

Vascular Surgeons as Leaders in the Business of Medicine

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PNEC-SEATTLE.ORG

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



MANAGERS VS LEADERS

MANAGER

Cope with complexity

Steady state

Plan and budget

Organize and staff

Control and solve problems

LEADER

Cope with change

New reality

Set a direction

Align people

Inspire and motivate

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

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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.

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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.

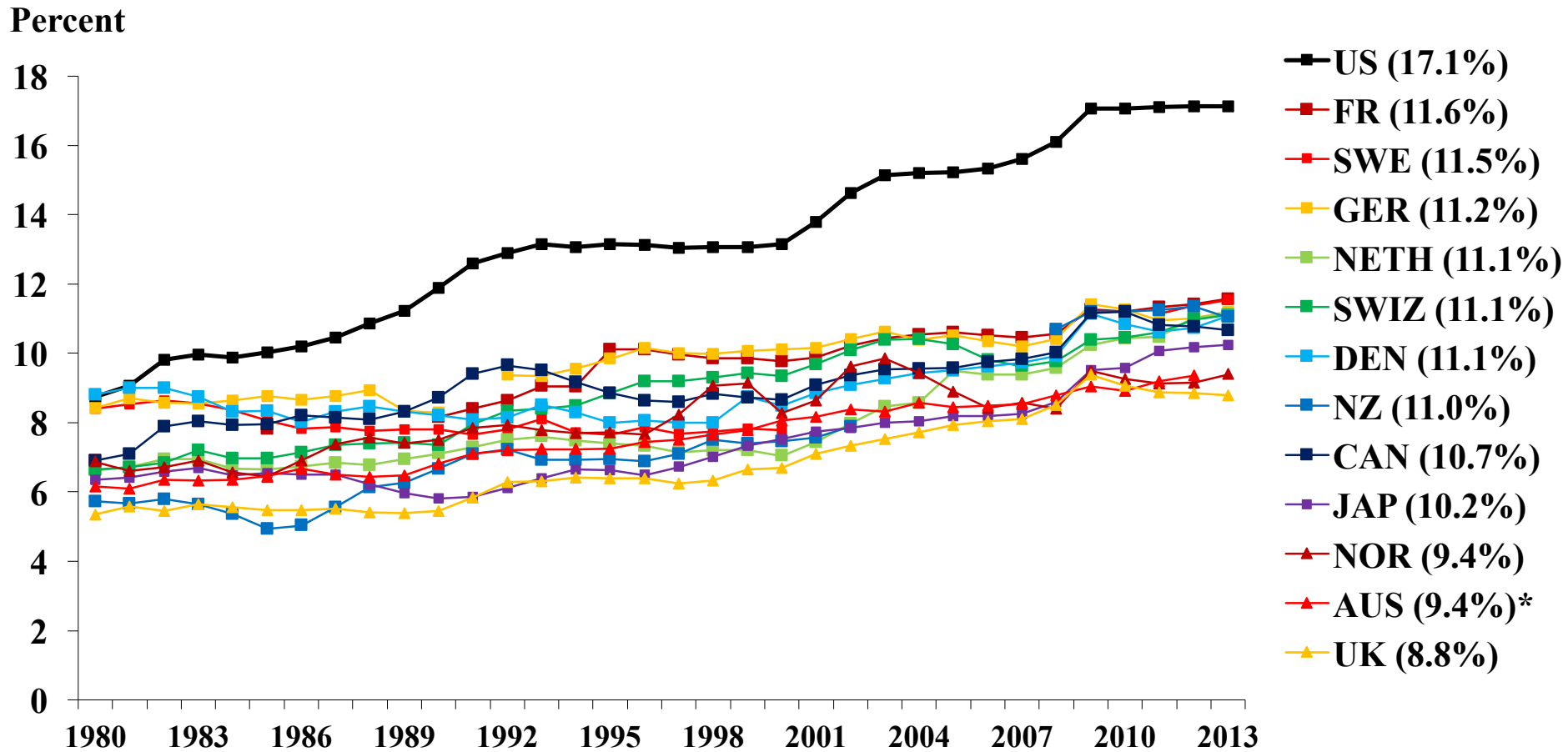
In fact, Buffett claimed at Berkshire Hathaway's ([BRK-A](#), [BRK-B](#)) annual shareholders meeting that other corporate leaders who complain about tax rates know the real issue is health care. He even went so far as to call medical costs "the tapeworm of American economic competitiveness."

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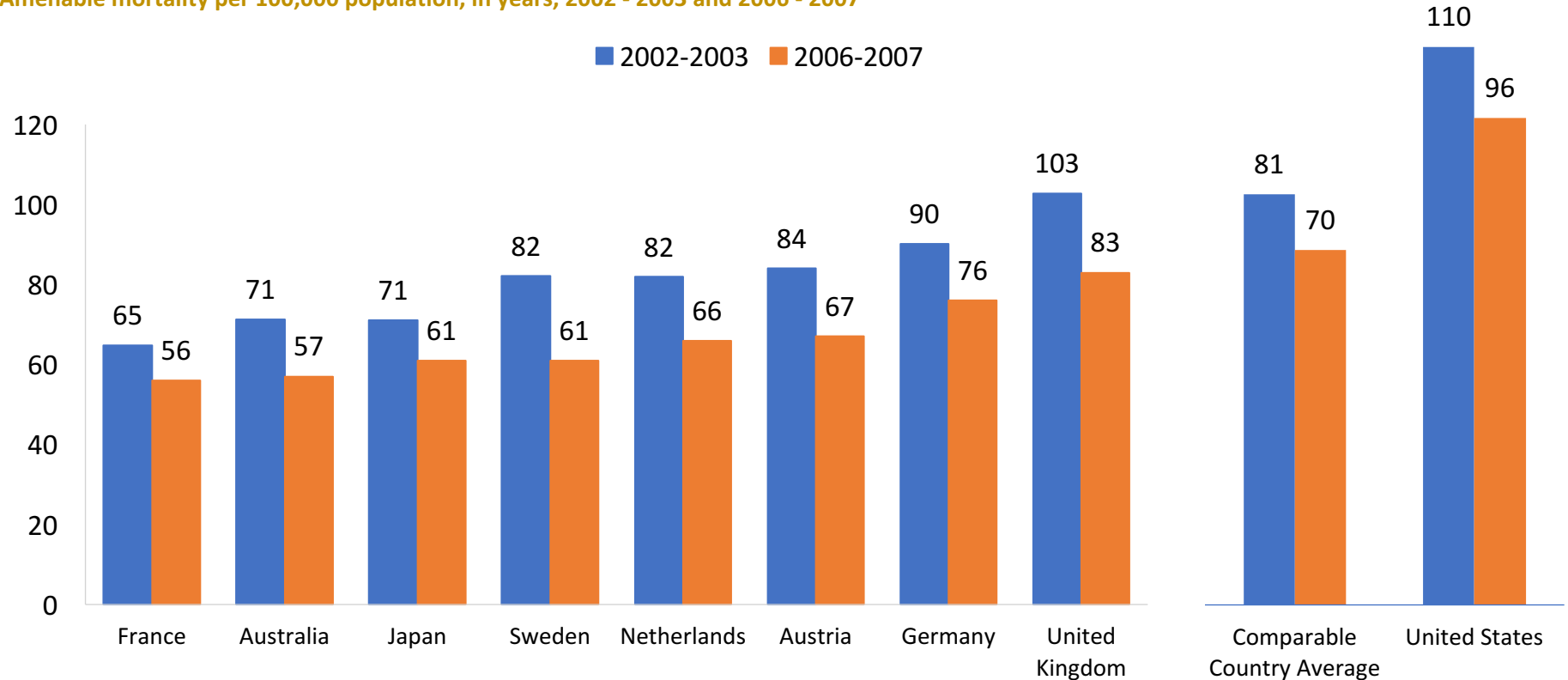
Health Care Spending as a Percentage of GDP, 1980–2013



The
COMMONWEALTH
FUND

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

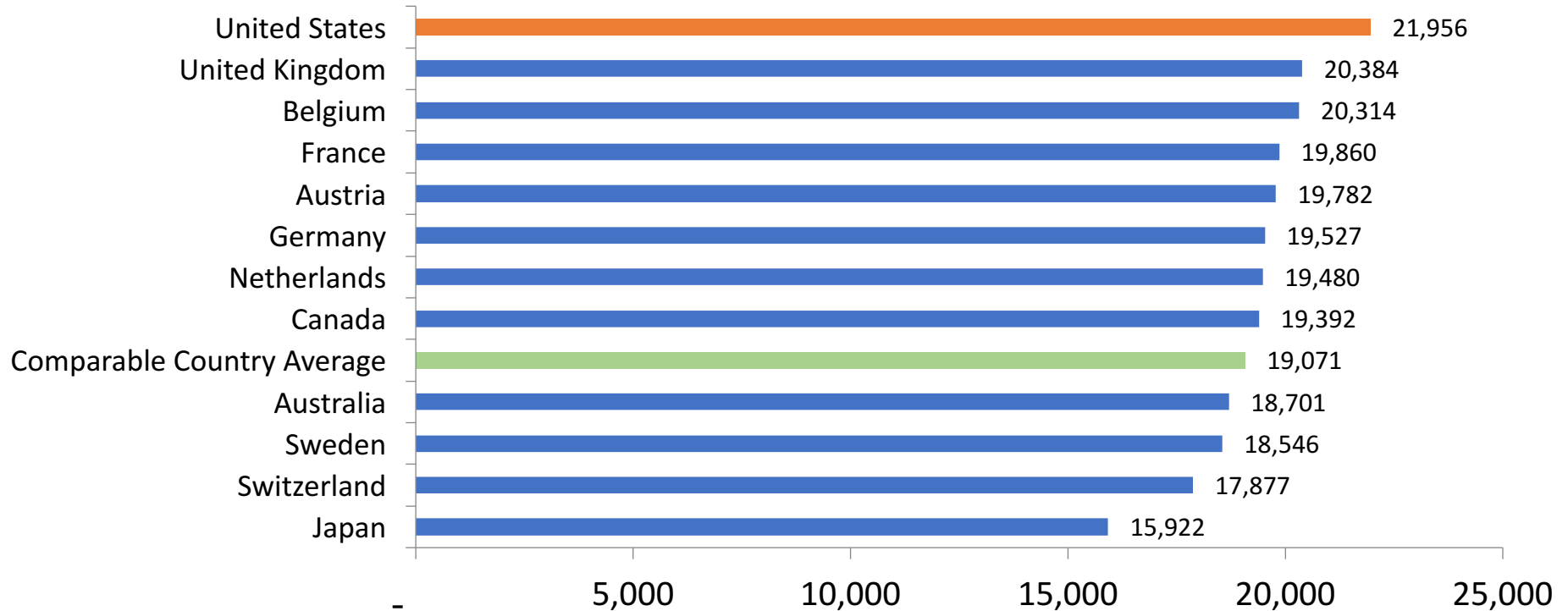
Amenable mortality per 100,000 population, in years, 2002 - 2003 and 2006 - 2007



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

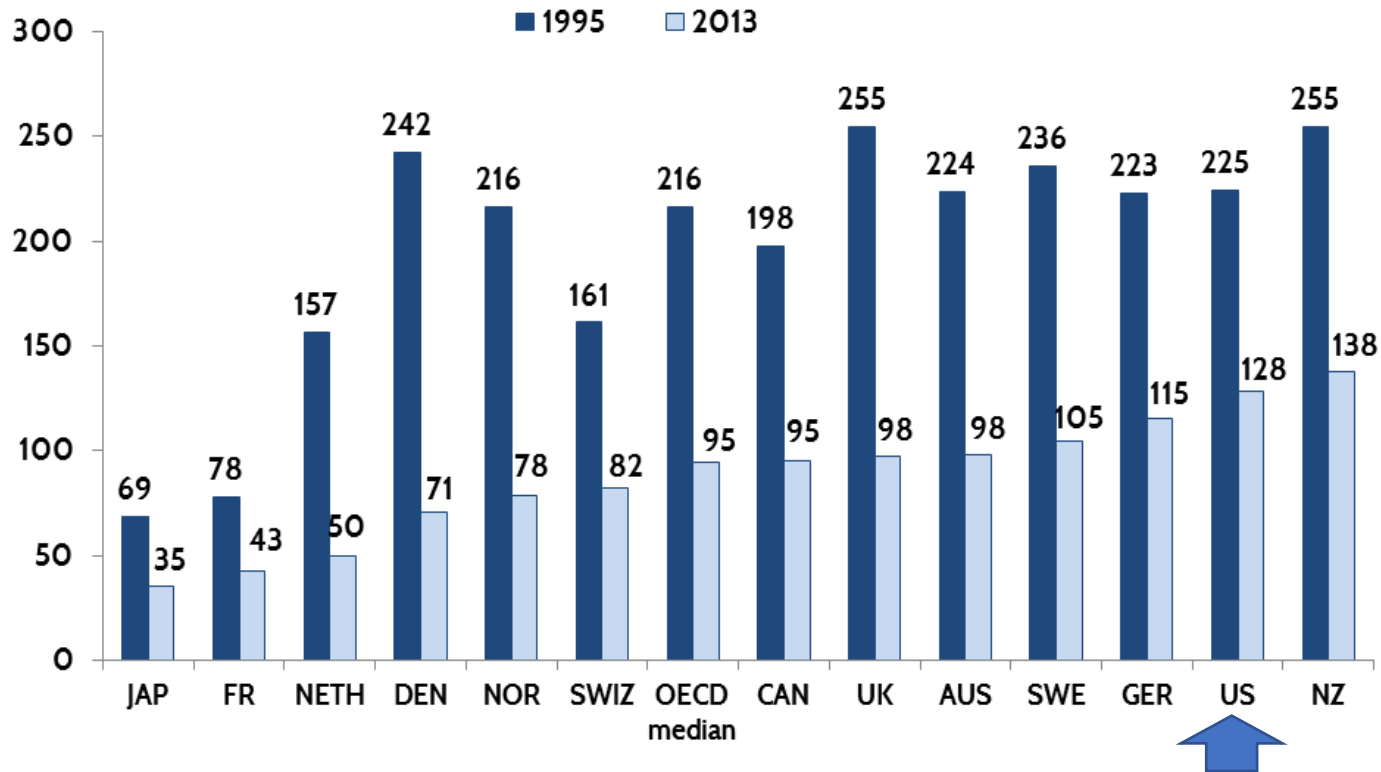
Age standardized disability adjusted life year (DALY) rate per 100,000 population, 2012



Source: Institute for Health Metrics and Evaluation. Global Burden of Disease Study 2010 (GBD 2010) Data Downloads, available here: <http://ghdx.healthdata.org/global-burden-disease-study-2010-gbd-2010-data-downloads>

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

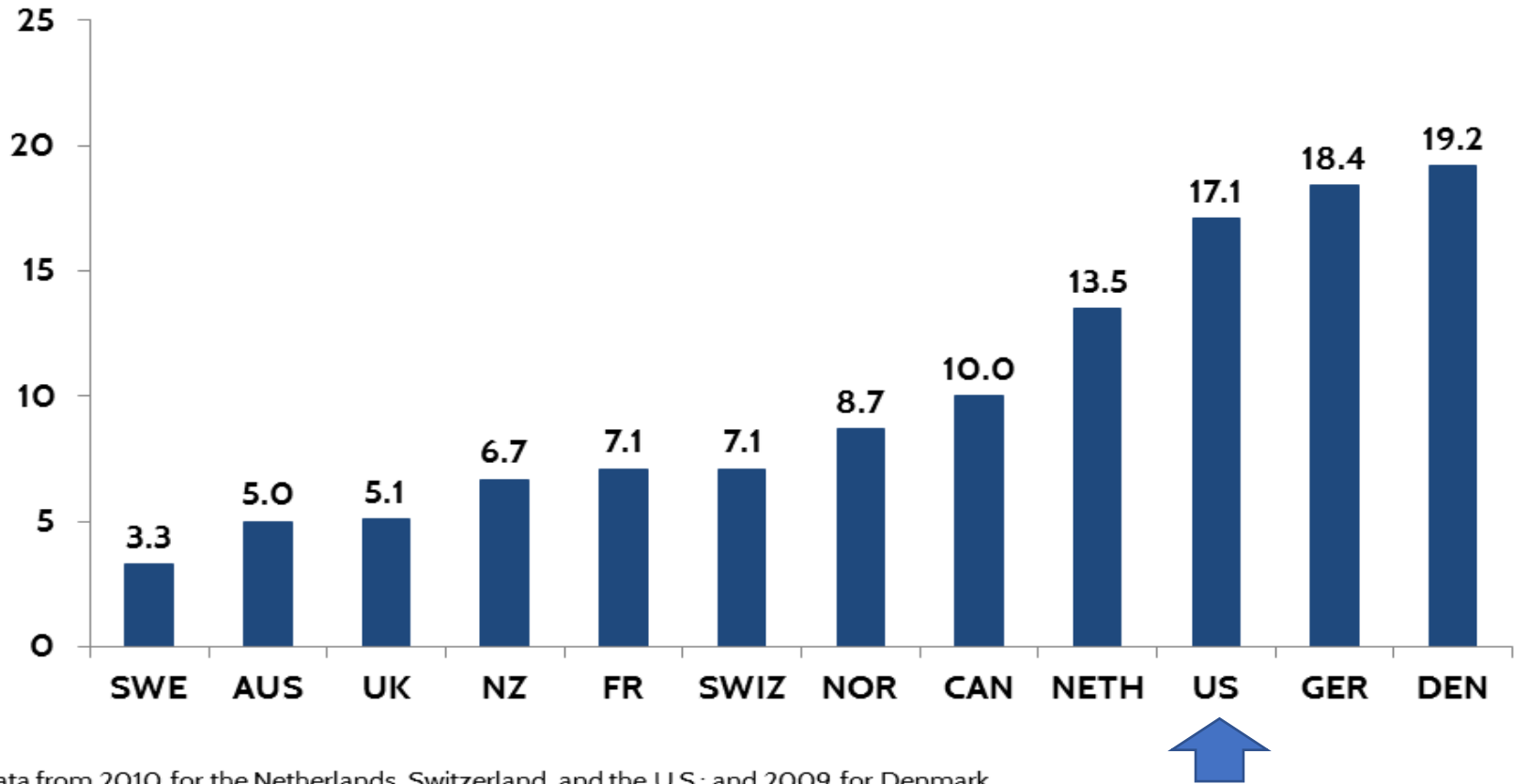
Deaths per 100,000 population



* 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.

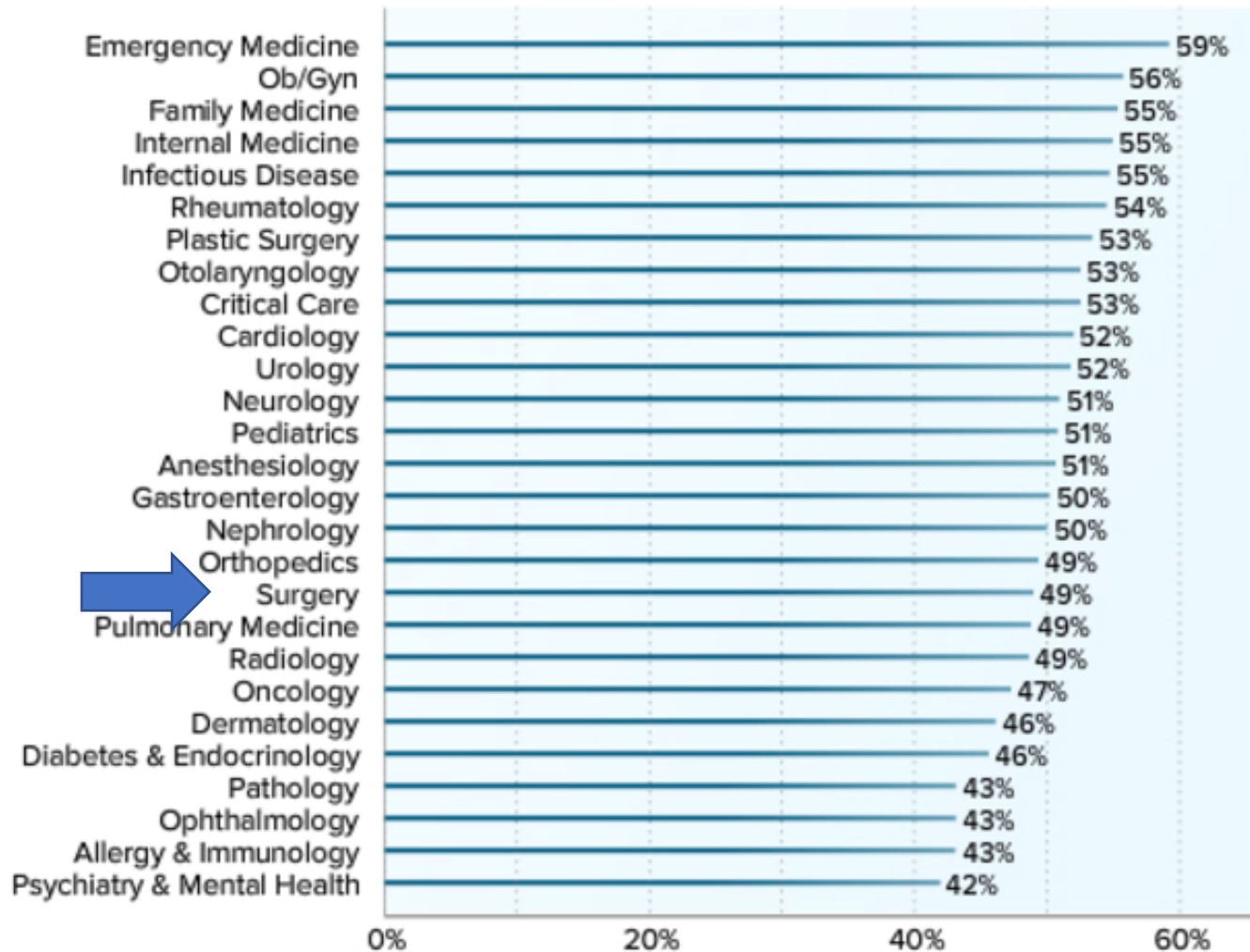
Exhibit 12. Lower Extremity Amputations as a Result of Diabetes, 2011

Amputations per 100,000 population



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

Which Physicians Are Most Burned Out?



Medscape Lifestyle Report 2017: Race and Ethnicity, Bias and Burnout
 Carol Peckham | January 11, 2017

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