IUCRC 2015 Annual Meeting: Resiliency Through Adversity

“Organizational and Leadership Transition Prior to Phase Change”

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Challenges Confronting the Incoming CHOT Director

1. Awaiting Phase 2 renewal - **RISK**
2. Phase 1 institutional support reaching **zero $**
3. A number of industry members **disengaged**
4. Turbulent industry sector: **Healthcare**
5. Two **systems merging**: Texas A&M University and Texas A&M HSC
6. **Personal** health and career challenges
Overcome Challenges #1 to #5: Reinvent the CHOT Business Model

<table>
<thead>
<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Propositions</th>
<th>Customer Relationships</th>
<th>Customer Segments</th>
</tr>
</thead>
</table>
| • Texas A&M University  
• Georgia Tech University  
• Northeastern University  
• Penn State University  
• National Science Foundation  
• Students  
• Principal Investigators  
• Administrative Staff | • Research / Problem-solving  
• Operational management  
• Member retention / client relations  
• Dissemination of findings  
• Business development  
• External/Supplemental grant-writing  
• Collaboration among university partners and industry members | • Applied research guided by healthcare industry members  
• Option to use members’ own data, interventions, workforce, and facilities to study innovation  
• Access to researchers and students  
• Access to research  
• Collaborative research potential across multiple universities, research fields, and industry members  
• Pre-competitive research  
• Publications about and for industry members  
• Access to patents and products generated within the Center  
• Ability to craft research agenda for all Center university partners  
• Publications | • Individual level relationships (between PI and IAB member)  
• Dedicated personnel  
• Communities  
• Webinars  
• Electronic dissemination  
• Center listserv | • Healthcare Industry Members  
• Health Systems  
• Payers  
• Vendors  
• Professional Associations  
• University Partners  
• National Science Foundation |

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<tr>
<th>Key Resources</th>
<th>Channels</th>
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| • Graduate Students  
• Undergraduate Students  
• NSF funding  
• Industry member funds  
• Intellectual capacity  
• Administrative infrastructure | • Two IAB Meetings per year  
• Monthly project updates from PI  
• Monthly Deep-Dive Webinars (Center-wide)  
• Project management platform  
• Members-only portion of website |

<table>
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<tr>
<th>Cost Structure</th>
<th>Revenue Streams</th>
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| • Variable costs (staff, principal investigators, students)  
• Travel  
• Materials and supplies  
• Marketing | • National Science Foundation core funds  
• Membership fees  
• Usage fees for patents and registered products  
• Practice improvement services  
• Healthcare executive training program |
Overcome Challenge #2: Get Help to Implement your new Business Model

- A one-time grant to support the CHOT Assistant Director during Phase 1 reaching zero
- The newly refined business model for CHOT could be used as the foundation for an IMD supplemental grant application
- Took the risk to develop the IMD proposal and submit before Phase 2 renewal was awarded
- The IMD position could truly help implement the strategic plan as described by business model canvas
- Preparation continues during times of uncertainty
Overcome Challenge #3 & #4: Understand what Hospitals need!

1) New Healthcare Delivery Model
• To improve Q & X @ less Cost

2) New Payment Model
• To pay for Q & X @ less C
• To “Co-manage” through ACOs
• To make the most of “Bundled payments”

3) Implementation Tool Kit
• To address the HOWs

Evidence-based!
Overcome Challenge #6: Hit the slopes and conquer the mountains!

- Share a clear vision of your Center with your team, friends, IAB, and network.
- Follow your business model by setting an example
- Be a fearless leader by showing courage and resilience
- Don’t let falls discourage you
- Falls and fractures should build even stronger courage to take on new mountains
- Be driven by challenges
- Resiliency and drive will inspire your team and open up new opportunities