Executive Education participants from different backgrounds, functions, and parts of the delivery system shared their perspectives on changes in care delivery and opportunities for new graduates. Participants included a cardiologist whose practice was acquired by a hospital and who now works part-time at the hospital in administration; a senior financial professional at a major integrated delivery system; the chief human resource officer at a large health system; and the executive director of a group of hospital satellite locations.

Drivers of significant change in care delivery include:

**Declining revenues and margins.** Some players are seeing revenue declines of 10% or more, putting extreme pressure on profitability.

**Greater emphasis on cost management.** Historically health care systems have focused on quality. To survive delivery systems must now reduce costs while also improving quality.

**Shift in location of care.** Payors and consumers are driving a move from high-cost hospitals to lower-cost outpatient facilities for many services.

**Redesigning processes.** Care delivery organizations are rethinking processes to increase efficiency and lower costs.

**Shifts in power.** Decision making authority is moving away from MDs to teams of care givers.

**Use of metrics.** Measurement tools are being widely adopted to drive greater accountability.

**Aging workforce.** Many health care workers are retiring, pressuring providers to find talent.

**System complexity.** Health care systems are so complex that patients struggle to understand and navigate it.
Health care is experiencing massive disruption. The care delivery system needs a culture of innovation and experimentation to focus on:

- All aspects of care delivery
- Clinical processes
- Costs and value

Senior managers in delivery system are looking for individuals with capabilities in:

These are largely transferable skills/experiences from other industries.

**Career OPPORTUNITIES**

**for Clinicians:** Many organizations are seeking talented clinicians with strong business acumen for leadership roles.

**for Non-Clinicians:** MBAs are sought and respected for their ability to:

- Manage complex multi-stakeholder projects
- Bring an entrepreneurial approach
- Have an outsider’s perspective (based on experience in other industries)
- Demonstrate leadership capabilities
- Leverage transferable business skills
- Quickly learn the business of health care (estimated to take 2 years)
- Work well with clinicians who are data driven and respect hard work