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New Traits of the Healthcare Executive

Healthcare delivery is transforming more rapidly and widely in response to digitization, and leaders will determine how organizations can prepare to serve patients and consumers in an environment dominated by consumer and provider technologies, value-based care, population health, engagement and experience.

**Keep your eyes open for the arrival of our special report:
The Changing Role of the Healthcare Chief Human Resources Officer,
by Curt Lucas and Chris Corwin.**

The Digital Healthcare Executive

Digitization has accelerated the need for change, innovation and a new brand of healthcare leadership. Unfortunately, research shows that only a small percentage of organizations currently invest in cultivating this essential leadership capability.

InveniasPartners Insight: *The emergence of the digital healthcare executive beyond the confines of information technology demands fresh knowledge, skill, experience and leadership style. C-Suite decision makers must find out if current and prospective executives can provide the required levels of digital leadership. Among the questions:*

- **Make the Digital Shift:** *How well does the executive understand the significance of digital products and services and tech-facilitated performance management and innovation?*
- **Experiment and Innovate:** *Is the executive willing to play and innovate within the digital sandbox, trying, failing and then trying again?*
- **Build the Tribe:** *Has the executive built a band of followers based on trust, respect and shared excitement over digital innovation?*
- **Go Outside:** *Does the executive tap into the digital innovations of varied markets and industries-from entertainment, science and sports, to hospitality, manufacturing and aviation?*
- **Re-engineer Culture:** *Has the executive built a culture anchored in digital transformation rather than hierarchy and explicit direction?*
- **M-Development:** *Is the executive committed to recruit, develop, reward, develop and retain tech-savvy Millennials?*
- **Team Power:** *Has the executive built used teams to build systems that assess, develop and accelerate clinical and business performance?*
- **Data Clout:** *Is the executive committed to the collection, storage, access and analysis of employee, clinical and business data and information?*

Human Capital Trends: What They Mean for Healthcare Leadership

Deloitte has outlined multiple trends in its [2017 Human Capital Trends](#) report. As organizations across the globe shift priorities for talent acquisition and development, so will U.S. hospitals, health systems, academic medical centers and medical groups. Among the critical trends and strategies for healthcare:

Organizations will perform through fluid teams and networks rather than rigid hierarchies. Those that once depended on top-down leadership behavior have restructured themselves around teams and networks.



InveniasPartners Insight: *Accelerate opportunities for idea sharing and collaboration within and among tech-supported teams and networks. Avoid heavy dependence on authority-driven leadership behaviors.*

Cognitive diversity will emerge as a new criterion for talent acquisition and development. HIMSS17 proved the point: The healthcare industry is deeply engaged in the transition toward artificial intelligence, machine learning, cognitive computing natural language processing and self-learning. Expect talent acquisition and development professionals to recruit and develop executives who represent variations in cognitive style.

***InveniasPartners Insight:** Expand the organization's notion of diversity and inclusion to embrace cognitive diversity, which incorporates variations in perception, judgment, categorization and visual and spatial processing. Take a second look at executive talent that "thinks different."*

Culture, engagement and experience will emerge as job one. Traditional workforce engagement is no longer enough; the focus has turned to what workplace and community experience mean to executives, managers, clinicians, and employees.

***InveniasPartners Insight:** Build a culture that sustains satisfaction, growth and well-being among senior, C-Suite and board executives and employees; one size won't fit all. Query executives about the programs, services and benefits that define a satisfying work experience. Three variables feed into a positive workplace experience:*

- **Culture:** Culture includes organizational structure, leadership and work styles, compensation, benefits and perks, performance expectations and mission, vision and values.
- **Technology:** Technology embraces business and clinical systems, mobile devices, applications, digital transformation and user involvement in tech system design and implementation.
- **Design and Space:** Design and space points to facilities and work areas that contribute to clinical and business performance (quality, safety, cost, access and equity), creativity and innovation.

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