Visionary Leadership: There’s More to this Role than Meets the Eyes
(An ACHE Qualified Education, 1.0 Hour CEU)

Anita Halvorsen, FACHE
Regional Strategy and Growth Officer
Presence Health, Chicago Illinois
Learning Objectives

- Pocket strategies to achieve professional success in a matrix-reporting environment
- Envision, communicate and live the future
- Learn about a “Just Do It” Innovation Center that halted stagnation in a health system
Medical Group, Health Plans, Post Acute

Acute Ministry
Regions
2 Hospitals
1 CEO
1 CNO
1 CMO
1 CFO
1 AAO
1 SGO
1 Mission
1 Foundation

2015 ACHE-SETC Conference on Healthcare Leadership
Strategy and Growth

Chief Strategy / Marketing Lead

SGO

Acute CEO
Post Acute CEO
Health Plan CEO
Medical Group CEO

Regional Business Development Director
Provider Engagement Executives
Regional Marketing Director
Community Strategy Coordinators
Regional Communications Director

2015 ACHE-SETC Conference on Healthcare Leadership
Matrix Reporting

- Explicit vs. implicit
- Success depends on human behavior & cultural influences
- Employee empowerment is a feature!

<table>
<thead>
<tr>
<th>Advantages: Facilitates....</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid response to change</td>
<td>Dual authority</td>
</tr>
<tr>
<td>Cross department cooperation</td>
<td>Lack of chain of command</td>
</tr>
<tr>
<td>Flexible assignments</td>
<td>Role ambiguity</td>
</tr>
<tr>
<td>Efficient exchange of information</td>
<td></td>
</tr>
<tr>
<td>Adept management</td>
<td></td>
</tr>
</tbody>
</table>
Agree?
Tips for Thriving in a Matrix Reporting Environment

→ Communicate thoroughly and consistently
→ Carefully “pre-meet”
→ Balance being neutral and loyal
→ Serve the system locally
→ Represent local across the system
→ Interweave and connect the dots
Lessons from a Leader:
Richard Cordova, FACHE, ACHE 2015 – 2016 Chairman

1. Engage early
2. Be a life long learner
3. Everything is temporary
4. Reinvent yourself
5. Be kind to your body
6. You’re only as good as your team
7. Lead from your heart
8. Culture counts
9. Put family first
10. Paint your own picture

2015 ACHE-SETC Conference on Healthcare Leadership
Timeless Leadership Skills

- Be the architect of your destiny
- Stretch yourself – every day
- Lead the parade
- Use “two-eyed” listening
- Find a mentor and be a mentor

- Always be curious
- Earn trust – Credibility is fragile
- Allow yourself to be dynamic
- Remain calm in all storms
- Show humility
Visionary Leadership
Visionary Leadership
Exercise
Common Characteristics

- **Vision**
  - Engages all through meaning and purpose
  - Inspires followers to achieve
  - Work results in solidarity due to establishing a common cause

- **Organized learning**
  - Instills eagerness to learn
  - Creates learning opportunities constantly

- **Innovation**
  - Thrives on change
  - Encourages creative thinking and problem solving
  - Strives to be better and faster to achieve success
Common Characteristics

- **Relationship Builder**
  - Builds respectful and empowering relationships
  - Acts as partners with all – encouraging respect, team spirit, and team learning in a family atmosphere

- **Pioneer**
  - Develops a desire to do what others have never done and go where others would never go
  - Encourages thinking bigger than YOU and bigger than the NOW
Accelerated Projects: **HOW** did we make them successful?

**AGILE DEVELOPMENT (new application of Lean)**
Design & develop the “product” iteratively & incrementally to create a minimum viable product

---

**Key Principles of “Lean Start-Up Methodology”**

1. **Focus** = Incredible Depth
2. **Fraternity**
3. **Iterative Design**
4. **Entrepreneurial Experimentation**
5. **Where we are going (vs. How we got here)**
6. **Customer Inclusion/Feedback**
7. **Speed = Rally Fast/Fail Fast**
8. **Nimble = “Continual Learning, Immediately Applied” across all**

**Day 1** = Series of untested hypothesis

**Customer Development** - Expand your circle; get out of the building. Focus on nimbleness and speed

**Quick, responsive development**

Who created the success?

- Assembly & discovery of incredible talent and devoted people
- CEO’s & UP’s extremely generous “donation” of top talent
- Executive known accountability as an organizational priority
- Individual support from key Executive Leadership Team members
- Dedicated support professionals

And lots of care & feeding
**WHAT** made it possible to Accelerate Infrastructure development?

**The Island**
- Focus
- Co-location of teams
- Interdependent projects
- Close proximity to subject at hand
- Environment of discovery & “shared quest”

**Structured Cadence**
- Dedicated Project Managers, Lean Facilitators, Logistics individuals
- Daily team lead meetings; team check-ins; rounding
- Committed Executive Leader
- Executive Leadership on speed-dial, with visible time & support

**Transition Planning**
- Iterative & explicit transition plans with identified task owners
- Meetings with future operational owner managers + their direct-reports

**Act in Real-Time**
- Muster resources
- Drive prioritization
- Created a bridge between all the business units
- Accelerated decision-making
Learning Objectives

✓ Pocket strategies to achieve professional success in a matrix-reporting environment
✓ Envision, communicate and live the future
✓ Learn about a “Just Do It” Innovation Center that halted stagnation in a health system
Biography

Anita Halvorsen, FACHE, MBA, MS, CCC-SLP, is currently serving in the role of Regional Strategy and Growth Officer for Presence Health, in Chicago. In this role, she designs and implements the Fox Valley region’s business vision and strategy, aligning with the System’s goals by partnering with senior leaders across the continuum – hospitals, pre/post-acute facilities, medical group practices and ambulatory operations. Prior to this, Anita served as the Vice President for a freestanding inpatient rehabilitation hospital, Schwab Rehabilitation Hospital, a member of the Sinai Health System in Chicago. Also during this time, she served as Schwab’s Residency Program Designated Institutional Officer and further developed large scale project management skills, organizing and executing the due diligence process for a hospital affiliation into the Sinai system. She has additional experience building service lines, holding the post of System Director of Neuroscience for Resurrection Health Care (now Presence Health), orchestrating service and clinical functions for Neurology, Neurosurgery and Neurointerventional Services across seven hospitals. During this time, she also established an Administrative Fellowship program to serve the health system for early careerist healthcare business graduates – a program still running today. She has 18 years of healthcare leadership experience beyond the Director level, overseeing department financial and human resources for acute hospital, inpatient rehabilitation, subacute/skilled nursing, outpatient, and ambulatory levels of care in a variety of service departments, including rehabilitation therapies and nursing, PM&R and its subspecialties, pain management, occupational health, patient access and corporate integrity.

Anita has a Master of Science degree in Speech-Language Pathology from Rush University in Chicago and a Master of Business Administration degree, with a healthcare concentration, from Saint Xavier University in Chicago. Her Bachelor of Science degree was obtained at Ithaca College, in Ithaca, New York. Anita has been an invited speaker at the national level on various subjects including community health needs assessments in underserved patient populations, leadership skills in emerging leaders, stroke systems of care and rehabilitation compliance. Anita holds Board Certification in healthcare management from the American College of Healthcare Executives. She currently serves the College as the ACHE Regent for Metropolitan Chicago, an elected position. She continues to serve in a Board position for the Chicago Health Executives Forum, the largest independent ACHE chapter. Anita is an adjunct professor for graduate studies at Rush University. Anita is also a competitive open water swimmer.
Bibliography/References


