

LEADERS

*“It’s hard to beat a person who never gives up.”
– Babe Ruth, Major League Baseball Hall of Famer*



On the Cover

This issue of LEADERS highlights the theme “Driving Change.” Our editors believe that formulating a clear vision for the future, communicating that vision so as to achieve organizational buy-in, and implementing the change successfully is the single, most critical aspect of leadership.

The healthcare industry is one that is undergoing major transformation and consolidation so as to reduce costs while achieving a more efficient delivery system. Over time, there needs to be a significant move from fee-for-service to

a more value based model of wellness. Several healthcare leaders are interviewed herein. Michael Dowling, President & CEO of North Shore-LIJ Health System, describes that “in the world we’re moving into, we have to be disruptors. We have to disrupt our own organization or someone else will disrupt us. We have to be looking from the outside in rather than from the inside out.” Kenneth Davis, President & CEO of Mount Sinai Health System, discusses the hospital of the future as one that “will increasingly host more ICU beds. It will have a higher level of telemedicine and patients will have hospital beds at home and will be monitored by telemedicine and apps.” Louis Shapiro, President & CEO of Hospital for Special Surgery, highlights the value and benefits of specialization by saying, “the model that is not talked about enough involves organizations that are very focused on doing one thing well, which is our model.” Emad Rizk, President & CEO of Accretive Health, discusses how to effectively manage the revenue process in healthcare and says “value-based reimbursement, or value-based payment, is not one model – it encompasses multiple models.” Clive Meanwell, Chairman & CEO of The Medicines Company, focuses on the impact of new technology in healthcare and says, “new technologies in healthcare – especially in hospitals – have contributed not only to improved outcomes for patients and their families but also to the efficiency of hospital systems and, ultimately, to managing the cost of care.”

Driving change to effect positive results requires a strong and dedicated management team. Joel Marcus, Chairman & CEO of Alexandria Real Estate Equities, makes it clear that people are the key to success. He refers to hiring great people as “the best thing that I have done for the company” and goes on to state, “our people are an integral part of our foundation and key to our success.” Richard Rosenbaum, CEO of Greenberg Traurig, a law firm with some 1,800 attorneys says, “our product is our people.” Reflecting on the firm’s success, he reveals his pride in what “people have become and how many have succeeded.” He is “especially pleased that after so many years and much growth, we still feel like a family.” Pamela Liebman, President & CEO of The Corcoran Group, emphasizes that agents are the key to Corcoran’s strength and says, “the secret to our success is knowing who we work for, which are our agents. We are here to provide the best tools and the highest level of service to ensure our agents can achieve extraordinary success selling real estate.” Alan Elkin, Chairman & CEO of Active International, highlights the importance of talent and expertise in growing globally and says, “we are able to move up people to any office; we can collaborate with all of our offices on behalf of the client to create a value proposition on a global basis.”

This issue also congratulates those business leaders whose innovative and sustainable achievements earned them this year’s winners of the EY World Entrepreneur of the Year awards. These awards are the most coveted and comprehensive recognition of outstanding entrepreneurial accomplishment. ●

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Printing: Caley Print Media – Fry Communications

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