Leadership: Tomorrow Doesn’t Look Much Like Yesterday

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Brittain-Kalish Group, LLC
Housekeeping Details

- Restrooms
- Breaks/Lunch
- Participation required
- Your “one” thing rule
- Have fun!
Introductions

- Name
- Position
- How long have you worked for the organization?
- Why are you in the class?
- What are your expectations for the class?
Agenda

- Future workforce
- Future leadership
- Future healthcare leadership
- Thinking frameworks
- Communication
- Delegation and accountability
- Wellbeing vs sick care
- HIM reimagined
FUTURE WORKFORCE TRENDS
<table>
<thead>
<tr>
<th>Environmental</th>
<th>Societal messages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vietnam War</td>
<td>Don’t trust the establishment</td>
</tr>
<tr>
<td>Watergate</td>
<td>You can do anything—compete to win</td>
</tr>
<tr>
<td>Cuban Missile Crisis</td>
<td>Hard work pays off</td>
</tr>
<tr>
<td>Oil Embargos</td>
<td>Believe in the American dream</td>
</tr>
<tr>
<td>Civil Rights</td>
<td>Make peace, not war</td>
</tr>
<tr>
<td>Beginning of Cold War</td>
<td>Represent a cause</td>
</tr>
<tr>
<td>Moon landing</td>
<td>Make the world a better place</td>
</tr>
<tr>
<td>JFK Assassination</td>
<td></td>
</tr>
<tr>
<td>Free love/ the pill</td>
<td></td>
</tr>
<tr>
<td>Non-Violent protests</td>
<td></td>
</tr>
<tr>
<td>Environmental</td>
<td>Societal messages</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Attempted Reagan Assassination</td>
<td>Latchkey kids: Take care of yourself</td>
</tr>
<tr>
<td>War on drugs</td>
<td>Nothing is certain (High rate of parents divorced)</td>
</tr>
<tr>
<td>Berlin Wall coming down/end of Cold War</td>
<td>Parents worked hard and got laid off; it’s better to seek work-life balance</td>
</tr>
<tr>
<td>Computer games</td>
<td>Be highly critical of politicians</td>
</tr>
<tr>
<td>End of Apartheid</td>
<td>Globalization is a benefit</td>
</tr>
<tr>
<td>Corporate downsizing</td>
<td>No long-term job security</td>
</tr>
<tr>
<td>Internet</td>
<td></td>
</tr>
<tr>
<td>AIDS epidemic</td>
<td></td>
</tr>
</tbody>
</table>
# Millennials 1981-1996 (ages: 23-38)

<table>
<thead>
<tr>
<th>Environmental</th>
<th>Societal messages</th>
</tr>
</thead>
<tbody>
<tr>
<td>College debt</td>
<td>Body art, jewelry—express self identity</td>
</tr>
<tr>
<td>Desert Storm</td>
<td>Sense of deeper belonging with peers</td>
</tr>
<tr>
<td>Columbine shootings</td>
<td>Communicate 24/7 via social media</td>
</tr>
<tr>
<td>Impeachment of Bill Clinton</td>
<td>College degree did not guarantee a job</td>
</tr>
<tr>
<td>Global warning</td>
<td>Helicopter parents</td>
</tr>
<tr>
<td>Apple products</td>
<td>Nextgen homes</td>
</tr>
<tr>
<td>Recession 2008</td>
<td>Disbelief of job security</td>
</tr>
<tr>
<td>Invention of Facebook/Twitter</td>
<td>Be open-minded</td>
</tr>
<tr>
<td>Cloning</td>
<td>Don’t trust the government</td>
</tr>
</tbody>
</table>
Gen Zs  1997-2010  (ages: 9-22)

<table>
<thead>
<tr>
<th>Environmental</th>
<th>Societal messages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic crisis &amp; unprecedented growth</td>
<td>Cellphone family plans</td>
</tr>
<tr>
<td>Have always been at war</td>
<td>Trade jobs vs. college degrees</td>
</tr>
<tr>
<td>World doesn’t feel safe</td>
<td>More women than men in the workforce</td>
</tr>
<tr>
<td>Natural disasters</td>
<td>Snapchat/Instagram</td>
</tr>
<tr>
<td>9/11</td>
<td>Face Time</td>
</tr>
<tr>
<td>Availability of social media</td>
<td>They’ve seen porn</td>
</tr>
<tr>
<td>No Child Left Behind Act</td>
<td>More accepting of sexual fluidity</td>
</tr>
<tr>
<td>Code Red Drills</td>
<td>Friends without borders</td>
</tr>
<tr>
<td>Some technology jobs haven’t even been invented</td>
<td>Higher IQ than previous generations</td>
</tr>
</tbody>
</table>
Small Group Exercise

• Work in groups of 4 and identify what “struck you” in this information.

• What stereotypical traits and characteristics do you “assign” to the various cohorts?
Stereotypical Traits and Characteristics
## Core Values

<table>
<thead>
<tr>
<th>Baby boomer</th>
<th>Generation X</th>
<th>Millennials/Gen Y</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimism</td>
<td>Stimulation</td>
<td>Realism</td>
<td>Uniqueness</td>
</tr>
<tr>
<td>Acceptance</td>
<td>Self-reliance</td>
<td>Self-direction</td>
<td>Authenticity</td>
</tr>
<tr>
<td>Workaholism</td>
<td>Informality</td>
<td>Goal-focused</td>
<td>Creativity</td>
</tr>
<tr>
<td>Stimulation</td>
<td>Skepticism</td>
<td>Purpose</td>
<td>Willingness to share</td>
</tr>
</tbody>
</table>
## Work Ethic

<table>
<thead>
<tr>
<th>Baby boomer</th>
<th>Generation X</th>
<th>Millennials/Gen Y</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questions authority</td>
<td>Task-oriented</td>
<td>Multitasking</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Self-centered</td>
<td>Autonomous</td>
<td>What’s next?</td>
<td>Self-reliant</td>
</tr>
<tr>
<td>Crusading causes</td>
<td>Work-life balance</td>
<td>Eagerness</td>
<td>Personal freedom</td>
</tr>
</tbody>
</table>
## Stereotypes

<table>
<thead>
<tr>
<th>Baby boomer</th>
<th>Generation X</th>
<th>Millennials/Gen Y</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambitious</td>
<td>Self-centered</td>
<td>Job hoppers</td>
<td>Constantly connected</td>
</tr>
<tr>
<td>Optimistic</td>
<td>Risk takers</td>
<td>Tech-dependent</td>
<td>Distracted</td>
</tr>
<tr>
<td>Wealthy</td>
<td>Cynical</td>
<td>Work to live</td>
<td>Apathetic</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Multitaskers</td>
</tr>
</tbody>
</table>
## Labor Force Participation

<table>
<thead>
<tr>
<th>Cohort</th>
<th>1994</th>
<th>2004</th>
<th>2014</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-24</td>
<td>66.4%</td>
<td>61.1%</td>
<td>55.0%</td>
<td>49.7%</td>
</tr>
<tr>
<td>25-54</td>
<td>83.4%</td>
<td>82.8%</td>
<td>80.9%</td>
<td>81.2%</td>
</tr>
<tr>
<td>55-64</td>
<td>56.8%</td>
<td>62.3%</td>
<td>64.1%</td>
<td>66.3%</td>
</tr>
<tr>
<td>65-74</td>
<td>17.2%</td>
<td>21.9%</td>
<td>26.2%</td>
<td>29.9%</td>
</tr>
<tr>
<td>75 and older</td>
<td>5.4%</td>
<td>6.1%</td>
<td>8.0%</td>
<td>10.6%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>66.6%</strong></td>
<td><strong>66.0%</strong></td>
<td><strong>62.9%</strong></td>
<td><strong>60.9%</strong></td>
</tr>
</tbody>
</table>

*Source: Bureau of Labor Statistics*
5 Generations
A diverse workforce brings different perspectives and expectations to the workplace.

Personal communications habits are migrating into work
74% Regularly use text messaging

2x
Culture and career growth are valued higher than compensation and benefits when selecting an employer.

$750
Wasted per year per person due to funds misallocation or poor planning

30min
Employees spend little time reviewing benefits materials before open enrollment

40%
Workers face high stress in their jobs, affecting their productivity and health.

13 June 2019
Conduent, Training Industry Webinar
Influencing Trends

Organization structures are changing

Classic reporting hierarchies aren’t the only structural option you’ll find in the workplace today

Conduent, Training Industry Webinar
What Will the Future Workforce Look Like?

- Diverse
- Job Flexible
- Team-based and social
- Technology-driven

It's really not that easy to describe!
FUTURE LEADERSHIP TRENDS
Future Leadership Skills

| Industry |
|------------------|----------------------------------|
| Technology management skills | Painting a very clear picture of where the organization is going |
| “Outcentric” leadership skills | Managing the mid-space |
| Be able to spot soft skills in employees | Developing leadership capacity |
| ▪ Critical thinking skills | Valuing and effectively utilizing diversity |
| ▪ Problem solving skills | Influencing without direct reporting relationships |
| ▪ Communication – constant feedback | Collaborating across boundaries |
| ▪ Relationships | Using technology to manage at a distance |
| ▪ Results-only work environments (ROWEs) | Driving profits through principles and values |
| ▪ “Tension-tolerant” collaboration | |
| ▪ Transparency | |
| ▪ Emotional intelligence | |

Moran, Gwen, 08.22.17, 7 Skills Managers Will Need In 2025, Fast Company
https://seapointcenter.com/essential-leadership-skill/
Future Leadership Skills, (Cont.)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Healthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empathy</td>
<td>Interpersonal and team leadership</td>
</tr>
<tr>
<td>Poise</td>
<td>Communication</td>
</tr>
<tr>
<td>Outgoing nature</td>
<td>Emotional intelligence</td>
</tr>
<tr>
<td>Attention to detail</td>
<td>Visionary and change leadership</td>
</tr>
<tr>
<td>Ambition</td>
<td>Strategic thinking and planning</td>
</tr>
<tr>
<td>Optimism</td>
<td></td>
</tr>
<tr>
<td>Learner</td>
<td></td>
</tr>
<tr>
<td>Display commitment</td>
<td></td>
</tr>
<tr>
<td>Be humble</td>
<td></td>
</tr>
<tr>
<td>Seek feedback</td>
<td></td>
</tr>
<tr>
<td>Encourage loyalty</td>
<td></td>
</tr>
<tr>
<td>Foster collaboration</td>
<td></td>
</tr>
<tr>
<td>Showcase versatility</td>
<td></td>
</tr>
<tr>
<td>Focus on the competition</td>
<td></td>
</tr>
</tbody>
</table>

https://www.insperity.com/blog/6-essential-traits-your-future-leaders-must-have-to-be-successful/
https://www.nexxt.com/articles/top-7-leadership-skills-needed-for-the-future-21067-article.html
What do the skillsets have in common?
Gaps in Leadership

- Can lead a diverse workforce: 34%
- Are able to drive real change: 44%
- Know how to inspire: 51%
- Have the skills to manage: 52%
- Prepared to lead a global workforce: 47%

Source: Qualitative research by SAP and Knowledge@Wharton
3 Essential Habits All Leaders Should Have

• Future – Lead with Clarity

• People – “Effective leadership requires effective inclusion.”

• Execution – Close the “knowing-doing” gap

NeuroLeadership Institute
“...the most effective leaders of tomorrow will understand how to delegate between humans and machines in a way that maximizes the capabilities of both.”

~Jeff Wong, Global Chief Innovation Officer, Ernst & Young
“Change will be happening so quickly that 50% of the occupations that exist today will not exist 10 years from now. So we’re going to be living in an environment that is extremely adaptable and changing all the time.”

~Liz Bentley, Liz Bentley Associates, 08.22.17 Fast Company
Where do you do your best thinking?
PILLARS©

- Plan
- Intent
- Leadership
- Language
- Action
- Resources
- Sustainability
Plan

Purpose       Vision       Strategy       The Why
Roadmap       Direction     Yes, No, Not Yet
Intent

Intent vs. Victim
Prepared “Think” Time
Self-Aware Controlled Reactive ≠ Creative
Leadership

Formal Leaders: Trust, Self-Awareness, Listen

Informal Leaders: Need Each Other, Work Together

Know when to lead or when to take the back seat
Language

Consistent         Clarity         Communication – Listen
Generational      Responsible of Sender
Unfortunately most leaders start with the next step...
Action

Responsive  Deliberate  Delegation  Calculated

Intentional  Focused  Gentle  Accountability
Resources

Budget  People  Technology  Processes  Time
Sustainability

Financial Stewardship  Succession Plan  Wellbeing
Talent Management  Engaged Staff  Loyal Consumers
Debrief

• Share your results

• How does this apply to change management?

• PILLARS©
PILLARS©

- Plan
- Intent
- Leadership
- Language
- Action
- Resources
- Sustainability
The Golden Circle

- [https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)
Exercise: Power of Questions

- Roles: Facilitator, Time Keeper, Reporter, Recorder
- In your groups, identify 10 things you all have in common. Drill down to get the details. You can’t use:
  - Healthcare / HIM field
  - TXHIMA Convention
  - Body parts
  - Parents
- Identify one unique thing about yourself that no one else in your group can claim
Thinking Patterns

Traditional Thinking

Parallel Thinking

Normal Pattern of Behavior

Parallel Pattern of Behavior
Six Thinking Hats® Dr. Edward de Bono

- **Blue Hat**: Managing the Thinking Process
- **Red Hat**: Intuition & Feelings
- **Yellow Hat**: Benefits & Feasibility
- **White Hat**: Information Available & Needed
- **Black Hat**: Caution, Difficulties & Problems
- **Green Hat**: Alternatives & Creative Ideas
COMMUNICATION
Communication Model
Communication Exercise

1. Name
2. Favorite color
3. Place of employment
4. Name of your school
5. City where you live
6. Favorite food
7. Type of car
# Communication Clash Points

<table>
<thead>
<tr>
<th>CLASH POINT</th>
<th>BOOMERS</th>
<th>GEN X</th>
<th>Millennials/ GEN Y</th>
<th>GEN Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>One on one</td>
<td>Direct</td>
<td>Text messaging</td>
<td>Digital natives</td>
</tr>
<tr>
<td></td>
<td>Telephone</td>
<td>Email</td>
<td>Social media collaborative</td>
<td>Hand held devices</td>
</tr>
<tr>
<td></td>
<td>More reserved</td>
<td>Text messaging</td>
<td></td>
<td>Face to face</td>
</tr>
<tr>
<td>Feedback</td>
<td>Annual</td>
<td>Direct</td>
<td>Require lots</td>
<td>Bite-sized</td>
</tr>
<tr>
<td></td>
<td>Not keen on it</td>
<td></td>
<td>Whenever I ask for it</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Real time</td>
</tr>
<tr>
<td>Technology</td>
<td>Probably</td>
<td>No technology, no work</td>
<td>Can’t imagine work without it</td>
<td>Gotta have it</td>
</tr>
</tbody>
</table>

University of Nebraska Discussion
Communicating a Decision

- Have you filled in the “gaps”?
- What are the key points on major messages you want to share when communicating the decision?
- How is the decision connected to/in alignment with your strategies, vision, mission, and values?
- Have you answered the “why” to this decision?
Communicating a Decision (Cont.)

- Who will provide the communication?
- How will it be communicated (what is the best medium)?
- When (or by when) will it be communicated?
- What will be the process to check for understanding?
Communication Strategies

• Use multiple communication channels.
• Empathy
• Establish the “rules”
• Establish the boundaries
• Be authentic
• Listen
DELEGATION & ACCOUNTABILITY
Class Discussion

- What does delegation mean to you?
- What does accountability mean to you?
- What are some of your pain points or barriers for delegation?
- Why are delegation and accountability important?
Merriam-Webster Definition of DELEGATE

1: to give (control, responsibility, authority, etc.) to someone : to trust someone with (a job, duty, etc.)

2: to choose (someone) to do something — often used as (be)
Richard Branson: D is for delegation
Large Group Discussion

- What does a culture of accountability mean to you?
- How do you develop a culture of accountability?
- How does accountability create trust in an organization?
Definition

**Accountability:** “The quality or state of being accountable; especially: an obligation or willingness to accept responsibility or to account for one's actions.”

Source: https://www.merriam-webster.com/dictionary/accountability

**Accountability:** “Clear commitments that – in the eyes of others – have been kept.”

Source: www.walkthetalk.com
## Accountability vs. Responsibility

<table>
<thead>
<tr>
<th>Accountability</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual ownership</td>
<td>Not seen as “the one”</td>
</tr>
<tr>
<td>Cannot be delegated</td>
<td>Can be delegated</td>
</tr>
<tr>
<td>One person ultimately accountable</td>
<td>Can be shared</td>
</tr>
<tr>
<td>Ultimately accountable for overall result(s)</td>
<td>Completes a task(s)</td>
</tr>
</tbody>
</table>
Smart Goals

S - Specific: State what you want to accomplish
M - Measurable: Smaller mini goals work to measure progress
A - Achievable: Make it reasonable
R - Realistic: Results-oriented and relevant
T - Time-bound: Give yourself time but set a deadline
Communication of Delegation

- Meet face to face without time pressure
- Confirm employees’ understanding and commitment
- Define employees’ authority level
- Follow up and provide coaching and guidance if needed

Source: Sam R. Lloyd, president of the training firm SuccessSystems, Inc. and author of the book Accountability: Managing for Maximum Results (Course Technology (Thomson, 2002).
Penny’s View on Delegation:

- Delegation is a tool for development
  - Use it well. Use it often.
- Delegation = Empowerment
- Delegation builds trust
- Delegation is a tool of leadership
  - Use it wisely
- If you are not delegating, then you probably are not leading
PERSONAL WELLBEING
Wellbeing Research

Healthy Mind

Healthy Profession / Finances

Healthy Body
Healthy Mind

- Community
- Relationships
- Spiritual
- Reading
- Board games
- Natural sunshine
- Yoga / meditation
- Hobbies
- Sleep
- Learn new stuff
- Gratitude journal
- Bubble bath

Chronic stress can actually shrink your brain.

Studies have shown that stress and depression can lead to a loss of brain volume, specifically in the prefrontal cortex.

Source: Yale University. Biological Psychiatry
Healthy Profession/ Finances

- Reduce expenses – make it a game
- Live within your means
- Change careers
- Get a part-time job for long term benefits
- Become self-employed
- Go to work for a company
- Get financial guidance such as Credit Repair, Dave Ramsey, Small Business Association, etc.

In a 2007 survey by Careerbuilders, it was determined that 84% of Americans were not happy in their profession. Study was repeated in 2014 with no change.
Complete the Personal Wellbeing Assessment
Personal Wellbeing

Better me

Better professional
Better sibling
Better child
Better friend

Healthy Mind

Healthy Profession / Finances

Healthy Body

Better leader
Better student
Better parent
Better significant other

Better me
Better significant other
Better student
Better parent
Better leader

Better me
Better me
Better me

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Better me
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Better me

Better me
Better me
Better me
Better me
Wellbeing

- Life is too short
- What is your wellbeing score?
- Do you practice wellbeing or sick care?
- What is the one thing you will change to immediately to improve your wellbeing?
- What will you do to improve your organization's wellbeing?
CORPORATE WELLBEING
Corporate Wellbeing

"The latest research shows that health, work behavior and the value of human capital are linked. Put simply, employee health status directly influences employee work behavior, work attendance and on-the-job performance. Therefore, developing healthier employees will result in a more productive workforce."

Source: David Chenoweth, PhD, FAWHP, “Promoting Employee Well-Being: Wellness Strategies to Improve Health, Performance and the Bottom Line” Society for Human Resource Management Foundation
Healthy Body

Using workforce data, identify your organization's risk factor:

**Cost** = % of work lost to risk factor x # of at-risk employees x median compensation

Employers report that presenteeism is more costly to productivity than absenteeism
# Workload Lost to Illness

## Table 2: Approximate Percentage of Annual Workload Lost by Risk Condition

<table>
<thead>
<tr>
<th>Risk Condition</th>
<th>Absenteeism</th>
<th>Presenteeism*</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diabetes mellitus</td>
<td>4.94%</td>
<td>18.26%</td>
<td>23.20%</td>
</tr>
<tr>
<td>Depression</td>
<td>2.61%</td>
<td>14.51%</td>
<td>17.12%</td>
</tr>
<tr>
<td>Alcohol abuse</td>
<td>5.00%</td>
<td>4.78%</td>
<td>9.78%</td>
</tr>
<tr>
<td>Overweight/obesity</td>
<td>1.40%</td>
<td>8.30%</td>
<td>9.70%</td>
</tr>
<tr>
<td>High cholesterol</td>
<td>3.14%</td>
<td>4.91%</td>
<td>8.05%</td>
</tr>
<tr>
<td>Cigarette smoking</td>
<td>2.84%</td>
<td>4.78%</td>
<td>7.62%</td>
</tr>
<tr>
<td>High stress</td>
<td>3.08%</td>
<td>4.45%</td>
<td>7.53%</td>
</tr>
<tr>
<td>Arthritis</td>
<td>2.36%</td>
<td>4.90%</td>
<td>7.26%</td>
</tr>
<tr>
<td>High blood pressure</td>
<td>0.37%</td>
<td>5.70%</td>
<td>6.07%</td>
</tr>
<tr>
<td>Asthma</td>
<td>4.80%</td>
<td>1.20%</td>
<td>6.00%</td>
</tr>
<tr>
<td>Migraine</td>
<td>3.96%</td>
<td>1.99%</td>
<td>5.95%</td>
</tr>
<tr>
<td>Physical inactivity</td>
<td>.28%</td>
<td>4.59%</td>
<td>4.87%</td>
</tr>
</tbody>
</table>

* Being at work, but due to illness or other health condition, not fully functioning.

Low fruit and vegetable intake is not in this table due to a lack of lost productivity research on this risk factor.
Normal Risk Factors in US

<table>
<thead>
<tr>
<th>Risk Factor/Condition</th>
<th>% Workload Lost</th>
<th># Employees</th>
<th>Prevalence</th>
<th># At-risk Employees</th>
<th>Median Annual Compensation</th>
<th>Organizational Lost Productivity Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol abuse</td>
<td>.0978</td>
<td>500</td>
<td>.050</td>
<td>25</td>
<td>$50,000</td>
<td>$122,250</td>
</tr>
<tr>
<td>Arthritis</td>
<td>.0726</td>
<td>500</td>
<td>.26</td>
<td>130</td>
<td>$50,000</td>
<td>$471,900</td>
</tr>
<tr>
<td>Asthma</td>
<td>.0600</td>
<td>500</td>
<td>.088</td>
<td>44</td>
<td>$50,000</td>
<td>$132,000</td>
</tr>
<tr>
<td>Depression</td>
<td>.1712</td>
<td>500</td>
<td>.064</td>
<td>32</td>
<td>$50,000</td>
<td>$273,920</td>
</tr>
<tr>
<td>Diabetes</td>
<td>.2320</td>
<td>500</td>
<td>.083</td>
<td>42</td>
<td>$50,000</td>
<td>$487,200</td>
</tr>
<tr>
<td>High blood pressure</td>
<td>.0607</td>
<td>500</td>
<td>.287</td>
<td>144</td>
<td>$50,000</td>
<td>$437,040</td>
</tr>
<tr>
<td>High cholesterol</td>
<td>.0805</td>
<td>500</td>
<td>.375</td>
<td>188</td>
<td>$50,000</td>
<td>$756,700</td>
</tr>
<tr>
<td>Migraine</td>
<td>.0595</td>
<td>500</td>
<td>.06</td>
<td>30</td>
<td>$50,000</td>
<td>$89,250</td>
</tr>
<tr>
<td>Overweight/obesity</td>
<td>.0970</td>
<td>500</td>
<td>.631</td>
<td>316</td>
<td>$50,000</td>
<td>$1,532,600</td>
</tr>
<tr>
<td>Physical inactivity</td>
<td>.0487</td>
<td>500</td>
<td>.490</td>
<td>245</td>
<td>$50,000</td>
<td>$596,575</td>
</tr>
<tr>
<td>Stress (high)</td>
<td>.0753</td>
<td>500</td>
<td>.430</td>
<td>215</td>
<td>$50,000</td>
<td>$809,475</td>
</tr>
</tbody>
</table>
# Total Cost Example

## Table 5: Sample Risk-Factor-Specific Total Costs (Medical and Lost Productivity)

<table>
<thead>
<tr>
<th>Risk Factor</th>
<th>A % Workload Lost</th>
<th>B # Employees</th>
<th>C Prevalence</th>
<th>D # At-risk Employees</th>
<th>E Median Annual Compensation</th>
<th>F Employer Lost Productivity Cost</th>
<th>G Per Employee Medical Cost</th>
<th>H Employer Medical Care Cost</th>
<th>I Employer Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol abuse</td>
<td>.0978</td>
<td>500</td>
<td>.050</td>
<td>25</td>
<td>$50,000</td>
<td>$122,250</td>
<td>$386</td>
<td>$9,650</td>
<td>$131,900</td>
</tr>
<tr>
<td>Arthritis</td>
<td>.0726</td>
<td>500</td>
<td>.26</td>
<td>130</td>
<td>$50,000</td>
<td>$471,900</td>
<td>$617</td>
<td>$80,210</td>
<td>$552,110</td>
</tr>
<tr>
<td>Asthma</td>
<td>.06</td>
<td>500</td>
<td>.088</td>
<td>44</td>
<td>$50,000</td>
<td>$132,000</td>
<td>$803</td>
<td>$35,332</td>
<td>$167,332</td>
</tr>
<tr>
<td>Depression</td>
<td>.1712</td>
<td>500</td>
<td>.064</td>
<td>32</td>
<td>$50,000</td>
<td>$273,920</td>
<td>$804</td>
<td>$25,728</td>
<td>$299,648</td>
</tr>
<tr>
<td>Diabetes</td>
<td>.2320</td>
<td>500</td>
<td>.083</td>
<td>42</td>
<td>$50,000</td>
<td>$487,200</td>
<td>$1,176</td>
<td>$49,244</td>
<td>$536,444</td>
</tr>
<tr>
<td>High blood pressure</td>
<td>.0607</td>
<td>500</td>
<td>.287</td>
<td>144</td>
<td>$50,000</td>
<td>$437,040</td>
<td>$447</td>
<td>$64,368</td>
<td>$501,408</td>
</tr>
<tr>
<td>High cholesterol</td>
<td>.0805</td>
<td>500</td>
<td>.375</td>
<td>188</td>
<td>$50,000</td>
<td>$756,700</td>
<td>$892</td>
<td>$167,696</td>
<td>$924,396</td>
</tr>
<tr>
<td>Migraine</td>
<td>.0595</td>
<td>500</td>
<td>.06</td>
<td>30</td>
<td>$50,000</td>
<td>$89,250</td>
<td>$723</td>
<td>$21,690</td>
<td>$110,940</td>
</tr>
<tr>
<td>Overweight/obesity</td>
<td>.0970</td>
<td>500</td>
<td>.631</td>
<td>316</td>
<td>$50,000</td>
<td>$1,532,600</td>
<td>$1,351</td>
<td>$426,916</td>
<td>$1,959,516</td>
</tr>
<tr>
<td>Physical inactivity</td>
<td>.0487</td>
<td>500</td>
<td>.490</td>
<td>245</td>
<td>$50,000</td>
<td>$596,575</td>
<td>$982</td>
<td>$240,590</td>
<td>$837,165</td>
</tr>
<tr>
<td>Stress (high)</td>
<td>.0753</td>
<td>500</td>
<td>.430</td>
<td>215</td>
<td>$50,000</td>
<td>$809,475</td>
<td>$764</td>
<td>$164,260</td>
<td>$973,735</td>
</tr>
</tbody>
</table>
Road to Corporate Health

<table>
<thead>
<tr>
<th>Body</th>
<th>Mind</th>
<th>Profession / Finances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Coach</td>
<td>Meditation</td>
<td>Career paths</td>
</tr>
<tr>
<td>Team Sports</td>
<td>Newsletters</td>
<td>Financial counseling</td>
</tr>
<tr>
<td>Gym Memberships</td>
<td>Classes</td>
<td>Classes</td>
</tr>
<tr>
<td>Incentives</td>
<td>Incentives</td>
<td>Professional Development</td>
</tr>
<tr>
<td>Encourage breaks for walking or stretching</td>
<td>Create a culture of fun</td>
<td>Recognition</td>
</tr>
<tr>
<td>Offer Yoga or Massages</td>
<td>Recognition</td>
<td>Contests</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Incentives</td>
</tr>
</tbody>
</table>
Brain Training for Positive Thinking

https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work
HIM Reimagined

- Academic programs must change
- Automation of coding, EHR, and related processes
- Associate HIM degrees will become more specialized providing operational support
- Baccalaureate and master’s level degree will practice at a broader level assimilating the data, creating knowledge, and leading organizations to make better decisions
Human Traits That Can’t Be Replaced By Artificial Intelligence

- Accountability
- Transparency
- Fairness
- Honesty
- Ability to design systems/processes for humans

Source: Accenture 2017
Closing Thoughts

- Leadership: tomorrow doesn’t look much like yesterday
- Interpersonal and team leadership
- Communications
- Emotional intelligence
- Visionary and change leadership
- Strategic thinking and planning
- Wellbeing
- Diversity
- Adaptability
What is your “one” thing?
Thank You

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Cell: 512.673.8645

M. Christine Kalish MBA,CMPE
chrisk@brittainkalishgroup.com
Cell: 817.980.4317
Your Speaker

Penny M. Crow, MS, RHIA, Principal

Penny Crow is a nationally recognized executive with progressive senior leadership experience in a wide range of healthcare organizations. As an industrial-organizational psychologist, she has a track record in the development of collaborative approaches resulting in increased productivity, organizational wellbeing, and increased profitability.

Qualifications include:

- Doctoral Candidate, I-O Psychology
- M.S., I-O Psychology
- B.S., Health Information Management
- Recovering Hospital Executive
- Practice Management Administrator
- Executive coach
- President, TXHIMA
- Immediate Past President, T-eHA
Your Speaker

Christine Kalish, MBA, CMPE, President / CEO

Chris Kalish is a management consultant specializing in guiding healthcare provider organizations through the challenges and opportunities of healthcare reform. As the CEO of BKG, she leads the team, developing strategic relationships with clients and business partners, continually looking for different ways to assist all of BKG’s partners in delivering quality services and care for the populations they serve.

Qualifications include:

- Health Services Administration undergraduate
- Certified Medical Practice Executive – MGMA
- Practice Management Executive
- Texas Christian University, Neeley School of Business
  - Several program advisory board roles
- University of North Texas Health Science Center School of Public Health
  - Several program advisory board roles
- Adjunct Faculty
- Life long learner and overachiever
Our Company

BKG provides a portfolio of management consulting services to healthcare and nonprofit organizations to support their strategic, organizational and operational initiatives while improving their overall performance.

Brittain-Kalish Group, LLC

Our expertise includes:

- Strategic planning and trusted advisor services, including interim leadership and management
- Practice Management
- Operations and revenue cycle - business process assessment and improvement
- Organizational Strategy and Turnarounds
- Executive Coaching
- HIPAA Security and Compliance
- Business planning and program development and analytics
- Leadership and Workforce training – soft and hard skills
  - General business and healthcare specific