Leadership - Assessing opportunities and making them a reality

Oregon Rural Health Conference

09.23.10
Permission

- Tsunami coming
- How will you show up?
- What actions are you taking now?
The Leadership Diamond

• Peter Koestenbaum
• What does it mean to become a successful human being?
• The philosophical task of courage
• The average person is stuck, lost, riveted to “Reality TV”
• Yet our death is certain – the hour is uncertain
“What’s the point?”

• Money alone is not ______________

• The leader reflects – Depth vs. Superficiality

• What is my destiny?

• How much evil am I willing to tolerate?

• What kind of life do I want to lead?
Market Opportunities

• Service area
• Needs
• Competition
• Strategy
• Implement
Define your service area

- Referral patterns
- Zip codes of patients
- Dartmouth Atlas
- Assess drive times
- Competition
Assess need

- Conduct demographic analysis
- Competition’s strength weakness
- Assess total demand
  - State hospital association
  - Thompson Reuters
- Physician demand vs. supply
## Market Share

<table>
<thead>
<tr>
<th>Volumes</th>
<th>2008</th>
<th>2016</th>
<th>Market</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Census</td>
<td>1.0</td>
<td>1.7</td>
<td>3.8</td>
<td>46%</td>
</tr>
<tr>
<td>Swing Census</td>
<td>2.7</td>
<td>5.2</td>
<td></td>
<td></td>
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<tr>
<td>Total IP Census</td>
<td>3.7</td>
<td>6.9</td>
<td></td>
<td></td>
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<tr>
<td>Operating Room</td>
<td>68</td>
<td>255</td>
<td>1,624</td>
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<tr>
<td>Emergency Room</td>
<td>1,417</td>
<td>1,874</td>
<td>3,470</td>
<td>54%</td>
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<tr>
<td>Radiology</td>
<td>2,609</td>
<td>4,619</td>
<td>12,184</td>
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<td>Laboratory</td>
<td>9,447</td>
<td>11,164</td>
<td>34,572</td>
<td>32%</td>
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<tr>
<td>PT/OT/ST</td>
<td>4,671</td>
<td>5,929</td>
<td>12,280</td>
<td>48%</td>
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</tbody>
</table>
Competition

- **Type**
- **Strengths**
- **Weaknesses**
- **Affiliation?**
Strategy

- Facilitated
- Collaborative
- Best & Worst case
- Iterative financial forecasts
- Alignment
Implement

- Recruitment staff & practitioners
- Facility master plan
- Funding – grants, financing
- Targeted budgets, schedules
- Team & courageous leadership
Leadership Diamond Exercise
Leadership

What acts will you take in the next month?
Credits

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- Michael Curtis, Vice President
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