

# An Executive's Perspective:



## Understanding and Aligning with your Administration

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Chief Medical Officer  
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TRANSFORMING PROMEDICA FOR FUTURE GENERATIONS

# Kent Bishop, MD, FACOG, CPE

## **ProMedica Health**

- President, ProMedica Physicians Group
- Chief Medical Officer, ProMedica Physicians and Acute Care



# My mission... Eliminate Open Surgery

Open  
Approach

“Nothing is done better  
through an open incision”

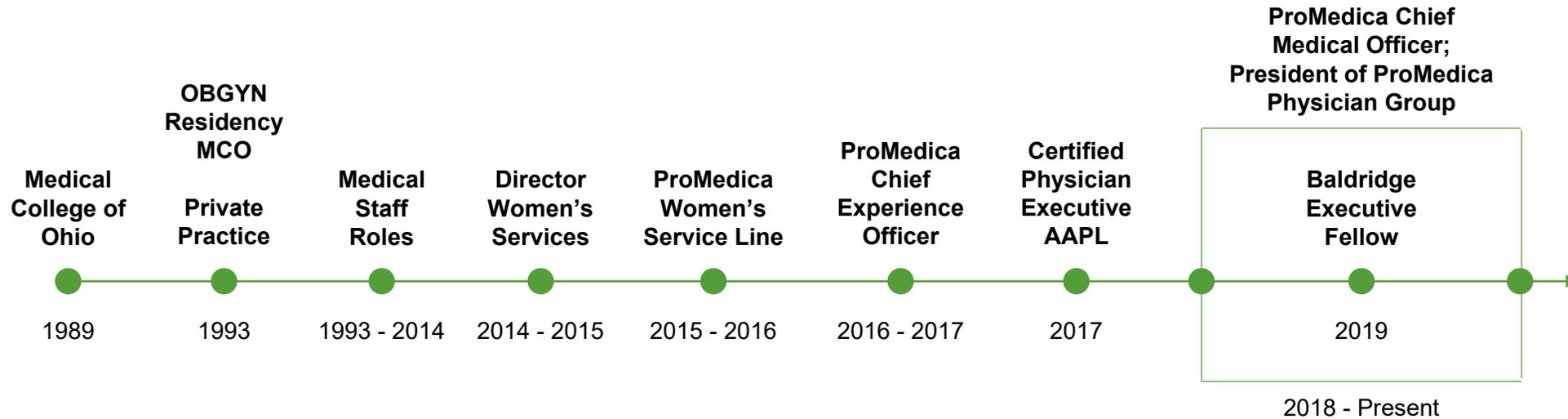
MIS  
Approach

# ProMedica Integrated Healthcare System

- 7+ Billion Revenue
- 48,000 Employees
- Medical plan – Paramount – ProMedica Insurance
- ProMedica Senior Care ( HCR Manor care)  
28 States - Largest Not for Profit in US
- Acute Care Market Area is NW Ohio & SE Michigan
- 11 Hospitals, 10 with Robotic Service Line Offering
- 17 da Vinci Robots and 1 Ion Endoluminal System
- 3,213 Robotic Procedures in 2021



# Kent Bishop MD. FACOG. CPE.



# My Leadership Journey...

**Chief Medical Officer**

**Chief Experience Officer**

**Service Line Clinical lead**

**Ob-gyn**

- Fee for Service vs. Value Based Healthcare
- Incentivize performance
- Economics of Healthcare
- **Alignment to Quadruple Aim**
- Broader scope more impact
- Ability to **align** / remove barriers
- **Change management** skills

- Understand the needs of the **patient & providers**
- Increased my business IQ
- Lead at local/department level
- Honed my own craft. gain **respect of peers/** administration

# Understanding your Executive...

## Transactional Leadership

- Skeptical and Indecisive
- Not Comfortable with Uncertainty

## Transformational Leadership

- Embraces Innovation
- Curious and Decisive
- Challenges the Status Quo



# Interaction with your Executive...

## Align with your Executive

- We as physicians are **afforded great deference** by leadership. Can you influence physician alignment?
- **Please trust me**, most quality Hospital Administrators understand what you do more than you understand what they do
- **Business plans** are the **currency** of the C Suite
- **Safety, Experience** and **Quality** are hard to overlook by the C Suite. When **technology improves these w/ ROI**, you are speaking the **C Suite love language**
- Preparation is noticed



# Interaction with your Executive...

## Understand your Value

- **Surgeons are customers** to the best leaders
- **Surgical volume** still drives the **bottom line** for systems
- Be a **vault**
- You **do not learn** anything **when** you are **talking**
- Don't waste the opportunities you are given



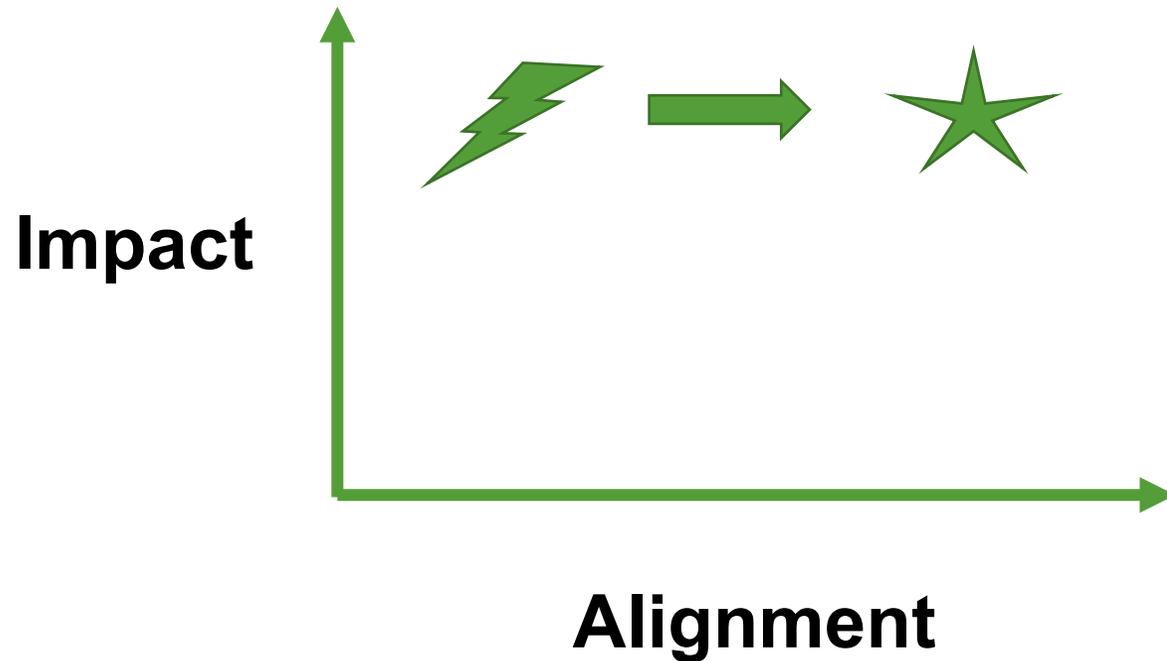
# Change Management – Your Journey...

This is about much more than a new Robot

- **Personal growth. Change is inevitable.**  
Can you lead through Change and uncertainty?
- **“Those that never change their mind never change anything”**  
*Churchill*
- **Put the needs of your team ahead of your own.**  
Help others achieve their goals not yours;  
Reward attitude, recognize aptitude
- **Do not complain to those who cannot fix it.**  
If you are doing this, you are just \*itching
- **Operations delivers at the speed of need.**  
Create urgency without drama



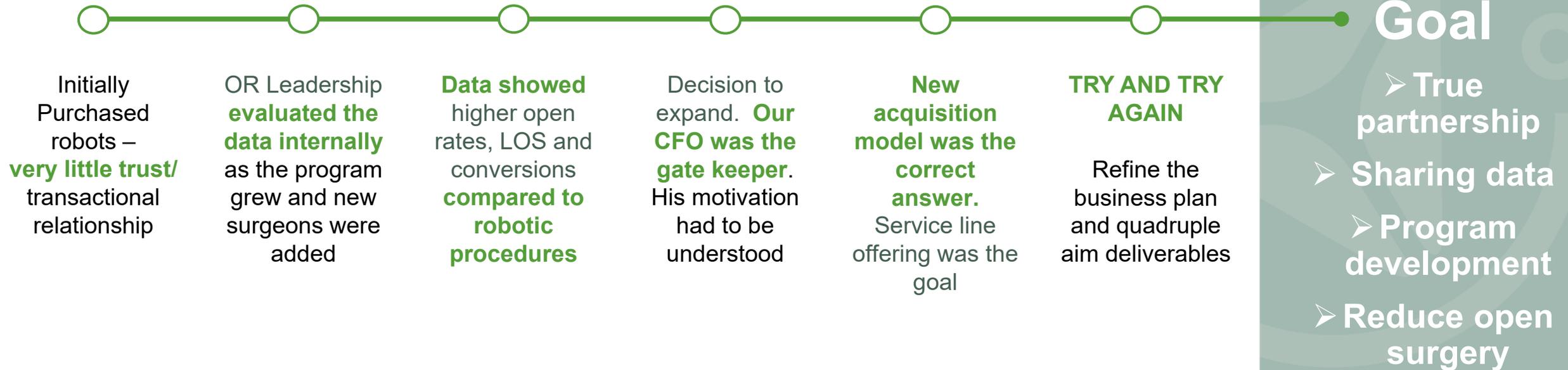
# The Impactful Disrupters Align



## Assessment Tool

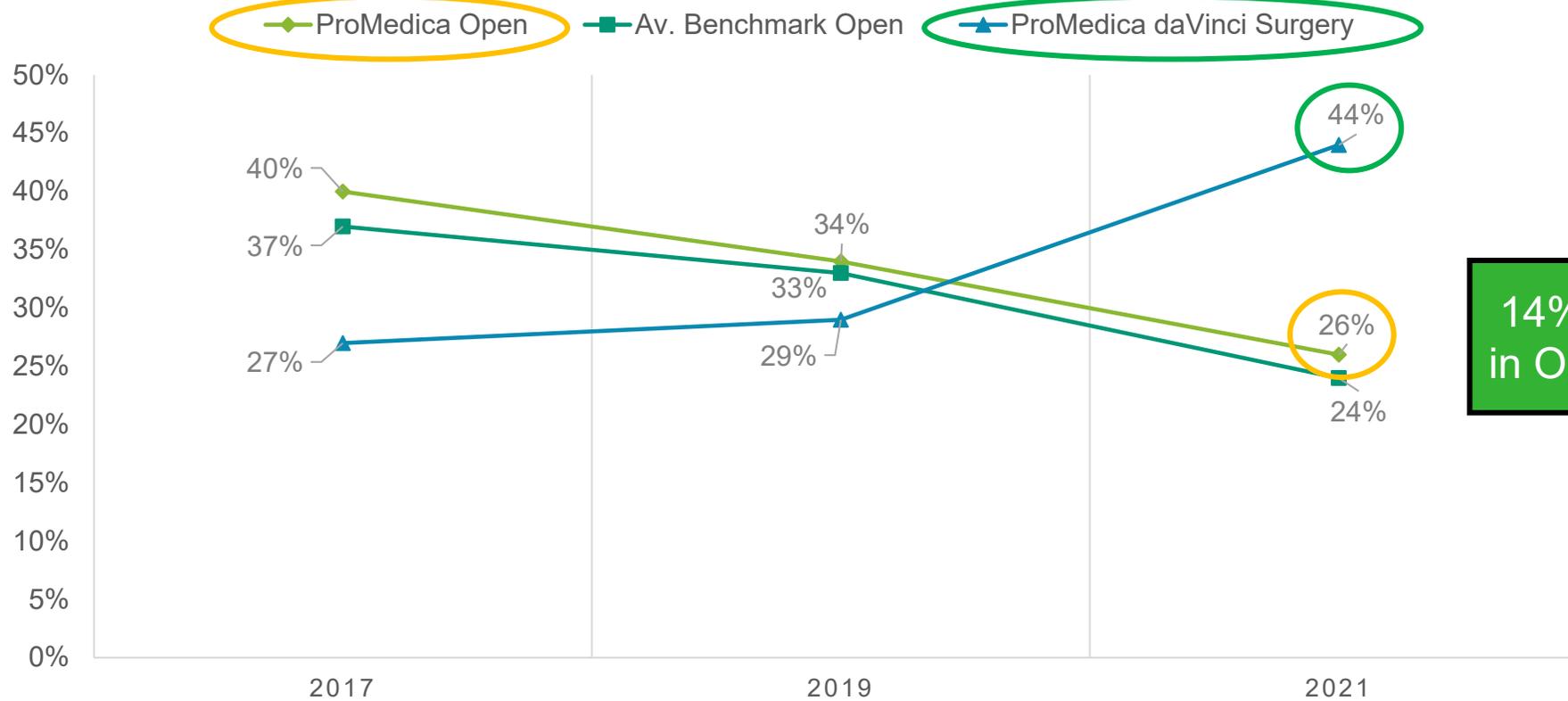
- Service Line development
- Understand stakeholders
- Individual mentoring

# ProMedica and Intuitive Evolution



# Reduce Open Surgery by Increasing MIS

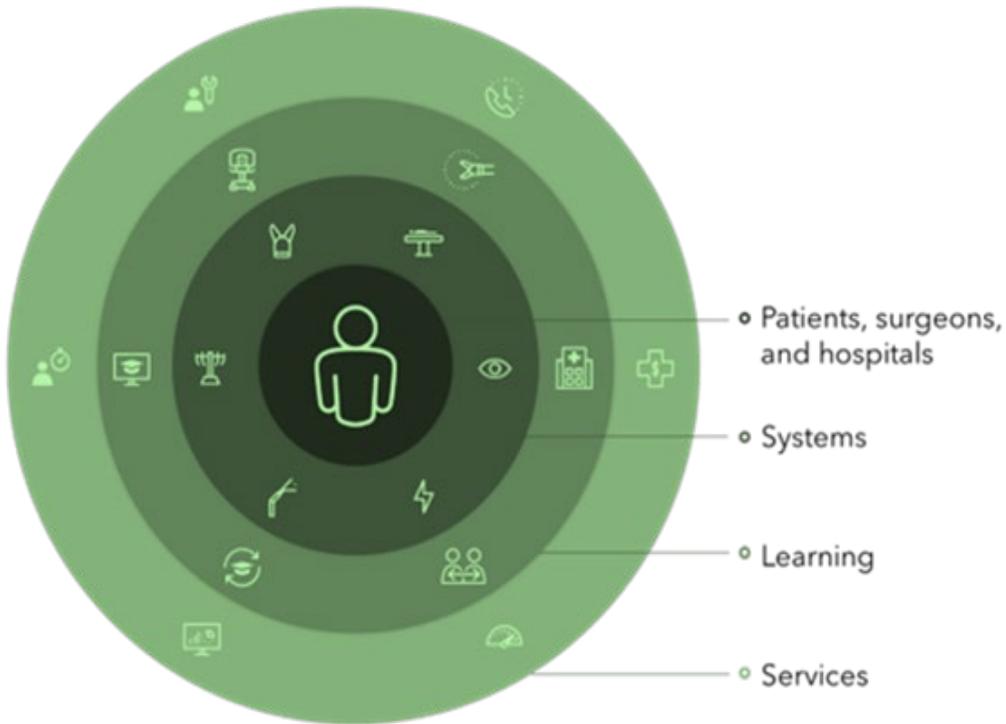
## REDUCTION IN OPEN SURGERY



14% Reduction  
in Open Surgery

# ProMedica and Intuitive Partnership

## Unified Ecosystem



### MACA

#### QUANTIFIED PERFORMANCE

Data driven decisions through evidence-based change management



### Genesis

#### PROGRAM EFFICIENCY

Customized solutions to improve your da Vinci Program performance



### Digital

#### INTEGRATED INTELLIGENCE

Actionable digital insights across the care continuum



### Product Portfolio

#### CONTINUOUS INNOVATION

30 years of technological innovation for today and the future

# Key Takeaways

- ✓ Lead with data
- ✓ Develop and nurture allies in senior executive positions
- ✓ Big picture thinking will win the day over your own benefits
- ✓ You have to make the ask supported by a business plan



# Thank you



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## **IMPORTANT INFORMATION**

### **Financial Disclosure**

This material has been developed with, reviewed and approved by an independent surgeon(s) who is not an Intuitive employee. This independent surgeon(s) has received compensation from Intuitive for consulting and/or educational services.

### **Limitations of Marketing Guidance**

The implementation of a da Vinci Surgery program is practice and hospital specific. Results may vary. Past customer experience does not imply any guarantee of results in practice or program success.

When considering cost-effectiveness of an advanced technology like Intuitive products, we recommend that hospitals perform a full cost-benefit analysis, considering not just the operating room costs but the costs associated with hospital stays, procedure-related complications and hospital re-admissions.

### **Endorsement Limitations**

Spontaneous opinions expressed during live presentations by participants belong to those individuals. These opinions are not necessarily shared by Intuitive, Inc.

### **Trademarks**

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## **Da Vinci Systems**

Depending on an individual hospital's decision for using da Vinci® products, some presented information may refer to unapproved uses (procedures) for the da Vinci systems. For a list of current On Label procedures, refer to the respective da Vinci System User Manual(s).

## **Da Vinci Xi/X System**

The demonstration of safety and effectiveness for the specific procedure(s) discussed in this material was based on evaluation of the device as a surgical tool and did not include evaluation of outcomes related to the treatment of cancer (overall survival, disease-free survival, local recurrence) or treatment of the patient's underlying disease/condition. Device usage in all surgical procedures should be guided by the clinical judgment of an adequately trained surgeon.

## **Da Vinci SP System (TORS and URO)**

The safety and effectiveness of this device for use in the performance of general laparoscopic surgery procedures have not been established. This device is only intended to be used for single port urological procedures and for transoral otolaryngology surgical procedures in the oropharynx for benign tumors and malignant tumors classified as T1 and T2 with the da Vinci EndoWrist SP Instruments and the da Vinci SP surgical system (SP1098).

## **Da Vinci Instrument & Accessory Care**

It is the responsibility of the owner of the da Vinci surgical system to properly train and supervise its personnel to ensure that the instruments and accessories are properly cleaned, disinfected and sterilized as required by the User's Manual. The da Vinci products should not be used in a clinical setting unless the institution has verified that these products are properly processed in accordance with the da Vinci System User's Manual.

## **Important Safety Information**

Serious complications may occur in any surgery, including da Vinci Surgery, up to and including death. Examples of serious or life-threatening complications, which may require prolonged and/or unexpected hospitalization and/or reoperation, include but are not limited to, one or more of the following: injury to tissues/organs, bleeding, infection and internal scarring that can cause long-lasting dysfunction/pain.

Risks specific to minimally invasive surgery, including da Vinci Surgery, include but are not limited to, one or more of the following: temporary pain/nerve injury associated with positioning; a longer operative time, the need to convert to an open approach, or the need for additional or larger incision sites. Converting the procedure could result in a longer operative time, a longer time under anesthesia, and could lead to increased complications. Contraindications applicable to the use of conventional endoscopic instruments also apply to the use of all da Vinci instruments.

For Important Safety Information, indications for use, risks, full cautions and warnings, please also refer to [www.intuitive.com/safety](http://www.intuitive.com/safety).

Individual outcomes may depend on a number of factors, including but not limited to patient characteristics, disease characteristics and/or surgeon experience.

## **Information Disclosure**

The material presented represents the views and opinions of independent surgeons based on their practice and personal experience performing surgery with the da Vinci surgical system. Their experience may or may not be reproducible and is not generalizable.

## **Ion System**

Ion is for sale in the US.

Outside of the US, Ion is not CE Marked and not for human use. Ion cannot be placed on the market or put into service. Ion may not have regulatory approvals in all markets. Please check with your local Intuitive representative.

## **Important Safety Information**

Risks associated with bronchoscopy through an endotracheal tube and under general anesthesia are infrequent and typically minor, and may include but are not limited to: sore throat, hoarseness, respiratory complications including dyspnea or hypoxemia, airway injury, bronchospasm, laryngospasm, fever, hemoptysis, chest or lung infection including pneumonia, lung abscess or an adverse reaction to anesthesia. Although rare, the following complications may also occur: bleeding, pneumothorax (collapsed lung), cardiac related complications, respiratory failure, air embolism, or death. As with other medical procedures, there may be additional risks associated with the use of general anesthesia and/or endotracheal intubation which are not listed above; you should consult a health care professional regarding these and other potential risks.

Procedures using the Ion Endoluminal System may be associated with longer procedure and/or longer anesthesia time.

## **Information Disclosure**

The material that will be presented represents the views and opinions of independent physicians based on their practice and personal experience using the Ion Endoluminal System. The data that will be presented is single physician experiences. The results may or may not be reproducible and are not generalizable.