Vascular Surgeons as Leaders in the Business of Medicine

Jay Cook, MD
Providence Regional Medical Center Everett
DISCLOSURES

James Cook, MD

• No relevant financial relationship reported
LEADERSHIP

Few individuals have all necessary skills for success
- “incomplete leaders”
Increasingly team based: requires relationships and partners
Requires high degree of self knowledge and awareness
Language and culture of business is not the same as surgery
Learnable skill set
<table>
<thead>
<tr>
<th>MANAGER</th>
<th>LEADER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cope with complexity</td>
<td>Cope with change</td>
</tr>
<tr>
<td>Steady state</td>
<td>New reality</td>
</tr>
<tr>
<td>Plan and budget</td>
<td>Set a direction</td>
</tr>
<tr>
<td>Organize and staff</td>
<td>Align people</td>
</tr>
<tr>
<td>Control and solve problems</td>
<td>Inspire and motivate</td>
</tr>
</tbody>
</table>

From Kotter, JP, What Leaders Really Do, HBR, December 2001
LEADERSHIP

Why The Best Hospitals Are Managed by Doctors

by James K. Stoller, Amanda Goodall, and Agnes Baker

DECEMBER 27, 2016
SURGEONS AS CEOs IN HEALTHCARE

Julie Freischlag, MD  Vascular Surgery  CEO, Wake Forest Medical Center
Toby Cosgrove, MD  Cardiac Surgery  CEO, Cleveland Clinic
Larry Kaiser, MD  Thoracic Surgery  CEO, Temple Health System
Robert Pearl, MD  Plastic Surgery  CEO, Permanente Medical Group
Charles Sorenson, MD  Urology  CEO, Intermountain Healthcare
David Torchiana, MD  Cardiac Surgery  CEO, Partners Healthcare System
Dave Williams, MD  General Surgery  CEO, University of Toronto Hospital
Imperatives in American Medicine

Lower Overall Healthcare Costs
Improve Patient Outcomes/Safety
Improve Physician Well-Being
Warren Buffett: Health care is a "tape worm" for the U.S.

By Michael Douglass

When Warren Buffett was asked Saturday about the American Health Care Act (AHCA), taxes seemed the likely topic of discussion. After all, President Donald Trump has signaled that the AHCA is the first salvo in a broader tax strategy designed to make American businesses more competitive. (And Warren Buffett has never been shy about tax policy.)

But Buffett didn't go there.

In fact, Buffett claimed at Berkshire Hathaway's (BRK-A, BRK-B) annual shareholders meeting that other corporate leaders who complain about tax rates know the real issue is health care. He even went so far as to call medical costs "the tapeworm of American economic competitiveness."
Health Care Spending as a Percentage of GDP, 1980–2013

Percent

- US (17.1%)
- FR (11.6%)
- SWE (11.5%)
- GER (11.2%)
- NETH (11.1%)
- SWIZ (11.1%)
- DEN (11.1%)
- NZ (11.0%)
- CAN (10.7%)
- JAP (10.2%)
- NOR (9.4%)
- AUS (9.4%)*
- UK (8.8%)

* 2012
The U.S. has the highest rate of deaths amenable to health care among comparable OECD countries

Amenable mortality per 100,000 population, in years, 2002 - 2003 and 2006 - 2007

<table>
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<tbody>
<tr>
<td>France</td>
<td>65</td>
<td>82</td>
</tr>
<tr>
<td>Australia</td>
<td>71</td>
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<td>Japan</td>
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<td>76</td>
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<tr>
<td>United Kingdom</td>
<td>83</td>
<td>103</td>
</tr>
<tr>
<td>Comparable Country Average</td>
<td>81</td>
<td>83</td>
</tr>
<tr>
<td>United States</td>
<td>110</td>
<td>96</td>
</tr>
</tbody>
</table>

Source: Nolte E, McKee C. Martin. Health Affairs “Measuring the Health of Nations: Updating an Earlier Analysis” Available at: http://content.healthaffairs.org/content/27/1/58.long
Disease burden is higher in the U.S. than in comparable countries

Age standardized disability adjusted life year (DALY) rate per 100,000 population, 2012

<table>
<thead>
<tr>
<th>Comparable Country Average</th>
<th>19,071</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>18,701</td>
</tr>
<tr>
<td>Sweden</td>
<td>18,546</td>
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<td>Switzerland</td>
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<td>Japan</td>
<td>15,922</td>
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<td>United Kingdom</td>
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<td>Belgium</td>
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<td>France</td>
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<td>Germany</td>
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<td>Netherlands</td>
<td>19,480</td>
</tr>
<tr>
<td>Canada</td>
<td>19,392</td>
</tr>
</tbody>
</table>

Exhibit 11. Mortality as a Result of Ischemic Heart Disease, 1995 to 2013

Deaths per 100,000 population

- **OECD median**: 95 (1995), 95 (2013)
- **UK**: 198 (1995), 98 (2013)

* Data from 2012 for Denmark and Switzerland; 2011 for France, Canada, Australia, and New Zealand; and 2010 for the U.S.

Source: OECD Health Data 2015.
Exhibit 12. Lower Extremity Amputations as a Result of Diabetes, 2011

Amputations per 100,000 population

SWE  AUS  UK  NZ  FR  SWIZ  NOR  CAN  NETH  US  GER  DEN
3.3  5.0  5.1  6.7  7.1  7.1  8.7  10.0  13.5  17.1  18.4  19.2

* Data from 2010 for the Netherlands, Switzerland, and the U.S.; and 2009 for Denmark.
Source: OECD Health Data 2015.
PHYSICIAN BURNOUT

• Higher rate of depression, substance abuse, suicide
• Higher rate of job turnover
• Lower patient satisfaction and quality metrics
• Higher rate of errors and malpractice risk
VASCULAR SURGEONS ARE SUITED TO LEAD HEALTHCARE SYSTEMS

1. Critical thinking
2. Demonstrated willingness to learn and lead new ways of treating patients
3. Temperament to persevere despite inevitable setbacks - resilience