."

—Kurt A. Barwis, president and CEO, Bristol (Conn.) Hospital and Health Care Group, Inc.

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Benefis Health System

**Steve Ballock**  
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**Laura Goldhahn**  
President  
Benefis Hospitals

**John Goodnow**  
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reimbursement arrangements such as bundled payments create an opportunity to align incentives to improve the quality of care, reduce cost, and improve patient experience.

CEO Exchange members discussed the “big clinical shift” forced by healthcare reform legislation and shifts in business model fundamentals. Fee-for-service will give way to value-based care and population health management, but at different paces in dissimilar markets. Executives debate where the tipping point lies; some say the shift has already happened with their ongoing value-based contracts or ACO participation, while others vow to hold on to fee-for-service as long as possible. A quarter of CEO

Exchange attendees say their organizations operate active value-based contracts covering more than 5,000 lives, and another 36% say they are testing pilot value-based contracts. But 39% have gotten no further than initial discussions, at most.

HealthLeaders Media will continue to explore these healthcare mega-trends through Insights Reports based on CEO Exchange discussions, which will be available for free download at [www.healthleadersmedia.com](http://www.healthleadersmedia.com).

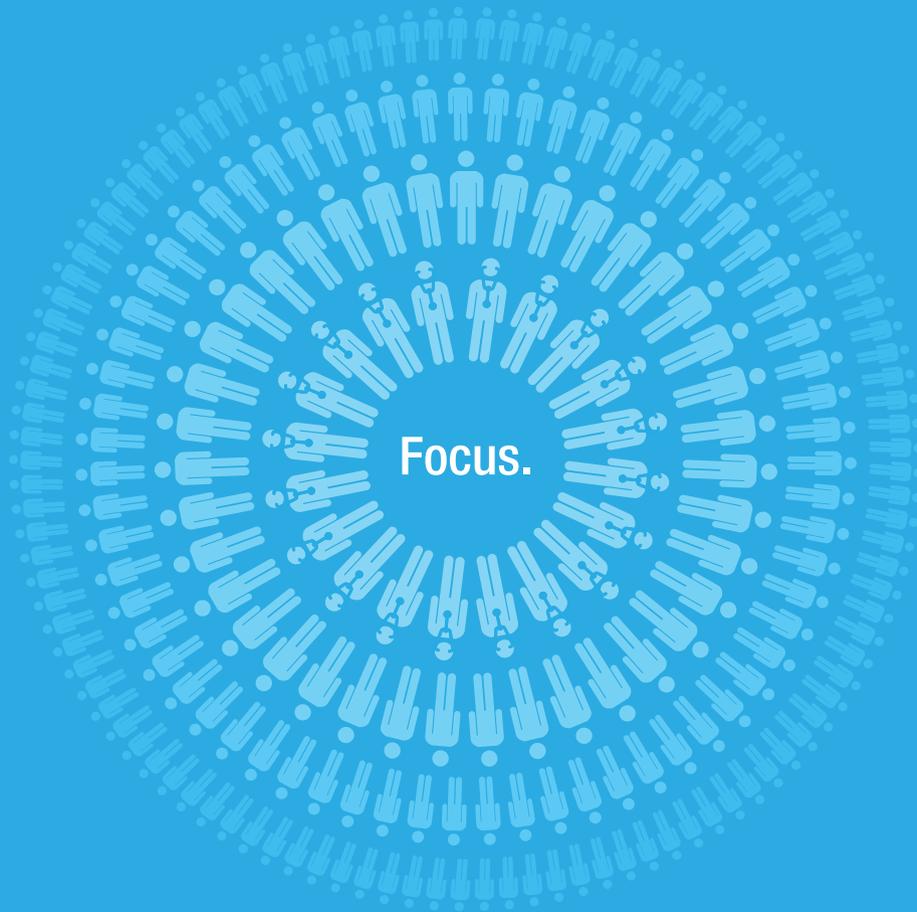
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*Edward Prewitt is editorial director for HealthLeaders Media. He may be contacted at [eprewitt@healthleadersmedia.com](mailto:eprewitt@healthleadersmedia.com).*

**“We’re in that cultural journey of true alignment and as part of that are putting together a clinically integrated network. We know we’re going to do some form of risk-bearing, whether it’s our own plan or a percent of premium cap model or another form. That’s primarily because our payer mix is so challenging because of our demographics, and it’s the right thing to do. Transforming Medicare and Medicaid into a different payer source is absolutely essential to our long-range success.”**

—Ronald A. Paulus, MD, MBA, president and CEO, Mission Health, Asheville, N.C.





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CEO  
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Group, Inc. / Bristol, Conn.



**Britt Berrett**

PRESIDENT AND CEO  
Texas Health Presbyterian Hospital  
Dallas / Dallas



**David T. Brooks,  
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PRESIDENT  
St. John Hospital & Medical Center /  
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**C.R. Burke**

PRESIDENT AND CEO  
St. Joseph Heritage Healthcare /  
Irvine, Calif.



**Patrick Cawley, MD,  
MHM, FACHE**

CEO  
Medical University of South Carolina  
Medical Center; Vice President for Clinical  
Operations  
Medical University of South Carolina



**Alan H. Channing**

PRESIDENT AND CEO  
Sinai Health System / Chicago



**Patrick A. Charmel**

PRESIDENT AND CEO  
Griffin Health Services Corporation /  
Derby, Conn.



**Jonathan Davis,  
FACHE**

PRESIDENT  
Methodist Charlton Medical Center / Dallas



**Jerry Fedele**

PRESIDENT AND CEO  
Boca Raton Regional Hospital /  
Boca Raton, Fla.



**Joseph Golbus, MD**

PRESIDENT  
NorthShore Medical Group / Evanston, Ill.



**Charles E. Hart, MD, MS**

PRESIDENT AND CEO  
Regional Health, Inc. / Rapid City, S.D.



**John M. Hauptert,  
FACHE**

PRESIDENT AND CEO  
Grady Health System / Atlanta



**William S. Hussey**

PRESIDENT OF DIVISION IV  
Community Health Systems / Franklin, Tenn.



**J. Thomas Jones**

PRESIDENT AND CEO  
West Virginia United Health System /  
Fairmont, W.Va.



**John A. (Jack) Kolosky**

EXECUTIVE VP/COO, HOSPITAL  
PRESIDENT  
H. Lee Moffitt Cancer Center & Research  
Institute / Tampa, Fla.



**Seth Kronenberg, MD**

MEDICAL DIRECTOR  
Crouse Medical Practice / Syracuse, N.Y.



**Wright L. Lassiter III**

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Alameda Health System / Oakland, Calif.



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Grinnell, Iowa



**Doug Luckett**

INTERIM CEO  
CaroMont Regional Medical Center and  
CaroMont Health / Gastonia, N.C.



**Dan Moen**

CEO  
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**Steve Newton**

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**Ronald A. Paulus,  
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PRESIDENT AND CEO  
Mission Health System / Asheville, N.C.



**John Popovich Jr., MD**

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Gundersen Lutheran Health System /  
La Crosse, Wis.



**Todd Werner**  
CEO  
Banner Gateway Medical Center / Gilbert, Ariz.



**Michael Rowan**  
EXECUTIVE VICE PRESIDENT AND  
CHIEF OPERATING OFFICER  
Catholic Health Initiatives/Denver



**Nathan Tudor**  
CEO  
Beauregard Memorial Hospital /  
DeRidder, La.



**Michael (Mike)  
Wiechart**  
SENIOR VICE PRESIDENT AND CHIEF  
OPERATING OFFICER  
Capella Healthcare / Franklin, Tenn.



**Ninfa M. Saunders,  
DHA, MBA, MSN,  
FACHE**  
PRESIDENT AND CEO  
Central Georgia Health System and the Medical  
Center of Central Georgia / Macon, Ga.



**Michael O. Ugwueke,  
DHA, FACHE**  
EXECUTIVE VICE PRESIDENT AND CHIEF  
OPERATING OFFICER  
Methodist Le Bonheur Healthcare /  
Memphis, Tenn.



**Mike Wiltermood**  
PRESIDENT AND CEO  
Enloe Medical Center / Chico, Calif.



**Steve Simonin**  
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Iowa Specialty Hospital, Clarion and Iowa  
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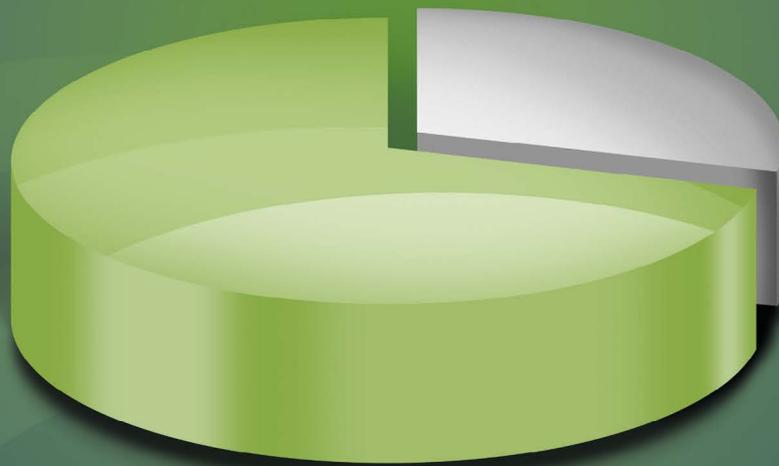
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