

INSIDE THE C-SUITE

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Q&A with Curt Lucas, President and CEO, InveniasPartners



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.

Madeline Lazarz, Senior Associate at InveniasPartners, interviewed Curt Lucas, president and CEO of Chicago-based InveniasPartners, about the trends, implications, and strategies documented in *The Evolving Healthcare C-Suite: Trends, Predictions and Strategic Advice*, a white paper being released October 19th, 2015. This is the first of a three-part interview series on the white paper. Subsequent interviews with Lucas will focus on strategies for executive recruitment, assessment and development and new and emerging trends within healthcare c-suites and boards.

Lazarz: Why did you develop this white paper?

Lucas: InveniasPartners wanted high-level c-suite executives to tell us what organizations wanted from their leaders. More organizations are looking outside of healthcare for c-suite and board talent. They're also demanding more complex knowledge and skill sets. They want executives who will innovate, mobilize employees, engage and align clinicians and orchestrate deals, partnerships and alliances. InveniasPartners also wanted to deliver practical, strategic advice of how c-suites and boards can best recruit, assess and develop talent enterprise wide.

Lazarz: What was the biggest surprise in developing this white paper?

Lucas: Well, it wasn't a surprise, but we were delighted to see how skillfully c-suite executives led their organizations. These executives are willing to explore new business models to improve clinical, financial and operational performance. They're eager to leverage organizational assets and strengths, repositioning an organization along the expanding continuum of care. And they're willing to bridge performance gaps through partnerships, alliances and aggressive programs of talent management.

Lazarz: What are some of the most serious issues that now confront healthcare c-suites and

boards?

Lucas: It's no secret. C-suite executives and boards are concerned with value-based accountable care, consolidation, population health, declining reimbursement, and pressures to contain costs. Also high on leaders' agendas are experience and engagement, retail competition, consumer behavior, digital health and mobilizing the power of predictive analytics.

Lazarz: If I asked you to describe the ideal or prototypical c-suite executive, which words and phrases would come to mind?

Lucas: Organizations want leaders who understand what it means to think big, start small, move fast and take risks. They understand that the lone-wolf approach to change and transformation won't work. So they look for executives who will collaborate, communicate and motivate and mobilize those around them. While organizations value executive knowledge, skill and experience, they also want leaders who are emotionally intelligent-people who infuse everything they say and do with tact, discretion, respect, integrity and candor.

Lazarz: How can c-suites and boards make headway on important healthcare trends?

Lucas: Achieving momentum on these trends demands that executives and board members invest in enterprise-wide executive and management recruitment, assessment and development. It's the only way organizations will achieve gains in collaboration across the continuum, value and performance improvement, and population health management. Organizations want leaders who will champion an authentic learning organization, engaging every key player in the journey toward better health and healthcare.

Lazarz: What about the c-suite executives you've just recruited? What can they look forward to as we move toward 2020?

Lucas: Consolidation will continue, requiring executives to lead organizations through a period of ambiguity to operational and financial integration. Cost pressures will prevail, with more executives turning to strategies like lean management to do more with less. And we can't forget the presence of retail. Executives have stated to look at patients as consumers they serve for a lifetime across the continuum of care. But how do they engage and align consumers to achieve population health and value based care? Engaging a disabled Medicaid patient in his health is different from engaging a Millennial who works out four times per week? Who should healthcare engage and how? And how do we turn positive engagement and experience into enhanced health outcomes?

Lazarz: Are you planning to develop another white paper?

Lucas: Not right away. However, we are planning to develop a series of issue briefs on changing roles and responsibilities with the c-suite. Our first issue brief will focus on the chief information officer, followed by briefs on chief officers within areas like human resources, population health, clinical integration and finance.

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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

