

The CEO Forum

THE QUARTERLY PUBLICATION BY CEOs FOR CEOs • SPRING 2021 • THECEOFORUMGROUP.COM

10 CEOs TRANSFORMING HEALTHCARE IN AMERICA



INNOVATION
Robert C. Garrett
CEO
Hackensack
Meridian Health



SENIORS
Lucinda M. Baier
President & CEO
Brookdale
Senior Living Inc.



**EQUITY, INCLUSION
& DIVERSITY**
Greg A. Adams
Chair & CEO
Kaiser Permanente



**HEALTH & BEAUTY
ECOMMERCE**
Asma Ishaq
CEO
Modere



COMPREHENSIVE HEALTH
Marc Harrison M.D.
President & CEO
Intermountain
Healthcare



SUPPLY CHAIN LOGISTICS
Kate Gutmann
Head
UPS Global Healthcare



SERVICES
Marc Plumart
CEO
Healthcare
Worldwide
Sodexo



TRENDING TECHNOLOGY
Craig Powell
CEO
Motus



WELLNESS
Michael J. Dowling
CEO
Northwell Health



PEDIATRICS
Sandra L. Fenwick
CEO
Boston Children's
Hospital

5 VISIONARY LEADERS



HOSPITALITY
Arne Sorenson
1958-2021
CEO
Marriott
International



FINANCIAL SERVICES
David Rubenstein
Co-Founder &
Co-Chairman
The Carlyle Group



EDUCATION
Stephen Spinelli Jr.,
PhD
President
Babson College



MEDIA
Michael Fabiano
Head Americas
The Associated
Press



RETAIL
Javier Quiñones
President
Chief Sustainability Officer
IKEA U.S.

Let's rethink how the world works.

Businesses and communities around the world are in various stages of reopening. As they do, changing how they work isn't a consideration for tomorrow—it's an imperative for today.

Perhaps this isn't a restart.
It's a rethink.

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smart
to work.®



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Dual Purpose of Sharing Best Practices



The pandemic has positioned healthcare CEOs at the center of business, the economy and society. As healthcare is now not just about our wellbeing -- but has become integrated into the fabric of all our lives and enterprises -- what is important to CEOs of all industries is to understand the continuum of our health system for today and tomorrow. So, our editorial board has pulled together from a criteria-based evaluation our 2021, "10 CEOs Transforming Healthcare in America."

As we look to elevate healthcare, conversely there is much that healthcare leaders can learn from non-industry leaders. In fact, one of the most significant findings when I co-authored *The Transformative CEO* (McGraw-Hill 2012) was that many of the great business breakthroughs of our time emerge when CEOs learn from outside their industry enabling them to reframe business models into the context of their own company. Hence we have also featured insights from 5 visionaries covering hospitality, financial services, education, media, and retail.

This journal in your hands serves the dual purpose of sharing best practices from healthcare to industry, and industry to healthcare. At the heart of being a transformative CEO is creating new value. I am hoping this journal will ignite new ideas and new business models for your organization to thrive and help strengthen our global society.

A handwritten signature in blue ink, appearing to read 'RR', with a stylized flourish at the end.

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The CEO Forum

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Robert Reiss: From your 30 years with the organization and the many transformations you've led, what are the key principles?

Robert Garrett: Our mission is to transform healthcare and to be the leader of positive change. It really boils down to three very important principles. One is strategic partnerships. Second is integration and third is innovation because an innovative organization is one that can really be transformative.

In terms of strategic partnerships, our growth strategy at Hackensack Meridian Health is driven with a single goal in mind. We want to make sure we're adding value through a merger, through a partnership, through an affiliation, or a joint venture. We want to always be asking, are we improving outcomes? Are we making care more affordable, more convenient and more accessible?

Talk about the Hackensack Meridian, today.

Hackensack Meridian has grown into New Jersey's largest health network. We are now 17 hospitals. We have 36,000 team members. We're located in 500 different locations throughout the state of New Jersey. And based on these principles, we've completed five successful major mergers or partnerships. We added JFK Medical Center to our family, which is a full service acute-care hospital and a rehabilitation hospital located in central New Jersey. We embarked on a historic partnership, a merger with the Carrier Clinic, which is New Jersey's largest behavioral healthcare provider. We put together a very strong affiliation with Memorial Sloan Kettering Cancer Center, where the two organizations are working together in the area of clinical outcomes, clinical care and clinical trials. We also have a very exciting partnership with Georgetown Lombardi Comprehensive Cancer Center and Med-Star. We formed a National Cancer Institute-designated consortium with Georgetown with the idea of being on the leading edge of cancer research. It is just one of 16 in the country and we know we can make a significant difference.

"We're taking a new approach to improve outcomes and lower costs by really understanding the social determinants of health."

So what advice do you have on transformations to CEOs?

My best advice to CEOs is to stay close to your mission. In our case, it is to transform healthcare and to be the leader of positive change. Think about it each and every day. Think about the strategies. Think about the tactics that you're putting in place, but make sure they're very much aligned with your mission. And then, transformation is all about being innovative, creating a culture of innovation; and it's about integration because, otherwise, you're going to have silos. And in healthcare without integration, you would have a confederation of hospitals that aren't even necessarily working together.

If you're going to be truly transformative, you need to make sure you integrate care. You integrate your



The CEO Forum Group has ranked Robert C. Garrett of Hackensack Meridian Health No. 1 in "CEOs Transforming Healthcare in America." Mr. Garrett received the award for the network's groundbreaking innovation, which includes launching a new medical school model, transforming behavioral health care, opening the Center for Discovery and Innovation and establishing an unprecedented partnership with Memorial Sloan Kettering Cancer Center.



systems. You integrate your processes, your benefits, your clinical protocols, et cetera. It's really, really important. I would say the other piece in terms of being a transformative leader is to have a bold vision and at all times to be able to execute on the vision. Surround yourself with great people, make sure your organization is positioned, so that it can be nimble. It should be adaptable and agile. We all know how unpredictable healthcare is today. If COVID taught us anything, it's that point about unpredictability. I surround myself with exceptional leaders. I give them the resources to execute the vision for Hackensack Meridian Health, and we stay close to our mission each and every day.

You've had so many partnerships. How do you determine when you talk about integration if you take something from the mothership, Hackensack Meridian, or if you take something from a partner who may be absorbed into the organization?

It starts with the premise that both organizations have a lot of talent and value to offer each other. Our organization has a robust portfolio of services and pro-

“Let's start at the beginning and reinvent medical education, so that future doctors will think about healthier communities, think about making people healthy and not just treating people for illness, but actually focusing on prevention.”

grams. But you know what? We can't necessarily do everything ourselves. And that's why I've always believed in the power of partnerships. The Carrier Clinic is a great example. We were providing mental health services. We were providing behavioral health services, but frankly, I wasn't happy with how they were being provided. Our services were not as accessible as they could be. And when I think about the statistics, they were daunting. Mental illness and addiction are among the most devastating and costly illnesses in the nation. The statistic now is one out of five people struggle with mental health issues. The U.S. alone

loses \$200 billion annually in lost productivity due to these illnesses.

So, we decided to go to the best and we decided to merge with the Carrier Clinic, which was recognized as New Jersey's leading behavioral health care provider. And we had three goals in mind, and we made sure we were aligned with the Carrier Clinic in these goals. The plan was to expand access to care, better coordinate care and innovate treatment. We set out right away to open what turned out to be New Jersey's first and one of the nation's first Behavioral Health Urgent Care Centers. If you think about it, so many people who struggle with mental illness have crises, so they end up in the emergency department. An emergency department can be overcrowded, they are treating complex cases and sometimes, patients can get lost in the shuffle. That's just not acceptable.

So, many times, they can come to an Urgent Care Center. They can easily access the Urgent Care Center. They are met with a mid-level provider that can triage them if they need a psychiatrist, and if a psychiatrist isn't available, they can connect with a psychiatrist through telehealth. We can follow up with the patient. It's just a much better system. And then, if they do need hospitalization, they can be referred from that Urgent Care Center to the appropriate hospital.

Your partnership with Memorial Sloan Kettering, I believe, is unprecedented.

That's right. Memorial Sloan Kettering and Hackensack Meridian came together, and we decided Memorial Sloan Kettering certainly has a global reputation in terms of providing cancer care. Hackensack Meridian has an excellent reputation as well. And we just thought if we can put our clinicians, statisticians and data analysts together, we could do something very, very special.

In the past, cancer care was delivered by different providers without necessarily that type of collaboration, but we felt that providing care together with MSK, we can actually achieve better outcomes. And, it's all about accessibility as well. So, we can deliver world-class care closer to people's homes. And one of the things that

“Our medical students along with nursing students and Allied Health students, like physical therapy students, occupational therapy students, speech students, physician assistants, actually learn together.”

we've been able to do with Memorial Sloan Kettering is put together an amazing array of clinical trials. We offer cancer patients over 800 clinical trials as a result of our collaboration with Memorial Sloan Kettering. If you think about cancer care today, it's about clinical trials and the latest techniques, protocols and personalized and promising treatments against certain cancers.

You also have major sports partnerships.

First of all, like any other partners, the sports organization that is your partner has to have similar values to Hackensack Meridian. We look for like-minded organizations that could help us achieve our mission to transform healthcare. An example is our partnership with the New York Football Giants. People ask me all the time, did you enter into the partnership with the Giants because you're a lifetime fan? And my answer is yes, but they have been a great partner in philanthropy which was a key goal. They have been absolutely terrific with a fund that we call Tackle Kids Cancer, which has raised more than \$10 million for pediatric cancer research. And we had people like Eli Manning really step up and be the spokesperson for that cause. There's a program in which Eli donates and challenges our communities to donate and it's been a great success.

Describe your new model in medical education.

I think reinventing medical education is so important. It's something that has been on my mind for a long time. Let me start with talking about the social determinants of health, because it really starts there in terms of medical education. We're



CEO Robert C. Garrett receives Covid vaccine and encourages the network's 36,000 team members to do the same.

“Our Human Dimension and Community Immersion Program creates better, well-rounded doctors by having our students work with people in underserved communities to improve nutrition, housing, and access to care.”

taking a new approach to improve outcomes and lower costs by really understanding the social determinants of health. The network has taken a robust population health strategy, so we can provide more support, particularly to underserved communities and focus more on prevention and providing more access to care closer to home. So, we took that principle and we said, “Let’s start at the beginning and reinvent medical education, so that future doctors will think about healthier communities, think about making people healthy and not just treating people for illness, but actually focusing on prevention.”

So, in 2018, we opened a new school of medicine. It was the first private medical school in New Jersey in over 60 years, and the focus has totally been on innovation. As an example, we developed a three-year program for graduation, and the principle behind our program is that students can graduate in three years, so they can save on that fourth year of medical tuition, which is a real advantage.

Medical school affordability is a huge issue, but it also is a great pipeline for Hackensack Meridian, because those students that choose the three-year program will automatically do a residency program at one of the Hackensack Meridian residency sites, and statistics show that students actually stay and practice where they complete their residencies. So, it gives us a pipeline of talent really for generations to come. It’s truly a win-win. It works for the students. It works for our school, and it definitely works for our hospitals and our communities that will be recruiting these physicians. And as I said, that pipeline

is amazing. And, you know, I talked about affordability in medical education. The average medical students are averaging about \$180,000 in debt. So, it’s significant.

The second big innovation was developing a program for interdisciplinary learning. Our medical students along with nursing students and Allied Health students, like physical therapy students, occupational therapy students, speech students, physician assistants, actually learn together, because it really takes a team, and we’ve seen a lot of data out there on clinical outcomes that patients do better when these professionals work together. So, we want to start that at the educational level where all of these disciplines work together. There’s a lot of innovation that goes into it. There’s a lot of hard work, but it makes so much sense. So, they actually take some classes together. They share science labs together. They do projects together, and it really breaks down barriers that existed in the past.

The third innovation that I think is really important and really exciting, and our school of medicine has actually won some National Awards for this particular program Our Human Dimension and Community Immersion Program creates better, well-rounded doctors by having our students work with people in underserved communities to improve nutrition, housing, and access to care.

Those social determinants that I spoke about before, they learn about them and they are empowered to do something about them to really improve the lives of individuals and families in these underserved communities. I truly believe that you can't change medicine without changing how we teach doctors. If we're going to really innovate, and we're going to really be innovative and change healthcare, we have to start at that level.

The other thing that I'm very proud of with our school of medicine is we want to create a more diverse physician workforce, and each of our school of medicine classes are nearly 25% African-American or Hispanic. Nationally, only about 5% of all doctors are black. Our school of medicine, I'm proud to say, is well represented. We want to make sure that our class represents the diverse community that we serve. New Jersey has one of the most diverse populations in the entire nation. So, it's important that our workforce ultimately reflects the communities that we serve.

As we talked about the future, my final question to you, Bob, is what's a prediction you have for 2021?

I do think that the COVID-19 pandemic will ultimately make us a stronger nation. As more people get vaccinated in the spring, summer and fall, I think our COVID rates will continue to decline. I don't think we're going to be COVID-free, but I think it will be more under control. I do believe we're going to strengthen our public health system. I think there's going to be a burning desire to do it. I believe that you'll see more research funding before the end of this year. And I think all of those strategic investments in ambulatory and home care, as well as telehealth that I'm predicting for this year, will be really important and will strengthen health care moving forward.

Everybody talks about the new norm. I think the new norm will start to emerge by the end of 2021, and it will be a hybrid between what was pre-COVID and our experience during COVID. I don't think we're going back to what was pre-pandemic.

Having said all that, I remain very optimistic about our future as a society, as a nation and as a healthcare system.



Robert C. Garrett
CEO
Hackensack Meridian Health

Robert C. Garrett is the CEO of Hackensack Meridian Health, New Jersey's largest health network with 17 hospitals, 500 patient care locations, 36,000 team members and 7,000 physicians.

The network has played a major role in the COVID-19 pandemic, treating more patients than any network in New Jersey and developing breakthroughs – including developing the state's first rapid COVID test and supporting multiple clinical trials, including those for a COVID vaccine.

The network has opened a medical school, merged with a major behavioral health provider and made formidable strides in cancer care, innovation and research.

The Hackensack Meridian School of Medicine offers an innovative curriculum that includes a three-year path to residency, a community immersion program and inter-disciplinary learning.

Mr. Garrett's leadership and strategic vision have garnered much professional praise and honors including: ranked 48th in Modern Healthcare's 100 Most Influential People in Healthcare 2019; ROI Influencers: Power Lists and NJBIZ "Power 50 Health Care" list.



Hackensack
Meridian Health



Reinventing Customer Experience for a Post-COVID World

Trish Mosconi, Executive Vice President, Chief Strategy Officer,
and Corporate Development Leader, Synchrony

There's no question that as a society, we're ready for a new, post-COVID life. And yet, some behaviors and innovations have likely changed forever, even after a vaccine makes people feel comfortable coming together again.

For example, consumers have chosen to shop online more than ever before. And when they shop in a physical store, they increasingly want contactless payment technology—the ability to pay without touching cash, cards, or a keypad—as a way to avoid infection. Not only is it safer, but millions have found it to be more convenient as well.

As always, it's the ability to improve the customer experience that must be a key business strategy, across industries. Following a historically disruptive

year, creating a great experience across the digital and physical worlds is now more important than ever.

Accelerating digital

The digital transformation has been underway for several years; customer demand has helped spur the development of an increasingly seamless online shopping experience, one marked by improved security and speed. But we can't stop there. Businesses must continue to invest in technologies, such as user design, that can further improve shopping and purchasing goods and services.

As a leading consumer financial services company, Synchrony has been working for years on new ways to pay, much before the COVID-19 pandemic.

Our strategy has concentrated on three areas: growing the core of our business, continuing to diversify our offerings, and creating best-in-class customer experiences.

The customer experience is purposely infused into Synchrony's strategic vision. This is a critical element for a business that started as a way for customers to finance essential purchases during the Great Depression and most recently addressed another customer need, namely improved ways to pay in the face of a global pandemic.

Winning with the customer: the experience revolution

We think about the customer experience through all the touchpoints they have with us: from applying for credit in fast and easy ways, using their card wherever they want to buy and transact, and paying their credit card bills seamlessly. A great customer experience must be more than simply a clever marketing campaign; it must be baked into a company's overall strategy.

For example, we were able to launch Verizon's first credit card during the pandemic, which also marked Synchrony's latest contactless solution called Direct to Device. Integrated with our patent-pending d-Apply technology, it allows the customer to complete a secure credit application using their own smartphones. Along with near-instant authentication and credit decisioning, customers can move from apply to buy in about the time it takes to read this paragraph.

We've also seen more people choose to pay their credit card bills online. Today, almost 80% of Synchrony's total bill payment transactions are processed electronically, through both digital channels and by phone.

We're looking at the overall omnichannel experience to determine how we can fully integrate digital and physical capabilities, allowing customers to buy online and then pick up in store, or curbside; it's a

key feature at Lowe's, one of our partners. We've also invested in our plug-in called SyPI, which integrates credit, loyalty, coupon codes and payment functions into retailer-branded-and-designed apps, further enhancing the mobile shopping experience.

And, to give consumers even more choice, we've introduced SetPay, our new e-commerce installment product, which gives consumers the ability to split the cost of a single big-ticket item into multiple payments.

The first credit card, invented in 1950, gave consumers a new way to buy and pay. Today, we must go beyond the transactional nature of our business and find ways to surprise, delight and continue to adapt to the changing needs of consumers. As commerce evolves, so too must the customer experience. By understanding the consumers' needs and aligning our investments against those needs, businesses can stay ahead of the curve, even when a major event such as a pandemic can turn that curve into a curveball.



Trish Mosconi is Executive Vice President, Chief Strategy Officer, and Corporate Development Leader of Synchrony. She is responsible for developing Synchrony's strategic vision and plan to drive long-term growth, leading corporate strategy, strategic partnerships, corporate venture arm, and M&A activities.

Prior to Synchrony, Trish was Managing Director for the Financial Markets Advisory Group and leader of the Strategic Consulting practice at BlackRock. Previously, Trish had more than two decades of consulting experience in financial services, consumer, high-tech, and various service-based industries at both McKinsey and Boston Consulting Group. She earned a bachelor's degree in accounting and finance from Lehigh University and an MBA from Columbia Business School.

Synchrony is a premier consumer financial services company that delivers a wide range of specialized financing programs, as well as innovative consumer banking products, across key industries including digital, retail, home, auto, travel, health and pet. For more information, visit [synchrony.com](https://www.synchrony.com).

Lucinda “Cindy” Baier



President and CEO Brookdale Senior Living

“There’s no question that diverse teams perform better, and having different perspectives, whether it’s from different genders or different ethnic backgrounds, really helps you move more quickly, because you can understand the problem from multiple angles.”

“Our community associates often keep me informed during visits,” says Brookdale President & CEO Cindy Baier. (photo pre-pandemic)

Robert Reiss: Talk about what Brookdale Senior Living is to you as CEO.

Lucinda Baier: Brookdale is in the business of people taking care of people. We work to help America’s seniors age better, and to make the challenges of aging easier to bear. Our business is at the intersection of health care, hospitality and real estate. We offer everything from independent living, to assisted living, to memory care, to home health, and hospice, as well as some skilled nursing.

And you call yourself a learning organization.

Absolutely. It’s critical that we are a learning organization. When facing the challenges of the pandemic, quite honestly, we needed to transform our business model overnight. We had to adjust our protocols. And we had to do that sometimes several times a day. Getting everyone to find new ways of doing things, to assimilate the information, to create protocols and to execute on those changes makes us a wonderful learning organization.

So how do you do that? You’re fairly dispersed, and you were dealing real time with dramatic change.

It was really a bit of foot on the accelerator, foot on the brake. We created an emergency response center at the beginning of the pandemic that was a cross-functional team of Brookdale leaders from all disciplines. If the issue



The CEO Forum Group has selected Lucinda M. Baier and Brookdale Senior

Living for the 2021 Transformative CEO Award in Healthcare in the category of Seniors. This is bestowed for the exceptional focus on the well-being of residents, patients and associates and for driving a unique model at the intersection of health-care, hospitality and real estate.

Lucinda “Cindy” Baier

affected us company-wide, our ERC made the decision. Once the decision was made, we would share it with the communities and they would execute it.

But as things change, you want the decisions to be made as close to the resident as possible. So that's where the local communities would adapt the protocols to their local conditions. So foot on the accelerator, foot on the brake; back and forth between local and corporate oversight.

How do people determine when to put on the accelerator and when the brake?

If you think about the foot on the accelerator, that is where you had a course of action that you wanted to take, and you wanted to take it quickly. My favorite example of foot on the accelerator is after we got our residents prioritized to receive the vaccine, we wanted to get every community vaccinated as quickly as possible. And in just about a month, we had offered vaccines to every single resident and every single associate in our communities. So that was foot on the gas.

Foot on the brake is when you see the need to close the communities for the protection of the residents. So at the beginning of the pandemic, we understood that seeing people face to face was a challenge. We needed to

stop allowing visitors and we needed to stop having our seniors congregate in the dining rooms. And that was the foot on the brake.

And that really seems to be at the core of transformation in a sense because you're growing as an organization. Let's move back and talk about how you really do that in a healthcare model.

In health care, the patient is at the center of everything. So our North Star, our guiding light was the health and well-being of our residents, our patients and associates. They were at the center of every decision that we made. When it was no longer safe to take our residents out to the doctor, we brought the doctors to them through telehealth, and that allowed them to get quality health care from the convenience of their own home. So that is a perfect example of being clear on your mission.

And how involved are you really?

In technology and innovation and driving all these ideas when you are having your foot on the accelerator, I am involved. And I'm also smart enough to know that there are things that I'm not the person who should make a decision. So when it came to something like telehealth, I relied very heavily on our clinical team, to vet providers to understand how it could work.

We needed to leverage our IT team as well. We basically serve residents who are in their mid-80s. And so we needed to make sure that it was simple for them; that they could understand, they could hear their doctor. The technology team also made sure that we could communicate in a secure way that would be HIPAA compliant.

What advice do you have to other CEOs that you experienced empirically?

What you have to do is set very clear goals. For us it was all about the



"Some of my best days are when I visit with our amazing residents in our communities," says Brookdale President & CEO Cindy Baier.

health and wellbeing of our residents, our patients and our associates. What we needed to do was not figure out whether we would succeed. We needed to figure out how we would succeed. And we were relentless. So if we got a roadblock in one potential solution, we would back up, we would pivot, we would go a different direction. And we would continue, until we found a solution that gave our residents and our patients what they needed.

It really is so encouraging to see what a lot of mission-driven servant leaders can accomplish when they're working together to solve problems. That's why I'm so proud of our Brookdale Everyday Heroes.

I know that you were focused on gender parity, and you were focused on having people of color in leadership positions.

There's no question that diverse teams perform better, and having different perspectives, whether it's from different genders or different ethnic backgrounds, really helps you move more quickly, because you can understand the problem from multiple angles. And so it's really not a question of whether it's the right thing to do. It's a question about how you do it.

For us, it was about ensuring that everyone had a voice and that everyone was comfortable, bringing their expertise to bear on the problems that we had to solve.

What advice do you have to women in leadership? How can they become CEOs?

Success is focusing on what matters most. If you go in and solve difficult problems, you team with other people, you create solutions, ultimately, you're going to get noticed, and you're going to get the chance to succeed. Quite honestly, when I became the CEO of Brookdale, it's not a position that I was seeking. They sought me out because of my reputation as a problem solver. So problem-solving is a core element.

How about managing a P&L? How important is understanding culture?

Understanding the P&L is critically important, and

you have to build a culture and create a culture. Being a CEO is about creating the possibilities, creating a vision that everyone wants to be part of. For me at Brookdale I wanted to create a business that would last forever. And the reason that I wanted to do that is because what we do is so important.

Any final piece of advice on leadership?

I would never ask someone to do something that I would not do myself. Leadership is a privilege. And with it comes great responsibility. And so you have to make sure that you're prepared for that responsibility. I think it's also important to make sure that you have integrity, people are looking for something to follow, a True North, and making sure that you give them that example.

Let's take marketing and brand positioning. How do you really focus on Brookdale's brand positioning when you have three different components? And you're also spread throughout over 40 states with over 45,000 people in over 700 locations?

So our brand is really about being the sage company that can help with the challenges of aging. We provide expert information about financial wellbeing, about emotional wellbeing, about physical wellbeing, about all of the elements of health. But it's also something that people need to experience -- what it's like in our communities. We were very proud that Facebook recognized us for our social media during the pandemic, because people could see what was happening within our communities. And it was very authentic, they could see residents engaging in activities. When we needed to mask they could see the residents and the associates wearing masks. We did a video every three days at the beginning of the pandemic, so the people could see what we were focused on. It's things like that, that really bring your brand to life.

I want to take it a step even deeper in terms of what's at the core of what's driving the brand.

At the core of the brand is the resident and the family and the experience that they have within our communities. We were very proud that during 2020, we received the JD Power Award for Customer Satisfaction in assisted

Lucinda “Cindy” Baier

living and memory care. And that is because we put the resident and the family at the center of our decisions. So when you have that as the core, then you have a great referral engine, because everybody is looking for help with solving problems.

You became CEO in February of 2018, and you had a concept called “winning locally.” Talk about the whole journey that you took to get to the point where JD Power says you are the number one?

When I took over, the company was focused on a national strategy. My strategy was different than that, and so we took the company to a “winning locally” strategy, where it was about what happened in the communities.

“We did a video every three days at the beginning of the pandemic, so the people could see what we were focused on. It’s things like that, that really bring your brand to life.”

But we would give them the ability to deliver differentiated service through best-in-class scale. And so it was really leveraging our corporate infrastructure to make the communities have an easier time delighting their residents.

It was a pretty long, hard journey. It’s been three years now, but we allow our community leaders to act like CEOs of their own community and to take advantage of the deep clinical expertise that we have in resident engagement in health care services. No one has the ability to offer what we can to our residents and our patients.

What do you do to help your 700 quality CEOs become even more effective?

So I like to spend a lot of time in our communities. In fact, one of the steps on the journey to where we are today is something that we call Community Learning visits. When I first became the CEO, I spent a week working in the communities doing everything from cleaning rooms, to cooking meals for our residents, and to serving in the

dining rooms. I used my two ears to listen to the associates to see what they needed to have a better experience, and to our residents about what was working well and what could be improved. We also formed a national Resident Advisory Council to benefit from the nationwide perspective all at once.

What was an incident that was really life-changing for you that you learned from and helped you become the leader you are today?

There are really two. When I was in middle school, my mom had a severe car accident, and she almost died. I became a caregiver before I was even in high school. That gave me the perspective that you really need to help take care of people. And that’s what brought me to Brookdale. But in the last year, the most impactful experience that I had was when I almost lost my sister.

She was very sick, and quite honestly would have died, but for a liver transplant. I could not imagine losing her. Together, we searched for solutions, and we found a way to get her a life-saving liver transplant. Today she is happy and healthy and thriving. And you know, that story is so exceptional because it happened right at the start of the pandemic.

How did you manage this and maintain your poise?

If it matters enough, you find a way. What I learned at Brookdale and with my sister is when failure isn’t an option it is not a question that you will succeed. The question is how you will succeed. And it’s really all about pivoting every time you get a no or you get a roadblock and finding a way around that roadblock and just being tenacious about finding solutions that give you the outcome that you desperately need.

So step one is you decide failure is not an option. How do you come up with your strategies when failure is not an option?

The first thing that you do is you identify any expert that you can find and you ask their opinion. The second thing that you do is you read everything that’s possible. And the third thing you do is you try to assimilate

all of that into a plan. And then once you have a plan, you work the plan. And if the plan doesn't work, you create another plan. During the pandemic, I updated our board every single day, Saturdays and Sundays included. I talked to my peers and colleagues in the industry at least weekly. And we talk to the residents at least once a month in our Resident Advisory Council. Getting information so that you know what the situation is on the ground and that you're responding to it appropriately is critically important.

When does all the thinking process happen?

You're always thinking, and during the pandemic, everyone at Brookdale worked really long days. We started at 5:30 in the morning, and we would end near midnight. So you're always thinking, and always trying to figure out how to move and how to maneuver, and you're trying to pass the ball to the person who has the best ability to solve the problem.

For me between 5:30 in the morning and 8:00 is my favorite time, because it tends to be a little bit quieter. There are fewer people in the office. And so if I have to reflect that's usually the best time for me to do so.

Talking about growth and transformation ... you now have a new alliance with HCA Healthcare, one of the largest organizations in the world, also in Tennessee. Tell us what prompted you, and why did you make this alliance?

Healthcare is going through a tremendous transformation. By partnering with HCA Healthcare, we can make our residents' lives better, because we can give them a more seamless experience in the quality of the care that they receive and make the access to additional health care services much easier. So really, it's about focusing on our mission, which is to be the nation's first choice in senior living, and trying to find ways to make that experience for the resident and the patient even better than it is today.

And there you have it. Wonderful having you on The CEO Show, Cindy.

Thank you so much for having me.



Lucinda "Cindy" Baier
President and CEO
Brookdale Senior Living Inc.

Lucinda "Cindy" Baier is President & CEO of the nation's leading senior living operator. In 2019, Fortune magazine ranked Brookdale as one of the top 200 largest publicly listed employers in the country.

Baier became President, CEO and Board member on Feb. 28, 2018. She initiated and is leading Brookdale's operational turnaround strategy, with accomplishments in people, portfolio and operations. She helped focus efforts on increasing diversity, resulting in the Board and executive leadership team approaching gender parity. Within the second year after introducing a "winning locally" strategy, the company outperformed the sequential industry occupancy growth and its Net Promoter Score® increased 20%. Brookdale received a J.D. Power Award for ranking highest in the J.D. Power 2020 U.S. Senior Living Satisfaction Study.

She serves on the Executive Committee of the Nashville Health Care Council's Board and is a member of the NYSE Board Advisory Council, which identifies and connects diverse board candidates to NYSE-listed companies seeking new directors.



Greg A. Adams



Robert Reiss: Kaiser Permanente is known for your culture of caring, well-being and inclusion. Tell us about your leadership and how you cultivate that and keep that culture.

Greg Adams: What makes Kaiser Permanente so special starts in many ways with the founding of the organization. Henry J. Kaiser and a physician Sidney Garfield, who really had a different way of providing healthcare and believed in the health of the individual and also in the health of the community.

As we talk about equity and equality, there are stories all the way back to 1944 and '45 of Henry Kaiser and Sidney Garfield supporting employees, having parades, raising money and encouraging African Americans to vote. So, the people of Kaiser Permanente are here because they absolutely believe in the mission of this organization. First, it goes back to being authentic. To be a leader here in this organization, one has to be authentic. One has to really believe in the mission and to lead from a place of owning that mission and from a place of humility.

When I stepped into this role, I was formulating a vision of where we needed to go as an organization and suddenly the pandemic hit. So I had to step back and



The CEO Forum Group has selected Greg A. Adams and Kaiser Permanente as the recipient of the 2021 Transformative CEO Award in Healthcare for their leadership in Equity, Inclusion and Diversity ... with many best practices on building the right culture, and broad communications bringing the importance forefront nationally.



create space and to really alter my strategy and my leadership for what was needed at that moment.

How did your leadership change during the crisis?

Leaders being flexible and able to connect to the moment and to the people is so important. For me, that was in many ways about stepping into the crisis management role that a leader has. There were times, if you remember, when we didn't have PPE. We didn't know how the virus was being spread, and I remember being on the phone at 7 o'clock, 8 o'clock at night calling the suppliers trying to locate and find PPE for our employees, for the people on the front line. That was really important for me to do because that was what was needed at that time. We needed the CEO to reach out and say we need testing equipment; we need PPE equipment; I have people on the front line that could be at risk.

The other thing is the importance of communicating. We are a large organization with many medical centers and people on the front line. I felt it was important, es-

pecially in the beginning, to be on the front line, to go to the medical centers, to talk to our nurses, to talk to our physicians. I couldn't get to all of them, but we shared that throughout the organization.

And then, as an organization as large as our organization and going through that kind of crisis, we tried very hard to be consistent and standardize and lead across the organization. But there are variations. Our employees and staff saw that variation and it troubled them. So, I, for a period of time worked with one of our unions and engaged pretty regularly every other week with frontline staff. They were able to share with me their fears, their concerns and where we were being inconsistent. I was able to go back to our leaders and to share that and to communicate it, and it created a way for our employees to really see and understand that, as a leader, I was there in the midst of this for them.

I've always believed that as a leader, if I look behind and no one's following, I'm in trouble. So, for me, it is really important to be constantly understanding what our people

are articulating and knowing that they understand the vision, they understand where we're going, and that they're on board with the direction the organization has taken.

The other thing that we talked about was empathy. Especially in healthcare, but I think really in any forum, being able to really understand and to begin to address for our employees a lot of what we've heard about their fear of going home. They're concerned about where they live and passing the virus, the potential of a contact on to their children. So, we stepped in, we created housing during the first surge, we addressed the fact that many of our frontline employees were concerned about if they had contact with the virus.

Early on we weren't able to test, so we created an 80-hour leave period. So, if they needed to be out of the organization and away from their family for 80 hours until they were able to confirm whether or not they had contracted the virus, we made that available to them. During the crisis and even continuing we made child-care support available for them.

Let's get back to how you personally are leading Kaiser Permanente and the role of diversity and inclusion.

We're looking at what we need to do to understand what exists in our organization, even with our rich history, and how do we begin to address opportunities that exist in the organization? So we've started a listening session, and we are meeting with our business resource groups all over the organization, and we're looking at our data and owning the fact that, as leaders, we have to really understand not just how we feel, but we have to look at the data and ask from a data perspective, are black and brown and other people really being elevated in the organization or having the opportunities that they need?

How about the external side? What is Kaiser doing now, or going to be doing, around social equity and having that greater social impact?

I mentioned that we have this rich history of diversity. We started several years ago a Supplier Diversity Program, where we committed to spending over a billion

dollars with diverse firms. I think this year, our target is \$1.7 billion.

We were an early leader and understanding healthcare disparities and really integrating that into our organizations. We announced recently a partnership with a local initiative corporation \$60 million to work with

“One of the things that we are passionate about as a healthcare organization is the fact that so much of what people of color experience is really the result of trauma.”

and help small- and medium-sized black and brown businesses to really recover and stabilize during this period of time. We're spending \$30 million. Our local initiative corporation is spending \$30 million.

More than that, we're also focused on how we help some of these small businesses develop the skills and the capacity to be successful and to deal with the challenges of these economic times. So we're spending another \$50 million that we've targeted for some 2,000 organizations that we will be working with to support and to help them be successful, predominantly black / brown businesses, but others also.

And then, one of the things that we are passionate about as a healthcare organization is the fact that so much of what people of color experience is really the result of trauma, and you've heard a lot about that now in terms of intergenerational trauma, the implications of systemic racism on trauma, and there's a lot out there about what we can do and how we can begin to dismantle and deal with some of those discriminating practices that exist in our institutions.

We're actually putting forth \$25 million to work with community-based organizations that are really engaged in this work or want to be engaged in this work, and supporting them. We're developing the skills and developing the plans to work with other organizations,

so that we're able to help organizations and individuals understand systemic racism and the implications in terms of trauma and health, and to begin to dismantle some of the structures and the issues that are out there. Before we close I want to talk about companies working together through the pandemic to solve problems. How do we create more alignment through corporations, through healthcare, through America?

It's an interesting question because we're in the process of developing our strategic plan, and alignment is a part of our DNA. Remember, I said we started with Henry J. Kaiser and Sidney Garfield. They had two roles, one was

"I often say that the conversation and the dialogue has to be about the issues and not about the individual or not about attacking the institution, but elevating our vision."

medical care, the other was the health plan. It required them coming together, having the shared vision and then working together to create the plan. I think conversations, listening, valuing different perspectives and bringing that into a place where we are able to really create a joint vision and adopting joint truths and then beginning to really own that together, and being willing to continue to have respectful courageous conversations.

I often say that the conversation and the dialogue has to be about the issues and not about the individual or not about attacking the institution, but elevating our vision, our conversations, our goals beyond people to how we have shared values. How we have a shared understanding and alignment requires work. Alignment requires staying in the conversation. Alignment requires staying committed to the vision, and it requires that we are able to respect our differences and respect differences of opinion, respect different backgrounds, and owning this common purpose, this common vision, this common plan.

It allows us to constantly go back to where we are aligned, because of vision, because of our having co-created and are now owning the plan. So, it is work, it can

be done. For 75 years, this organization has operated, committed to alignment and it is something that's in the DNA of the organization.



Greg A. Adams
Chair and CEO
Kaiser Permanente

Greg A. Adams is the Chair and CEO of Kaiser Foundation Health Plan, Inc. and Hospitals, having assumed the roles in December 2019.

Adams has 30 years of leadership experience as a senior health-care executive and has played an integral role in leading the transformation and improvement of patient care outcomes at Kaiser Permanente. Adams has been a key leader in the organization's providing high-quality, affordable care and coverage; strengthening the culture; and ensuring Kaiser Permanente continues to be a great place to work.

Prior to his current role, Adams served as executive vice president and group president, with direct responsibility for health plan and hospital operations in all eight Kaiser Permanente regions. Prior to that, he was named regional president of Kaiser Permanente for Northern California in April 2008. In July 2013, he was appointed executive vice president.

Adams is a member of the board of directors for America's Health Insurance Plans and is both a governor and steward within the Global Health and Healthcare Community at the World Economic Forum. He is a member of the Business Roundtable, the National Association of Health Services Executives, and The Executive Leadership Council. He also serves on the board of directors for the Los Angeles Philharmonic Association.

Adams has a bachelor's degree from Oglethorpe University in Atlanta and graduate degree from Wichita State University.

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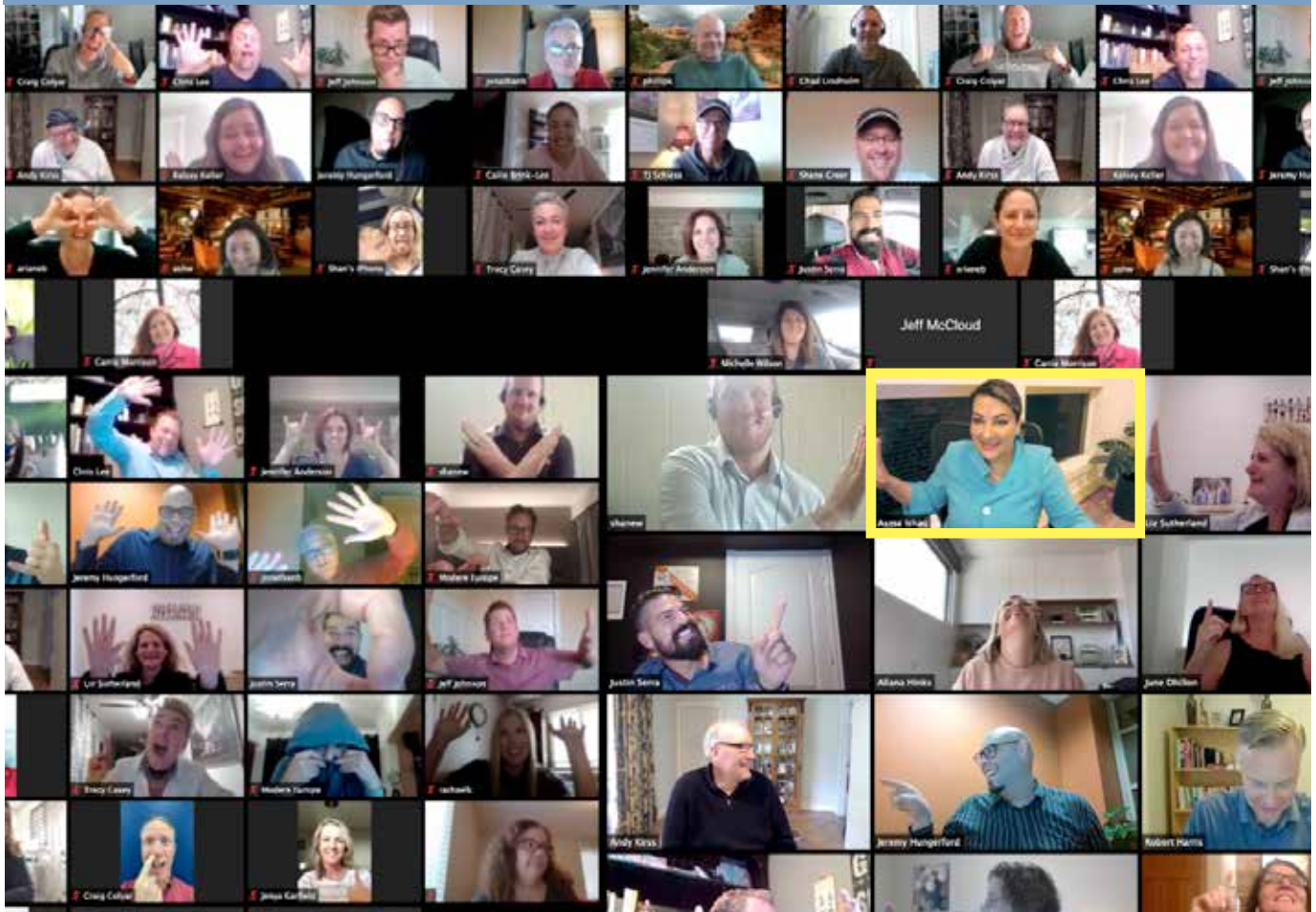


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Asma Ishaq quarterbacks Modere on Zoom.



The CEO Forum Group has selected Modere CEO

Asma Ishaq as one of the 10 CEOs transforming healthcare in America in the category of Health & Beauty: E-commerce. This is bestowed for her pioneering vision, innovation and leadership in the health and wellness, natural products, and beauty industries.

Robert Reiss: Let's talk about first what the organization Modere is.

Asma Ishaq: Modere is a global, clean-label health and wellness brand. Our portfolio of live clean lifestyle essentials includes category-leading dietary supplements, skin care, household, and personal care products. Every formula is developed with the philosophy that the products you use should be as safe as they are effective. We have a global presence, with markets in North America, Europe, Australasia, and Japan. And just last month we launched India as well, virtually of course.

When you're talking about launching virtually, in 2020 the world changed. How did that impact your whole business?

It was an interesting time. Everyone has their own story on how they navigated the many challenges of the past year. What I'm really proud of is that with our vision and the groundwork already laid by our company and team,



we didn't need to do a lot of pivoting. Modere was already a direct-to-consumer, e-commerce business, and we were already in the health and wellness space, which certainly became a point of interest to people in a very different way than it was before. These strengths, together with the fact that we have always been a very purpose-driven, values-based company, allowed us to successfully meet the past year's challenges while keeping up with our continued growth. We switched gears fairly seamlessly to make sure that we were keeping our people safe while also ensuring that we maintained our standards of quality and service in delivering on the needs of our loyal customers.

And during 2020, you were awarded the NutraChampion Award, which is a lifetime achievement award in the health and wellness industry. Talk about what healthcare means right now in the fabric of society and what you're doing at Modere.

The natural products industry is changing. The Nutrition Business Journal reported late last year that we are entering the Golden Era of nutritional supplements and natural products. The industry has never seen growth like this before, and I think it really indicates where we are moving as a society. Consumers are prioritizing their health in a different way. They're looking for ways to be proactive with their wellness via exercise, nutrition, vitamins and supplements or other lifestyle changes. And people are paying more attention to the types of products they use in their household. All in all, the heightened interest in personal health and wellness has been positively leveraged in our business.

Being awarded NutraChampion was an incredible honor because it means that our dedicated efforts to innovate sustainable and responsible product categories are making a long-lasting impact on the natural products industry. The NutraChampion Award is also an outcome of our ethos: that whatever we do, we want to help

lift all boats on the tide. The most important thing we did last year was to turn toward the community and the industry to help everyone as much as we possibly could from producing hand sanitizer when there were shortages to donating \$1M in health and wellness and personal care products to frontline workers through our A Million Thanks campaign. As humbled as we are by the recognition, the NutraChampion Award is certainly something we worked really hard for.

What role do you see Modere playing in the new healthcare models, say up to 2025?

We believe we have a transformative culture that is very much based on this philosophy of innovation. So, we've continued to lead in the same ways that we earned the NutraChampion Award. Our product development is guided by a studied foresight into where the market is going and how consumer demands will evolve. We are actually developing products right now that consumers are going to

“Our product development is guided by a studied foresight into where the market is going and how consumer demands will evolve.”
need in the future, things that are not household terms yet.

Like what, for example?

For example, just last month, we launched a product that we've been working on for years, yet its introduction came at such an appropriate time. Modere Axis™ TreBiotic is a first-of-its kind combination of pre-, pro- and postbiotics. The cutting edge of probiotic science, it is very much related to health and wellness as the foundation of optimal health.

**How do you come up with the ideas with your team?
How do you test them in the market and know what's going to work?**



Modere giving back.



Modere CEO Asma Ishaq leading through the pandemic.

Once an idea has become a trend, you're a little too late to the game. Trends are useful, but I think they serve more as validation. We have been immersed in the natural products industry for so long that we recognize the macro trends in health and wellness, so when we research a certain scientific discovery or develop a certain product formulation, we can assess whether it will be the future of its category or perhaps even category-leading. That has really been very helpful for us.

So now I want to switch over into life-changing moments. Talk about a situation you went through that really was transformative to you.

I led a company that I founded and owned to an acqui-

sition by Modere, a company that was multiples of our size, because I had this vision and conviction that the synergy of our collective strengths would create exactly what M&A activity is meant to do one plus one equals three.

When that acquisition occurred in early 2017, I realized that I had taken a major risk and that, for the first time in a long time, I was not necessarily comfortable with the uncertainty of my new role. That was certainly a life-changing moment. Had things not turned out in the way that they did, if I hadn't gotten that phone call in late 2017 asking me to contribute my strengths and leadership as CEO of Modere, then I might be doing something very different now. However, that call did come, and it set the course for what we are today, which

is more profitable and with higher growth rates than ever in our company's 30-year history, and the continued ambition and vision toward reaching unattained heights.

I think one thing that's very rare that you did, Asma, is how you can have this type of philosophy that will elevate you several steps forward.

When I first started reading about this concept of a founder's mentality, it really hit home for me about why we were achieving success at Modere after I took on the CEO position. It really is the push and pull between companies that are categorized as insurgents versus incumbents. Large companies have a lot of bureaucracy; they're extremely complex. But when you're an entrepreneur, you have that founder's mentality; you're agile, you're willing to change, you will course correct quickly, you will also simplify. Most importantly, you are frontline-obsessed.

That's really what I believe was missing from our organization up until that point knowing what it feels like to start a company. Answering your first phone calls. Shipping out your first boxes. Making sure that the notes in those boxes are just absolutely perfect in the customer experience.

Let's start talking about your thoughts on leadership and on driving success in the organization.

I've been very fortunate to always be open and willing to learn from the leadership that has surrounded me. In fact, I think you can sometimes learn more from bad leaders than you can from good leaders. I've taken note of all the kinds of examples that I wouldn't want to follow.

I'll never forget learning about concepts like servant leadership and being a values-driven company based on a triple bottom-line philosophy. That is, don't look at your business from a myopic lens: it's about more than just profit; it's also how you treat your vendors, how you

"That's really what I believe was missing from our organization up until that point knowing what it feels like to start a company. Answering your first phone calls. Shipping out your first boxes."

treat your community, how you treat your land, your environment, your customers, your employees. All of that is interconnected, so when you create synergy between that consistency of thought and that leadership, it really resonates for people.

I believe authenticity is key to leadership when it comes to your people equity, as it connects employees not just to the vision of the company but to the purpose, which helps them to take part in delivering on that purpose. Establishing core values is critical as well,

and as important as your vision and mission statement. But to get to the finish line, you need company principles to live and work by on a daily basis that help guide all of your team members in decision-making.

This is a really interesting delineation. What is the difference between values and principles?

Principles are the guideposts for driving your business and delivering on the core values you have established. Values are subject to change; principles are not.

In an exercise with our management team and every person in a leadership position across the globe, I asked them if we all were aligned on our values. One of our core values is "extraordinary." I had them describe what it would take to be relentlessly and uncompromisingly extraordinary. From all the contributions that poured in, it was evident that everyone was really aligned in what that means. If your value is to be extraordinary, what do you need to do every day to always be extraordinary? What if your value is to be humble? We developed a set of principles, and those are what we live by. Those principles address how we treat our customers, how we treat each other, our community, our field. They drive our day-to-day decisions.

My advice to everyone in our company is to refer to those principles whenever they are backed into a position where they don't know exactly what to do whether or not to meet a deadline, or whether or not deliver on

an initiative, etc. The next step should be crystal clear if you have the right set of principles in place.

Let's talk about a topic I know is really important to you, which is diversity, equity and inclusion.

I know it's been a big topic of late, especially this last year. I'm very proudly involved in a number of different women's initiatives and diversity councils, and it's important to our company as well, but it all comes down to this, and it's pretty simple: If you're looking for more diversity or inclusion in your company, all you have to do is make sure that you have women on your boards. Make sure that you have people of color on your boards. Everything else solves itself.

It becomes a natural consequence of unconscious bias, which is the idea that people hire who they like, and they like who they are. That means if you have a very homogenous board, you're going to continue to perpetuate that cycle. But to disrupt that, you just need to put women and people of color on boards, and everything else will follow.

I'm the perfect example of this. When I first joined Modere, I was one of only two women on the 10-person executive committee. Today, fifty percent of our executive team are women. While we consciously make efforts to ensure that we advance people who deserve those opportunities, the resulting diversity and inclusion is completely unconscious. We hired the best people for the jobs, and our unconscious bias inevitably helped us to attract a highly skilled and talented, diverse team.

It's about performance as well. It's about the effect that you have on your business and the world and the community. Companies perform better when they are diverse.

On that inspirational note, Asma, a pleasure speaking with you, and best of luck. You may become like Madonna or Oprah where all you need is Asma, and it's the one word.

I love it. Thank you so much Robert.



Asma Ishaq
CEO
Modere

Asma Ishaq unites experience and vision to establish innovative concepts in health, wellness, and beauty. Ishaq pioneered the collagen/HA dietary supplement and skincare markets with Liquid BioCell®, the premiere line of patented liquid collagen/HA nutraceuticals, nutricosmetics and skincare products.

She is Chair of Collagen Stewardship Alliance, committee member of Council for Responsible Nutrition, advisory board of Fragrance Creators Association, and BOD of DSA/DSEF. A sought-after speaker on industry stages including the World Collagen Conference and NutriCosmetics Summit, she has appeared on Fox, CBS, ABC and NPR and in Forbes as a go-to expert. Awarded for her lifetime achievement, Ishaq was named NutraChampion 2020 by NutraIngredients and led Modere to number three on the 2020 WPO's 50 Fastest Growing Women-Led Companies.

Ishaq earned her BA from UC Berkeley and a dual MBA from Rice University, from whom she received the Alumni Award for Industry Excellence in Entrepreneurship.

MŌDERE®



David at the National Mall with the Lincoln Memorial in the distance.



The CEO Forum Group has selected David M. Rubenstein for the Transformative CEO Award as a top 5 Visionary

Leader for his dissemination of CEO wisdom through How to Lead and his unique practices to build bipartisan understanding of history.

Robert Reiss: In 1987 you co-founded The Carlyle Group and today it is one of the largest private investment firms in the world with about \$230 billion in assets under management. What was your original vision, and what was the turning point where you knew you had something of importance?

David Rubenstein: The original vision was very modest. I wanted to have a very small firm. I wasn't a good lawyer, so I wanted to get out of the practice of law. I wanted to do some small buyouts. What changed was I had an idea a few years into it that we could grow the firm beyond just buyouts. We can do many different types of private equity investments and then globalize it. So, we were the first private equity firm that said we'll have multiple disciplines and be a global firm. Others have now done that like KKR and Apollo.

What made you know this was going to be something of significance?

David M. Rubenstein

Our early deals worked out and what probably gave us some prominence is I brought in some prominent people who had been in government service and that gave us a lot of attention. So, George Herbert Walker Bush, Jim Baker, Frank Carlucci, John Major. When nobody ever heard of Carlyle or Rubenstein, those people got us some attention, and while they weren't investment professionals, they helped get people to pay attention to you.

So, private equity over the past 40 years has been the best performing asset class. Now, with a pandemic, all the rules change. As you look forward, how do you think the role of private equity will change, or will it not change over the next several years?

Of course, private equity has the advantage now of having a lot of committed capital and the capital is long term. So, we don't have to make decisions every day like a trader does, but private equity has the advantage now of being able to pick industries in which it wants to go, and there are a lot of industries that are going to be very, very successful post COVID. The world is really changing because of COVID, and things like cruise ships, hotels, airlines and restaurants are tougher businesses than they used to be. So, I think you can see private equity people putting a lot of money into tech-nology, healthcare and financial services ... things that are likely to benefit from the COVID crisis.

You brought Democrats and Republicans together by renting out the Library of Congress and interviewing leading historians. Talk about the importance of history.

Well, I worked in the White House as a young man, and when you work in the White House you get a sense of history, and I lived in Washington for most of my adult career. So, I get a sense of history because of the things that have happened here. What I tried to do with my interviews of historians in the Library of Congress is to educate members of Congress about Amer-

ican history while getting people on both sides of the table to learn together.

If you don't know the history of our country, you can't really be a great leader in the future. People who made mistakes in the past ... we have to figure out what they did wrong and then correct that in the future. So, what better to do than educate members of Congress? So, once a month up until COVID, I would have a program where I would host a dinner at the Library of Congress and bring in Doris Kearns Goodwin or David McCullough or people like that, and I would bring members together and ask them to sit with people from the opposite party and the opposite house, so they get to know each other. It's kind of a no-combat zone, and they actually like it a lot. It's one of the most popular things that members of Congress do. We will resume it as soon as we're allowed to do that, but I had a book about it last year called *The American Story*.

Speaking of books, in 2020 you came out with a book, *How to Lead*, which was derived from your Bloomberg show *Peer-to-Peer*. And frankly, out of every book I have read in 2020, I found it to be the single most important read for a leader. What prompted you to write it?

I thought that I had done this show, and I thought Bloomberg TV is nice, and PBS is nice, but not that many people necessarily are watching. So, here's a



David speaking at the Global Private Equity Conference in 2019.

chance to put it in book form that people all over the world could read if they wanted to do so. I wanted to educate people about what leadership is all about. The country needs great leaders, and we can inspire younger people to be great leaders; that's a good thing.

Let's talk about some of your stories. So, what did you learn from Jeff Bezos?

Jeff Bezos is a person who I've known for a long time because when he started Amazon, he needed a bibliography of books in print. Our company had it. We rented it to them. Unfortunately, I didn't take stock. He actually said he would give us 30% of the company. We stupidly said 'no.' Later, I went out and got some stock, and I didn't think his company was going anywhere. So, I sold the stock in the IPO. Today it's worth—I don't know, six or seven billion dollars. So, that was a mistake.

But Jeff is a very good person who is an example of a leader, because what he did is he pursued this idea of selling things over the internet. People made fun of him, and people said you don't have any earnings as a company. Now, it's one of the biggest companies in the world. But Jeff said in the interview, he doesn't make any big decisions before 10:00 a.m., or after 3:00 p.m., he gets eight hours sleep a night. If I'd known those rules before, I would be wealthier.

Bezos also said that he does not make decisions by data; he makes them by intuition or gut. Did you ever do that in Carlyle, where you make these major decisions based on gut?

Well, interestingly, we make investment decisions all the time. We get 100-page decision memos from the investment professionals, but in the end, the senior people are using their gut. Warren Buffett doesn't read 100-page investment memos. He makes his decisions

on his gut, and I think that's the best way to be an investment professional.

What did you learn from Warren Buffett?

Warren is a person who is very modest when you think about what he's done. He left New York and went back to Omaha. He didn't pay attention to what anybody told him about what he should invest in, and he's a very, very stick-to-his-knitting kind of guy. You can't change his lifestyle. You can't change his way. And look what he's pulled off. And now he's got a way to give away all that money in a very clever way.

I thought probably the most engaging one to me was Oprah Winfrey. Every single one of Oprah's answers was a new idea.

Well Robert, Oprah gave a master class in how to be an interviewer, because she's the best interviewer practically out there. Oprah would say she's a good interviewer because she's a good listener, and when she listens to the people she gets ideas. That's what she says is the key to being a good interviewer—listening.

I thought Richard Branson was interesting. I didn't know at 15 years old he interviewed Mick Jagger.



At the top of the Washington Monument. David provided half of the funds needed to repair the damage caused by an August 2011 earthquake.

That's right. He went to his house and Mick Jagger opened the door, and he interviewed him, but he dropped out of high school at 15 because he was dys-lexic and he wasn't a good student. Parents didn't know what dyslexia was and that kind of propelled him forward.

How about Bill Gates?

Bill Gates is the person who dropped out of Harvard. I asked him in the interview, "If you had a college degree, do you think you'd be more successful? And he said, "Well, maybe I could have been more successful." Actually the great story is that he dropped out of college to start this company, but he said it was premature. The computer revolution really hadn't started yet. So, he could have stayed in college. In the end, he's a very, very smart person and is now turning his life to philanthropy. I think he really deserves a lot of credit.

And one that was very interesting is you interviewed Presidents Clinton and Bush together. That's hard interviewing two people. What did you learn from that?

It's not easy, but they had a good relationship. They were competing with each other, and they're complimentary even though George Herbert Walker Bush ran against Bill Clinton and was defeated by Bill Clinton. The families have come together and they have a pretty good sense of humor. That's probably the funniest interview in the book.

And I'll throw one more, Jamie Dimon.

Jamie Dimon is a person who was fired by his mentor, Sandy Weill, and he basically was out of work for a while. He had to tell his kids he'd been fired, and he didn't know what to do for about a year, and then he came back and ultimately became the leader of JP Morgan Chase and the best banker in the world by far.

So David, I've asked you your insights on other leaders ... What is David Rubenstein's leadership philosophy?

Try to do the best you can with the skills you have. Try to retain some humility. Don't be afraid to fail. Take

"The country needs great leaders, and we can inspire younger people to be great leaders."

some risks and experiment, and in the end, the greatest pleasure in life when you succeed is giving back to society. And the greatest pleasure in my life is when my mother would call me up and say, "I'm proud of what you're doing by giving back to society, not by making a lot of money."

You were one of the first 40 people to pledge to give away 50%. What prompted you?

The Giving Pledge says you're going to give away at least 50% of your money. I'm going to give away all of it if, in fact, I've given my children a nice education, and they're not starving, but I'm not basically leaving all my money to my children. I'm giving it away.

You are a Renaissance man. You've built a major business and industry, been a TV star, a best-selling author, and helped save the Washington Monument. What are you proudest of?

I'm proudest of the fact that I came from modest circumstances and was able to build a number of things that were successful, and now I'm giving back to society. In the end, the most important thing is your children. The greatest legacy in life is your children in many ways, if you're fortunate enough to have children. As Jackie Kennedy famously said, "If you bungle raising your children, I don't think whatever else you do well matters very much." We who are parents all know raising children is not easy. And if you have a lot of money, raising children is even more difficult. So, I'm proud that my children are now all educated, they all have MBAs, and they're all successful and happy.

I know you're really proud of Gabrielle, or Ellie.

We named her Gabrielle, but pretty quickly Ellie was what we used, and she's person who overcame a lot of hardships. She had a lot of concussions when she was

a skier, and now she's got her own private equity fund doing healthy food investments, and just yesterday she was in Alaska and killed a bison. She skinned the entire bison and brought all the bison in the bag. She's quite something.

You're on the Johns Hopkins board ... Any insights on COVID?

I am on the Johns Hopkins Medicine board, which is the hospital and the medical school. I would say the most important thing is to listen to the scientists, and scientists are not perfect, but I think listening to the scientists is what we need to do, and Hopkins has done a really good job of conveying the information about

“Leaders should know where you want to go, share the credit, surround yourself with competent people, listen to other people, make sure that other people are involved in the decision process, and learn how to communicate with your subordinates, how to inspire followers to follow you.”

how bad the crisis has become. World-class medical centers have handled this situation as well as possible. But again, in 1918, when we had the so-called Spanish flu, the three things that people were supposed to do a hundred years ago were wash your hands, socially distance and wear a mask. Here we are, a hundred years later and we haven't progressed in a hundred years.

Talking about 1918, my take is this year is like 1918, 1929 and 1968 all wrapped into one. How do you view the current situation?

[Editor's Note: This interview was conducted Sept. 5, 2020.] The current situation is unique because the economy in 1918 didn't go down by quite as much as

this economy has gone down. So, we're in a recession really and we've got a pandemic that's now caused more than 180,000 deaths in the United States as of today, though almost 700,000 people died due to the one in 1918.

I think it's going to take us a couple years to really get out of this. I don't think you can get out of this in one year, and I think it normally takes, to get out of a recession and get back to the peak, about two or three years. I think it'll take at least two or three years before we are back to where we were in 2019. The economy and the stock market are not connected so much, because the stock market is doing reasonably well whereas the economy is not doing so well. It's going to take a while for people to get their jobs back.

What is our vision for America post-pandemic?

Well, I hope we can improve the way our government operates. Right now, the government is somewhat dysfunctional. As you know, if the Executive Branch and the Legislative Branch are not getting along very well, very often we have to depend on the Judiciary Branch to resolve these disputes. I think people are tired of the fight, and I hope we can get, not an era of good feelings necessarily, but more cooperation. I also hope we can pay down some of the debt we have incurred, because right now we have a lot of debt. At some point, you've got to pay the price of that debt, and I'm afraid that the dollar will go down in value, and we won't be able to borrow as much money in the future because interest rates go up. It's going to be hard to pay for all this.

I'm thinking about Lincoln. When you're thrown into a situation of great turmoil that's where true leadership arises.

Agreed. Lincoln is the greatest leader we've ever had, because for The Civil War he persisted. He thought he was going to lose the election in 1864. He wasn't afraid of being killed. Ultimately, he was killed, he gave his life for the country, but I don't think anybody else would have been able to hold the country together.

What's your take as people are changing monuments and tearing down monuments now?

I think it's important to look at what caused the monument to be built. Was a monument built to enhance racial views that are, I think, wrong? Or was it built because you want to honor somebody who may have been a slave owner but he did other things. So, the Washington Monument is designed to honor the great things that Washington did. He was a slave owner, but I don't think that should be the most important thing in his life, and I don't think we should tear the monument down because of that. Same with the Jefferson Memorial. We should look at history, learn the good and the bad, but not throw out the bad so that we don't know what people did that was wrong.

When I saw your Mark Cuban interview, I think you said that at like seven or eight years old you wanted to be a basketball player. What is it that David Rubenstein hasn't done yet that he wants to do?

Well, if they would lower the basket to about six feet so I could dunk the ball that would be great. I don't think they're going to do that. But that's what I want to do. I want to dunk the ball before I'm too old.

What is your advice to CEOs in America on how they should lead during these times?

Leaders should know where you want to go, share the credit, surround yourself with competent people, listen to other people, make sure that other people are involved in the decision process, and learn how to communicate with your subordinates, how to inspire followers to follow you. You do that by leading by example. Doing what you tell your employees to do is what you should do, and I think you will be an effective leader if you do that.

And there you have it. David Rubenstein, great having you on The CEO Show.

My pleasure, Robert. Thank you for having me.



David M. Rubenstein
Co-Founder and Co-Chairman
The Carlyle Group

David Rubenstein is a Co-Founder and Co-Chairman of The Carlyle Group, one of the world's largest private investment firms. He is a 1970 graduate of Duke University and a 1973 graduate of the University of Chicago Law School. He served as Chief Counsel to the U.S. Senate Judiciary Committee's Subcommittee on Constitutional Amendments before becoming the Deputy Assistant to the President for Domestic Policy during the Carter Administration. He also practiced law in both New York City and Washington, D.C.

Mr. Rubenstein is Chairman of the Boards of Trustees of the John F. Kennedy Center for the Performing Arts and the Council on Foreign Relations; a Fellow of the Harvard Corporation; a Trustee of the National Gallery of Art, Memorial Sloan-Kettering Cancer Center, the Institute for Advanced Study, the Brookings Institution, and the World Economic Forum; a Director of the Lincoln Center for the Performing Arts and the American Academy of Arts and Sciences; and President of the Economic Club of Washington, among other board seats.

Mr. Rubenstein is an original signer of "The Giving Pledge"; the host of "The David Rubenstein Show: Peer-to-Peer Conversations" and the author of "The American Story and How to Lead."

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CEO Boston Children's Hospital



Robert Reiss: Explain the unique model of Boston Children's Hospital.

Sandra L. Fenwick: Boston Children's is an independent, free-standing pediatric hospital, one of just over 30 in the country. We are proud to be the No. 1-ranked pediatric hospital in the U.S. seven years in a row. We have a 152-year legacy of remarkable discoveries and innovations that have transformed pediatric medicine and improved literally millions of lives worldwide.

We treat more children with rare and complex diseases than any other hospital in the world. We are home to the world's largest pediatric research enterprise, the primary pediatric teaching hospital for Harvard Medical School, and through efforts around prevention, we are keeping children in our community out of the hospital. We are constantly evolving care through a powerful combination of clinical and research leadership, developing new approaches, such as gene therapies, stem cell transplant procedures, and fetal surgical interventions. We harness technological and digital innovations to make care more efficient, effective and patient-centric.

The mission to advance the health and well-being of children everywhere is paramount and possible only because of the deeply interwoven exceptional team of talented, devoted and accomplished people.



The CEO Forum Group has selected Sandra L. Fenwick and Boston Children's Hospital for the Transformative CEO Award as 10 CEOs transforming Healthcare in America in the category of Pediatrics. This is bestowed to tireless leadership and execution in saving lives and improving the health of children.

Sandra L. Fenwick



In 2008, you became President of Boston Children's Hospital and CEO in 2013. What achievements are you proudest of?

While there are a number of strategic and organizational successes, such as leading the development of a \$3 billion capital plan, achieving a \$1.5 billion philanthropic campaign, sponsoring an institution-wide high reliability program, and developing a research strategic plan to accelerate basic science to clinical application, the most rewarding has been the support and enabling of people. Continuing to build the very best team of caregivers, innovators and scientists, and fostering an environment and culture that values excellence, trust, respect, diversity, inclusivity and never giving up is where I hope I have left a mark. Advocating and being a voice for children – their whole health and well-being -- is something I have championed and will continue to pursue.

What did you learn about healthcare in managing through the pandemic?

So many learnings. While I always prided myself on trying to “see around corners” and prepare, none of us

could have anticipated this one. So pausing, assessing, pivoting and responding to protect and continue to deliver was key. Above all else, safety was prime for our patients, families and people.

Surrounding oneself with experts, listening to them, supporting new emerging leaders, adapting to changing information, creating faster decision-making, and communicating constantly were necessary responses. Protecting our most valuable resource -- our people -- through pay, benefit and HR policies has continued to serve us well, as has encouraging a culture of innovation where our adoption of digital technology, while nascent, allowed us to pivot to remote work (over 9,000 people) and care in days.

Our designation as a pediatric Special Pathogen Treatment Center in 2015 helped train our people in best and safe practices, and our leadership in convening and educating established a worldwide COVID PICU call at one point with 2,000 on the line sharing knowledge and information. And sadly, mental health, racism and health care inequities were exposed as chronic and growing public health issues. We reasserted and declared our commitment to end these problems in

our own institution and in society. We all hope that some good will come from this unprecedented time.

What healthcare breakthroughs do you think will occur from the increased communication between medical communities?

We have always valued and supported partnerships and have been encouraged by the collaborations and open communications that were prompted by this pandemic, in Boston among competing hospitals, across the U.S. among peer children's hospitals, across researchers and labs in academia and industry, and between medical organizations and government. While not perfect, it was a better dialogue with a common purpose – to obtain real-time information, to understand this disease, fight it, contain its spread, and help each other when possible. I am hopeful that this openness will continue to be valued.

We have shown what is possible when scientists and industry collaborate to advance diagnostic testing, treatments and vaccines. We need to leverage these learnings to address other diseases and conditions. And we have the opportunity to access the quality, safety, efficacy and cost effectiveness of remote monitoring and care, which is here to stay as part of the continuum of care offerings. During this time, we pooled assets, we broke down barriers, we drove solutions faster. The question is: Can we build these into lasting bridges to improve healthcare and make it more effective and affordable.

Talk about your affiliation with Harvard over the dozen years when you were the leader.

Affiliation with Harvard and Harvard Medical School is fundamental to who we are. All our faculty have appointments at the medical school. We are the primary teaching hospital for pediatrics, and we share many educational and research relationships with the schools, institutes and programs. It provides

a constructive convening opportunity for the University, Schools and affiliated academic centers from the boards, presidents and CEOs, chiefs and faculty to collaborate, learn, share and further our collective missions.

What advice do you have to women who want to become CEO?

First, is this something you really want to do? Done well and right, it is pretty all-consuming. Is this the right time in your life? It was for me, and I could, therefore, give it my complete commitment. Is the organization or company the one that you are passionate about -- its mission, its people and purpose? Are you a strategic thinker wanting to position this entity for the future and success? Are you then willing to drive results and lead change? Do you thrive on leading people, collaborating and influencing them, building

“Surrounding oneself with experts, listening to them, supporting new emerging leaders, adapting to changing information, creating faster decision-making, and communicating constantly were necessary responses.”



relationships, partnering, mentoring and developing organizational capability for the long term? If so, go for it with confidence and courage bringing your best self of integrity, authenticity, honesty and a dose of humility and compassion. Inspire, influence, make the right tough decisions, and be inspired and motivated by those around you.

How would you define your leadership philosophy?

I believe deeply in servant leadership and to lead with head and heart for those whom we serve and those who serve To our patients and families, and

"I am guided by three themes that have defined my personal and professional journey: to have courage and be resilient, to have vision, and to be a compassionate, moral leader."

equally in support of the people who provide the care, who seek new knowledge, support our communities and work on the front lines and behind-the-scenes. Investing in people, aligning them toward one purpose and common goals, providing them with the resources, tools, and infrastructure for them to be their best selves and do their best work, is my top priority. I am guided by three themes that have defined my personal and professional journey: to have courage and be resilient, to have vision, and to be a compassionate, moral leader.

In March 2021 you retired from BCH, so what's next for Sandi Fenwick?

I have had the best job in the world -- a wonderful and remarkable journey of significance. The importance of investing in children today and tomorrow, the excitement of science, technology and innovations in healthcare, and supporting and mentoring the next generation of leaders in healthcare are all continuing interests of mine. Time with family is cherished and long-awaited.



Sandra L. Fenwick
Chief Executive Officer
Boston Children's Hospital

Sandra L. Fenwick was the CEO of Boston Children's Hospital, where she led a team of 20,000 people dedicated to life-changing work in clinical care, biomedical research, medical education, and community engagement. She retired from Boston Children's on March 31, 2021.

Ms. Fenwick joined Boston Children's in 1999 as SVP for Business Development Strategy and was promoted to Chief Operating Officer later that year. She was named President in 2008 and was appointed Chief Executive Officer in 2013.

From 1976 to 1998, Ms. Fenwick served in a number of senior executive roles at Beth Israel Hospital, ultimately as SVP of System Development for its parent CareGroup.

Ms. Fenwick holds a Bachelor's degree from Simmons College with distinction and a Master's in Public Health in Health Services Administration from the University of Texas School of Public Health.



**Boston
Children's
Hospital**

Where the world comes for answers



Robert Reiss: Define your leadership philosophy.

Kate Gutmann: Lead with purpose, clarity, speed and integrity, gaining trust from the team to maximize impact for customers, shareowners, our people and the community.

To emphasize a few areas:

Clarity of direction and purpose are critical. Teams need to know the where and the why. You gain synergy from the entire team by taking the mystery out of the equation. You also have the responsibility to ensure that all participants stick to the roadmap and exhibit the appropriate behaviors, even in the face of challenges and disruption.

Integrity has to be woven into your fiber. As the saying goes: “You juggle a lot of balls every day. Integrity is the glass ball you can never drop.” You have to establish a culture with clear integrity and act swiftly when anyone crosses a line. There can be no ambiguity.



The CEO Forum Group has selected Kate Gutmann and UPS Global Healthcare for the 2021 Transformative CEO Award in Healthcare in the category of Supply Chain Logistics. This is bestowed for the leadership in both relationships and processes, resulting in unparalleled service, which became forefront during this pandemic.

What are the life-changing lessons throughout your career that helped you succeed?

Live your priorities. As Ralph Waldo Emerson said: “Your actions are so loud, I can’t hear what you are saying.” I have always lived by this in business and at home. As a working mother who moved the family around the globe, it was important to be attentive in every moment so that my family understood that quality of our time together is more important than quantity of time.

Get a seat at the table and make your voice heard. As the world experiences more and more diversity, you sometimes have to be more assertive for your voice to be heard. Unconscious and conscious bias exists. Don’t expect invitations but also don’t accept resistance.

Learn from your failures and immediately shift to another strategy to succeed. Don’t waste time over analyzing or reliving the problem but rather direct all of your energy on the solution or toward an alternate strategy.

“We are leading the effort to deliver COVID-19 vaccines in more than 46 countries. So far, our on-time delivery performance has been nearly 100 percent.”

Teams accomplish more when they are rich in diversity of thought and background. We know that business, ultimately, is the great equalizer, providing us the opportunity to level the playing field once and for all.

You have to remind people to run to you with bad news and their solution to the problem. The higher you go in an organization, the less you hear the bad news. I always ask: “What’s the bee on the flower?” It is amazing what else I learn once someone feels they have the green light to discuss the risks or are obligated to answer the direct question.

During the pandemic, supply chain focus went front and center globally. Through your career



at UPS, what have you learned about supply chain and logistics that can help CEOs?

I began actively participating in global trade when I was in my mid-20s, working with a Japan-based Fortune 50 company to help them with their global supply chain. I have also lived and worked throughout the world. One thing I have seen consistently is that you need to ensure your supply chain is designed to gain efficiencies and also that it is agile enough to capture changing market opportunities. The pandemic cast a light on those with nimble supply chains who could shift to a multi-channel strategy as needs changed for consumers and patients.

The supply chain advantage is crucial for companies that seize opportunities in new markets around the globe and pursue the best sourcing strategies.

It is important to be mindful that supply chain isn't just the movement of goods. It also encompasses the movement of information and funds. You need to factor all of this into your supply chain strategy.

What insights do you have about women in leadership?

I have found that women in leadership tend to connect and collaborate deeply. Many listen and exchange ideas that demonstrate strength and show vulnerabilities. There is a comfort level in doing that as they pursue input and better outcomes.

I have seen this while participating in the Women's Leadership group UPS, Adecco and APCO established at the World Economic Forum; at C200, which brings women running P&Ls together; and also on Boards on which we sit. The collaboration is open, honest and has a true intent to learn.



Healthcare is changing significantly. What is your vision for global healthcare in 2025?

The definition of health is changing to include body, mind and spirit, which includes the health and wellness of our teams, clients and communities. There are significant advances in technology solutions, combined with a changing healthcare landscape around the world encompassing anywhere consumers or patients want or need to receive services.

UPS Global Healthcare will continue to invest in specialized capabilities around the globe to support the full Healthcare ecosystem. We will help companies provide meaningful services to patients and help patients everywhere gain access to healthcare services.

UPS has made such a difference through the pandemic whether with PPE, essential goods shipping or the vaccines. How long has UPS been in Healthcare?

We've been helping healthcare companies make their operations more precise, productive, scalable and smart for nearly 20 years. We have a team of more than 5,500 healthcare logistics experts and a global network spanning 220 countries and territories worldwide. We can help with all aspects of healthcare logis-

tics including: clinical trials, temperature-controlled shipping and storage, inventory planning, multimodal transportation and customs compliance. And the list goes on.

Almost all aspects of the healthcare industry began to shift when the pandemic hit. For example, clinical trials that used to take years shortened to months. The turnaround times for lab tests, in some cases, shortened to minutes. And, of course, consumers and patients needed more at-home healthcare options while still having access to office or hospital services.

We have helped hundreds of companies shift from strictly B2B models to B2B and B2C models to meet customers when and where needed. In other words, we are supporting the world on the path to recovery. We are leading the effort to deliver COVID-19 vaccines in more than 46 countries. So far, our on-time delivery performance has been nearly 100 percent.

In addition to heading UPS Global Healthcare, you are also responsible for sales and solutions and the \$85B in revenue for UPS. How does UPS define the term “solutions,” and how can it help companies?

As I mentioned, we understand the importance of supply chain strategies and execution for our clients. We put this idea into practice more than 20 years ago when we created a team of global supply chain solutions engineers and experts to work with our customers to analyze and adapt their goods, information and fund flows to create competitive advantages. This work spans supply chain optimization, engineering services, technology solutions and sustainability.

Many Boards and now companies focus on Environmental, Social and Corporate Governance objectives in a more meaningful way. In the past, discussions occurred, but action across the supply chain was limited for many. Our sustainability solutions practice is delivering results as we assist customers not only with analysis but also implementation of solutions to address their environmental impact. This approach helps companies of all sizes meet their own sustainability goals.



Kate Gutmann
Head
UPS Global Healthcare

Kate Gutmann is Head of UPS Global Healthcare, Chief Sales and Solutions Officer, and a member of the company's Executive Leadership Team. She is responsible for global sales, solutions and customer engagement.

Prior to her current role, Kate had responsibility for the executive management of The UPS Store® and UPS Capital®. Previously, Kate was also President of Worldwide Sales and Vice President of Marketing for the UPS Europe Region, based in Brussels. In this role, she oversaw the development of rates, services and pricing policy in more than 100 countries.

Kate serves as a Board member for Brown-Forman Corporation and is on the Audit Committee. Kate has participated in the World Economic Forum for many years and is on the Board of Stewards for Trade Technology. Kate is also co-founder of the UPS Reading Clubs at the Boys & Girls Club of Metro Atlanta.

A native of Troy, New York, Kate began her UPS career in 1989 as a marketing intern while earning her bachelor's degree in marketing from Siena College.





President Spinelli participated in Babson College Commencement exercises in May 2019 while serving as president-elect of the College. He officially became president on July 1, 2019.



The CEO Forum Group has selected Stephen Spinelli Jr.

PhD and Babson College for the Transformative CEO Award as one of 5 Visionary Leaders for his models of university alliances, corporate partnerships, and centralizing the concept of entrepreneurship throughout business and society, while transforming during the pandemic.

Robert Reiss: Let's talk about how, after co-founding Jiffy Lube, you went on to become Dr. Steve Spinelli and a college president.

Steve Spinelli: It's an intimate example, for me, of how I see education playing a role in commerce and in people's lives. When we did Jiffy Lube, it was a tough road. I don't care what startup you're involved in, frankly, any enterprise can be a real tough slog.

I was young, and I wasn't sure of myself. I went off and said I've got to get some more education. I went to Babson at night as a student. Everything I did at night in the classroom I would take back the next morning to Jiffy Lube. And, I saw this clear interplay between thinking deeply and acting decisively. There was very little time between when I would get home from a nine o'clock class and when I would open the stores at seven o'clock in the morning. I put what I learned into play right away. That whole dynamic became a way of life for me.

Stephen Spinelli Jr., PhD

It felt natural to keep learning. Frankly, I think the human condition requires you to keep learning. When I could curate my learning in a logical way to logical ends through entrepreneurship—to solve a problem, to create value—it was much more fulfilling, personally and psychologically, socially and financially. So, the marriage of thought and action works. Being an entrepreneur and a learner—seems to me they are intimately associated.

From a competitive marketing and positioning standpoint, how do you differentiate Babson?

There are roughly 4,700 colleges and universities in the United States today. I'm not sure there'll be that many tomorrow, so competitive positioning is an essential component to your existence and future as a college. Babson has always been a business specialty school. We have a clear value proposition and distinctiveness. We are creating leaders for the future in industry and society. And, we expect that they're going to go solve problems and create value.

And, Babson is really defined as the top entrepreneurial school.

Babson is a unique institution. We've always been a business specialty school. And, we further refine that by really looking at entrepreneurship as our core competency. I've said to a lot of folks that the new business degree is entrepreneurship. We've been ranked number one in entrepreneurship for 26 years, and we continue to evolve.

Entrepreneurship is so exciting and so important in the current environment. COVID-19 requires us to rethink everything we think we know. We are embedded in a whole different environment of rapid change, and entrepreneurship is the answer to that.

How does that relate to large corporations that may not have as much entrepreneurship inside of them?

Entrepreneurship has many facets. We've taught for many, many years opportunity recognition, building teams, business models, return on investment—all of those issues that define the entrepreneurial process. What we do in a sophisticated way now is to focus on the leader, the entrepreneur, and the entrepreneurial



President Spinelli speaks with students as they acclimate to campus during 2019 move-in and orientation.

mindset of looking for the problem, looking for the solution, and creating value out of that.

I would suggest it's equally important for the leaders of larger corporations, if the pace of change is going to continue to accelerate as we believe, that your dynamic decision making has to accelerate in advance of that. You're saying you need more agility as a CEO, and entrepreneurship drives that agility.

And, you have to have the understanding that you're going to make some mistakes, but you're going to create some value in the long run. And, that value will be commensurate with the risk if you're a really smart entrepreneur.

As a college, how do you take those lessons of entrepreneurship to CEOs?

What we believe is that learning can be curated, that we can bring a special knowledge to that pace of change. In fact, if the pace of change is going to accelerate, then how much you need to know also is going to accelerate. Also, if you can't use what you learned at 22 in the decisions you're going to have to make at 32 or 42, or 52, or 72, then we need to transform learning from a four-year experience in a college to an 80-year life of enrichment.

I don't care if you're a CEO or a musician or a scientist. If you don't understand how to create value, if you don't understand how you fit in the company, in the ecosystem, in the society—you're not going to have the kind of life you expect to have. Not in today's world.

Let's talk about how you put together partnerships with corporations.

It's interesting, Robert. I come from the Jiffy Lube background. I'm chairman of the board of Planet Fitness. I think in terms of franchising as a partnership, as a collaboration, as people who have a like-minded belief, a mission that they believe in, a core set of values that they agree on. A partnership that creates value. They should understand each other and understand how to collaborate, understand how to define a problem.

"I've said to a lot of folks that the new business degree is entrepreneurship. We've been ranked number one in entrepreneurship for 26 years, and we continue to evolve."

The great promise of diversity is better decision making. And, that's really what you're driving at. Better decision making is going to make a better life for you and me and everyone else. That's the real value. And, if we don't collaborate, I can't understand who you are.

If you could sum up your advice to CEOs, what would that be?

Listen carefully. Act decisively. Process continuously. We should give you credits at Babson for an MBA if you could really live your life that way.

You mentioned being chairman of Planet Fitness. Let's discuss governance and what insights you've gained from being chairman.

We now have 2,100 stores, and we're growing internationally. Planet Fitness is one of the great business models. It democratizes fitness and health, and it makes it ubiquitously available to the masses, to millions and millions of people who work out in an environment of mutual respect. It's a physical activity, but it's a cultural activity, too. I'm just so appreciative of the business model, and I've learned a lot from the Planet Fitness mentality about being a holistic player in the community.

What was really going on at Babson when you were in the boardroom, and you're planning together, and you're seeing this pandemic unfold and you know that everything is going to change?

I do believe that strategy gets stress tested in a crisis. We had gone through a whole year of strategic planning at Babson, and we had begun to implement that strategy, and then COVID hits. There was a lot of discussion that we've got to go back to basics. But when

Stephen Spinelli Jr., PhD

the pandemic started, I said, let's go faster. We have to go faster. It's going to validate our strategy, or we'll fail quickly and be able to renew and have a different strategy.

We didn't have a choice. And, frankly, I felt so confident in the way Babson built that strategy. And, in the implications of this pandemic, I thought this is going to give us an incredible competitive advantage. We set up a framework, and it was survive, revive, and thrive. And, we learned that that's not a linear progression. They are intimately woven together.

I always want us to be thinking about survival, because then I can have an edge and we're going to get better, and I need to analyze and make sure I'm delivering value. And, to thrive means I've got to do something special. So why would I want to lose that mentality? Why wouldn't I want our culture, our organization, to embrace that kind of thinking? I take nothing for granted. If I want to renew, I must add value.

Where did you learn a philosophy like that?

A lot of great mentors, in a lot of discussions, a lot of experiences, and a lot of wear on the tread. The fact is you learn a lot by going through the experience. And, remember, I'm president of Babson College. I did my MBA at Babson, and Babson gave me that foundation of Entrepreneurial Thought & Action. It really taught me to always be learning, always be acting, always be renewing. A long life of learning brings you these kinds of conclusions.

How would you codify the core of your leadership philosophy?

At the core of my leadership philosophy is a sense of aspiration and belief that a problem is an opportunity to create value. But, you have to aspire to do something special with that.

Arthur Blank has a book, *Good Company*, which I really do recommend. It's a terrific book. It talks about a value system that has to underpin that sense of opportunity recognition and creation. If you have some core values you believe in, and you express those core val-



President Spinelli attended the Foundations of Management and Entrepreneurship (FME) Expo in February 2020, where Babson College's class of 2023 showcased more than 40 ventures developed in class.

ues, it adds a durability to the organization that evolves and continually seeks to get better and to do better.

And, as I look right behind you I see Babson's Arthur M. Blank School for Entrepreneurial Leadership. Talk about how that all became a reality.

Arthur Blank is a graduate of Babson College. He's the owner of the Atlanta Falcons and the Atlanta United soccer team and co-founder of Home Depot. He's just an incredible entrepreneur.



President Spinelli poses with members of eTower, Babson's student-led entrepreneurial living-learning organization, following Babson ePitch: Second Century Challenge in September 2019. The pitch competition, which awarded \$100,000 to Babson MBA alum Joanna Geisinger and her team at Torq interface, was the culmination of a year's worth of planning and community engagement at the College's Centennial Celebration.

I've known him for a very long time, and I've always had a great relationship with him. He's always been a kind and intense person. Arthur's got a vision and is going to stick to it. When I came back to Babson, I visited with him. We talked about what is the vision for the future. And, in that discussion, we talked about the entrepreneurial process and what it takes to be a leader and achieve your highest level of impact. That discussion over many months led to Babson's Arthur M. Blank School for Entrepreneurial Leadership.

“We need to transform learning from a four-year experience in a college to an 80-year life of enrichment.”

You've had a lot of successes in your life. But, how about failures, Steve?

There have been a lot of failures, or there have been a lot of times I didn't achieve my goal. The only real failures I've had is when I didn't work hard enough, or I didn't follow through fast enough, and I wasn't up to the game.

There are a lot of those little failures that sort of happened along the way. And, I beat myself up about that,

because I could control those. But, some of the failures are instructive. You go into a new market at a Jiffy Lube, for example, and it doesn't work, and you lose a lot of money.

Well, the next time I went to a new market, I knew where those landmines were. And, so I learned a lot. I have the glass is half-full all the time kind of mentality.

So, let's look at education as a whole. What do you think is wrong about education today, and what needs to change to build the society that we want?

The reason I'm in education is I believe it is the lifeblood of a free society, of a growing society. So, I don't think education is going to fail. There's a lot of pressure on higher education and colleges and universities, but society has a need for education and for colleges, for scholarly debate and the heated exchange of ideas in a respectful way.

All of that works. We got it. It's already a really good system. What do we do to elevate education to the next level? We pivoted during this pandemic, right? There's no going back. We have to stop thinking about cost and start thinking about value. I'm going to create value for you over a lifetime. And, I want to engage you in that relationship.

What's wrong with education is we have you for four years, and then we send you away. If we really believe that the pace of change is such that the demand for learning will increase, then we should have a lifelong relationship. If I have a 50- or 60- year relationship with you versus a four-year relationship, the value that we can create together is going to be incredible.

Because of technology, for the first time in the history of humanity, educators can reach almost everyone. We have the capability now to deliver knowledge, understanding, communication, and learning wherever learners may be. What we're saying is that technology and innovation can transform education and make success ubiquitous.

“At the core of my leadership philosophy is a sense of aspiration and belief that a problem is an opportunity to create value.”

You've taught it, you've learned it, and you've done it yourself. Describe the key in customer service.

It is relatively basic, and super hard to do—make a promise and keep it. If you do that, I will trust you. And, if you make a promise, and I say I'll pay you for that, I will inherently give you a premium because I can trust you to do this. Make a promise and keep it.

So, let's talk about your vision about the future of Babson and what you believe Babson could do being part of the fabric of business, the economy, and society.

Babson can really change business education. We can revolutionize entrepreneurship education. And, we can impact all of education. I think reading, writing, and entrepreneurship are the three core skills that every student should have. Our strategy is five words: Entrepreneurial leadership, impacting ecosystems everywhere.

Steve, great having you on the CEO show.



Stephen Spinelli Jr., PhD
President
Babson College

Stephen Spinelli Jr., PhD is the 14th president of Babson College. A successful entrepreneur, academic leader and scholar, President Spinelli assumed the role of president in July 2019. A lifelong entrepreneur, President Spinelli has spent his career at the intersection of academia, business, and philanthropy. He co-founded Jiffy Lube International and was chairman and CEO of the American Oil Change Corporation, helping to pioneer the quick-lube industry nationwide and turning Jiffy Lube into the nation's dominant competitor with more than 1,000 service centers. As a long-standing member of the Babson community, President Spinelli spent 14 years of his career as a member of the College's faculty, vice provost for entrepreneurship and global management, and director of The Arthur M. Blank Center for Entrepreneurship. He led the charge to maintain Babson's No. 1 ranking for entrepreneurship in U.S. News & World Report. In 2011, President Spinelli was inducted into Babson's Alumni Entrepreneur Hall of Fame.

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Marc Harrison, MD



Dr. Marc Harrison in 2017 after visiting with reporters at The New York Times.

Robert Reiss: Intermountain Healthcare is one of the largest healthcare networks in America. And you became CEO in 2016. Talk about now, what the organization was then, and how it has changed.

Dr. Marc Harrison: Thanks, Robert. At Intermountain we believe in keeping people well, that's our basic business model. So, we're really good at taking care of people when they're sick. But our main focus is on what we call population health and value - keeping groups of people well and making it affordable.

When I got here, in October 2016, the organization was absolutely oriented in that direction. That said, we had a lot of work to do to make it actionable. Now, about half of our \$10 billion in revenue is associated with keeping people well. We take full financial, and clinical risk for them. So, it's to our advantage as a not for profit, and as a company that needs to be viable, and to the patient's advantage that we are completely aligned on how to keep that person as functional and healthy as possible. We've made that pivot in the context of a very large reorganization that's really unprecedented amongst legacy healthcare systems. We've entered into two new states in substantive ways. And our top line revenue has increased from about \$6 billion to just under \$10 billion in the time that I've been here.

Do you have any unique practices that healthcare providers or other CEOs could learn from you in terms of quality?

We're fortunate to have now close to 41,000 of the best human beings in the world, who work with us as part of our team. If you ask people who practice medicine, do you provide quality care? Do you adhere to best practices? There's not a person who will tell you no, and they really do believe that and they mean it. But we believe very strongly at Intermountain that good intentions are just intentions. So, we measure relentlessly, and we talk about things regularly. We've put in place a tiered huddle system that we monitor, and they work their way up the chain of command. Today at 10:15 a.m., the executive team will have a 15-minute download on how the organization has performed in the last 24 hours -- volume,

access quality, any major safety concerns, major equipment, outages, etc. What's interesting is underneath that there are five other levels of huddles that have occurred starting around 7 a.m., and so our huddle at the executive level is the combination of about 3,000 huddles that have occurred already that day.

What that means is, we hear things and see things in real time. And it makes us quite agile, and it allows us to use influence where it's necessary. A very sort of mundane example but not that unimportant is when we started this process. We started hearing about CT scanners that weren't working, that we're having long downtimes waiting for certain replacement parts across our enterprise. We saw a pattern, and we were able to use our size and scale and reputation to actually work with the company that made these CT scanners, influence change in the global supply chain, and reduce downtime for our patients. And that would have never happened without these huddles.

3,000 a day. This seems like something that could work as a best practice through a lot of other types of organizations.

Absolutely. In fact, we've had about 200 organizations from around the world come and visit us from as far away as New Zealand, and from lots of different indus-



The CEO Forum Group has selected Dr. Marc Harrison and Intermountain Healthcare for the 2021

Transformative CEO Award in Healthcare in the category of Comprehensive Health for their leadership in keeping people well. This is fortified by their ground-breaking research and unique operational excellence model.

Marc Harrison, MD



Dr. Marc Harrison with fellow caregivers in Salt Lake City.

tries. One of the big automakers sent a team to understand how we're doing this, and how we've turned into a very large, complex but efficient operating company that's mission-driven.

Logistically, how is the information transferred real time so that it becomes relevant?

The easy answer would be to say we've got digital tools that escalate things upward. The more nuanced answer is that leaders at each level are eager to share their concern, care and mission orientation up a level. It's extraordinarily gratifying. I'm told, from frontline people who recognize that within 12 hours of a major problem being identified, it's been acted on. And the problem should never ever happen again. It functions both on a technical and an emotional level.

The other thing we do every day in the course of my teams' huddle, we explicitly recognize a frontline caregiver from either our hospitals or our outpatient arena for extraordinary service to another human being. So,

there's a component of reward and recognition that happens every day.

When you're building this culture, what is your role as CEO in building that culture?

I'm the fourth CEO in the history of Intermountain, and I give credit to the three CEOs who came before me. They really set the stage for mission orientation. It's funny, we never talk about market share; we rarely talk about money. We almost always talk about how we can serve people better and get better outcomes for them with the belief that money serves as a lever and tool to get our mission done.

You're in an interesting spot where you have 25 hospitals, and there's always succession planning, because you have 25 leaders. What are your thoughts about succession planning? And what are the best practices you could share with people?

Increasingly, we're calling it progression planning. You

know, we think that this is an ongoing, an evolutionary process as we develop talent. We actually looked two layers down at emerging talent, and tested it against competency, what we think the future is going to look like, the ability to lead transformational change, and also against the lens of diversity, equity and inclusion, recognizing that we're never going to be as competent at keeping people as we'd like until our leadership and our caregivers look like the communities they serve. And we have work to do there still.

How does all of this tie into your overall philosophy about leadership development?

Some of it's the usual and customary stuff ... How do you meet your goals? Are you a servant leader? Are you a driving leader? Do you clear the way for others? But I think increasingly, it's around how do you lead transformational change in an industry? It's now our turn. Banking has had their moment. Big tech has had its moment. And now healthcare: 18% of our GDP is in the throes of massive and incredibly rapid transformation with novel disruptors with lots of money behind them. And we know the world is going to become more consumer-centric and more affordable and more digital. In my mind, if you want to be a healthcare leader, you're going to have to be able to lead change, you've got to be able to do it positively. You're going to have to help people reskill and upskill and reorient. And if you can do that, you're going to be wildly successful. If you don't, you're going to be Blockbuster.

What is it that you're proud of from an innovation play?

My proudest moments revolve around the last year, Robert, the pandemic and for a couple of reasons. To be personal, I've had cancer twice. I had bladder cancer, and now I've got a blood cancer called multiple myeloma which is considered an incurable blood cancer. I was diagnosed about a year and a half ago, and had just gone through a bone marrow transplant, which ended up being unsuccessful, just as the pandemic began. So, running a big system, trying to stay alive, literally, from cancer, and trying to keep a lot of other people alive as a leader of a system, I had to learn a lot about really trusting my team.

My team will rank up there with the best of any of them,

“One of the big automakers sent a team to understand how we're doing this, and how we've turned into a very large, complex but efficient operating company that's mission-driven.”

they're fantastic. But it really provided me with an opportunity to step back and say, what are the things that only I can do, that only I can say? How do I further develop them and trust them to achieve great results? And at Intermountain, we believe we have the lowest in-hospital mortality for COVID of any system in the United States. And we've done that through innovation, clinical trialing, playing as a system, load-leveling across hospitals. They did that; I didn't.

The other piece is just how we played together. We've grown and catalyzed our strategy, based on the stresses of the pandemic, as opposed to reeling from the punches, we've actually approached this with a growth mindset. And we are ready for consumerism, digital telehealth, and lighter footprints that are more cost-effective. In large part the pandemic probably most moved us up two or three years in our trajectory.

I am viscerally struck by what you had to go through from personal health to business. It's remarkable. And right now, you look fabulous.

I feel well, and I'm in complete remission, thanks to a clinical trial. I'm lucky though. As bad as things were, even if I died from my cancer last year, during the pandemic, my family never worried about losing their house; they never worried about whether we will go bankrupt. And that's not true for a lot of Americans, Robert. That's what Intermountain is passionate about. We really believe we need to drive value-based change in the U.S. so that 18% of GDP goes to the right things. It doesn't just drive unnecessary volume or technical intervention.

I want to ask you how do you manage work - life balance?

I've been married for nearly 31 years. I've got a great

partner who's immensely supportive of me. I've got an amazing team and I love what I do. And I actually don't usually think in terms of work life balance, I think in terms of work, life integration, and some days are all work and no play, but that's rare. Some days are all play and no work. That's rare. Most days have a bit of everything. And, and for me, that's the spice of life. I love it.

You've probably received advice from a lot of people, a lot of CEOs as well. What was the best advice you ever received?

It probably revolved around staying true to your core values, and, not letting emotion get the best of you when highly stressed. And a mentor of mine said to me once, after I got really angry about a meeting, "Look, you know, if somebody has you angry or anxious, they won already because you've lost your peripheral vision."

I'm an intensivist -- an intensive care doctor by training and 20 years of practice. And if I screwed up in the ICU, somebody could get hurt, or somebody's kid could not go home with them because they died. Most business decisions are just business decisions, and they can almost always get walked back. My mantra to myself when I'm starting to feel that energy, it's like, okay, is this about something really important? Okay, it is. Has anybody died yet? The answer's no. Okay, we can take a moment to process

and to think, and make sure we're true to what we really believe in.

When you're speaking with new CEOs, and you have 25 hospitals, you have a lot of new CEOs whom you're guiding. What is the advice that you give to CEOs?

I give two pieces of advice. I'll start with the most basic level: let your warmth show sometimes. Particularly if you're new in a CEO role, you have to be really tough, and I certainly can be tough when I need to be. But I hope that I also am personal and authentic with people. And I love learning about other people's lives in history. And I think that goes a long way.

Think operationally, particularly if you come from the outside. Do an objective external assessment of the organization they've taken over. There's local lore and local myth and local pride and also local disdain that may or may not be accurate. And I found that to be extremely valuable to just have a common fact base, and an unemotional, thorough fact base of what the organization that you're going to lead looks like.

And then the other piece is a softer piece of advice if you're really going to innovate. And if you're really going to grow, you need to listen to some of the crazy ideas around you, and listen to them very sincerely, and be willing to act on them. The risk can be that you can chase shiny objects, and that's not good. But boy, there are some great ideas all around you. And I encourage new CEOs in particular to keep those ears open. And think about solving the big problems.

Let's shift now to your concept, which a lot of organizations are doing called value-based care, which is key to keeping populations healthy. Talk specifically about what you are doing.

I love medicine, love practicing it. I love leading healthcare. Now, I think a lot about public health. Why should you be interested in public health? That's the way you keep people well. And, you know, here we spend, essentially twice as much as the average advanced country on healthcare. And we get about the worst results of developed countries in terms of life expectancy, quality of life, preventable disease, suicidality, etc., we clearly are spending our money on the



Dr. Marc Harrison rounds with caregivers at Intermountain's Central Laundry. All employees are called caregivers.

wrong things. We're spending 90% of our money on hospitals and intervention when that actually accounts for only about 10% of a person's overall health.

Now, if you're unlucky, like me, and you get cancer, we're all going to eventually need that 10%. But the idea is to keep people from needing that. So we focus on housing, food security, physical security, transportation. It turns out the pandemic has demonstrated to us that the digital divide is a major barrier to achieving healthcare in a modern environment - poor people often don't have access to a device or broadband. Intermountain has reorganized into two basic businesses, which no other legacy health system has done, keeping people well on one hand, and on the other hand, taking care of them when they're sick and returning them to health as quickly as possible.

What advice do you have on dealing with NGOs, governmental, private sector, public sector, any thoughts on best practices in having partnerships.

In a phrase, only work with the best people. Don't waste your time with folks who are crummy. We've gotten very rigorous at saying we're going to spend our time doing only the things that we should be doing or can do the best. And the other things we should partner out and move fast. And ideally, when we create those relationships, we align both the operational and financial incentives, so that a rising tide raises all boats and it's worked very, very well.

What do you think the future of healthcare in America will be?

Well, I can tell you for sure, it's going to be more digital, less friction, more affordable. The question is who's going to deliver that. Is it going to be really well integrated? And is it going to be seamless for people and really work in a coordinated fashion to keep them? Well, that's what we want to do. And that's, that's the movement that we're trying to drive at Intermountain.

On that note, Marc, I would like to thank you. What an inspirational interview and much success on the personal and on the business level.

Thank you. This has been such a pleasure. It's an honor.



Marc Harrison, MD
President and CEO
Intermountain Healthcare

Marc Harrison, MD, President and CEO of Intermountain Healthcare, is a pediatric critical care physician with a proven track record as a top operations executive on a global scale. He is a national and international thought leader on transformation and innovation — ranking in Fortune's Top 50 World's Greatest Leaders in 2019. He also ranked third on Modern Healthcare's 100 Most Influential People in Healthcare in 2020.

Dr. Harrison is leading Intermountain's 41,000 employees to embrace bold new approaches to improve health, redefine value-based care, and serve people in new ways.

Dr. Harrison also served as CEO of Cleveland Clinic Abu Dhabi, chief of international business development at Cleveland Clinic, and chief medical operations officer at Cleveland Clinic.

Dr. Harrison is an all-American triathlete and represented the U.S. at the 2014 World Championships. He is also a two-time cancer survivor, with his sights currently on completing an Ironman.



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“I use a phrase with my team which I call dogsled leadership. My leadership style comes from behind. I think of myself more as the musher of the dogsled, if you will.”



Addressing the Motus, Runzheimer and Wireless Analytics teams at the company's all-hands meeting in Boston.

Robert Reiss: Describe Motus.

Craig Powell: Motus drives reimbursement for mixed-use assets. These are assets that you use for both work and personal use, such as a car. We're the same organization that calculates the IRS safe harbor rate, which establishes the taxability for the business use of a vehicle. The calculation is based off of prior year vehicle data, including fuel costs and insurance, etc., and assumes that you drove equally in all 50 states. We also use the FAVR methodology (Fixed and Variable Rate Reimbursement), which applies real-time, localized costs of operating a vehicle to establish fair, accurate and defensible reimbursements. We also apply this same reimbursement methodology using our robust rules engine to other mixed-use assets, such as phones or work-from-home reimbursable events.

As a result of our extensive and ongoing engagement with our end users, we also provide them with a broader suite of asset specific benefits, such as buying fuel or insurance more effectively, as well as tools and resources, such as route planning or CRM management solutions, to make their work-life better and easier.

You are doing significant work in healthcare. Describe the Motus unique model and how it impacts healthcare systems?



The CEO Forum Group has selected Craig Powell as a recipient of "10 CEOs Transforming Healthcare in America" award in the category of Trending Technology. This is bestowed for the Motus unique healthcare model in reimbursement which elevates healthcare productivity, combined with a world-class results-oriented culture delivering exemplary service.

Alongside the food and beverage market, healthcare is one of our largest customer verticals. We serve everyone from traveling medical device sales representatives, to in-home nurses, to pharmaceutical companies, to doctors working from their homes. During the pandemic we were on the frontlines with many of our customers working to bring healthcare into patients' homes, deliver necessary pharmaceuticals, empowering doctors and others to work-from-home, as well as ensuring the effective delivery of vaccines to distribution points. Healthcare represents a confluence of our solutions for effective reimbursement of cars, phones, home office set-ups, as well as our mobile workforce management capabilities.

What do you see are the key trends driving healthcare?

The impact of the pandemic has driven huge shifts in the way that healthcare is delivered and has presented opportunities for the industry to be even more cost-effective as we move forward. For decades we were told that telemedicine couldn't work, that it wasn't effective or that various regulatory inhibitors were in the way. Yet, with the pandemic, telemedicine was spun-up in a matter of days in many instances, and what resulted was a much more cost-effective, accessible and secure manner for delivering healthcare. Hospitals and healthcare systems are bogged down with significant real estate and fixed as-

set expenditures. As they look to shed costs and become more efficient in their delivery of high-quality healthcare, the more they will move away from fixed costs and adopt mobility solutions. While many legacy hospital systems may not be able to make this transition, the "up and comers" within healthcare will focus on highly efficient, flexible cost structures that deliver a superior patient experience and provide access to top quality healthcare – free of geographic or other pre-pandemic norms.

Let's shift to growth strategy. What is really the key to growing a highly niched organization?

I think there are a couple of keys. In my personal philosophy, everything always starts with culture. I have a phrase, "Winning cultures win even when they should lose, and losing cultures lose even when they should win."

Everything really starts from culture, but a lot of people get culture confused with ping-pong tables, pizzas or happy hours. For me, culture really is about the alignment of objectives, the transparency of those objectives and then ultimately empowering individual team members to chart their own paths relative to how they're going to contribute to helping the organization achieve these objectives.



A moment in the home office.

When team members are empowered to own their own domains and understand what they are being counted on to deliver, how they're going to get there, how success will be evaluated and how that ties into the overall company's objectives of a given quarter, you can then have things like unlimited vacations or happy hours. For Motus, those are merely the by-products of a highly intentional, outcomes-driven culture that first and foremost focuses on empowering our team members with the information and transparency they need to be the best versions of themselves.

What's your role as CEO in driving this type of culture?

I use a phrase with my team which I call dogsled leadership. My leadership style comes from behind. I think of myself more as the musher of the dogsled, if you will. My role and responsibility is to provide clear direction on the objective that we're focused on getting to, ensuring that the team has what they need to get there, and that I communicate with them as things progress. Ultimately, it's my job to stay out of their way ensure that they have the autonomy to drive toward their individual goals and, therefore, the company's collective goals.

What would you say your biggest achievement has been at Motus?

Building a winning culture is what I'm most proud of. A strong culture allows the team and the company to achieve incredible milestones. One of my favorite stories is from an all-company meeting several years ago. We finished the morning session, and I was bouncing around from different tables over the lunch hour. One of my engineers reflected with me, "If one of the guests in this hotel walked by and heard us in the meeting rooms talking about our company and the passion we speak with, they'd be really shocked to find out that we're in the mixed-used reimbursement space."

I said to him, "The reality is we're not actually building an organization for mixed-used asset reimbursement. In fact, we're not even building a software company. What we're trying to build is a winning culture and, therefore, a winning organization. If we can nail this and develop a winning culture, the truth is we can point that at any endeavor and drive success." I think establishing this culture is the most important thing a CEO does inside an organization.

Let's talk about how the culture translates to clients. What's an example of a client you are working with in healthcare?

We work with a wide variety of clients within the healthcare space, from Medtronic and CVS to smaller, cutting-edge device and pharmaceutical companies that have just achieved Phase 3 approvals. It's a broad set of customers that span nearly every aspect of the healthcare industry.

And how about non-healthcare clients? For example, I know you work with Coca-Cola.

The same way Coca-Cola is focused on a Class A brand and a Class A customer experience, so is Motus. We always focus on connecting with our customers around the fact that we have a shared view and vision relative to our objectives of being a world-class service provider providing world-class value. As a part of their effort to build a world-class organization, we interact with their customers and employees on a routine basis to ensure that our folks are treating their folks the same way that they would treat their own customers.

Let's talk about your first company. You're 22-years-old and you start this company called ConnectEDU and within three years, you're in Entrepreneur Magazine.

I started my first company out of my dorm room. I went to Wall Street for a nano-second – long enough to learn how markets work and long enough to realize I didn't want to be in the business of financial engineering, but instead in the business of building winning cultures. ConnectEDU was born out of a company I had started while I was an undergrad, called IvyTutors, which was a personal passion to reform education so that students could find, fund and prepare for college and career opportunities. A lot of that was born out of my own personal story of finding my way from a very middle- to low-income rural community in northwest Missouri to Brown University.

When you think about college opportunities and access, it's tipped towards the white and wealthy. I happen to be white, but I didn't grow up wealthy. I also had a lot of friends who weren't white and also weren't wealthy. ConnectEDU was created to fix what seemed like a broken market and create more access and opportunities for more kids to pursue bigger and better horizons.

And how about your work in not-for-profits as chairman of Your Grateful Nation and also Beat the Streets?

Getting the best out of people is really what I focus on most, both for myself and for those around me. Beat the

Streets aims to use the sport of wrestling to teach discipline and help kids understand how to alter and change their upward trajectory. Your Grateful Nation is focused on helping our nation's most elite warriors – Navy SEALs, Green Berets, Rangers – come back into society and translate the same skills they used on the battlefield into the corporate environment.

All of this work is conducted under the umbrella of human capital development. Folks are pre-screened for their grit, attitude and willingness to bet on themselves, and the goal for both of these organizations is simply to put the key in the keyhole to unlock their potential.

I was really interested in your concept of kick-starting a stagnant company. Walk through your philosophy of growth.

I developed a system of the four phases of growth from start-up to \$100 million organization. Each phase is defined by what the leadership looks like, the operating disciplines, the inorganic disciplines and, ultimately, the capital structure.

The first thing that provides huge value for leaders and their team is understanding that there are different behaviors based on the phase your company is in. For example, a net zero to \$10 million business is really just germinating a concept and getting it off the ground. In that phase, the leadership dynamic is very entrepreneurial. It's typically about a single individual or a single idea. It could be messy. It's likely non-scalable, and it's very much about the entrepreneurial grit of demonstrating that there's a market need for that business.

As you start to move from zero to the \$10 million phase, this is what we think of as the scaling phase. At that point the discussion becomes less about what happened and more about why it happened. You transition the business around scalable and repeatable offerings. This is often where you will see the product streamlining. You move away from saying yes to everything that a customer might ask you for and focus more on the two or three things you do really well and really uniquely, and that you can repeat.

As you move from the \$25 million phase to the \$100

million phase, you focus on pushing the knowledge and awareness out of the senior executive group and into the bowels of the organization. This ensures that even when an executive is not in the room, the decision-making and the frameworks by which they'll pursue and solve problems is consistent.

That last phase is \$100 million plus and where, for a guy like me, the business starts to get a little more boring. The CEO becomes much more of a figurehead in orientation, elevated to the high-level strategic decisions that focus on how rapidly you can spin the flywheel.

Motus has made a lot of acquisitions and I've personally come into businesses at all stages. People tend to take it personally when you say, "We're not going to do things this way anymore." People think you're criticizing the way that things have been done. This framework has been a huge tool for us in helping teams understand the right behaviors for each phase as we try to build something that's larger than all of us.

So, when you're talking about these four phases though, what's the next big thing for Motus?

Motus is north of a \$100 million business today, so we're moving into that multi-million-dollar valuation range. Motus is at a stage of really building out its platform and ecosystem. What's important for our business today is not only continuing to accelerate the flywheel of our core markets, but also being able to open up our environments so that other companies can leverage the assets we have and propagate a broader ecosystem. Our focus is on organic growth, but also inorganic opportunities to demonstrate the platform, nature of the business and our ability to impact tangential markets and do so in a unique way.

That's the academic answer. To give you the vision answer, our core purpose statement is around making work life better and, in particular, making work life better for mobile workers.

Coming out of the pandemic, we're all mobile workers. We've demonstrated that people can work remotely happily and at high efficiency. Motus has a very big vision for what we think the future of work looks like and our op-

portunity to define the future of work and what we refer to as the “work anywhere economy.”

Let’s forward to 2025, how do you envision Motus driving change in healthcare?

I am hopeful that the healthcare industry, as well as every other industry, will take all of the lessons of the pandemic and bring them forward as we look to evolve our paradigms for delivery and access to healthcare. If we are successful in doing so, this will result in a much more cost-effective, consumer-friendly and accessible healthcare system as healthcare is delivered remotely, in-home or on the road. More importantly, the purveyors of these models will also be able to drive access to healthcare and meet the needs of underserved populations much more effectively, but within sustainable business models that are free from the burden of asset intensive cost structures or unnecessary real estate and fixed infrastructure costs. Software and the mobile worker are empowering these paradigm shifts across nearly every industry vertical, and I am optimistic that healthcare will be no different.

Final question Craig. Let’s shift to wrestling. You were 63 and 0 and the state champion twice in wrestling 1994-’95, then you moved to Brown University and became the captain of the wrestling team. What have you learned from wrestling that applies to business?

Any individual sport forces an individual to deal with the anxieties associated with betting on yourself. I have a phrase I use with our team all the time which is, “Making mistakes is critically important.” We’re evaluated on whether we make those mistakes full speed. I want our folks to be empowered with a conviction around the things that they’re pursuing. When we make a mistake, that’s on me. I likely gave them bad direction. When they get it right, that’s on them. We shouldn’t be afraid of making a mistake and making it full speed, so long as we learn from it and we institutionalize that knowledge across the organization.

There you have it. Much continued success to you.

Thank you so much. I really appreciate the time, Robert.



Craig Powell
CEO
Motus

Craig Powell is a technology executive with 20 years of experience driving rapid growth companies and leading agile teams. Currently serving as CEO of Motus, Craig has had the privilege of both turning around stagnant businesses and building companies organically, from inception to industry leadership – orchestrating several successful acquisitions along the way.

His approach to leadership is based on a passion for building winning cultures. Through a strategic combination of nurturing individual development and growth and fostering organizational alignment, he’s helped teams realize they can achieve feats that seemed unattainable.

Prior to Motus, Craig was the founder and CEO of ConnectEDU, an education technology company focused on human capital development and the alignment of education pathways to career outcomes. Craig is a graduate of Brown University, where he was the recipient of the Cliff Stevenson Outstanding Leadership Award and was a two-time captain of the wrestling team.





Find your essential: How to thrive in a post-pandemic reality

Insights from IBM Institute for Business Value's C-suite Series: The 2021 CEO Study

This is a moment to take stock in an entirely new way. Whether COVID-19 impacts subside from here or persist, 2020 served as a dramatic inflection point. Never before has the entire planet reconfigured its behavior simultaneously, participating in lockdowns, quarantines, and enforced social distancing.

For businesses and governments, the implications have been extreme, with assumptions and plans radically altered. From Asia to the Americas, the status quo has evaporated both within and across industries. The future is murkier than ever—yet presents both new opportunities and new risks.

To better understand this singular moment, the IBM Institute for Business Value (IBV) launched its most extensive Chief Executive Officer (CEO) research project ever. Building on almost 20 years of C-suite studies, the IBV gathered insights from more than 3,000 CEOs and the most senior public sector lead-

ers across the economy and around the world, supplementing its own deep expertise with that of Oxford Economics, a leader in global forecasting and quantitative analysis. In addition, IBV hand-selected two dozen CEOs for extensive, exclusive interviews that delve into the mindsets, themes, and challenges that top leaders are grappling with right now.

What we've learned is extraordinary. We discovered eye-opening surprises that reflect just how unprecedented the next era will be, with new priorities and new areas of focus. From emerging expectations around remote work to accelerated technological adoption, the leading practices of yesterday and requirements of tomorrow are far from aligned.

Here are just a few headline-grabbing statistics:

- 56% of CEOs say businesses need to “aggressively pursue” operational agility and flexibility.

- 61% of CEOs cite empowering a remote workforce as their top concern.
- 79% of CEOs say IoT technologies will help most in delivering results over the next 2-3 years.
- 74% of CEOs say cloud computing will help most in delivering results over the next 2-3 years.
- 52% of CEOs say AI will help most in delivering results over the next 2-3 years.

“COVID-19 has changed how we look at the future,” says CEO Fernando González of CEMEX, a global leader in the building materials industry. “We started questioning and challenging everything. The traditional ways of planning are outdated. We sense every hour, every day, every week, and react to it.” As CEO and President Mark Little of Suncor, Canada’s largest energy company, puts it, echoing nearly every CEO we interviewed, “We’ll never go back.”

The central, overarching question of this new era: what will it take to be essential—to customers, employees, community, and investors? The CEOs we spoke with almost uniformly emphasized that focusing on the sharpest edge of their businesses, what differentiates their organizations and delivers the most value, has become the overarching imperative.

Out of the chaos has come clarity: get rid of diversions and indulgences, root out “tradition for tradition’s sake,” and exploit distinctive advantages. This applies externally, in products and services, as well as internally. Who is essential to your organization, and what is essential to the operation of your business? While many of our findings were indeed extraordinary, we also discovered that a retrenchment—focusing on the basics—may be equally as important as we move beyond the COVID disruption into whatever comes next.

“We must have the courage and conviction to focus on a handful of priorities,” says CEO Jeff McElfresh

of AT&T Communications, which serves more than 130 million US customers and nearly all of the Fortune 1,000. “We can no longer juggle a hundred plates. Strip away distractions, and then invest all of your energy, your resources, to only the things that are going to make you the most successful. Shift activity in the company to rely on partners for some functions. What are we really good at? Rely on somebody else for other ingredients.”

To read these invaluable insights around the CEO study’s key themes of Leadership, Technology, Employees, Open Innovation, and Cybersecurity, a complimentary download of the full report can be found at <https://ibm.co/c-suite-study-ceo>.

It includes an action guide that highlights how to put these findings to work for your organization, as well as “essential questions to ask” within each chapter. Along the way are targeted Perspectives that address provocative topics, such as the C-suite role that’s lost its relevance; the troubling metric that points to continued diversity-and-inclusion issues; and the emerging technology that CEOs should not let slip into a blind spot. We also dig into respondents by industry, identifying some unexpected patterns.

In the year ahead, the IBV will continue to augment this report with studies of specific industries and targeted top-executive roles, combining deep quantitative research and distinctive qualitative analysis that help business leaders make smarter business decisions.

The IBM Institute for Business Value, in cooperation with Oxford Economics, interviewed 3,000 CEOs from nearly 50 countries and 26 industries for this 2021 CEO Study and published its results in February 2021. The IBM Institute for Business Value, part of IBM Services, develops fact-based, strategic insights for senior business executives on critical public and private sector issues. The Study is authored by Mark Foster, Senior Vice President of IBM Services; Jesus Mantas, Managing Partner of IBM Services; and Peter Korsten, Global Leader of IBM Institute for Business Value.





Robert Reiss: What does the IKEA brand really mean to you?

Javier Quiñones: I started in IKEA more than 20 years ago back in Spain where I'm originally from, and I never expected to be where I am today. I still remember going to the first IKEA store, and telling my mom I said, "I've just been in a place where you can see homes inside of a shop." That resonated for me and was absolutely amazing, and still today I am so amazed. So, if I need to define IKEA from that angle, I cannot imagine a more beautiful place in the world to get inspired in home furnishings that many people can afford.

And I'm sensing the Swedish DNA and the concept of simplicity runs completely through IKEA?

Absolutely, and I think simplicity starts in the product. One of the mandates that any single IKEA product has is it will be functional and simple. It comes also from our founder Ingvar Kamprad and the values are extremely important for us. Simplicity is one of our most important values. Let's make things instead of planning or writing them, so we try, and test and we make things as simple as we can.



The CEO Forum Group has selected Javier Quiñones and Ikea Retail U.S. for the Transformative CEO Award as a Visionary Leader. This is bestowed for his intense focus on sustainability with a strategy combining people and planet, with important commitments for 2030.

Tell me about your iconic founder Ingvar Kamprad who used to do unique things like have people visit his house to help people understand IKEA motivations.

Yes. I still remember working in one of the stores in Barcelona years ago, and he was visiting us. He was the most energetic man I've ever met. Ingvar was probably 84 at that time. He arrived at the store at 4:00 a.m. The first thing he did was visit the truck drivers, offer them a coffee, ask them, "How is working for IKEA?" So, he was getting input already at 4:00 in the morning. I remember that day finishing at 8:00 p.m. with everyone exhausted and Ingvar was still almost dancing.

Are there other things he taught you?

I was inspired by the love in the way he was talking with people. The love in the way he was looking at the product. I think it was really a love relationship with every-

thing he was doing. All that I learned through the IKEA values was completely represented by Ingvar.

As a business you have recently gone through a significant transformation.

Our transformation started three years ago when we decided to bring in the new IKEA ... the IKEA of the future. And it's lovely to talk about the IKEA of the past, of course, because it's been around for many, many years and it's been so relevant. Most people know IKEA, and it's difficult to imagine a home without an IKEA product today. But it was three years ago when we decided to transform the business. And being in retail, I think we all know that the industry has been disrupted. Our transformation started with three pillars—accessibility, affordability and sustainability.

In order to become more accessible, we needed to take an omnichannel approach and transform our digital business. We have created a digital hub in the U.S. and created 200 roles that also work in coordination with our group in Sweden, and we recently launched a new shoppable app. To support ecommerce, we have transformed our stores to also support fulfillment in addition to our normal warehouses. That was the plan three years ago, but of course COVID had a massive impact on this, and we needed to accelerate many of these actions.

We also want to bring the IKEA experience closer to the many people in city centers. Many years ago, people had the possibility to travel to an IKEA store far away from the city centers, pick the goods and go back home. Now this model is changing, and we want to be closer to where people are. Fewer people have cars and are traveling because of the convenience of e-commerce. We recently opened a new small format store in Queens, New York, and we have bought a new building in San Francisco. Our move back to cities also ties into our sustainability commitment through our People and Planet strategy, wherein by 2030, we want to be planet positive and make a clear impact on people.



President and Chief Sustainability Officer IKEA Retail U.S.



You also have Chief Sustainability Officer in your title, which is a passion you and I share, as I majored in environmental studies in college in 1983 -- decades before we really knew the true importance. Describe the sustainability strategy at IKEA.

Sustainability has been incredibly strong in IKEA since I remember. Twenty years ago, I remember having the first sustainability training as a part-time co-worker when I was starting in the company. It has been a priority for us for a very, very long time. As leaders of brands and big corporations, and as individuals, what we do in the next 10 years is going to write the future of the planet.

You're saying the whole future of the planet is contingent upon what happens in the next ten years ...

Absolutely. It will make an enormous difference in the future of the planet. This is urgent. I think it's nothing new what I'm saying, it requires action and action today, and I believe that's why sustainability is part of my title. As the leader of one of the big organizations, I have the responsibility not just to do good business, but also be a good business and inspire people and inspire other companies and governments to act.

“Ingvar was probably 84 at that time. He arrived at the store at 4:00 a.m.

The first thing he did was visit the truck drivers, offer them a coffee, ask them, “How is working for IKEA?” So, he was getting input already at 4:00 in the morning. I remember that day finishing at 8:00 p.m. with everyone exhausted and Ingvar was still almost dancing.”

So now let's discuss the pandemic and your response being a leading retailer.

I need to start by acknowledging how difficult this has been, Robert. And you know, I could be here trying to be a superman and saying we have all the answers, but these have been extremely difficult times for leaders. We were already under the transformation, and the COVID happened. We didn't really know what we



“One of the big learnings from the pandemic was how quickly during a crisis a group of entrepreneurs and people that love what they do can come up with the solutions.”

could expect. We had to close all the stores, and at that time our store shelves were 85% of our business.

We needed to move super quickly into e-commerce and start looking at other ways to operate. One of the big learnings from the pandemic was how quickly during a crisis a group of entrepreneurs and people that love what they do can come up with the solutions. From one day to another, we transformed our stores so we could open as fulfillment centers offering curbside click and collect to meet the needs of our customers in the best way possible. And, everyone made sure that the IKEA store is a safe place for our co-workers, and, of course, for our customers too.

That does not sound easy with 18,000 people.

That's a big leadership demand, and if I look at what I am most proud of, it's every single co-worker in IKEA

U.S. and the leadership that made that happen. One of the secrets was decentralizing the leadership. You said it before, we have 51 stores and, for me, what was important to our pandemic response was that every single leader could make their own decisions, be entrepreneurs and make mistakes. It's one of the things that our founder always said: “We need to do mistakes.” If we don't do it, it's because we didn't push enough properly to find where the boundaries are.

We managed to do this by creating a safe environment where people were most empowered and where people knew that was the time to stand up and of course make their own decisions. We were working before through this transformation using words like resilience, compassion, being vulnerable, and these concepts were more relevant than ever during this pandemic.

What's the real key to inspiring people?

I think that's the beauty of the transformation. It is about this vulnerability, accepting and acknowledging we don't have the answers. The five-year plans, three-year plans that we were used to working with as companies and as leaders are not relevant anymore. Instead of planning, leadership today is really about navigating. And that was for me extremely important — coming together — and it was done in a virtual way, which makes this a bit more complex, but I think after some months now, we are used to it.

It comes down to taking care of our co-workers and their livelihoods. From the beginning one of the objectives was to secure that we would have all the co-workers that we had at the beginning of this crisis when this was done. I am extremely proud of the work that everyone has done, because we are in January (2021), and now we have many more co-workers.

You've spoken in the past about the relationship between purpose-driven companies and the bottom line. Please share this really important philosophy.

I think there is a mindset that needs to change. There

“We have 51 stores and, for me, what was important to our pandemic response was that every single leader could make their own decisions, be entrepreneurs and make mistakes.”

is a belief that I hear many times that purpose & profit go against one another, right? And I don't think that is true. Everything starts for us with our vision, which is to create a better life for the many people, and then our values. Here are a few: caring for people and planet, simplicity, and leading by example. These are commitments that we have. For me, going through the pandemic with a clear vision, with a clear purpose, it made my life a bit easier because any decision we were making was filtered through these values and vision. It is not true that by being a purpose-led company will cost you more money. In fact, many people will decide the places they will go and the products they will buy depending on their values.

For us at IKEA, it's the legacy of Ingvar. IKEA belongs to a foundation, and every year we have commitments across the world to improve communities, sustainability and co-workers.

Final question, Javi. What's the future of IKEA?

That's a big question. When we look at the transformation, I see an IKEA that is more relevant than ever to people and closer to people. We will keep offering a fantastic range of well-designed and functional products that many people can afford. We want to make sure that our products can be afforded by even more people. I also see a company that is inspiring other companies and people to live more sustainably and to really work on the differences of society.

We are obsessed with how people live and how we can support everyone in living in a better way.

On that inspirational note, Javi, I want to thank you. What a pleasure it is having you on the CEO Show.

Thank you very much Robert. It has been a pleasure.



Javier Quiñones
President and Chief Sustainability Officer
IKEA Retail U.S.

Javier Quiñones is the President and Chief Sustainability Officer of IKEA Retail U.S. Javi started his career in 1999 as a self-serve co-worker at IKEA Badalona (Barcelona). Over the last 20 years he has held various positions of responsibility in three different retail markets, including Store Manager in IKEA Spain; Country Retail Manager in IKEA UK and Ireland, and now Country Retail Manager of IKEA U.S.

He has a degree in Business Administration from the University of Barcelona. He is married to Maria and they have two daughters. Javi is passionate about retail and getting into "lab mode" with colleagues to find out answers to the impossible questions.





Democratizing Healthcare Through Telehealth

Krish Ramakrishnan, Chief of Strategy and Product, BlueJeans by Verizon

Arguably, no industry has been impacted by the pandemic quite like healthcare, where providers were thrown into the frontlines in the fight against COVID-19 to treat patients while simultaneously having to ramp up with Telehealth and other digital systems in record time as a way to screen patients and provide care safely from afar.

The healthcare industry was already going through a digital transformation, with Electronic Health Records (EHR) increasingly supplanting paper-based systems, and telehealth solutions gradually gaining traction as an additional way to offer convenience, portability and easy access by patients.

But while these practices had been steadily growing for some time, the pandemic accelerated mass adoption and changed the conversation around what patient care will look like moving forward.

The road to healthcare transformation has long been mired by the issue of costs, reimbursements, regulatory changes and cultural imperatives. According to McKinsey & Company, up to \$250 billion of the current U.S. healthcare spent could potentially be virtualized. Imagine if that money could be invested back into healthcare to fund research around preventative medicine and finding cures instead?

Care, Costs and Health Equity

As we begin to take a step back to evaluate the healthcare system and the impact this public health emergency has had on the industry, and the world's population, the time is ripe to examine how video communications can improve patient care and provider efficiency while simultaneously reducing costs over time.

Take rural health, as an example. According to the last U.S. Census, nearly 20% of the population, or

one-in-five people, lives in rural America. For many people in rural areas, getting access to the best medical specialists and level of care is limited. Telehealth brings experts in the field directly to patients, regardless of their location.

Telehealth also offers more flexibility for those who may not be able to take time off work to get to the doctor in person. If you have a smartphone, you can now take a doctor appointment from wherever you are.

While there are certainly many other factors to take into consideration, it's this ability to provide care without borders that will help create health equity for those in underserved areas in the coming years.

Frost & Sullivan predicts a compound annual growth rate of nearly 40% in the telehealth technology market over the next few years — a market that was already valued at USD \$61.40 billion in 2019, according to Fortune Business Insights.

Furthermore, a recent HIMSS Market Intelligence report found that 81% of healthcare organizations expect to see a greater investment in telehealth solutions over the next 2-3 years, with 85% of decision-makers identifying “ease of use” as a top-five driver in producing good outcomes from telehealth investments.

We see many opportunities to use telehealth to improve healthcare access and efficiency. Beyond allowing for a more efficient way to triage patients with scheduled and ad hoc visits, video conferencing solutions can provide better continuity of care and patient outcomes through use cases around remote patient monitoring, support for first responders, emergency and urgent care providers, clinical education, and remote clinical consultations and training, to name a few.

At BlueJeans by Verizon, we work closely with health system clinicians and healthcare decision-makers to ensure we are addressing the most pressing needs for a virtual-first telehealth offering. This has been

invaluable during the pandemic, as it has helped to inform what matters most in the delivery of world-class virtual care.

What we heard consistently is that the future of remote care in a post-pandemic world is reliant on smart accessibility that will help doctors make speedier diagnoses and recommend effective treatments for patients. And when that happens, we'll cease to call it 'remote' or 'virtual' care — it will just become care.

Because of the pandemic, patients and providers have seen the benefits of telehealth applications, but the shift to digitally enable end-to-end care will require an ongoing focus on security and ease-of-use. And leaders will be remiss not to invest in solutions that balance both equally.

Looking ahead, when you consider the innovation that will come from 5G mobility, video, broadband and cloud capabilities, we are on the cusp of a health-care transformation that will deliver new levels of patient-centric care we could scarcely envision a few years ago.



Krish Ramakrishnan is the co-founder and first CEO of BlueJeans Network, which was acquired by Verizon in May of 2020. At Verizon, Krish leads the market expansion of BlueJeans into new areas such as Telehealth, Remote Learning and 5G.

Krish has been founder and CEO of successful startup ventures, including Topspin, a data center virtualization player (acquired by Cisco in 2005) and Internet Junction (acquired by Cisco in 1995). Krish served as general manager for various business units at Cisco for over 10 years.

Krish currently serves as a trustee of Landmark College in Vermont. In 2019, Krish was awarded an honorary doctorate degree from Monmouth University where he was the commencement speaker for the graduate school.

He has an MSCS from Monmouth University and a bachelor's degree from Madras University, India.



The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.

– Martin Luther King, Jr.

There is no question that recent days have been times of challenge, from the COVID-19 crisis to the important movement to fight systemic racism. Throughout this all, our president and chief executive officer, Jeffrey Flaks, stands strong and steady, side-by-side with our patients and communities as we move forward. His leadership has been unquestionable and unwavering. Thank you, Jeff, for your vision, commitment and inspiration. And thank you for helping us to stand together.

Hartford 
HealthCare



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Let's start a conversation.

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Powering
Human Care,
together





Robert Reiss: Tell me about Sodexo Healthcare and Seniors?

Marc Plumart: Sodexo Healthcare and Seniors is really the 75,000 people who work in 15 different countries. They are the foundation of our business – dedicated people, with purpose-driven spirits, who take care of others. They are in hospitals and senior care communities supporting staff and patients. The teams deliver patient nutrition and culinary services. They ensure infection prevention and maintain critical technologies, among many other services. This past year, their commitment was tested, but they rose to every challenge to show truly remarkable resilience and passion for the work we do.

How did you lead during the pandemic?

Leadership is always a balance of managing today and pushing toward the future. With the pandemic, we went back to basics to ensure we had the best possible approach to safety and wellbeing.

We had an early understanding of the challenges COVID-19 presented. Our teams were on the frontlines

Marc Plumart, CEO of Sodexo Healthcare and Seniors Worldwide has elevated client services by combining scientific expertise and a caring team to deliver patient nutrition, culinary services, infection prevention, healthcare technology management and other essential services.



The CEO Forum Group has selected Marc Plumart, CEO Healthcare and Seniors Worldwide, Sodexo, for the 2021 Transformative

CEO Award in Leadership in Healthcare. This award is bestowed to Marc for his leadership in taking the initiative to improve the lives of Sodexo employees who faced unprecedented times during the pandemic. Marc and his team provided health and wellness programs, guidance and facts on the vaccine and counseling services for their frontline workers. In Marc's words, "Our services are at the heart of daily life. Our teams are at the heart of who we are."

in Wuhan, China, in Spain and Italy, and then across the world supporting hospitals and seniors as the pandemic took hold. It was an intense start that armed us with insights we were able to use as the pandemic spread. From infection prevention protocols to supply management, we were able to help healthcare providers continue their operations and serve patients.

We also had to quickly adapt to changing needs. Hospital and senior care staff members were working around the clock. The staff didn't have easy access to basic food and household supplies. So, we transformed our space into retail shops with supplies like toilet paper, which was very popular. But we also had fresh foods and take-home meal kits.

One element of our response, of which I am particularly proud, is our Medical Advisory Council. This is a group of medical experts we gathered to advise us on our protocols. We recruited doctors with clinical experience in pandemic response, epidemiology and family medicine. Most importantly, we committed to follow their guidance.

That's interesting. I've heard of advisory councils that offer ideas and perspectives to leaders, but it sounds like your Medical Advisory Council was more integrated into your response. What sorts of things did you change based on their advice?

Our doctors reviewed hundreds of our operational protocols to ensure we had the best possible guidelines to keep people safe and apply the latest insights. That included things like how often to change contaminated air filters and how to behave in hospital rooms where aerosol generating procedures are being done.

A year later, the data suggests that our employees' infection rates have been far lower than in the surrounding communities in which we work. With the science-based tracking and insights, we have been able to help our clients adapt their operations too. We can track what's working and adapt what's not.

As we begin to see glimpses of post-pandemic life, what lessons do you think Sodexo Healthcare can bring forward from this period?

The short answer: Trust facts and trust science.

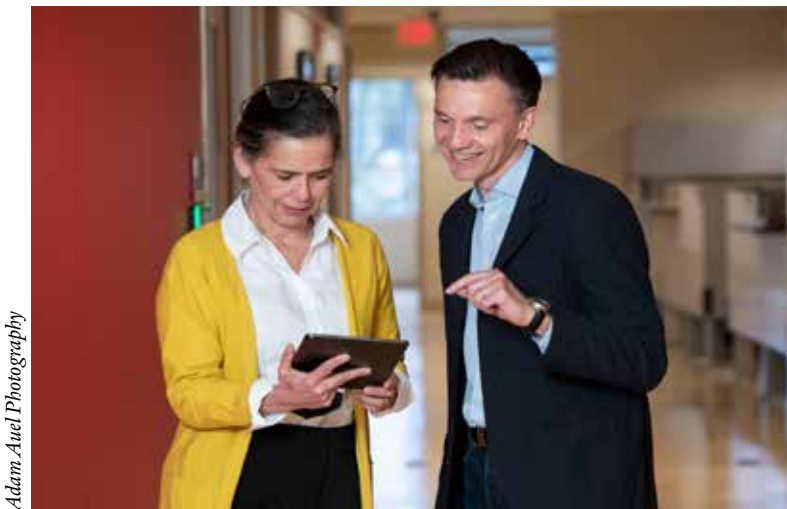
The longer answer: Being in the Healthcare industry, science and facts have always been foundational to what we do. This past year has reinforced that commitment ten-fold.

COVID-19 has directly affected far too many people and families. At the same time, it has tested our institutions and spawned dangerous theories and rumors. The way through this fog has been to trust the science, trust the facts.

It has been a long, difficult 15 months, but, as you say, we can see glimpses of a post-pandemic life. The scary truth is it actually could have been worse. We have been able to make progress because we have reliable, indisputable facts about how this virus spreads and how we can protect ourselves.

Has this experience changed your leadership style?

I don't think it's changed my leadership style as much as made me more aware of it. I have always felt that the best leaders provide vision to their teams and define the purpose of their work.



Adam Auel Photography

With an eye toward the future, Marc Plumart and the entire Healthcare and Seniors teams are focused on delivering the best of Sodexo to enhance quality of life across the continuum of care.



Adam Auel Photography

Marc Plumart and Sodexo's Culinary Team discuss innovations in patient nutrition that blend the art of culinary excellence with clinical expertise.

I have a wall hanging of Katsushika Hokusai's "The Great Wave Off Kanagawa" hanging near my desk. The image shows crews struggling against giant waves with Mt. Fuji in the distance. The mountain is solid and stable; it's the destination for the troubled crews. Because they see the destination, they are not fighting the waves in vain. They have a purpose.

Tell me more about why you think it's important to instill a sense of purpose?

I think we are all motivated to do our best when we believe the work we do has meaning. That's what I mean by purpose. At Sodexo, the work we do has an immediate impact on people's lives. We take care of people; they might be patients or hospital staff or the community members around our workplaces. A big part of my job as a leader is to recognize the teams' efforts and remind everyone that our work is deeply impactful.

Now, what about you personally? How do you keep yourself motivated as the 'waves' hit?

Leaders need purpose too. What motivates me is helping my team members uncover theirs. I also think being

in this industry during this unique time has given us a greater sense of how important our work is at Sodexo. I would not wish the COVID-19 experience on anyone, but since we have had to live through it, I can say that I am grateful to have witnessed how our teams have made a huge difference. That ability to have a positive impact is a great motivator.

What do you feel is the biggest strength of Sodexo Healthcare right now?

I can't pick only one. It's two things, the combination of our great team and our science-based expertise. I've talked a lot about the great team we have. In addition, we have elevated our expertise in patient nutrition, infection prevention and clinical technology management. Healthcare providers want to work with true healthcare companies. As a result, we are able to deliver people-based services, backed up by science and data. Our business will always be people based. We elevate the impact of their work with our science-based expertise.

What's an example of an employee going above and beyond during the pandemic?



Marc Plumart and members of the Senior Living Team finish a run to raise money for STOP Hunger, which supports local charities to help feed children who are impacted by hunger.

It has been extraordinary to see our entire workforce mobilize in the face of the pandemic, ready to offer whatever help they could. Clearly, our healthcare and senior living teams were on the frontline. But Sodexo also had our university and school-based employees quickly switch gears when schools closed and turn their talents to preparing and distributing meals to people who are food insecure. In some parts of the world, Sodexo team members from our Sports & Leisure segment jumped in to support mass COVID testing centers and vaccine distribution. No one stood on the sidelines.

One recent story that has stuck with me is from a team we have at a hospital in Mumbai. COVID has been ravaging India and this hospital in Mumbai was about to go into a two-week lockdown – no one would be able to come or go. Our team got together and voted to stay and work through the lockdown. That's amazing. They raised their hands to say, yes, we will make the sacrifice to stay in lockdown for 14 days so we can be of service to our healthcare colleagues and our patients.

That one example gives you a sense of our team. It's embedded in Sodexo's quality of life culture to attract people who are purpose driven.

That's incredible. What's happening in India makes it clear that we are still very much dealing with this

pandemic. Even amid the continuing challenges, are you thinking about what's ahead for the care industry?

Definitely. That's part of my job. I am still focused, of course, on the critical work we are doing right now but I have to also think about what post-pandemic life will mean for our teams and our industry.

For healthcare broadly, COVID has been rocket fuel to trends like digital health. Before COVID, it was still ten years away, but now it's very commonplace and expanding daily.

We were already in an atmosphere of hospital consolidation before COVID. I believe it will amplify this trend, as many individual hospitals struggle with the demands of the pandemic. You might assume that hospitals would be flourishing because of COVID. However, the traditional hospital business model is set up to support a range of healthcare issues. COVID deterred people from seeking routine or elective healthcare, which threw off the balance in terms of revenue. Also, we'll start to see an end to some of the COVID-based funding from governments. That will put additional financial burdens on providers.

Lastly, more than ever before, we need to focus on supporting our team and staff members who have and still face COVID every day. The stress and health impacts can't be overstated. We need to help with basics that make life easier with things like take home meals and wellness programs. Mental health support has been, and will continue to be, an important aspect of everyone's employee value propositions. As traditional business workplaces evolve post COVID, the care workplaces need to evolve too.

Now, I want to turn to the personal. Can you tell us a little bit about you outside of work? How do you take care of your own health and wellness?

I have a very disciplined approach to life. I schedule a lot of things I do. So, I don't have to make choices about exercise and relaxation, they're built into my day. I've

taught martial arts and had the chance to hike all over the world for most of my life. These experiences have taught me about discipline, balance and simplicity. While I love my work, my family and friends are also at the center of my life decisions. I never forget that I owe them a lot to be able to do my job.

I like the concept of discipline, balance and simplicity. Do you apply those to the rest of your life and to your approach to leadership?

Absolutely. Those are important concepts for life and business. I've just returned from a hiking trip with my family. It was a powerful reminder of the sense of responsibility we have to our planet and to each other. The simplicity and peacefulness of hiking allows you to breathe in the world in a new way. It's a chance to feel closer to people and our surroundings. It's quite humbling.

“We are all motivated to do our best when we believe the work we do has meaning.”

To fully experience a great hike, you have to plan your journey, make a choice about the best path, have a destination in mind, look out for your hiking partners and train. The basics are essential. It's a lot like business. We build the strategic plans, make choices on how to differentiate ourselves in the marketplace, set targets, take care of our teams and continually train to be the best. When you get the basics right, the journey is even more exhilarating.

Finally, martial arts helps me to be humble. There is a history and depth to the practice that is so much bigger than I am. I need to constantly be open to listening and learning, and that certainly carries over into my work life. I try to approach every interaction as a learning opportunity, knowing there is a bigger context to the work we do. If you think about our COVID experience, we were all humbled. But, when we came together to listen to the science and trust people, we found the bigger context and became stronger as a team. That's the lesson I take forward.



Marc Plumart
CEO Healthcare and Seniors Worldwide
Sodexo

Marc Plumart is CEO of Healthcare and Seniors Worldwide. He leads Sodexo's operations at 5,000 healthcare and senior living sites in 15 countries around the world. Since taking on the role in 2017, he has elevated Sodexo's service portfolio to combine scientific expertise and a caring team to deliver patient nutrition, culinary services, infection prevention, healthcare technology management and other essential services. They come together in the concept of Powering Human Care, which embodies the purpose-driven spirit of the 75,000 team members and the global, science-based expertise of Sodexo.

Marc was appointed CEO of Sodexo in France in 2014 where he was responsible for all of Sodexo's business lines in that country. He moved to the U.S. in 2015 when he was named CEO of Seniors Worldwide.

He holds a Master of Science in Agronomy from the Institut Supérieur d'Agriculture in France and a Master's Degree in Food Science and Consumer Marketing from University College Dublin. Marc speaks French, English and Spanish.







Robert Reiss: This interview is going to be different. Most people know over the past two decades you've built Northwell into the largest integrated health network in New York with 23 hospitals, over 800 outpatient facilities, \$14 billion revenue and 76,000 associates all focused on wellness. In fact the first vaccine in America was given to a Northwell nurse.

So you and I have known each other for a while, and I want to shift to the personal side and how you developed perspective and vision. Tell the real story of your childhood and how it became your foundation.

Michael Dowling: I grew up in the west part of Ireland in County Limerick out in the country. It was very rural, very agrarian, somewhat isolated. We did live near a small village (Knockaderry) that had a church, a pub and a post office. The house that I grew up in was pretty unique. You don't find those kinds of homes anymore. It was a very small thatched house. It had a mud floor and mud walls about two feet thick, and every time it rained, the water would come in through the wall because it was very porous.

We had three rooms. Two were small, about 8 feet by 5 feet. We had one room in the middle that had a big fireplace, which was about 6 feet wide, about 4 feet tall. You could actually walk into it. That's where my mother did all the cooking. Interestingly, a couple of years ago I was



The CEO Forum Group has selected Michael J. Dowling and Northwell for "10 CEOs Transforming Healthcare in America" in the category of Wellness. Mr. Dowling is bestowed this for building a culture of wellness based on the principles he learned from his mother. An example is respect for the individual where Michael meets with every single new employee, over 75,000 to date!

Michael Dowling



down at Mount Vernon at the home of George Washington.

In the kitchen, they had a fireplace and as I walked in, I said, “Wow! I lived here.” That fireplace was exactly the same as what we had.

We had no electricity. We had no running water. We had no heat other than the fireplace. We had no bathrooms, no toilets. We did not even have an outhouse. People always ask me, “Well, you had an outhouse?” No, we didn’t have an outhouse. The outhouse was the bushes next to the ditch around the corner of the house. You had no privacy at all. The roof was made of thatch, and underneath inside it looked white, like it was the canvas bags that we had put over the thatch and we had painted them white. And every time it rained the water came in and you’d have to sweep it out in the morning.

At night time, we used to have to set rat traps in front of the fireplace because rats lived in the thatch. These were big contraptions made of metal. And at night time, the rats would come down. You put a little bit of food there and it would catch the rat. And at the middle of the night you would often hear the squeak of the rat being caught in the trap. You’d hear the noise, you would drop out of bed, get the rat out of the trap, open up the front door and throw the rat out by the tail.

I find it interesting because now, these days, if my daughter sees any kind of a bug in the house, she runs out of the house as if the bug is going to scare her to death.



Left-My mother with me as a baby.. Right-My father on his trusty bike.

It was a very fragile house. So one night we were in bed and there was a storm with a lot of rain and wind and the roof just caved in. So the thatch and the dust and the dirt and probably some rats fell right on top of us in the 8 x 5 room my brothers and I shared. That happened twice.

On either side of our house were farmers a good distance away. It was a unique experience. My father was a laborer. He suffered terribly from arthritis at a very young age. And my mother was deaf. And in that house there were three of us who slept in the same bed. You know, two would sleep one way, and the other one would sleep the other way.

I didn’t know that I was in real poverty. I didn’t have enough to compare it with. Relative to the farmers, we were really at the bottom.

And what did I learn from that experience? Growing up in real poverty as I did toughened me up, made me resilient and gave me a different perspective on life. So things don’t bother me as much as other people because I look back and think of the situation that I grew up in. I will say to people, “So you think that’s bad ... I’ve been in a situation that’s been much worse.” So my upbringing gave me a little bit of a perspective on life’s challenges

And, Michael, when you were talking about your mom who’s deaf, she was really your true inspiration. Describe what you learned from your mom and

how it shaped the way you think about people today.

Yeah. My mother was an extraordinary individual. Any of the good values that I have probably come from her. She was extraordinarily caring. Quite religious, although she never promoted religion, but she loved to go to church. She was the peacekeeper in the house, because my father was a rough individual. She kept everything together. She was always positive, always upbeat. My mom always said things like, "Don't ever let your circumstances inhibit your future potential. No matter how bad this is, you have a future. You can do better. You can move on. You can be successful. It's up to you. There's nothing that can impede you if you have the right attitude and desire."

One more important thing with my mother was that she was unbelievably focused on education. She didn't have formal education herself. She did go to high school for a period of time. She had a love affair with books. She always read. And so despite the fact that we didn't have much else in the house, there were always books around.

So I developed a wonderful love of learning from her, and I would read. As a kid, she used to have Shakespeare books around her. She would have history books. And so I just developed an unbelievable love of learning, and to this day I still read a couple of books a month. It's my pastime. I just think how excited she would have been, and maybe she is up there, reading my book about how the roof caved in and telling all the stories.

Yeah. She was a visionary, a loving caring individual that -- you know, without her -- I often wonder what would have happened if we didn't have her, the consistency, and her love, and her caring in that household. She never thought that things would ever be difficult. It was always the future, the possibilities, the opportunities that lie ahead. That's what she focused on.

I brought my mom to the United States many, many, times later on in life. She visited here about 19 times. She became a friend of Governor Mario Cuomo. They would share letters back and forth. She was very well read about politics in the United States. She loved to discuss things. Even though she was deaf, she never utilized the hearing aid effectively. She had a hearing aid that never worked, but she was able to lip read.

She never would admit that she had any kind of a deficiency at all. She never let the fact that she couldn't hear be a handicap. She would ignore that completely and consider herself to be very fortunate, very lucky, and very, very family-oriented.

How did lessons from your mom frame your business vision?

Well, the key was looking out to the future and trying to imagine what healthcare should look like, and what all of the dynamics were in the environment and the marketplace. Three decades ago, I remember looking at



My University College Cork ID.

some of the large health systems that have existed, like Kaiser Permanente in California, and seeing here in New York there were no health systems like that. There were small individual entities that were all separate and distinct. And if you looked out into the future, you'd realize that's not sustainable. Hospitals could not survive

Michael Dowling



Honorary degree at University College Dublin with my siblings L to R: Patrick, Sean, Mary, Joe.

as individual, standalone entities. You have to evolve, you have to change, you have to transform, and you have to be very entrepreneurial.

Before I arrived at Northwell, I was in state government working for Governor Mario Cuomo, and we had written about the future of healthcare delivery. My predecessor at the North Shore Health System, which was the first health system in New York and the entity that started a wave of hospital consolidation, also had this idea that you should create something larger. When I came there (in 1995 as chief operating officer), we were basically just two hospitals (North Shore University Hospital and Glen Cove Hospital). We started to grow. The idea at the beginning was we'd get the hospitals in the area that are separate and distinct to work together.

If we all work together, couldn't we do things better? Couldn't we share base experiences? Shouldn't we get more productive, more efficient? What happens if we all consolidate? That was the beginning of it. And at the end of the day, we did about 22 or 23 mergers. We grew dramatically. It's all about being optimistic, and doing the right things for the right reasons. And what I learned from my mom helped frame my approach to life and business.

So Michael, we can actually trace back the economics of 76,000 New York jobs, and wellness and countless lives saved through Northwell to the faith from a poverty-stricken deaf woman!

A specific business question: what is the real key to making mergers succeed?

The key at the end of the day is making sure that the people in each of the organizations you've brought together are the right people with the right attitude. It's all about the people. Structures are easy. You put the board together by having the right people with the right mission that understand where we need to be going. And if you don't have the right people when you do a merger, you need to change the people. Put the right people in with the right vision.

It's culture. It's making sure that the cultures align. And the cultures are aligned if the people are aligned, because the people demonstrate the attitude and the personality of the organization. It's all about having the right people in the right place with the right attitude.

And you really practice what you preach, because I know with every merger you have actually met every person.

You build the culture, person by person. I meet every new employee. I've been doing it for 22 years and we now have 76,000. So I meet every new employee who joins the organization. I also spend an awful lot of time out on the frontlines with the staff, and I spend an awful lot of my time thinking about how do you get the right combination of people to work together. How do you get the personalities to mesh? If I have two hospitals that are working together closely, and I have two leaders, I've got to make sure their personalities enable them to work together. You look at attitude, interpersonal skills, and mission. Are they focused on doing the right thing? Are they there for the organization, or are they there for their own aggrandizement? If they're there for their own aggrandizement only, I don't want them in the mix. I only want people who are there for the good of the public, to improve the quality of care we deliver, to transform, and to be constructively disruptive so we are not prisoners of the past.

You know, as I tell people all the time, the biggest competition we have in organizations is the status quo. You've got to fight the status quo to move forward. It's not the other competitor that beats you, it's your own grand commitment to the status quo that beats you.

And a big problem is being nostalgic for what you perceive as the wonderful past that existed. Nostalgia is not a strategy. You should appreciate what happened in the past and what you accomplished. You must recognize and learn from it, but then you've got to move forward. And that's where we are now as we begin to enter the post-COVID era.

It's like the obstacles open the door to your success.

Absolutely. I've been very, very fortunate to grow up the way I did. Now, some people may say I was very disadvantaged. Materially, I certainly was, but I was very fortunate in other ways because challenges teach you how to be unbelievably flexible and adaptable, and it gives you the strength and the courage to persevere.

I rarely stress out. I stay very calm because I recognize most problems are not that big of a deal. In fact, I don't look at problems as problems. I look at every problem as an opportunity. So I say to people, "Don't look at this as a big issue. It's not. Relax. There are a lot worse things going on in the world. We've experienced worse. Don't stress out. Take it piece by piece and move forward. And don't let it overwhelm you."

Looking back, it's 2017, after all of the challenges you grew up with in incredible poverty in Ireland, there you are, the grand marshal of the New York City St. Patrick's Day Parade ... What were you feeling when you were up there?

I was wishing my mother was there with me, although I have the sense that she was. I was also thinking, America is a wonderful place. As an immigrant, there is no limit to what you can actually accomplish. And the Saint Patrick's Day Parade is a celebration of immigration. I walked up there thinking, "Boy, it's a long way from West Limerick." And that was a moment I'm thinking, it's kind of hard to believe I'm here. But then on the other hand, I said to myself, "Yeah, I deserve to be here; you know, I worked hard for it."

Do you have any final advice?

There is nothing that can not be accomplished. Never

say you can't do something. Always say, "Yes, I can. Yes, I will. I will give it my best shot." Remove the 'can't' from your vocabulary.



Michael Dowling

Michael Dowling is one of health care's most influential voices, taking a stand on societal issues such as gun violence, immigration and systemic racism. As president and CEO of Northwell Health, he leads a clinical, academic and research enterprise with a workforce of more than 76,000 and annual revenue of \$14 billion.

Dowling has received numerous awards, including the Ellis Island Medal of Honor, and honorary degrees from Fordham University, University College Dublin (Ireland) and the prestigious Queen's University Belfast. In 2017, he was the Grand Marshal of the St. Patrick's Day Parade in NYC. He chairs the Institute for Healthcare Improvement.

Prior to joining Northwell in 1995, he served in New York State government for 12 years as former New York Governor Mario Cuomo's chief advisor on health, education and human services. Earlier, he was a professor of social policy and assistant dean of Fordham's Graduate School of Social Services.





The Pivot of Corporate Social Responsibility

By Brian Gallagher, CEO, Leargas Group; former CEO, United Way Worldwide

Living through a once-in-a-century pandemic should push all of us to question the conventional wisdom of our personal and professional approaches that have become well-worn and “normal.” We should all feel the permission, even the responsibility, to take seriously how we truly “build back better.” Building back better must include the way corporations exercise their responsibility to improve society. Instead of seeing their CSR work fundamentally through a corporate lens, companies will find greater innovation and impact by engaging their employees at scale in developing the agenda and strategies to drive their social responsibility work.

When I first started working in the nonprofit sector, there was no such thing as corporate social responsibility. The best leaders, especially those running multi-generational family businesses, knew that taking care of their communities and their employees was good business. They had no name for it, it was simply how they conducted themselves.

While CSR as a term was first coined back in the early 1950’s, its widespread acceptance didn’t emerge until the 1990’s. The period that followed led to a “professionalizing” of the concept and approach to how companies helped the communities in which they did busi-

ness. CSR has evolved through many phases over the last 30-40 years; but, in my view, it has always been implemented through a corporate lens.

One of the earliest phases was corporate philanthropy. This started with “smart” grant-making. Instead of simply supporting NGOs and causes that the CEO and officers of the company cared about, priorities were developed that aligned with the corporate or community interests. This grant-making over time adopted the outcome measurement approach, as universities and NGOs created logic models to measure the magnitude of change over a period of time for their programs and initiatives. This effort focused on aligning the interests of the companies with the NGOs they supported. More recently companies have adopted the collective impact model, in which they partner with multiple organizations in order to create more sustainable and systemic impact.

Today there is renewed interest in community-based grant-making. While this may feel new to many, this approach goes back 150 years to the beginning of the practice of social work. When Geoff Canada developed the Harlem Children’s Zone it was lauded as a groundbreaking innovation. Geoff’s work was indeed highly impactful, but it wasn’t innovative. You could have

found the same approach practiced by settlement houses as early as the 1880's.

One of the more effective evolutions in CSR over the last decade has been the attempt to integrate social intervention with a company's business objectives. A rallying cry for many companies has become doing well by doing good. Importantly, companies have begun using more non-philanthropic business assets as tools to create positive social change. Companies have tied their market development, profitability and brand building to their work in community. This made a lot of sense given the changing demographics and sensibilities of their customers and employees, who increasingly wanted to work for and support companies that were seen as socially responsible, and who valued social progress as much as business progress. But again, in my opinion, most of this work is done through a corporate lens.

Employees as Strategic Asset

So how do companies work in a way that is oriented in a community approach as much as a business approach? The answer lies in seeing their employees as a strategic asset in developing their CSR approach. I'm not talking about things like "dollars for doers," where companies encourage or incent volunteering, and then support the NGOs for whom the employees volunteer. I'm suggesting that companies should engage their employees at the very ground level of their work. Employees should be engaged in defining the corporate CSR agenda. The current approach is to have a representative group of corporate leaders and some employees help identify the priorities for the agenda. New approaches will be found to social problems if companies actually empower employees to develop strategies from the ground up. If employees are included in developing the agenda and strategies, they're more likely to be motivated to help execute those strategies. Instead of companies promoting their priorities to employees or simply supporting the thousands of NGOs for whom employees might volunteer, a company's workforce can become a social change movement inside the organization.

Digital technology tools now allow us to engage people in a very customized way, and do it at scale. Employees are,

among other things, citizens of their communities. Access to information that allows us to understand social issues and the most effective interventions is no longer the purview of just experts. We all have access to this information. This access makes employees informed participants.

Companies seeing social issues, and the best way to attack them, through the eyes of their employees will connect them more closely to communities, lead to more innovation, and take greater advantage of their most valuable asset—their people.



Brian Gallagher
former CEO
United Way Worldwide

Brian Gallagher is CEO of The Leargas Group and is currently working with clients and partners on digital philanthropy, racial equity, financial inclusion, technology strategy, and executive search and coaching. He is the former CEO of United Way Worldwide, the world's largest privately-funded nonprofit, leaving the position in March 2021. United Way is a global leader in philanthropic evolution and community impact, an approach that brings people together to create more opportunities for all.

In 2002, Gallagher became president and CEO of United Way of America, which merged with United Way International to form United Way Worldwide. After the merger, revenue outside of the U.S. grew by 53% to \$1.3 billion. Supported by nearly three million volunteers and more than eight million donors, United Way today is engaged in more than 40 countries and territories, fighting for the health, education and financial stability of every person in every community.

Gallagher is a regular contributor to high-profile global discussions, speaking about economic opportunity and public-private partnerships creating long-term human success.

Michael F. Fabiano



Head, Americas The Associated Press

Robert Reiss: So it's actually your 175th anniversary. Everyone has heard of The Associated Press, but the business model isn't exactly what everyone thinks it is.

Michael Fabiano: The AP is really unlike any other news organization. We have this incredibly respected global brand, and our primary function is to produce a daily news report, and that's a singular focus for the company. At the same time, the way we operate in business terms is more like a software company. We license our software and content to some 15,000 broadcasters, TV stations, newspapers and other customers all around the world. We operate more like a license-based, subscription-based service than anything else.

Talk about the concept of fake news, why it's important, and how it impacts the AP.

The foundation of AP is to produce factual journalism; we don't produce opinion. And that has really built our brand over the last 175 years. Corporations need to think about the amount of misinformation that is out there in the world. It's far too easy for even a 9-year-old to create a video that's not real, and digital editing tools have reduced the cost of entry. You can basically create anything and put it up on the web, and that's created a real challenge for businesses where you've got to not only manage misinformation about your business, but the perception of your business.

We take great pride that we do a lot of research and a lot of fact-checking, especially on our own content. Fact checking is in AP's DNA, and our fact-check



The CEO Forum Group has selected Michael Fabiano for the Transformative CEO Award as one of 5 Visionary Leaders for his work in helping transform AP as a global multi-media distribution platform, building unique foundation and corporate partnerships and creating new value through reinventing the use of research, data and content.

Standing in AP's Newsroom called the Nerve Center at NY Headquarters, where all the world's news is managed..

team is world class. But we also offer that fact-checking service to the world and we think it's more critical than ever to have that service.

We have this really important collaboration with Facebook, where we identify trending news topics that we think are suspicious or need some sort of fact-checking. Facebook is one of those platforms that just has an enormous amount of content. And on a daily basis, there are lots of stories floating around that are just not true. The way we've addressed this for the world is we offer digital services a fact-checking service, where we verify any given story of the day, or commentary by a public figure, where, for example, there are maybe 10 facts in the story, and eight of those are correct. But two of those, we're able to either correct, or one of them might be completely false. So that is something that we are able to provide to the world and to our customers.

And then we've also got a "Not Real News" fixture, which are stories debunking stories that are just completely untrue. In this case, the entire story is a fabrication and completely false. And we're finding more and more of that around the world. Folks spending time creating stories that are completely false. It's a real problem.

As I speak with CEOs every day, they tell me the credibility and the reputation of their organization is para-

mount. It's so easy for someone to just infuse fake news. And they take a huge PR hit without even knowing that it has happened. In fact, many corporations have hired ex-journalists to run what they call risk rooms. These are functions where you monitor sentiment analysis about your company whether you're thinking about the airline industry, or any consumer product, business or the pharmaceutical industry. You want to know what people are saying about you, and you want to try to manage that conversation. It's so easy for somebody to say something about your corporation. And, so, you've got these really robust corporate communication teams in place monitoring social media for these kinds of stories. It's an ongoing challenge that we're going to face for the foreseeable future.

Of all the news organizations, the only one that I would say I completely trust is AP. And my sense is it goes back into your roots.

It's hard for a brand, as I've said, to endure as long as we have, and we're really proud of that. And there's a lot that we do to protect that brand in terms of training and ensuring our teams are following our policies and news publishing standards. Our transition has been a really interesting one. Our progress has been pioneered by men and women working at this intersection of science and journalism, engineers and journalists working together. And from the beginning, we started in an innovative way. Five competing newspaper publishers got together and funded a pony express route through Alabama to bring news of the Mexican War north faster than the U.S. Post Office could deliver it. So, competition led to cooperation.

These five newspapers created the AP because it was an opportunity to get content wherever they were located. And they could get it fast, to create a more robust daily news report. AP became known for just transmitting the facts, launching the business as a factual news source. Newspapers asked for only the facts as fast as possible, we've got to get the next telegraph out. And so that engineering spirit about how



Perry Sook, CEO Nexstar Media, Broadcasters Foundation, March 2019

to use the telegraph to transmit news is part of the DNA of the company.

And while many look at us as a pure journalism company, there's a lot of engineering and innovation that goes on behind the scenes. Fast forward from the telegraph to getting a photo transmitted over the wire. We did that with AT&T engineers and launched the first wire photo service New Year's Day of 1935. It also changed journalism, because now you have photos that need to be taken with an editorial mindset and not just taking a photo of anything, because the photo can tell the story.

Fast forward to 1994, and we developed digital cameras with Kodak. And not long after that came the internet. Most recently we've had significant video achievements such as when we made live broadcast history in 2019 when we broadcast live video around the world from the depths of the Indian Ocean. So, we have had to adjust and reinvent ourselves over the last 175 years. AP is really a great example of constant reinvention and rethinking the business and being a viable and sustaining company going forward.

Let's talk about the growth and transformation that's occurred over the past several years, because, as you said, AP has a business model similar to a software company.

It's been a massive transformation in the storage and movement of digital content around the world. The neat thing about The Associated Press is we are in hundreds of locations globally and we want to be everywhere. We want to be in kiosks and taxi cabs and airports and anywhere a screen presents itself, and most of that is within the digital ecosystem. We want to train every artificial intelligence platform out there. We're in Alexa. We're in Google. We reach over 4 billion people every day. This is a tremendous responsibility for AP to own all of that content and make sure it's accurate.

With such a large scope of news content, how do you maintain quality?

There's a lot of rigor in the editorial process at the AP. And part of the secret is that we employ journalists

"I suggest CEOs think about collaborations differently, as not just a vendor, but as somebody who knows the business really well, and actually taking a risk and pulling them into your strategic planning sessions."

who have been at the company for so long and our attrition rate is very low. People love to work at the company, and love what we're doing on both the technology side and the journalism side. There's a lot of on-the-job training, the editors are very established.

We also take our sources very seriously, and the typical AP journalist has many credible sources they can reach out to quickly and understand more deeply any given situation. But as I said, we will only report the facts. We don't speculate or create opinion. And that training is just embedded deep in everybody at the company. That's how we've been able to sustain ourselves.

What's your philosophy on innovation?

We can't stand still as a company at all and just rest on the journalism, because the stories that we create are being transmitted in all different formats around the world. So, we can't afford not to peek around corners. Whether it's augmented reality, or 3D, and how consumers are going to engage in this content. And so that forces us from an engineering perspective, to look at all the latest technology. I'm always running lots of experiments with our customer base, trying new concepts out. Things fail all the time, but they give us a sense about what's coming.

It's become a really complex world for the journalist, and requires more than just the traditional skill set, especially for us because we're looking to get our content everywhere. Journalists need to know how to manage technology and data now. So we've not only got to produce the content, but make sure the distribution capability is there for all formats including text, audio, data and visualizations. You see a lot of data visualizations now for example. We create visualizations for our customers, in addition to short-form video, long-form video, still images. And all this is going to continue to change.

During this pandemic how did you pivot in running AP in the Americas?

In the Americas, we had to pivot to a fully decentralized workforce. And what we found is for the most part, we were set up for a lot of this since we are all really in the knowledge economy. We have had so much progression in digital technology that many were able to go to their homes or wherever and continue to do the jobs that we do. AP is a technically scaled company, but with a highly decentralized workforce globally, and we really haven't missed a beat in terms of providing timely news content around the world.

We've also got a lot of interesting partnerships that have allowed us to excel in different areas such as health and science and religion and faith. That has also helped us bring unique content to all of our customers that nobody else can, which is what we want to do.

Let's discuss those partnerships like Howard Hughes, for example.

In 2016, I went to visit the Howard Hughes Medical Institute and met with the chief scientists there. Howard Hughes Medical was facing an interesting challenge: how to tell the world about advancements in the health

and science research that they were making on a daily basis? What we learned there is that both Howard Hughes Medical and AP have the same mission. Our missions are to inform the world about what we're doing through fact-based journalism. With Howard Hughes Medical Institute's Department of Science Education, we created a Health and Science desk in New York City, with an expanded set of journalists and video editors to capture what's going on globally. The timing was perfect because we were really prepared to cover the pandemic. And it was our collaboration with Howard Hughes Medical that helped us get the exclusive story on the first experimental vaccine to be delivered. The collaboration is helping the world understand health and science better.

Let's talk about another partnership with the Lilly Endowment.

The Lilly Endowment was the second large collaboration that we completed on the success of Howard Hughes Medical. We learned a ton about how to work with a foundation, bring funding into the business through philanthropy, and execute on a mission and a program that meets our criteria and the foundation's criteria, while maintaining the editorial independence that we need. The Lilly Endowment funding also was ideal timing as the goal of that funding is to cover religion, faith,

ethics and spirituality around the world, factually, with nuance and context, across multiple formats, and inform people more broadly and more deeply.

If you think about religion, it touches everything. It touches all different cultures, it comes into play in a variety of ways, even politics. And, you know, both of these relationships have been really amazing for the AP and allowed us to expand. A lot of corporations focus on partnerships. These are very strategic for us and allow us to deliver a truly differentiated content set for the world. During the course of the



Standing in AP's Headquarters called the Nerve Center, where all the world's news is managed.

pandemic, for example, philanthropy allowed our news report to be even more robust.

Let's talk about your vision for partnerships with CEOs and corporate America.

My vision there is this is the next frontier for The Associated Press. We're already working with a lot of corporations. We produce a lot of data. Functions such as data sciences or your business intelligence unit at any large multinational corporation -- we find they're highly interested in our data. This includes our historical data, new data-based enterprise journalism, and all the stories that come out on daily, so I look at the world of business intelligence as an entire opportunity for AP and corporations to partner in areas like building a big data warehouse, and putting as much credible data into it for their own decision-making purposes. For example, banks that want to make better investments, faster trades, can subscribe to our data as an input. Generally speaking, we have great writers. At the AP, we can write narratives for research reports. So that's just one idea. The other aspect we're finding is there's a real need in corporations for risk management. And our software can provide a view into the world unlike no other because of what we cover as a business. Companies that have risk management or sentiment analysis functions, where they're looking at how their corporation is perceived around the world. And our people and software can help companies do that.

We also help marketing departments at major companies. We do everything from developing content marketing to photo assignments to managing content. We also work with health care companies where we produce content. So, we can help many business functions. Even the research function at a company where we can provide point research on different topics. If done right, that research can be funneled into the rest of a corporation. So, I think there's plenty of opportunity for us to help large companies figure out what's the best place for our people and our software to plug in, and bring expertise.

Michael Jordan when at the key was called a triple threat because he could shoot, dribble or pass. Frankly I see you as the Michael Jordan of news because of your multidisciplinary background: technical being a Six

Sigma trained mechanical engineer; creative through NBC and of course business. How has this triple background shaped your leadership philosophy?

I have intentionally focused on building different skill sets throughout my career, which have allowed me to be able to look across the corporation, which I think offers a unique viewpoint, because I understand intimately the technical side, the business side, and the creative side. And because I've done all three of those, I think it gives me special insight into the way companies run. So, I've tried to build that multi-disciplinary background to really add to what I could bring to the table. I'm a lifelong learner. From a leadership perspective, my multi-disciplinary background allows me to engage with the organization and every function in it, and just have what I think is a unique perspective.

How has this helped you face a challenge?

One of my chief jobs at the AP is to lead negotiations with major customers. You've got great customers, and you've got customers who are dissatisfied with you. Well, I inherited a customer who was very dissatisfied. I'll never forget one of my early negotiations with this customer, a great group of people, and I was wondering how it could have gone south.

We had an interesting negotiation where I decided to use a technique with this customer, that was different than my team used. And they weren't encouraging me to use it. It's called values-based negotiation, or integrative negotiation, as opposed to distributive bargaining. I'm a big fan of it because I find most people's values are different. If you can find out what the values are in a negotiation, a lot of times you can come to consensus. For this particular negotiation, I used the whiteboard, and I said to the customer, listen, I'm going to do something that maybe you're not used to. I went up to the whiteboard, and wrote down my values, what I wanted out of the negotiation, the confidential things our company wanted. And I drew a line and handed our customer the marker. He went up to the board, and he wrote what he wanted. And what was fascinating about this, we both wanted very different things.

And we both found we could accommodate each other's needs.

It was a real moment for this customer. Fast forward, they're one of our top 100 customers now. And it was a real test of how we could negotiate differently than we ever had done before. So, that was a real challenge for me to introduce that style to -the company.

What advice would you have to other CEOs to drive success in challenging times?

The first thing that comes to mind is partnerships. There are so many vendors and partners in our corporations that are supporting mission-critical activities, and you have to go to them, and have them help you with your strategic planning with your operational planning. They want to help. I know, at AP, we want to help our customers. And I always support whatever kinds of initiatives they have going on.

I suggest CEOs think about collaborations differently, as not just a vendor, but as somebody who knows the business really well, and actually taking a risk and pulling them into your strategic planning sessions. They have a lot to offer. They also have customers that are perhaps your competitors. So, my point about this is: collaboration is a really strategic process.

The second one is teamwork. Set up an environment where alternative opinions are valued, asked for, and encouraged; great teams have great debates. And leaders should be willing to listen and iterate through a conversation and then make a decision. And at some point you have to decide. But it's important that the team feels like they have that input, even your most senior team members. Everyone wants to know they have a voice in the company, and that you're seriously listening to them. This approach creates an engaging and winning culture. Culture is perhaps the hardest thing to influence at any organization.

I have a little technique I use. It's called LEAD, Listen, Execute, Adjust and Discuss. And then you rinse and repeat. So, I use that in my own day-to-day work with my teams where I'm always listening, then we've got to

execute, then we've got to adjust or pivot, we've got to discuss a little bit more, and then do it all over again.

On that note, Michael, it's a pleasure having you on The CEO Show.

I've had a great time, Robert, thank you for having me.

**AP**

Michael F. Fabiano
Head, Americas
The Associated Press

Michael Fabiano has extensive experience in developing and operating technology enabled businesses. In his current role as Head, Americas at The Associated Press, he manages a global revenue team that delivers multimedia content and data delivered through highly scaled software.

Mr. Fabiano previously served as VP of Business Development at NBC Corporate and NBC News leading strategy and branded digital product initiatives.

Prior to this he worked at Cendant Financial where he helped manage \$1B in technology investments and served as CIO for portfolio businesses.

Before Cendant, Mr. Fabiano spent ten years as a consultant for Accenture. He started his career as an engineer at Bell Labs.

Mr. Fabiano holds an MBA from Columbia University and a Master of Liberal Arts in Journalism from Harvard University. He received a BE in Mechanical Engineering, and a BA in English and American Literature from Stevens Institute of Technology. He is an appointed director to the Harvard Alumni Board and President of the HES alumni association.



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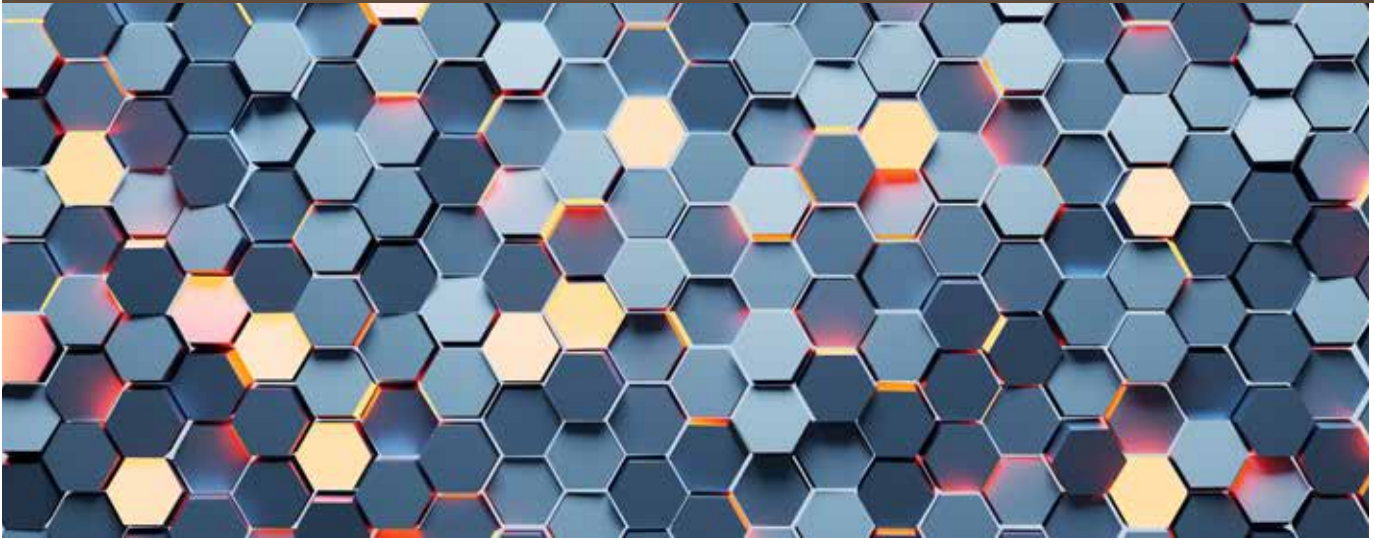
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A Healthcare Logistics Network Built With Tomorrow In Mind

By Kate Gutmann, Head, UPS Global Healthcare

These are the times that test our mettle, when we're collectively required to come together and uncover new global solutions once considered beyond our reach.

Nowhere is this challenge more pressing than in healthcare. UPS has been a competitive player in the healthcare logistics industry for over a decade, but our efforts took on even greater importance when the coronavirus pandemic began to upend global supply chains. Now, more than ever, our work is life-impacting.

Almost all aspects of the healthcare industry began to change when the pandemic hit. Clinical trials condensed from years to months. Regulators shortened their approval processes from months to weeks. Lab test turnaround times went from weeks to minutes. Meanwhile, healthcare professionals had to figure out how to serve frightened and quarantined patients in their homes.

UPS has ensured that our healthcare solutions kept pace with this market change. When the U.S. Food and Drug Administration approved two COVID-19 vaccines in December, thousands of UPS employees jumped into action to help deliver the doses, from the

manufacturers to the dosing sites and all steps in between. We are now in the early stages of this historic global undertaking.

At UPS, our purpose is our North Star. We define our purpose as “moving our world forward by delivering what matters,” and that purpose statement guides us through challenging times and keeps us focused on what our customers need the most.

At the forefront of the COVID-19 fight

While people recognize UPS's network of iconic brown trucks and hardworking delivery drivers in their communities, they might not know as much about our healthcare supply chain services. With more than 11 million square feet of healthcare distribution space, we're committed and ready to deliver biologics, including COVID-19 vaccines, in the weeks and months to come. We offer end-to-end cold chain transportation services by air, ground and ocean, and we deliver 50,000 shipments per day of lifesaving medicines.

UPS has been at the forefront of the COVID-19 fight since the beginning. We moved more than 24 million pounds of PPE, and we opened up our facilities to the National Stockpile program. We also supported 32



states in distributing millions of test kits and biologic samples to combat COVID-19. We have now delivered nearly 50 million COVID-19 vaccine doses to 27 countries, including in some of the most remote parts of the world.

Additionally, we are involved on the clinical side. UPS Healthcare was proud to be the logistics partner for Pfizer's COVID-19 vaccine clinical trial. In fact, our subsidiary, Marken, is now supporting more than 10 vaccines in phase 3 development.

Quality focused, patient driven

UPS spent many weeks designing the supply routes and expected data flows for these vaccines. We have reserved capacity in our air network, operating hubs and ground operations to get the job done. We monitor all vaccine shipments in a newly dedicated, 24/7 command center, which collects data from all sources, including our clients' temperature recorders.

Each package carries a UPS-exclusive active tag that provides pin-point visibility in our network. We have also designed software that can detect network disruptions before they occur and then recommend remedies in real time.

UPS has also invested in dry ice manufacturing capacity for replenishment at dosing sites. We produce more than 24,000 pounds of dry ice per day in our Louisville facility, and we ship a box with 40 pounds of dry ice to dosing locations a day after the vaccine arrives. In addition, UPS offers for purchase or lease -20 degrees Celsius to -80 degrees Celsius mobile freezers that support remote point-of-care locations.

As a result of such efforts, we've achieved near-perfect service for vaccine delivery, and we're confident we'll continue to perform at industry-leading levels.

Moment of truth

In some ways, it seems like healthcare logistics has evolved at a head-spinning pace during the past year. We've moved from ideation to action faster than ever imagined, and we continue to look for new ways to quickly and safely vaccinate as many people as possible around the world.

The bigger picture, however, reveals a different story. UPS has been innovating for more than a century. And we've been preparing for a challenge like this since long before anyone had ever heard of COVID-19.

This is our moment of truth, our chance to help save lives. We will move our world forward by delivering what matters.



Kate Gutmann
Head
UPS Global Healthcare

Kate Gutmann is Head of UPS Global Healthcare, Chief Sales and Solutions Officer, and a member of the company's Executive Leadership Team. She is responsible for global sales, solutions and customer engagement.

Prior to her current role, Kate had responsibility for the executive management of The UPS Store® and UPS Capital®. Previously, Kate was also President of Worldwide Sales and Vice President of Marketing for the UPS Europe Region, based in Brussels. In this role, she oversaw the development of rates, services and pricing policy in more than 100 countries.

Kate serves as a Board member for Brown-Forman Corporation and is on the Audit Committee. Kate has participated in the World Economic Forum for many years and is on the Board of Stewards for Trade Technology. Kate is also co-founder of the UPS Reading Clubs at the Boys & Girls Club of Metro Atlanta.

A native of Troy, New York, Kate began her UPS career in 1989 as a marketing intern while earning her bachelor's degree in marketing from Siena College.

Remembering Arne Sorenson (1958-2021)



The CEO Forum Group has selected Arne Sorenson posthumously for the Transformative CEO Award in Visionary

Leadership for his years of service in elevating Marriott International through dramatic growth, strengthening the Marriott culture, navigating major acquisitions and the challenges of the pandemic as a truly beloved leader.



On October 2nd 2020 I had the privilege to interview Arne Sorenson, with my co-host Becky Shambaugh, to present him with the Women Business Collaborative Award in Gender and Diversity Excellence. Arne was one of our truly great leaders, beloved by executives, customers and associates. I hope you enjoy learning from his timeless wisdom. --Robert Reiss

Marriott International President and CEO Arne Sorenson. (1958-2021)

Robert Reiss: You have hundreds of thousands of associates, and you have a plan for total gender parity, VP and above, by 2025. How do you maneuver such a large

organization to get those results?

Arne Sorenson: Before the pandemic, we thought we had 750,000 people wearing a Marriott name tag around the world ... including entry level in the hotels, all the way up through my job. The biggest challenges are above entry level. At entry level, we're actually more women than men. Sometimes that's because some of these jobs, housekeeping as an example, are often populated by more women than by men, but it is a question of how do you take those groups and the early management groups, and all the way up to the senior ranks, and make sure you're creating opportunity above that? And of course, the more senior you get, the smaller the num-



bers get, and, to some extent, the more influence you get.

It requires measuring all the way through the organization. It requires doing something and saying that every slate for a promotion or for filling a new job ought to be diverse. You don't have a slate that allows you to proceed unless it is diverse, and you use tools like that to make sure that you're getting the kind of consideration that you need to have.

Robert Reiss: And I think therein lies probably why Marriott is so successful. I remember Mr. Marriott once telling me the key is 'you have to decide to decide.'

Arne Sorenson: One thing that can be added here is the importance of organizations like WBC. I remember being in Germany for a CEO conference a decade ago, maybe a little bit longer. And I think it was a labor minister of the German government who was on a panel

right before me or right after me, and the conversation was about women members of Boards of Directors of German companies. She was advocating that the government ought to set quotas, and of course, the CEOs in the room were overwhelmingly men. It is often said about quotas that "they are a blunt instrument. They force us to make decisions other than what we should make. We don't need quotas" ... arguments like that. She said, "We've been talking about this for nearly 20 years and the statistics have not moved."

We cannot be satisfied with the fact that the statistics are not moving, and so we've got to do something to force movement. Part of this is encouragement, not shame,

"It's really important having organizations like WBC shine a light on gender and diversity excellence, and give us tools to encourage us, or give us pressure to make sure that we're adapting as quickly as we possibly can ... and that helps move us all forward."

but having external voices measure this is important. I'm convinced that it is in Marriott's selfish interest to have opportunity for all of our people -- women and men, and people from every race and background, because they will perform better in their jobs if they know that they can succeed with us.

I'm also convinced that society will be stronger, our economy will be stronger if people outside of Marriott feel the same way. That's more likely to be the case if all employers are setting similar kinds of targets and having similar kinds of success. It's really important having organizations like WBC shine a light on gender and diversity excellence, and give us tools to encourage us, or give us pressure to make sure that we're adapting as quickly as we possibly can ... and that helps move us all forward.

Becky Shambaugh: Marriott International has been a pioneer in this whole topic around diversity, inclusion and gender equity for many, many years within hospitality, and it also has been a model for other organizations to follow. So, thank you for that, number one, and I know this has been a big part of your life's work as the CEO and President of Marriott International.

If I think about Marriott, you've really put your teeth into this and I think the hard work has really paid off. Has it always been that way at Marriott, or have you seen a trend upward? What are some of the top two or three things that have driven that gender balance within the organization?

Remembering Arne Sorenson (1958--2021)



Arne Sorenson: Marriott of course has had a long tradition of being focused on our people and creating opportunity for our people. We're in an industry in which literally, we come from everywhere, every walk of life, every identity, and we welcome a group of people every day into our hotels from everywhere. To thrive in our business requires a certain mindset about creating opportunity for everyone. We have been focused on this for a long time.

Twenty years ago we started a board and management committee that was focused on inclusiveness, and from that point on we've been setting targets against diverse

“To thrive in our business requires a certain mindset about creating opportunity for everyone.”

goals. Your statistics are close to right. My direct reports have been 50-50 by gender for many of the last eight years, the period of time I've been CEO. We're one off today because one of our great women executives retired last year but as of the first of the year, we'll be back to 50-50. In the larger group of about 800 or 900 of the most senior folks in the company, which is globally, we're at about 42%. We've got a target for 2025 of getting to gender parity.

Setting targets and measuring against those targets is

a fundamentally important thing. I was on a panel like this a few years ago, and the moderator was trying to be somewhat provocative and said, “Arne, shouldn't we just face facts and lower standards so we could get more women in the executive leadership?” And I said, “Well, I know it's your job to be provocative, but I wouldn't say we should lower our standards for women differently than we lower our standards for men.” Standards were lowered when I became CFO of Marriott. I did not have a record that allowed Bill Mar-

riott to check every box and say, “I know that this person has shown” -- by the way, I've not been CFO so how could I have shown , “that he's met every one of those boxes.”

When interviewing candidates for top positions] somehow when we get to diverse candidates, we get to women candidates, we think, “Well, wait a second, they can't check that one box.” Well, we don't require that of men either. So, it's not that we should lower standards differently, it is that we need to make the same bet on women as we do on men. We want them to succeed. If we engage in tokenism, people who will not succeed in those jobs will actually set the cause back. We need to pick people who we think will succeed.

The last thing that is important is success begets success. When women see other senior women leaders in the company, they know without having to debate it that there's an opportunity for them to succeed.

Of course, I'm not a woman. I'm not diverse, and hopefully one day this position will be filled by somebody who brings that diversity, but we do have extraordinary women leaders in the company, and, as a consequence, women can see that and say, “I know I can succeed in this place.” That's helpful.

Robert Reiss: We know the input is collaboration and the output is a movement. What is the advice you have to CEOs?

“The key to success is to set targets and measure the results.”

Arne Sorenson: The key to success is to set targets and measure the results. Go back and say, “What is the data in our company?” If it’s about gender, “What is the data about our gender?” And the answer to that question should lead to your second question: “What’s your plan? What’s your vision? What’s your target?” Those are not hostile questions. Those are questions that can be asked quite simply and directly, and, depending on what the answer is to that first question, it will motivate what that second one is. If the stats are bad, the obvious question is, “How much better do we want to be?” And of course, if there’s no answer to that question the third question is “Shouldn’t we know?”

Robert Reiss: Great Arne!

Arne Sorenson: If you set a target and then let it go and don’t revisit it, it won’t be taken seriously. If you set a target and say, “My direct reports are going to come in regularly, multiple times a year, and report on how we’re doing against those targets. They’ll know that it’s important.”

There’s one thing I want to add to this conversation. It is fundamentally important that we see diverse leadership; that we see it on our Boards of Directors, that we see it in the CEO ranks across the industry, that we see it in senior leadership ranks. We measure against those things. We set targets against those things, because those are the indications to everybody that I can succeed no matter who I am.

It’s also fundamentally important that we respect all of the people who are working for us. We have a highly diverse workforce. It’s too easy sometimes to take for granted those who we don’t measure, who are laboring on the frontlines of our workforce every single day, who don’t make big incomes maybe, who don’t have fancy degrees. Every one of them has a natural right to be treated with human dignity and with respect and care about how they succeed in their careers as well.

That is fundamental across the system, because it’s actually more fundamental than how we recognize senior folks, because if we don’t have that we’re not going to recognize the feeder talent into the senior ranks.



Arne Sorenson (1959-2021)
President and CEO
Marriott International

Marriott International, Inc. is an American multinational diversified hospitality company that manages and franchises a broad portfolio of hotels and related lodging facilities. Founded by J. Willard Marriott, the company is now led by his son, executive chairman Bill Marriott, and president and chief executive officer Arne Sorenson. Marriott International is the third largest hotel chain in the world. It has 30 brands with 7,003 properties in 131 countries and territories around the world. It is headquartered in Bethesda, Maryland, in the Washington, D.C. metropolitan area.



'Better Than Normal'

**In health care, there's no going back to the time before coronavirus.
It's time for a new — and better — normal.**

By Jeffrey A. Flaks, President and Chief Executive Officer, Hartford HealthCare

It's natural to look forward to things returning "back to normal." We yearn to gather again with friends, enjoy sporting events and resume everyday activities — the way they were before the pandemic struck us in March 2020.

When it comes to healthcare, though, there must be no going back. In several important areas, the COVID-19 pandemic has helped us recognize that what we accepted as "normal" was actually nowhere near good enough.

Our response to this crisis — focused, rapid and deliberate — gives me hope that lasting change can take root, and a better model for health care will emerge. For my colleagues and me, "better than normal" means a health system that is more equitable, more convenient, more engaging and more prepared.

In terms of equity: This terrible virus has made the long-standing crisis of inequity in our nation's health care system even worse. A Johns Hopkins University study found that the coronavirus death rate in predominantly black U.S. counties is six times higher than in predominantly white counties.

That's not just "a disparity." That's a disgrace.

We are working closely with municipalities and state leadership to provide immediate care, testing and vaccination now — and establish sustainable programs and services that will improve the quality of life for those suffering from social, financial and health disparities. Those efforts cannot be limited to this crisis.

Regarding convenience: It's funny what happens when you can't "go to the doctor." Suddenly, virtual health moves from fringe to focal point. Health care — so advanced in medical technology — has been notoriously slow to adapt to services that customers flock to in other sectors. No more.

Virtual visits, expanded hours, providing drive-through testing, offering walk-up screenings in under-served neighborhoods, using iPads so distant family members can "visit" loved ones, creating videos for physical rehab at home — all have blossomed seemingly overnight. Today, we are using robots to help connect senior citizen patients with caregivers, family and peers during the pandemic. We offer virtual training for rehabilitation exercises and robust community education webinars that attract wider audiences than traditional in-person seminars. All

of this will define the way we provide care going forward.

Engagement matters. One of our first initiatives to help our communities cope with the coronavirus was to establish a 24-hour hotline. Now, more than 400,000 calls later, we know that for many callers, this service is actually a lifeline. People call with routine and emergent health questions — and with behavioral health concerns.

Sometimes, socially isolated people just need someone to talk to.

Our hospitals are open around-the-clock, of course. But most issues do not require acute-care treatment; they need expertise and compassion at 3 a.m. on the other end of the line. Our hotline isn't going away.

Preparation is critical as well. Hospitals and health systems regularly conduct drills to be ready in the face of emergencies and disasters. Those reflexes and training serve us and our communities exceptionally well when there's a mass casualty or severe weather.

There was no way to conduct a drill for a global pandemic. We learned as we've lived it.

We now know more about how to respond to a pandemic than we did before. Never again can our great nation be caught shorthanded in such a time of immense need. Ventilators, masks, testing kits — the fundamental artillery in a battle against a viral enemy — need to be stockpiled and available at the state and national levels. Our health system has been doing its part, with the combined expertise of our leaders for infection prevention, supply chain, strategy and operations.

Even with the vaccine in greater supply, this pandemic continues to be a harrowing experience for us all. But each crisis presents unique opportunities, and we would be foolish to squander the rapid advancements and innovations we've undertaken to lessen its impact.

With careful planning, attention to data, use of technology and the inclusive elevation of voices from our most at-risk communities, we have an opportunity to

create a new normal that sets the pace for the country.

The health care “normal” we came from is not the normal we should ever want to return to. I, too, look forward to a time without face masks, to gathering safely in groups at picnics, ball games and concerts. And all of that in a society where all our neighbors have the opportunity to live their healthiest lives.

That's a “new normal” we can all believe in.



Jeffrey A. Flaks
President and Chief Executive Officer (CEO)
Hartford HealthCare (HHC)

Jeffrey A. Flaks is one of healthcare's most progressive leaders, transforming care delivery over the course of nearly three decades. As President and Chief Executive Officer of Hartford HealthCare, he leads a \$4.3 billion enterprise, caring for more than 1.7 million patients and customers. Hartford HealthCare's network is an integrated ecosystem across more than 400 locations.

Mr. Flaks championed the Institute model at Hartford HealthCare, which offers the highest standards of integrated care across six clinical areas. He is a proud Connecticut native who feels strongly that business leaders must lead by example, and has made a commitment to creating an organization that values its employees and celebrates diversity and inclusion.

Mr. Flaks has received numerous honors, including selection by Modern Healthcare as one of the top 12 industry leaders in the nation.

Mr. Flaks is a graduate of The George Washington University with a master's degree in health services administration.

Designing a More Humane Future

Subsidizing ROIs with Forced Labor in Global Supply Chains

Sharon Prince, CEO and Founder of
Grace Farms Foundation

The underpinning of a humane, sustainable future must align global ethical supply chains alongside sustainable supply chains. A radical paradigm shift to remove the dependence of free, forced labor from industrialized sectors demands a shift to an ethical mindset, coordinated traceability innovation, and non-negotiable resolve.

The U.S is the top importer of products globally at \$2.6 trillion. Are we subsidizing our ROIs with slavery? Likely, yes. And yet there is a law (TFTEA, 2015) which prohibits all goods made with forced-labor into the United States. There is also a global anti-slavery consensus embodied in the United Nations' Trafficking in Persons protocol.

One ecosystem affects or incorporates every industrialized sector, every individual, every corporation and our planet – the built environment – and it demands an ethical inspection. Although construction is the largest and most disaggregated industrial sector at \$11.4 trillion, and is at the highest risk of forced labor, shockingly the building materials supply chain is getting a transparency material pass. Exploitation on the job site is half the issue. Beyond the perimeter of the job site, exploitation is rife in thousands of unchecked building materials circulating country to country.

Design for Freedom by Grace Farms is a new movement with over 60 global leaders and experts committed to confronting slavery's permanent imprint on the building materials supply chain. With CEOs, principals, and academic leaders applying pressure from different angles, we will accelerate the banning of unethical building materials in the owner's project requirements (OPR), architect's and designer's specifications, and construction manager's procurement. To execute and affirm ethical provenance, we are calling for trustable data and labor documentation in extraction, manufacturing, logistics and Integrated Product Delivery methods.

Architecture's leading digitalization modeler, sustainability innovator and founder of SHoP, Chris Sharples, notes in our new Design for Freedom Report that "where most every industry that touches our lives has evolved significantly, in some cases unrecognizably, since the 1950s, the building industry has not. Buildings remain largely non-reproducible assemblies composed of discrete elements, and where data technologies are deployed in their creation, they are

often not optimized. Only limited collaboration is possible between the essential professions and building trades. Barriers are raised by fears of liability. Communication is poor and costs continue to climb with tight profit margins forcing builders and suppliers to look for cheaper means, no matter how they are sourced.”

Building with transparent, slave-free materials has not begun, much less considered even allowing the entropic brutality forced upon workers who are critical to the production of the very materials we source – for our green buildings. Solar panels proudly installed are made with polycrystalline silicon that is primarily sourced in China’s Xinjiang Uyghur Autonomous Region, which has been identified widely by international agencies as an area where more than 1,000,000 individuals are held in forced labor conditions and detained in camps. Additionally, mass timber is a product that has been lauded a major innovation in the sustainable building movement, yet timber itself is one of the most ubiquitous building materials that is at the highest risk of forced labor worldwide, including 18 identified countries. Environmental sustainability does not hold up with forced labor.

Close to 152 million children from the ages of five to 17 are subjected to child labor and over 25 million people are held in servitude for forced labor. Modern slavery is a \$150 billion global criminal industry that has created an ethical void and a fallacy of lower costs for those who do not ask where their materials come from – the human toll will continue for generations. We don’t have the 25 years it took for the green building movement to take hold.

Why is this glaring human rights violation proliferating without push-back, and what are the power dynamics to ensure opacity in the supply chain of a low EBIT sector at 5%? Which materials are at risk? The Design for Freedom Report includes the list of a dozen raw and composite materials that are the highest risk of slave labor and examines manufacturing inputs, including timber, steel, electronics, textiles and minerals. We identify the interconnections that exists between the bottom line, the planet’s natural resources, and human exploitation.

The lagging construction sector at 1% productivity and with a 77% increase in R&D spending, according to a McKinsey & Company study, is ripe for disruption. Humanitarian

outcomes are possible if labor inputs are added to new technology, production, and delivery methods. We propose and are developing the formation of new construction ethical materials standards and transparency platforms. Transparent building material supply chains will increase efficiencies and innovation, and shift production and extraction to ethical stakeholders eventually eradicating forced labor. NYU’s Stern School of Business’ Return on Sustainable Investment (ROSI) model demonstrates that by embedding social and ethical sustainability into decisions, businesses do better and add value for their shareholders, employees, clients, and workers. The time is now to proactively make this commitment before customers and shareholders demand so.

Once you know, you cannot un-know it and there is a duty to act. As CEOs who build new headquarters, infrastructure, warehouses and retail stores, and implement COVID-refits and shape media and cultural shifts, I invite you to audaciously lead with us to visibly shape a more humane future and design for freedom.



Sharon Prince
CEO and Founder
Grace Farms Foundation

Sharon Prince is the CEO and Founder of Grace Farms Foundation, whose interdisciplinary humanitarian mission is to pursue peace through five initiatives — nature, arts, justice, community, and faith — and Grace Farms, a SANAA-designed site for convening people across sectors. Its stake in the ground is to end modern slavery and gender-based violence, and create more grace and peace in our local and global communities.

Prince has fought to disrupt contemporary slavery and violence against women locally and globally. In October 2020, she launched Design for Freedom, a ground-breaking movement to initialize a radical paradigm shift towards a slave-free built environment. She has guest-lectured at many universities and industry associations, and has been featured by numerous publications, including The New York Times, Forbes, Fast Company, Architectural Record and designboom.



What Does Sustainability Mean in a Connected World?

Bruce McClelland, CEO & President, Ribbon

One of the many issues that the pandemic has brought to the fore is the increased digitization of people's daily lives, impacting work, education, medicine and more. I recently had the opportunity to participate in the "Reinventing Education" workgroup in the Transformative CEO Summit, where we discussed the changes needed to enable higher education to thrive and better prepare students for an uncertain world. There are many pieces to the puzzle of course, but I strongly believe that bridging the digital divide is key to this effort.

How do you define isolation? Until recently, it was often measured in miles. A few years ago, Bloomberg argued that the 108 residents of Copper Harbour, in Upper Michigan, could claim to be mainland America's most isolated. Those residents are some 251 driving miles from the nearest Interstate Highway, I-39.

Today, isolation might be less about how quickly you can hit the Interstate, and much more about the speed you can get when you hit the Internet. The global pandemic, which has forced so many to work, study, socialize, and consume entertainment virtually, has demonstrated how unattainable this is for those lacking reliable access to high-speed internet, many of whom live in rural areas.

According to the UN, in 2019 (pre-pandemic), fewer than one in five people in less developed countries used the internet. In the U.S. alone, it's estimated that 30

million Americans lack reliable access to the internet and the opportunities it fosters.

By further exposing inequalities in broadband access, the pandemic is highlighting the need to bridge the digital divide and increasing pressure on governments and communications providers of all stripes to ensure that rural communities are "brought online".

Governments recognize the need for support

In fairness, governments had recognized the need for investment in rural connectivity before the pandemic. Here in the U.S., some \$20 billion has been earmarked by the Federal Communications Commission (FCC) for the Rural Digital Opportunity Fund, with phase one aimed at delivering Gigabit access to more than six million homes and businesses underserved by broadband networks.

In France, the government's pandemic response includes a €250 million fund to accelerate broadband deployment in isolated rural locations. And in the UK, the government invested in "AltNets" – Alternative Networks built in specific locations to compete with the country's two infrastructure giants, BT and Virgin Media. These new companies were expected to deliver high speed fiber connections to 2.4 million properties in underserved areas by the end of 2020, with a target of reaching more than 15 million by 2025.

Alongside any new entrants, the smaller regional independent operators in the U.S. have a major role to play in delivering the connectivity that rural communities will require to survive and thrive in the emerging business and industrial landscape.

Next-generation networks make a difference

Unsurprisingly, operators everywhere have seen usage surge during the pandemic, with more calls, longer calls, and an explosion in the use of cloud-based video collaboration platforms that require high speed connectivity such as the now-ubiquitous Zoom and Microsoft Teams.

Repeated lockdowns and subsequent school closures have also highlighted the importance of digital transformation: businesses whose workflows already resided in the cloud were much better positioned to cope with the switch to remote working, while parents with access to high speed internet could transition their children to e-learning more easily. At the same time, service providers leveraged their ability to flexibly add capacity via software upgrades, rather than time-consuming network hardware replacement. This allowed them to respond quickly and effectively, helping to keep society operating in this “new normal”.

Delivering sustainable change

Change that was already happening in the marketplace has been accelerated by Covid-19, and, for many, the genie won't go back into the bottle. Many white-collar employees will likely be reluctant to return to a daily commute, businesses may renounce new investments in on-premises equipment, and so on.

Of course, these changes extend beyond the workplace. Every area of our lives has been disrupted by the pandemic, including education, entertainment, real estate, medicine, shopping and more. While not every change will remain in place once mass vaccination has been achieved, we are likely looking at new hybrid models combining virtual and in-person components once lockdowns ease.

And there's more: the advent of 5G technology will also have a transformative effect on our lives in the

near future, by enabling services and capabilities such as connected cars, smart cities, industry 4.0, remote medicine and others we haven't yet imagined.

Public - Private Partnerships

Creating and partaking in these new models will require access to high quality connectivity and comprehensive public-private partnerships. As business leaders, it's imperative that we closely align ourselves with our public partners to help build a world that ushers in sustainability practices both when it comes to mitigating the existential threat of climate change and supporting thriving communities, no matter where they are located.

Broad, equitable and reliable access to connectivity is a critical piece of that puzzle.



Bruce McClelland
CEO and President
Ribbon Communications

Bruce McClelland is CEO and President of Ribbon Communications (Nasdaq: RBBN), a global communications and network solutions provider to service providers, enterprises, and critical infrastructure sectors. He has a proven history of developing and growing sustainable, profitable businesses through technology and business cycles. Bruce was previously CEO at ARRIS and led its sale to CommScope. While at ARRIS, he played a key role in the successful acquisition and integration of companies including Ruckus, Pace and the Motorola Home Business. Bruce holds a BS in Electrical Engineering (Great Distinction) from the University of Saskatchewan, Saskatoon, Canada.

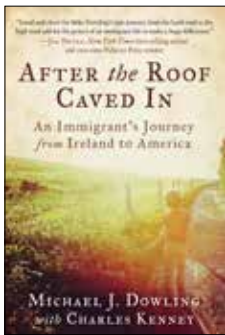
CEO Library

“One of my favorite quotes on learning is from Julia Child, ‘You’ll never know everything about anything, especially something you love.’ My love has been learning about business models and success, where I have read over 1,000 business books; following are three of those which I believe can be of great value to today’s top CEO.”



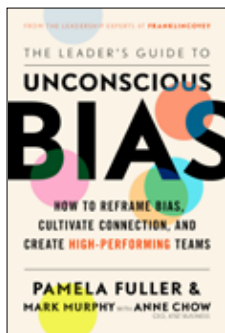
WINNING NOW, WINNING LATER: How Companies Can Win in the Short Term While Investing in the Long Term • David M. Cote

In *WINNING NOW, WINNING LATER: How Companies Can Win in the Short Term While Investing in the Long Term*, David M. Cote, former CEO of Honeywell, rails against today’s trend of “short-termism” and debunks the notion that pursuing long term business growth must come at the expense of short term gains. As he knows from experience, it’s not only possible for business leaders to pursue both short- and long-term objectives at the same time — it’s essential. The book can be viewed as a blueprint of how to not just think — but execute — in both the long term and the short term simultaneously. A must-read for CEOs.



After the Roof Caved In: An Immigrant’s Journey from Ireland to America • Charles Kenney and Michael J. Dowling

The moving story of an Irish immigrant’s life from a poverty-stricken childhood in Ireland to becoming a captain of industry, *After the Roof Caved In* is a powerful, poignant look at how hard work and education enabled one young man to change his life and circumstances completely. It also shares the remarkable inspiration and perspective he gained from his mother. Today, Michael J. Dowling is president and CEO of Northwell Health, New York state’s largest healthcare provider and private employer, with over 75,000 employees and over 800 facilities. He grew up in deep poverty in the village of Knockaderry in rural Ireland, in a small home without running water or even an outhouse or a stable roof, in a family with little hope for improvement and a place with little opportunity.



The Leader’s Guide to Unconscious Bias: How to Reframe Bias, Cultivate Connection, and Create High-Performing Teams • Pamela Fuller, Mark Murphy, and Anne Chow

The Leader’s Guide to Unconscious Bias: How to Reframe Bias, Cultivate Connection, and Create High-Performing Teams, is co-authored by Pamela Fuller, FranklinCovey Thought Leader, Inclusion and Bias; Mark Murphy, FranklinCovey Senior Consultant; and Anne Chow, CEO of AT&T Business. This bestseller is a must-have guide for leaders, teams and organizations seeking to understand and overcome bias in their workplace to build cultures of diversity, inclusion, and equity. Addressing unconscious bias and its impact on workplace performance, the authors invite leaders and organizations to develop and participate in constructive dialogues about inclusion — meaningfully, purposefully, and with a desire to listen, learn, engage and do better — while implementing actions that drive progress and performance.

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HACKENSACK MERIDIAN HEALTH CENTER FOR DISCOVERY & INNOVATION is led by renowned global researchers who focus on a single mission: produce groundbreaking discoveries in cancer, infectious disease and other illnesses to save lives.



The Hackensack Meridian Health vision is rooted in innovation. We say it's part of our DNA because we are not satisfied with the status quo. Instead, we are working every day "to create a world where: the highest quality is human-centered, accessible and affordable; we deliver outcomes that matter most; and excellence is the standard."

Get to know us by going to HackensackMeridianHealth.org



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Robert C. Garrett

Robert C. Garrett, FACHE | Chief Executive Officer