



Promoting innovation from within

**Singapore Healthcare
Management Congress**

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Michael J. Dowling
President and CEO



Creativity and
innovation
flourish in
a climate
of trust



Context

The organizational culture and structure

- Organization vision – what you desire to be
- An integrated/interdisciplinary structure
- Taking the long-term view

The benefits of size and scale

- The ability to share, cross fertilize, test and take risk
- Diversity of entities, culture and perspective

The importance of leadership style

- Challenging the status quo
- Allowing for democratization of new ideas
- Allowing for failure
- Promoting trust

Having the ‘right’ people in the ‘right’ places

- Who you recruit
- Who you choose as leaders (non-traditional expertise)
- Importance of middle managers and supervisors

The importance of challenging management ‘viruses’

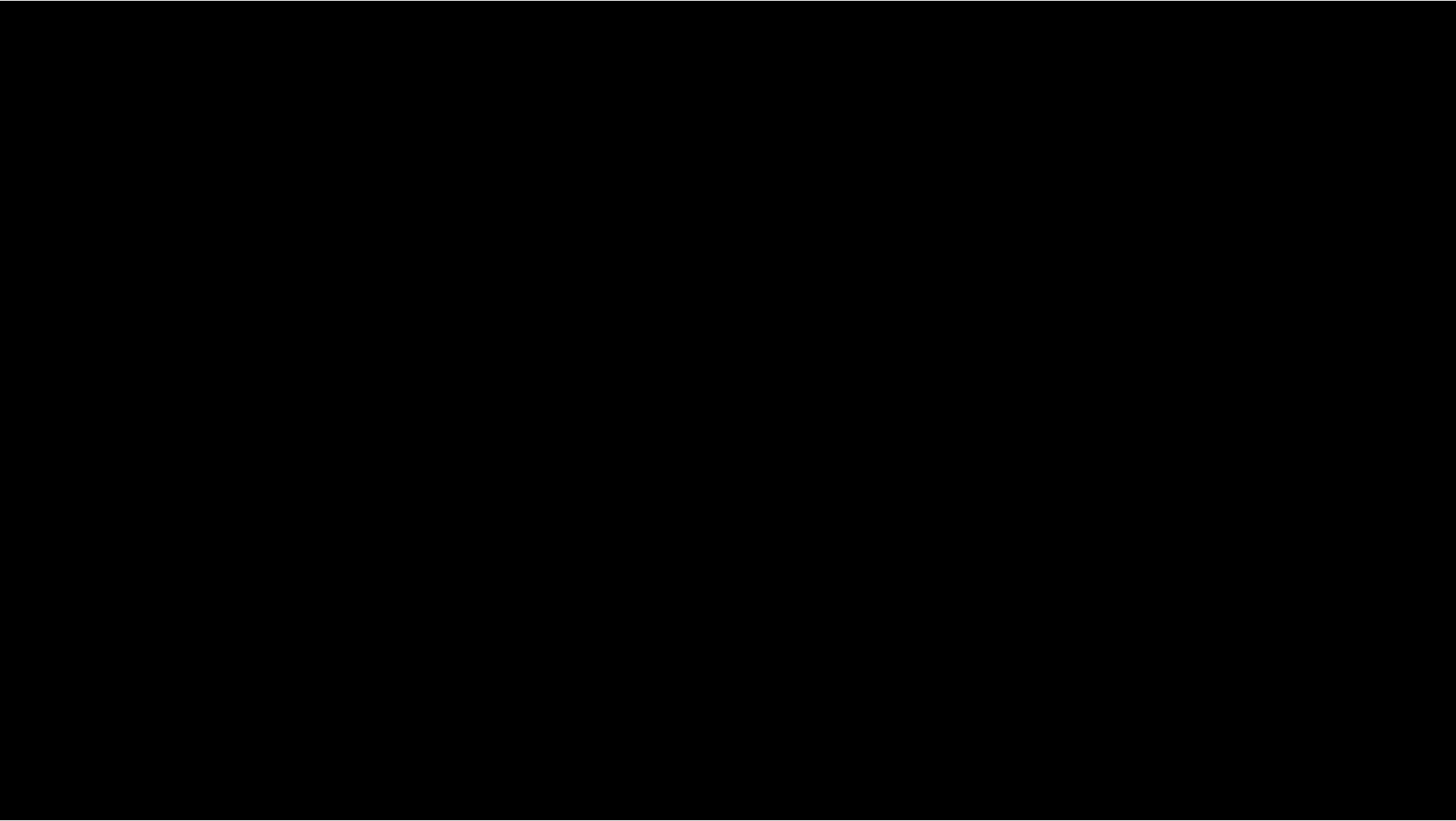
- Tradition vs. old ways
- Analysis paralysis
- Stifling bureaucracy
- The need (often) to bypass normal chain-of-command

Innovation is about culture

Initiatives/programs

- Six Sigma/Lean projects
- VATS: Value analysis teams
- The “Idea” forum
- **The President’s Awards**
 - Service
 - Teamwork
 - Innovation
- **Shark Tank**





Initiatives/programs

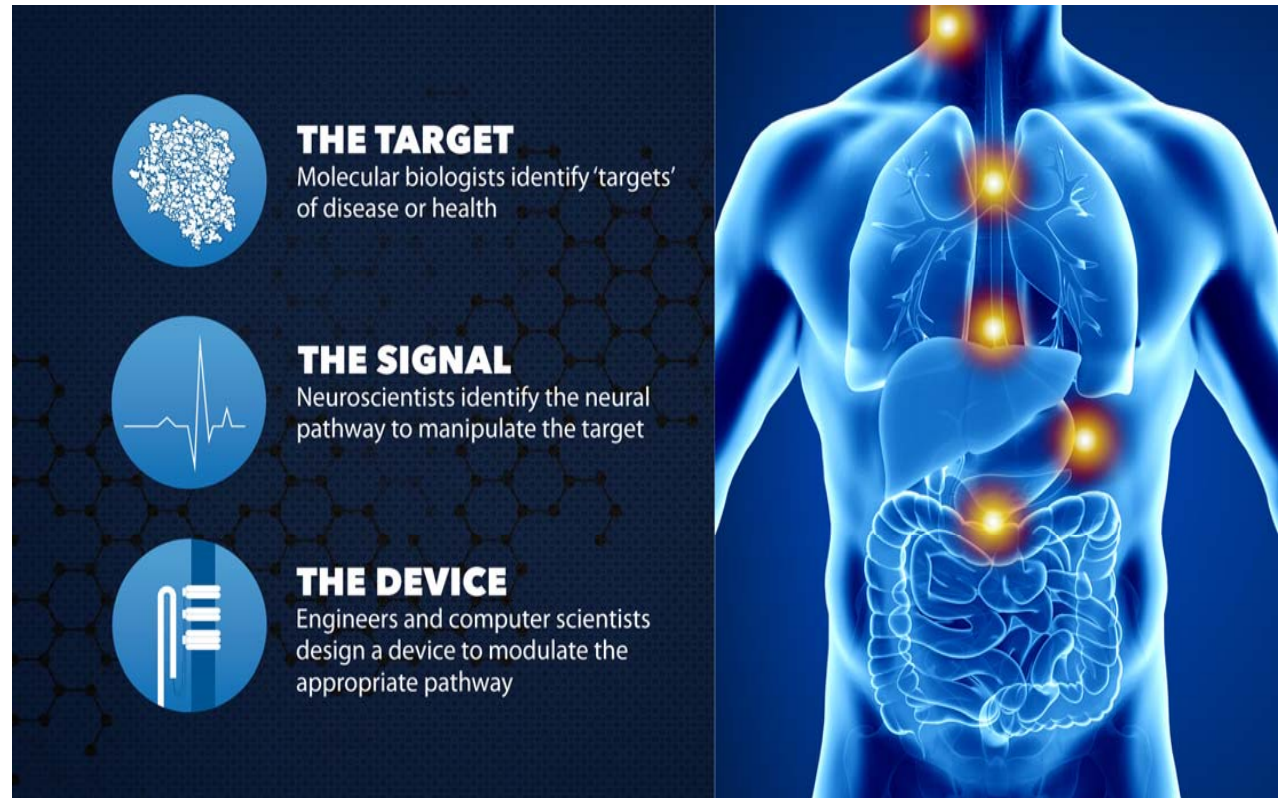
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Bioelectronic Medicine

Using cutting-edge medicine and technology to target a wide range of debilitating diseases and injuries



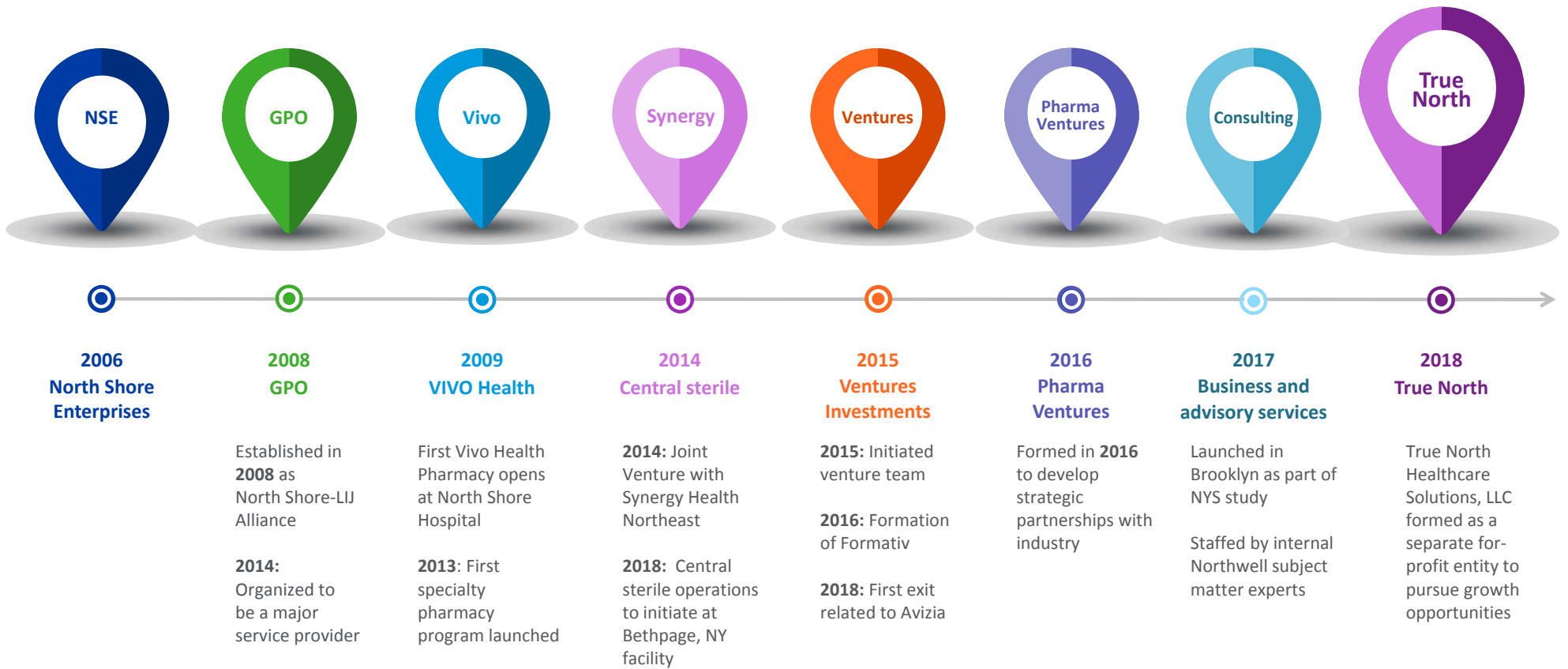


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True North – the journey



Northwell Ventures, Partnerships and Strategic Alliances

To identify and invest in novel technologies and business models that improve patient care and advance Northwell's growth

Company creation Leverage internal assets for growth	Investments Provide returns in areas of strategic interest	Innovative partnerships Develop new solutions with Pharma and Biotech	Research Leverage Northwell and Feinstein's assets for research	Joint ventures Leverage investment and expertise to enter new markets
				

“Only those who risk
going too far can find out
how far one can go.”

- George Elliot



Book: *Disrupting the Status Quo: Northwell Health's Mission to Reshape the Future of Health Care*, by Charles Kenney