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Inside the C-Suite

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Are you a healthcare C-Suite innovator?

InveniasPartners, a Chicago-based executive search, assessment and talent management firm, supports hospitals, health systems, payers and medical groups in their quest to find top c-suite and board talent.



Few C-suite executive leadership skills are in more demand than innovation and transformation. The National Healthcare Innovation Summit (<http://www.healthcareinnovationsummit.org>), which was held in Chicago in July 2015, showcased innovations ranging from precision medicine and artificial intelligence, to telehealth and robotics. But how can the healthcare C-Suite drive innovation? Discover your innovation IQ by reacting to the following statements:

Trend Tracking: The C-Suite and board benefit from a disciplined process for tracking healthcare, social, economic and technological trends.

Comment: As you review trends like value-based reimbursement, population health and virtual reality, are you able to answer the following questions?

- What is the trend?
- How prevalent or widespread is the trend?
- What is the likely impact of the trend?
- What does the trend mean for this organization?
- How should this organization respond to this trend? What kinds of goals, strategies and tactics should the organization implement?

Innovation engagement: The C-Suite has developed and implemented a process for involving multiple parties in both the overarching innovation process and specific innovation projects.

Comment: Innovation accelerates if you involve consumers, patients, physicians, nurses, employees, managers and community leaders in the process. Give diverse constituencies the opportunity to share needs, preferences and a vision for the future.

Strategic thinking: The C-Suite has created a process by which it identifies the organization's lead opportunities paired with workable strategies and tactics.

Comment: Just as stakeholders offer valuable input into underlying needs and emerging trends, they also help organizations zero in on strategies and tactics. Consider involving vendors, consultants and healthcare thought leaders in these discussions.

Service line development and re-engineering: The C-Suite has created a process by which it evaluates service lines, which could lead to service line re-engineering, elimination or development of new service lines.

Comment: Many organizations benefit from a goal that specifies how much revenue will come from new and emerging service lines. Hospitals and health systems have already developed service line growth strategies around services like orthopedics, cardiac care, imagine, neurosciences, oncology, surgery and women's health.

Core Healthcare Competencies: The C-Suite understands the organization's core competencies, including patient-centered care, interdisciplinary teams, evidence-based practice, quality improvement and informatics as cited by the Institute of Medicine in its 2015 report, Health Professions Education, A Bridge to Quality.

Comment: Innovative organizations build upon their core competencies. They link long-term strategies with short-term tactics, investments and integration of clinical and information technologies.

Talent and Skill: The C-Suite has made people a priority through recruitment, retention and development of top executives, manager, clinicians, and employees. These individuals have the knowledge, skill, experience and financial support needed to generate fresh ideas and move the organization forward.

Comment: Innovation isn't confined to the healthcare C-Suite an board. A culture of breakthrough thinking, risk taking and trailblazing leadership must permeate the entire organization-from environmental services an dietary, to cardiology and neurosciences.

Systems Are Go: The C-Suite insists on systems that provide structure, discipline and rigor to innovations, transformation and change management. Both strategic and tactical innovations get the respect, funding and management support they need to make a long-term impact.

Comment: Innovation goes far beyond the stereotypical light-bulb moment. Innovative executives, clinicians and managers integrate innovations with existing clinical, operational and financial systems and performance management goals.

Innovation that Endures: The C-Suite has designed a framework to help innovations thrive for years to come.

Comment: Rather than fostering "flash-in-the-pan" innovations, the C-Suite must champion a process that monitors, evaluates, adjusts and re-engineers innovations based on changing market

conditions, customer feedback or shifts in technology.

Your next interview with a healthcare executive recruitment firm or prospective employer will offer an opportunity to showcase your knowledge, skill and experience as a healthcare innovator. Create back stories on how you mobilize talent, technology, processes and systems that made innovation possible.

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Definition of Invenias

In*ven*i*as verb \in -`ven - ē - əs\

1. To Find
2. Discover
3. To come upon by searching or effort