

---

## In This Issue

---

### C-Suite Executives Come up Short on Collaboration



**IP Insight:** The healthcare system must create leadership programs focused on collaboration, strategic response to new and emerging trends, and disciplined interaction with technology.

Just 21% of public sector employees think C-Suite executives collaborate on strategic projects, according to the [2018 Global Human Capital Trends Survey](#) from Deloitte.

New technologies and career pathways also received low scores from the 800 public sector professionals surveyed. Sixty-three percent of survey respondents believe that cognitive technology and AI will impact the workforce within the next two years.

However, 69% cite organizational response to change and lackluster interaction with technology as barriers to AI and robotics adoption.

## Supporting Front line Healthcare Workers in Clinician Shortage

With the healthcare industry facing a clinician shortage of between 42,600 and 121,300 physicians by the end of the next decade, some experts have asserted that non-physicians are key to driving better patient access to quality care.

Hiring front line healthcare workers could enhance care quality, support the patient experience, and supplement providers during the growing clinician shortage.

The addition of non-clinical staff to undertake timely administrative processes such as paperwork will help lessen the overall physician turnover rate.

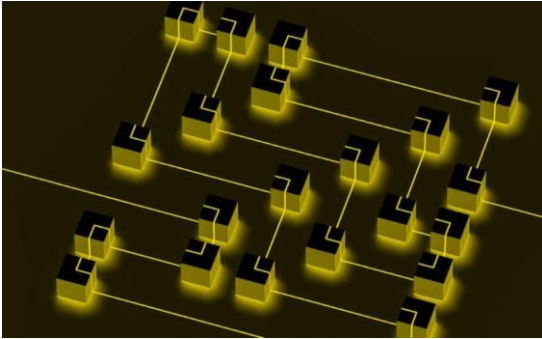
Click [here](#) for the full report



***IP Insight:*** Healthcare C-Suite executives need to understand the value of their front line workforce in providing that holistic team-based care that they want to see happen throughout their organizations. Working with the HR department and clinical leaders can help to form a strategy for hiring additional support staff for providers.

## The Data Security Challenges Plaguing Healthcare

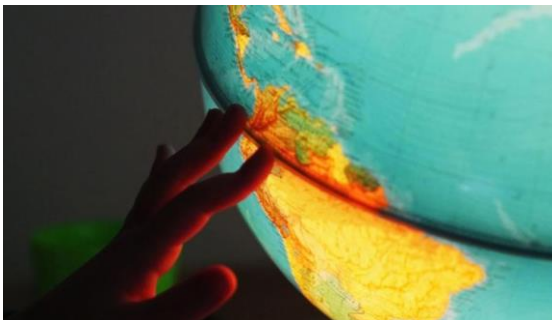
Frequent cyber-attacks are a grim reality of our tech-savvy society. The healthcare industry is particularly vulnerable to these attacks given the wealth of information found in medical records, including personal identifiers, insurance details and prescription numbers.



According to HIPAA Journal: June 2018 saw 33 separate breaches which exposed more than 356,000 patient healthcare records. Of those breaches, more than 80 percent involved hacking, IT infrastructure failure or unauthorized access. When implementing a data security strategy consider these obstacles.

**IP Insight:** Healthcare C-Suite executives need to collaborate with all stakeholders on data security. Leaders must construct and execute on a fluid data security strategy in order to thwart off the increasing number of cyber-attacks occurring in the industry.

## Low Unemployment May Transform the Talent Race



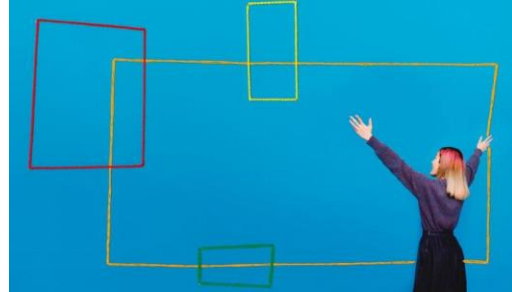
Low unemployment could transform the talent acquisition process, according to the [Worldcomm Confidence Index 2018 survey](#) of C-suites executives.

Employees have emerged as executives' second most vital target—right after customers. Employee engagement is now job one, according to [Gallup](#), with proven gains in customer metrics, productivity, sales and profitability.

**IP Insight:** C-Suite executives must run the highly competitive talent race via brand enhancement, diversity and inclusion, family friendliness, attention to mission and vision, and authentic opportunities for high-level engagement and participation.

## CMO's Must Connect with the Business Needs of C-Suite Executives

Chief Marketing Officers (CMO's) may lack the knowledge and experience needed to take on responsibilities for revenue growth strategy and redesign of the customer experience, according to a [study](#) from the CMO Council at Deloitte.



**IP Insight:** C-Suite executives within healthcare organizations must recruit and develop CMO's who will create growth opportunities via partnerships and collaboration and deliver the data and intelligence needed to reach new customers, segments and markets. CMO's must speak the language of the business of healthcare.

## CIO's See IT Talent Gaps

Half of CIO's think their organizations lack adequate talent in big data and analytics, according to a [survey](#) from Harvey Nash and KPMG.

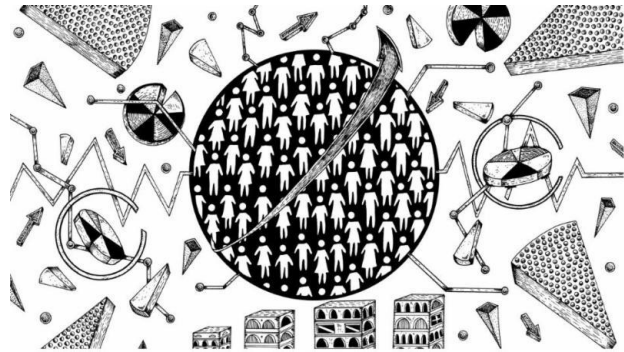


CIO's representing 85 countries report shortages in the following areas: big data analytics (46%), technical architecture (36%), security and resilience (35%), enterprise architecture (35%), and business analysis (31%).

**IP Insight:** Healthcare C-Suite executives must recruit talent at the CIO, CMIO, CINO and CTO level. However, organizations also need to hire and retain talent with the right mix of knowledge, experience, skill and interpersonal savvy to function within HIT teams and address the demands of big data and analytics.

## How Big Data is Changing the CFO role in Healthcare

Due to the influx of big data, several corporate Finance functions are unable to deliver accurate insight. The difficulty involved with integrating financial and non-financial data, lack of relevant skills within finance teams, and ineffective collaboration among C-suite peers on decision making all impact the CFO roles overall performance



To move forward with data intelligence, finance leaders need to ensure their team plays a key stewardship role in managing enterprise data. According to [Healthcare Finance](#), this involves working closely with IT to transform systems by unlocking data that is confined to organizational silos and legacy systems.

**IP Insight:** The influx of Big Data has affected the C-Suite as whole, but most importantly the CFO function. This role must now balance traditional responsibilities with growing demand for data-driven analysis and insights to help manage risks, spot new opportunities, and weather economic shocks and volatility. The ability of finance to deliver quality insights quickly and to the right people creates great strategic

## HR Leaders Zero in on Culture to Attract, Retain Talent



HR leaders have shifted their focus to talent management activities that enhance employee engagement and culture, according to the annual [Paychex Pulse of HR survey](#)

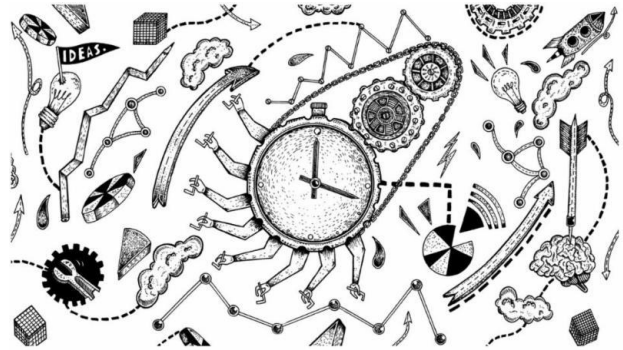
Eighty-five percent of HR leaders surveyed report a focus on company culture to drive results, while 77% claim that their HR technology solution enhances the employee experience. 83% have discrimination and harassment policies in place with 65% having completed updates within the last six months. 67% have reviewed compensation practices in light of gender equality discussions.

**IP Insight:** Healthcare C-Suites need to stay in touch with employees' needs for engagement—whether through diversity and inclusion initiatives or career development programs. Dialogue is very essential when addressing tough issues such as compensation and work environment; now that Millennial's are the largest segment of the workforce, leaders need to recognize their pronounced passion and idealism towards work.

## CEO's Make the Most of Time

CEO's pursue their all-consuming jobs by maintaining an agenda and relying on their direct reports, according to a study in [Harvard Business Review](#)

CEO's have an average of 37 meetings per week, which are often essential to fulfill the CEO role. Less necessary is extended travel, which can prevent idea implementation.



**IP Insight:** Healthcare C-Suite executives should collaborate to develop strategies to avoid e-mails, curtail routine activities, and make meetings shorter and more effective. Other recommendations: Rely on face-to-face interaction, sustain a business agenda, and separate your personal life from your work life.

## Not-for-Profit Leaders Deserve Leadership Development

Just 20% of 1,200 not-for-profit leaders report being confident enough in their leadership abilities to offer team members support in achieving team goals cited in this [report](#).



Many have plans to leave their current positions with 70% reporting they will probably do so within the next five years. Just 20% of not-for-profit leaders have a succession plan in place for leadership positions.

**IP Insight:** Leadership development programs pay off. Leaders who are trained and coached are better able to respond to unpredictable developments and are more likely to excel at trust building, change management, performance management, and conflict resolution. If executives perceive opportunities for career growth and development, they're less likely to leave an organization prematurely.

