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Engagement Summit:**

White Paper

**Building a Higher-Performing
Organization with Leadership
Engagement Innovations**

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Breakthrough ideas from independent leaders who create meaningful distinctions in the healthcare market and suggest an insightful exchange of information for sound decision making.

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Building a Higher-Performing Organization with Leadership Engagement Innovations

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Executive Summary

World-class leaders focus on the business of health and the health of business. Organization health leadership engagement innovations produce company-wide improvements that create lifelong customer value and bring to life the corporate value of health. Aligning workforce well-being with strategic business objectives is the basis for organization leadership, which requires vision and innovative methods to engage employee populations with the right incentives in a meaningful pursuit of healthy living and working. The task at hand comes with mounting pressure on the C-Suite to more aggressively manage escalating employee medical claims, one of the biggest costs of doing business, through a metrics-based, scorecard-driven approach with an emphasis on “value realization.” Other keys to understanding this new thinking involve the deployment of “disruptive innovation,” which serves as the bedrock of strategic business process improvement, and establishment of a “culture of health and wellness” to help employers achieve the profound change that’s needed. Adopting these approaches will invariably help improve clinical outcomes, increase employee satisfaction, “bend the trend” on rising medical costs, boost productivity and give employers a competitive leg up. Performance-focused organization health strategies innovatively strive to “create health” and bring to life the value of health in their companies while laying the groundwork for a wiser investment in human capital. When employees feel better, they perform better, and when they perform better, there is a positive impact on the bottom line.

Creating Productive Advantage Through Healthy People

Great business leaders know that they must make the health of their employees a top priority. And as part of that strategic mission, it’s important to advance population health promotion goals and engage leading performance effectiveness experts to reduce costs using evidence-based research of benchmark companies that have achieved real-world success. Organization health performance effectiveness execution entails the meaningful use of top-notch organization health assessment tools and leadership engagement systems designed to achieve tangible, measurable organization health and productivity results. The concept is often measured by upticks in healthy productive workforce advantage value realization

Visionary leaders drive organization health as a strategic imperative and meaningful economic strategy. They’re savvy enough to recognize that people are a company’s only natural resource and most valuable asset, which is burnished when healthy employees perform at their peak. These leaders also are able to decode the complexities of leadership in order to achieve organization health. As such, visionary leaders are reengineering their fundamental way of doing business and adopting a nimble approach to boost growth. They are creating a productive advantage through healthy people and adopting meaningful advantageous communication

channels among all company leaders, associates and customers to sustain revenue streams. In short, this formula will serve as the key to success for Corporate America in the 21st century.

Every investment that leaders make begins with the promise to improve employee productivity. An environment that evolves, achieves and thrives on organization health achievement executes key population health promotion methods and high-value workforce well-being innovations. They include efforts that strategically align business objectives while creating a lifelong capacity for people to learn and keep changing, and concurrently engaging employees to nurture their individual health and well-being achievements. This is the basis for vigorous organization health, profitable customer exchanges and improved functionality at every level to shape the company's future quicker and better than the competition.

Leaders at the top demand the best. CEOs are driving a framework for accountability in the C-Suite to create healthy organizations and achieve business results. CEOs know that the best way to drive value creation in the C-Suite is to focus on the root cause of escalating costs by enabling a metrics-based, scorecard-driven alignment system approach that supports the well-known "triple aim" of achieving population health promotion: better care for individuals, better health for populations and lower per capita costs. This effort includes three key stakeholders: the employer, employee and provider—with fully engaged employees serving as the conduit to a turbo-charged, full-bodied individual productive advantage realization progression and robust strategic continuous organization health systems improvement process.

Change Agent Leaders Understand Organization Health

If there is one quality leaders seek for themselves and their employees, it is sustained high performance in the face of ever-increasing economic pressure and rapid change in a global economy. As all leaders are aware, past performance is no guarantee of future success. Effective leaders drive results. Leaders change their companies for the better to achieve the sustainability imperative by focusing on long-term health, even as they execute their strategic action plans for higher performance straight away. Since maximizing resources for enhancing worker capacity and sustaining a competitive edge is more important than ever before, leaders must be capable of aligning the workforce with key business objectives featuring healthy organization strategies.

One critical mission is to tame runaway employee healthcare costs, but industry practitioners have found that current methods no longer work. The next generation of solutions can be found in the notion of "value realization." Success depends on an accountability-based organization health leadership, insightful decision-making and problem-solving, as well as an intuitive ability to lead their strategic business unit to create self-sustaining environments.

Robert W. Suttles, vice president of Health First, believes that "true leaders are able to envision and articulate a compelling future; something that employees want to be a part of and to invest in to help make a reality. Everything we do should be focused on, or designed to positively impact, the performance of each employee, or to increase the contribution that each team of employees can make together."

Leaders have a unique definition of value, which they consider the glue that galvanizes the workforce. In their view, value better aligns the interests of each organization's leadership with

employees to maximize individual peak performance for results that collectively improve a company's bottom line. The cutting edge of this thinking can be found in the C-Suite emergence of "disruptive innovation" (DI), a business term used to describe how a more nimble or entrepreneurial approach to creating value via individual productive advantage realization and sustaining a competitive edge in the enterprise quest disrupts certain markets. Consecutively, DI sustains a continuous flow of remarkable ideas designed to transform company-wide population health promotion strategies and advanced high-value workforce wellbeing action plans designed to achieve business results.

The critical ingredient to realizing short-term savings, as well as a lasting return on investment (ROI), is the leader's track record for achieving enterprise-wide performance improvement goals and a strong return on enhancing individual productive advantage work capacity achievements.

A new IBM study of more than 1,700 chief executive officers from 64 countries and 18 industries reveals tremendous insight. To wit: that leaders are changing the nature of work by adding a powerful dose of openness, transparency and employee empowerment to the command-and-control ethos that has characterized the modern corporation for more than a century.¹

The advantages of this fast-moving trend are clear. Companies that outperform their peers are 30 percent more likely to identify openness—often characterized by a greater use of social media as a key enabler of collaboration and innovation—as a key influence on their organization. Outperformers are embracing new models of working that tap into the collective intelligence of an organization and its networks to devise new ideas and solutions for increased profitability and growth.²

Recent "strengths-based leadership" (i.e., Q12 Leadership) research by Gallup and others also shows that unified engaged leaders and employees create a unique productive advantage healthiness in the marketplace. "They are more productive, profitable, more customer-focused, safer and more likely to withstand temptations to leave," further states Suttles. "The best-performing companies know that an employee engagement improvement strategy linked to the achievement of corporate leadership engagement business goals will help them win in the global marketplace and fulfill the organization mission."

Highly effective leaders empower people to act within an agreed-upon vision and build for the future. Their task is to design high-impact business goals to attain organization health and achieve enduring high-performance objectives. This means that sharp intellect, strategic adaptability, fierce resolve, teamwork, vitality, resiliency and precision are essential. Adaptive leaders understand the power and potential of creative execution and DI. The DI mindset can be used to evaluate the street value of population health "bend the trend" index systems and create "People Innovation Centers." These components will serve as an organization health dashboard information system and leadership key performance indicator clearinghouse for benchmarking the business of sustainability.

Leadership Strategy by Design Works Here

Leadership is about nurturing progressive human relationships and tapping the power of social intelligence to achieve meaningful productive interactions. Personalized experiences tend to influence strategic business plans and the convergence of productive-advantage key performance indicators that benefits business team members and the firm's valuable customers. Leaders need to learn to think like a designer when creating an organization health strategy in order to do a better job of developing, communicating and directing action toward designed business results.

“Design is the fundamental soul of a man-made creation. It's not just what it looks like and feels like. Design is how it works,” said Steve Jobs, technology innovator and Apple genius. Advanced leadership engagement innovations were designed to include an intensity of adaptability, involvement, insightfulness, interaction, connectedness, influence and degree of execution a leader has with its people over time. Leaders should bring clarity to organization health expectations; it should be a road sign for showing people where you, as their leader, are taking them—and what they need to do to get there.

No more business as usual. There is no such thing as “substandard leadership”—just disengaged leadership and ineffective strategic business process improvement systems, enterprise-wide technologies and flawed ideas created in intellectual isolation in the C-Suite. Such thinking is cut off from valuable, real-world insight and frontline leadership know-how. It is also out of tune with seismic shifts in the new-world market—devoid of any focus on organization health, effective execution and robust financial performance. Each of these elements is essential for having a clear pathway to improved economic well-being and quality of life for employers, employees and community providers. Those misaligned leadership missteps are over. As rising leaders learn to reap the benefits of leadership engagement innovations, so will their company's bottom line.

The world's top-performing enterprises understand that leadership engagement is a force that drives bottom-line performance achievement outcomes. In the best companies to work for, it is more than a human resources initiative—it is a leadership attitude to organization health for the way they do business.

Leadership Engagement Continuous Improvement Transforms Organization Health

DI is the No. 1 leadership competency of the future. Engaged leaders innovatively strive to create organization health and bring to life the value of health in their companies. It also is the bedrock of strategic business process improvement (SBPI), an effective continuous improvement organization health approach to align processes with disciplined execution of an organization's strategic goals. This will optimize underlying systems and structures to transform focused program integration convergence to achieve more efficient business results.

DI is a remarkable idea that was insightfully (and strategically) designed to transform existing markets or create a new market through the continuous use of critical thinking behaviors: adaptability, simplicity, convenience, accessibility or affordability to transform organization health business results. It is about profound change in the C-Suite. It is not just the magnitude of

the advance. If it works to sustain the status quo, it is not disruptive. The key is a change in approach to one that better addresses critical business issues in the C-Suite and the demands to create and sustain “customer value.”

What’s different about DI leadership is that it moves from being an occasional episodic management by objective shortcoming to a breakthrough balanced measurement system achievement. It paves the way for the leader to create C-Suite and frontline solidarity, as well as a united culture of innovation mindset and far-reaching organization health effectiveness attitude adjustment in the company.

Leaders judiciously converge on C-Suite leadership engagement techniques and incentive-alignment SBPI action plans to precisely execute optimal measurement systems designed to determine gaps. This information is prioritized for a guided program planning and evaluation strategic roadmap to instate a sense of balance and achieve leading-edge best practices.



A balanced view of the business requires continuous predictive data analytics for insight. Value realization of corporate benefits administration reporting in the C-Suite has not been meaningful, far-reaching or productive. Legacy benefits administration reporting is “aggregated” but not “integrated” and includes “data” versus actionable “information.” It also is not intelligible, accessible, consistent, precise, or reliable to the C-Suite.

Susan R. Meisinger, former president and CEO of the Society for Human Resource Management and a board director for the National Academy of Human Resources, recently wondered: “Is it possible that we think we’re playing an important role in driving innovation in our organizations just because of how hard we’re working and not because we have any data to support that conclusion? Perhaps.”

The time has come for a major paradigm shift that enables pioneering employers to simultaneously realize greater employee trust, talent engagement and customer value realization, as well as prevent spiraling healthcare costs and actually bend the trend.

According to Kathleen Yeager, a senior professional human resources (SPHR) specialist and leading strategist on chief organization effectiveness: “SBPI and DI spotlight creative execution and encourage organizations to focus on critical talent management [people] challenges and related ‘customer value realization’ issues. These concepts also begin to embrace proactive constructive change in the HR operating model.”

Profound change will not happen without constructive conflict. “The new value-centric HR professional who has a DI mindset would be an ideal role model and business leader in the C-Suite to promote the meaningful use of HR systematic performance improvement processes and best practices,” Yeager continues.

It is clear that C-Suite distinctive competency discussions, recommendations and value realization optimization barriers cannot be tackled or resolved if there are no solid metrics to analyze and compare valuable employee engagement investments alongside comprehensive organization health programs that emphasize high-value workforce well-being. Strategic productive advantage from comprehensive organization health, high-value workforce well-being improvements can be achieved only if understood and embraced at the C-Suite level. To realize optimal engagement, leaders have created next-generation SBPI C-Suite level benefits administration reporting dashboards and scorecards. Value realization materializes when action is taken on SBPI measurement insights.

Cracking the Code of Critical Thinking Behaviors in the C-Suite

An organization health innovation trumps everything else in business. Many ideas aimed at improving organization health, high-value workforce well-being fail to deal with DI and improving the business value of health and how leaders drive organization health in the C-Suite. More than a decade of research and frontline experiences lead insightful leaders to believe strongly that health synergizes high-value workforce well-being performance—and that, in fact, at least 50 percent of any organization’s long-term success is driven by its health.³

Achieving measurable value realization directly addresses the core drivers of process optimization/ continuous improvement (“lean”) as pursued by senior leaders and frontline decision makers. Savvy leaders understand the inner workings of leadership’s critical thinking behaviors and linkage between employees, customers and profits. How so? Simple: by isolating perceptions and attitudes of organization health investments and the business value of workforce well-being dividends that drive strategic SBPI business plans.

Savvy leaders are engaging DI methods and executing best-in-class **C-Suite Active Engagement**™ innovation tools, techniques and best practices with team leaders and frontline managers to deploy employee-centric, value-based purchasing and advanced value-based insurance design strategic business process improvement systems that include **five key leadership engagement innovations**:

- 1) **Create Health**—*Necessity Prompts Strategic Adaptation*;
- 2) **Assess/Reassess**—*Cracking the Code*;
- 3) **Plan Design**—*The Sustainability Factor*;
- 4) **Execution**—*Critical Thinking in the C-Suite*; and
- 5) **Evaluation**—*Putting Health to Work*™ *Bend the Trend Index*. (See **Figure 1** - page 5)

Value realization encompasses several areas and requires relevant on-site, corporate level and company-wide reporting as defined by C-Suite leaders and frontline managers. What gets measured gets improved. The role of a leader is to determine what is important for the company to measure. The undertaking is intended to rapidly shape the SBPI process created to help pioneering employers answer:

1. **How are we doing?**
2. **How can we make it better?**
3. **What if:** simulation capabilities scenarios are available to find specific and optimum opportunities for interventions and that will define measures of success?

Leadership engagement innovations comprises core organization health competencies and systematic enterprise capabilities, such as leadership, strategic planning, customer focus, measurement, analysis, as well as knowledge management, workforce focus and operations focus that conventional metrics don't capture in C-Suite performance or frontline corporate performance (or individual) achievement reviews.

For example, leadership is evaluated a number of measures that include annual budgeted revenue growth, net operating profit before tax, annual health insurance claims paid, total healthcare cost budget annual comparison, average days without injury and annual disability incidence rate. Others examine the impact of direct and indirect healthcare costs on profits or how the workplace environment affects employee healthcare costs, return on capital employed, and total returns to shareholders. Organization health is defined as the ability of an organization to identify, engage, establish, elevate, achieve, and renew itself faster than the competition to sustain stellar business performance over time. (See **Figure 2**)

Streetwise leadership change agents realize that organization health and performance improvement is not designed to be an annual independent study or self-administered “worksites wellness checklist” fire drill—but rather, a rigorous SBPI leadership process. This strategy is designed to promote and achieve organization health transformation by converting valuable workforce investments into individual productive advantage achievements. It is all made possible with the convergence of meaningful productive interactions and personalized experiences of valuable people with loyal customers, which translates into lifetime corporate profits.

Organization Health Leadership Engagement Innovations



Organization health is defined as the ability of an organization to identify, engage, establish, elevate, achieve, and renew itself faster than the competition to sustain stellar business performance over time.

- Identify:** Evidence based opportunities and "pressure points" to achieve an enduring "culture of health and wellness" specific to your organization
- Engage:** Your people, their families, communities and key management in the pursuit of life-changing personal well being
- Establish:** An effective and affordable master plan roadmap; with measurable milestones to ensure tangible progress towards goals
- Elevate:** Your organization's consciousness and commitment to this pursuit; in ways that elevates the priority of this "human capital enhancement" program (and funding) in the C-suite
- Achieve:** Tangible, measurable success; bending the curve of cost; while improving your human capital productivity

Everything Affects Everything

Source: Les C. Meyer, MBA

What Does Success Look Like for a Leader?

Imagine a workplace where all teams of employees are committed to the company, fully engaged in what they do for customers, excited about work, accountable for their health and well-being, and accept responsibility for worksite performance achievement. Imagine a workforce connected to the vision of organization health, looking forward to healthy living and healthy working, and actually wanting to create meaningful productive interactions along with personalized customer experiences.

"There are four keys to success for next-generation corporate leaders," according to R. Dixon Thayer, senior fellow Jefferson School of Population Health, as well as co-founder and CEO of HealthNEXT. They include:

- 1) Providing a "clinical effectiveness" balance to the current "benefits efficiency" focus;
- 2) High-touch engagement, retention and behavior change systems and processes;
- 3) Reducing the "random access to care" and the "medically homeless" covered lives; and
- 4) Sincere advocacy and champions in the C-Suite... "living the vision."

Imagine the Unimaginable

The power of good health is far reaching. Healthy people are at work for longer periods of time and can accomplish more on the job than unhealthy people. The more they can do of their job, the more it affects the employer's bottom line—and when employee achievement and corporate performance is tied to healthy employees, everyone benefits. Jobs stay in America. The economy flourishes. And exorbitant healthcare costs are avoided. Keeping people healthy is crucial to how well business succeeds today and in the future.

The Affordable Care Act (ACA) is now law. “Nearly two years after the passage of the Affordable Care Act, we are starting to see significant changes in the way healthcare is delivered and received,” states David B. Nash, M.D., MBA, Dean, Jefferson School of Population Health, Thomas Jefferson University. Population health promotion, prevention, care coordination and high-value workforce well-being are at the forefront of healthcare—and employee-centric, value-based insurance design is here to stay. Nash told the Twelfth Population Health and Care Coordination Colloquium at Thomas Jefferson University: “Employers, payers, purchasers, clinicians and academia are working more collaboratively toward the common goal of implementing meaningful changes to the delivery of healthcare that will improve the health of the population.”

Healthy living and healthy working, coupled with flexible, full employee engagement and job satisfaction, have become the new imperative for employers. Working around the clock to improve employee health (regardless of personal health status or multiple risk factors), the objective is to execute healthy living and healthy working strategies and standards of practice to attain healthy employee achievement and business performance.

It's time to mobilize collective impact leadership engagement groups on next generation population health methods and value-based purchasing innovations. Donald Berwick, M.D., MPP, former administrator, Centers for Medicare & Medicaid Services, as well as former president and CEO of Institute for Healthcare Improvement (IHI), recently stated on IHI's **WIHI** audio broadcast network that healthcare improvement leaders need to both improve quality and achieve costs savings in order to fulfill obligation to patients. “Similar to the challenges of addressing climate change, the answer is... there is no single way to do it. The only way we can do it is to do, not one thing, but everything,” he said. Without a doubt, there is both a social and economic imperative to demonstrate that better care equals lower costs in our collective quest to improve the economic wellbeing and quality of life of our nation's people.

“Three decades ago, we thought that education was enough,” states Michael P. O'Donnell, Ph.D., MPH, MBA, editor-in-chief, *American Journal of Health Promotion*. “We thought all we had to do was help people understand the health risks of tobacco, junk food, alcohol and drugs, and the health benefits of exercise, nutritious foods, stress management and proactive medical self-care. We thought people would use this knowledge to transform their lives. Three decades of research and practical experience have shown us that education is not enough, in fact, it may not be very important at all.”

It's time employers protect, sustain and promote the health and well-being of their employees—and align incentives and rewards for healthy and productive behaviors. But they also must

consistently take care of their people, knowing that healthy living and healthy working lead to healthy corporate performance and improved revenue streams for the employer and its community health system. Employer leadership engagement at its best entails **turning an agenda into action**.

The Making of a Corporate Leader

In order to achieve a productive advantage, leaders need to develop an integrative “healthy organization roadmap” to support the learning and leadership development initiatives in their companies that are critical for sustaining organization health.

Leaders realize that engaging, deploying and optimizing a fluid company-wide organization health systems improvement initiative requires hard work. More importantly, the final step is to prepare a “culture of health and wellness” business plan that reinforces the company’s focus on DI and doing whatever is needed to satisfy employees, caregivers, providers and community stakeholders. Leaders know that critical thinking is not driven by answers but by questions. The driving force in the leaders’ mindset is the critical thinking process and profound questions.

Leaders demand that executives optimize the total economic impact of employee health to maximize an individual’s health achievement potential and job satisfaction expectations through personal and organization performance results. Their population health framework focuses on leadership engagement innovations involving better care for individuals, improved health for populations and lower growth in expenditures. As part of this equation, total-rewards initiatives will help employees achieve greater satisfaction on the job and optimize their personal lives, (i.e., physical, social and financial), enabling them to define their own needs and expectations as distinct choices.

All Aboard

In order to yield hard returns on employee and family population health programs and bend the healthcare cost curve, true leaders must lead by example and steer cross-functional work teams toward relentlessly fostering a value-centric organization health culture. This produces a self-perpetuating productive advantage and competitive edge. It is accomplished by motivating disengaged leaders and employees, embracing meaningful use of population health achievement benchmarks and metrics, as well as creating C-Suite leadership visibility for innovative organization health and well-being indices. Other strategies include raising the bar on individual productive advantage and financial security aspirations, aligning meaningful incentives and generally helping people get the best out of life.

We have reached a tipping point of not doing things the way we used to. Organization health business leaders and “trusted clinicians” are now tackling the tough leadership engagement challenges impacting American enterprises to help drive improving value in healthcare through collective impact methods. Community leaders are rolling up their sleeves and using hands-on enabling “next practices” innovations which entail benchmark companies advancing remarkable leadership ideas and transformative strategies: imagining what the future will look like; identifying mega-opportunities that will arise; and building game-changing ways of delivering business value to stakeholders: employers, employees (consumers) and providers.

Adopting game-changing leadership engagement innovations will invariably help leaders improve clinical outcomes, increase employee satisfaction, “bend the trend” on rising medical costs, boost productivity and provide leaders with insightful ideas for creating a workforce productive advantage and competitive leg up.

Next-generation organization health initiatives require a collaborative effort that includes an employer-employee partnership, array of providers, value-focused vendors and community resource groups. The role of the employee is vital in terms of creating individual productive advantage and health achievement, as well as performance-based talent management programs, since these are the very people who need to be engaged in order to live healthier and perform at optimal levels at work and home.

The key to success in an increasingly competitive global economy will be integrating a model with performance-focused organization health strategies that lay the groundwork for a wiser investment in human capital. What attracts employees to jobs and keeps them from looking elsewhere also results in improved health outcomes and optimized job performance. It’s more than healthy people equating to healthy bottom lines. It’s recognizing that people should be paid for better performance. And when they feel better, they perform better. When they perform better, everybody wins.

How can current worksite wellness programs be retooled to inspire healthier living and peak performance to yield both personal and corporate gain? It is not easy to change organization cultures and to achieve sustainable health improvement. The time has come, however, to acknowledge that organization health achievement may very well be the silver bullet that has been sought all along. Visionary leaders view the meaningful use of organization health improvement as a strategic imperative and meaningful economic strategy. It will take a nation to raise organization health to the next level.

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