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## **Ben Schwartz, MD Podcast – Episode 102**

**00:00:03.840 – 00:00:12.979**

**Ken Segel:** Listeners, welcome to another episode of Habitual Excellence. I am really excited and looking forward to having Dr. Ben Schwartz.

**00:00:13.350 – 00:00:24.739**

**Ken Segel:** Who leads all of academic delivery for Banner Health, which means within one of the nation's largest health systems in the rapidly growing West, he is running not one—

**00:00:24.780 – 00:00:33.760**

**Ken Segel:** Not two, but three academic health systems within the larger system—on the hospital side, ambulatory docs, the whole thing.

**00:00:33.830 – 00:00:43.920**

**Ken Segel:** And is going to talk with us today. Ben and I are going to talk about sort of leading academic health systems for excellence, which is—

**00:00:44.150 – 00:00:53.680**

**Ken Segel:** The DNA of Ben's leadership, as we're going to talk about in 2026. And it is 2026—we're recording this on draft day—

**00:00:54.510 – 00:01:06.280**

**Ken Segel:** For the NFL, which is hosted here in Pittsburgh. I'm coming from western Pennsylvania. Ben is in Phoenix—we won't hold that against him. Good picks yesterday, good pick yesterday.

**00:01:06.880 – 00:01:12.889**

**Ken Segel:** But I mentioned 2026 because everybody leading in healthcare now knows—

**00:01:13.390 – 00:01:23.290**

**Ken Segel:** It's a time of really interesting challenges, and significant ones, and stress on leaders, but also some really interesting opportunities are starting to open up.

**00:01:23.450 – 00:01:36.830**

**Ken Segel:** Especially through innovation thinking and great leadership. And again, I think Ben is a great one to have with us, listeners. So bragging on you, Ben—but will you introduce yourself to the listeners? Tell them a little bit about—

**00:01:36.830 – 00:01:47.700**

**Ken Segel:** I consider you sort of a doc's doc and a patient's doc first, and a leader of systems as something you've grown into. So talk a little bit about your background—where you come from.

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**00:01:48.300 – 00:01:51.779**

**Ben Schwartz, MD:** Yeah, I'd love to. But before I do that, Ken, let me just say—

**00:01:51.960 – 00:02:04.749**

**Ben Schwartz, MD:** That over the last several years, I've had a chance to get to know you and to follow your career, and it's so fun for me to have the opportunity to talk to you this morning. I appreciate very much being included.

**00:02:04.750 – 00:02:05.380**

**Ken Segel:** Of course.

**00:02:05.680 – 00:02:23.930**

**Ben Schwartz, MD:** If I try to describe myself, I think I start off first and foremost as a proud dad of four kids with an amazing family and wife. I'm a gynecologic oncologist by training. The apple does not fall far from the tree. My father was an OB-GYN, my sister Sarah is an OB-GYN—

**00:02:23.930 – 00:02:28.450**

**Ben Schwartz, MD:** So I come from a family of physicians. I started—

**00:02:28.920 – 00:02:43.949**

**Ben Schwartz, MD:** After my training, I actually lived in Pittsburgh, where you are,

in academic medicine at UPMC and a place called Magee Women's Hospital, and went on to join my father's private practice on Long Island, where I'm from, for many years.

**00:02:44.100 – 00:02:53.149**

**Ben Schwartz, MD:** Like many private practice doctors, I ended up being acquired by a health system. I joined Northwell Health, now going back over a decade ago.

**00:02:53.520 – 00:03:03.860**

**Ben Schwartz, MD:** And credit to the team at Northwell—they put me through a leadership development program, which was a locally run program, which really, for me, was a bit of—

**00:03:04.250 – 00:03:07.590**

**Ben Schwartz, MD:** An eye-opening experience when you do your own personality—

**00:03:07.590 – 00:03:07.970**

**Ken Segel:** Yeah.

**00:03:07.970 – 00:03:09.170**

**Ben Schwartz, MD:** Story, you know?

**00:03:09.430 – 00:03:27.180**

**Ben Schwartz, MD:** And actually, that led to a wonderful opportunity to grow as a leader within Northwell and eventually move to Michigan to be the CEO of Beaumont Health, which now is Corewell Health East, as part of the larger system that's between Grand Rapids and Detroit.

**00:03:27.880 – 00:03:46.709**

**Ben Schwartz, MD:** I left there a couple years ago and took on an advising role with McKinsey, mostly assisting their teams at academic medical centers across the country, which was a really fascinating opportunity to sort of see under the hood at some of the country's leading academic medical centers.

**00:03:47.000 – 00:03:53.529**

**Ben Schwartz, MD:** And now find myself on Amy Perry's team at Banner Health in Arizona, where—

**00:03:53.820 – 00:04:09.610**

**Ben Schwartz, MD:** We're one team, we're together, but we do have sort of divisions within the system, and we have our academic assets and our non-academic assets. I support the teams that lead our academic hospitals and medical groups—

**00:04:09.960 – 00:04:13.239**

**Ben Schwartz, MD:** The service lines and institutes, and our foundations.

**00:04:13.640 – 00:04:25.770**

**Ben Schwartz, MD:** I've been here for about a year and a half now and adjusted beautifully to the warm, gorgeous weather here, and did not have snow last winter, and I'm settling in really wonderfully.

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**00:04:26.400 – 00:04:32.489**

**Ken Segel:** It's great, and thanks for sharing all that. And I think, you know, it's always—

**00:04:33.270 – 00:04:40.309**

**Ken Segel:** An amazing leadership advantage in healthcare, where no one coming from any angle can sort of—

**00:04:40.530 – 00:04:48.679**

**Ken Segel:** Talk about experiences that you probably haven't had something similar to or can relate to. And I think, you know, the way you've grown up through your practice and your history—

**00:04:49.960 – 00:05:09.550**

**Ken Segel:** Allows you to lead in that way, knowing the basis that everybody you serve is coming from, or at least having a great sense of it. But I think there's more to it than that.

**00:05:09.610 – 00:05:24.709**

**Ken Segel:** And, you know, we were introduced by another great leader—part of your Harvard class—as you continued your education. And I remember being struck right away that I was going to be a fan of yours, because you told a story—

**00:05:24.970 – 00:05:36.850**

**Ken Segel:** And you were at Northwell about a powerful department chair coming in and asking for resources, and how you sort of—

**00:05:37.310 – 00:05:55.369**

**Ken Segel:** Shifted the conversation to, I think there's no reason—there's a Corewell—you know, there's no reason we shouldn't be shooting to be the best in the world at what we do.

**00:05:55.370 – 00:05:58.819**

**Ken Segel:** And when he started asking you questions about how you're going to do that, you would reply that you told him, "I don't know, but I believe in you, and I believe in the teams."

**00:05:58.820 – 00:06:07.499**

**Ken Segel:** And, you know, there's nothing anybody else has that we don't have, and, you know, I'm going to be right there behind you, supporting you—

**00:06:07.670 – 00:06:25.080**

**Ken Segel:** And holding us accountable for getting there. And I said, wow, this is a habitual excellence leader. And it felt ambitious to me. It felt people-supporting, but also—

**00:06:25.170 – 00:06:27.729**

**Ken Segel:** You know, like we're going to go, you know, and we're going to go from here to here—and that's just sort of what we live for.

**00:06:28.210 – 00:06:30.760**

**Ken Segel:** So could you talk a little bit about just your leadership style and philosophy?

**00:06:31.160 – 00:06:36.350**

**Ben Schwartz, MD:** And what do they say? What got you here won't get you there, kind of thing. So, I—

**00:06:37.290 – 00:06:55.670**

**Ben Schwartz, MD:** We'll use the term loosely—grew up as that cancer surgeon in the operating room, my way or the highway. And I perceived, through my ego and

bravado, that I was the only one to really understand how to do it right, and either you did it my way, or you weren't part of the team.

**00:06:56.200 – 00:07:05.550**

**Ben Schwartz, MD:** And as part of my leadership journey, I learned through education, the Harvard program, as well as self-reflection, that—

**00:07:06.730 – 00:07:14.150**

**Ben Schwartz, MD:** Leadership, particularly now in 2026, is truly servant leadership.

**00:07:14.670 – 00:07:25.240**

**Ben Schwartz, MD:** I had a really wonderful opportunity earlier this week to meet Stephen Covey. He wrote this book, *Trust and Inspire*. He's an internationally recognized author and leadership thinker.

**00:07:26.250 – 00:07:31.789**

**Ben Schwartz, MD:** And he describes wonderfully that we should be gardeners, not mechanics.

**00:07:31.970 – 00:07:38.560**

**Ben Schwartz, MD:** And what he means by that is that gardeners create an environment for seeds to grow.

**00:07:39.590 – 00:07:46.540**

**Ben Schwartz, MD:** They create the atmosphere and sort of nurture growth—

**00:07:46.720 – 00:07:50.640**

**Ben Schwartz, MD:** As opposed to mechanics that generally try to fix people.

**00:07:50.770 – 00:07:54.890**

**Ben Schwartz, MD:** Right? And it's so true, you know.

**00:07:55.210 – 00:07:58.770**

**Ben Schwartz, MD:** I say it all the time. I say, you know, somebody says to me—

**00:07:59.120 – 00:08:10.189**

**Ben Schwartz, MD:** "What's your vision for thoracic surgery?" I said, well, look, we

want to be the best in the world—whatever that means—and we can talk a bit about what maybe I think that means, but—

**00:08:11.030 – 00:08:24.299**

**Ben Schwartz, MD:** When they say, well, how are we going to do that? I'm always the first one to say, you're asking a gynecologist from New York how to make thoracic surgery great in Arizona. I feel like my job is not to know the answers to everything.

**00:08:24.510 – 00:08:25.210**

**Ken Segel:** Right.

**00:08:25.210 – 00:08:28.620**

**Ben Schwartz, MD:** But particularly in these large, matrixed organizations—

**00:08:28.990 – 00:08:37.599**

**Ben Schwartz, MD:** It takes a little bit of street smarts and credibility to create an environment where our leaders can grow and be successful.

**00:08:37.890 – 00:08:38.350**

**Ken Segel:** Yeah.

**00:08:38.350 – 00:08:43.530**

**Ben Schwartz, MD:** These are complex matrix organizations that sometimes—finding the person to say yes—

**00:08:44.220 – 00:08:46.390**

**Ben Schwartz, MD:** It can be really challenging.

**00:08:46.810 – 00:08:54.279**

**Ben Schwartz, MD:** And I feel like that's my value proposition to Banner and to the university—that I'm the person that facilitates greatness.

**00:08:54.470 – 00:09:04.000**

**Ben Schwartz, MD:** In healthcare in particular, we're blessed that just about every clinician has trained at some of the best places in the country.

**00:09:04.000 – 00:09:04.730**

**Ken Segel:** Yeah.

**00:09:04.730 – 00:09:06.060**

**Ben Schwartz, MD:** Country, right?

**00:09:06.270 – 00:09:08.879**

**Ben Schwartz, MD:** So they've seen and know what's awesome.

**00:09:09.240 – 00:09:09.830**

**Ken Segel:** Yeah.

**00:09:10.040 – 00:09:16.099**

**Ben Schwartz, MD:** And sometimes institutions can get stuck in, "This is the only way we're willing to consider doing it."

**00:09:16.810 – 00:09:19.119**

**Ben Schwartz, MD:** Creating an environment where they can—

**00:09:19.460 – 00:09:26.609**

**Ben Schwartz, MD:** Share their expertise and lead—and genuinely lead—with influence and accountability.

**00:09:27.110 – 00:09:31.169**

**Ben Schwartz, MD:** You know, we expect results. It's not a just-do-whatever-you-like.

**00:09:31.640 – 00:09:40.979**

**Ben Schwartz, MD:** I think it's a really special part of my life, and I think it is the leadership of the future. And certainly, if you ask Stephen Covey, he'll echo that sentiment.

**00:09:40.980 – 00:09:41.859**

**Ken Segel:** Yeah, yeah, yeah.

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**00:09:43.060 – 00:09:45.839**

**Ken Segel:** Awesome. Okay then, I'm going to take the bait.

**00:09:46.340 – 00:10:05.760**

**Ken Segel:** Greatness in thoracic surgery—your answer is not going to be specifics

around thoracic surgery—but you said we could talk a little bit about what you think greatest or being the best means. What are some of the criteria, you know, that are in your mind that would have you feeling like you're headed that direction, or your folks are?

**00:10:05.950 – 00:10:11.650**

**Ben Schwartz, MD:** Yeah, I think when you talk about strategic alignment with team members—

**00:10:12.100 – 00:10:24.940**

**Ben Schwartz, MD:** Particularly in these really large organizations—Northwell's the largest employer in the state of New York, Banner's the largest employer in the state of Arizona, and we're actually across six states—when you say something strategic—

**00:10:25.140 – 00:10:27.440**

**Ben Schwartz, MD:** It means different things to different team members.

**00:10:27.440 – 00:10:28.100**

**Ken Segel:** Right.

**00:10:28.100 – 00:10:36.629**

**Ben Schwartz, MD:** We at Banner feel very strongly that greatness is being the most trusted health partner.

**00:10:37.420 – 00:10:42.700**

**Ben Schwartz, MD:** For not just the patients that seek care with us, but also our members, because we have a very large health plan.

**00:10:43.090 – 00:10:43.640**

**Ken Segel:** Yeah.

**00:10:44.230 – 00:10:50.399**

**Ben Schwartz, MD:** Part of that is—when we think about trust—part of that is—

**00:10:50.520 – 00:10:56.270**

**Ben Schwartz, MD:** I trust that if I come to you, I'm going to get the best outcome for whatever challenge I'm facing.

**00:10:56.880 – 00:11:01.990**

**Ben Schwartz, MD:** And part of that—and I think the real value of academic medicine in a place like Banner—

**00:11:02.340 – 00:11:12.170**

**Ben Schwartz, MD:** Is that our academic enterprise is wonderfully stacked with expertise.

**00:11:12.700 – 00:11:19.579**

**Ben Schwartz, MD:** Teams that are capable of doing some of the most amazing, quaternary, complicated care.

**00:11:20.140 – 00:11:33.949**

**Ben Schwartz, MD:** And so part of our value proposition to the organization is that patients trust us because they know, no matter how complicated my problem is, there's a person there who knows—that's considered an expert in that.

**00:11:35.020 – 00:11:39.200**

**Ben Schwartz, MD:** So part of that is, you know, how do you—

**00:11:40.330 – 00:11:44.250**

**Ben Schwartz, MD:** For example, find national recognition for the work that you're doing.

**00:11:44.250 – 00:11:44.900**

**Ken Segel:** Yeah.

**00:11:45.150 – 00:11:50.110**

**Ben Schwartz, MD:** How do you create an amazing patient experience? Yep. You know, how do you—

**00:11:50.210 – 00:11:56.280**

**Ben Schwartz, MD:** Reassure patients and educate them? How do you actually focus on value-based care and keeping people healthy?

**00:11:56.710 – 00:12:04.179**

**Ben Schwartz, MD:** That we're here to help you. And I think in some ways, we want to—as amazing as our orthopedic surgery program is—

**00:12:04.720 – 00:12:12.720**

**Ben Schwartz, MD:** We equally want to be the place that avoids the most hip replacements, not the place that does the most. And that cultural connection—

**00:12:13.950 – 00:12:23.680**

**Ben Schwartz, MD:** Brings all of our team members—not just the providers—all of our team members in alignment, because we feel like we're serving the greater good and that we're being trusted by the people that come to us.

**00:12:24.870 – 00:12:30.590**

**Ken Segel:** Amazing. Amazing. Okay. All right, so let's talk a little bit about—

**00:12:30.940 – 00:12:36.569**

**Ken Segel:** How healthcare, including academic systems, have been buffeted in recent years, and you—

**00:12:37.050 – 00:12:42.020**

**Ken Segel:** You used a phrase with me in an earlier conversation when we talked about—

**00:12:42.280 – 00:12:51.270**

**Ken Segel:** Sort of, we got knocked off some of our fundamentals—a couple of just the fundamental principles that have always led to kind of the best outcomes that, you know—

**00:12:51.610 – 00:12:53.470**

**Ken Segel:** Echo that kind of—

**00:12:55.250 – 00:13:08.889**

**Ken Segel:** Powerful alignment feeling between teams, patients, etc., in healthcare. So what happened to us? What did we get distracted from, and where are you and Amy Perry and others making sure that Banner centers? You've talked a little bit about it already, I think.

**00:13:09.610 – 00:13:23.419**

**Ben Schwartz, MD:** I think anthropologists will have an amazing time reflecting on how the COVID pandemic changed the world—certainly in our world. As someone who lived through that in New York, which was hit so terribly.

**00:13:24.000 – 00:13:33.629**

**Ben Schwartz, MD:** The public's trust and faith in the healthcare system has gone through this unbelievable sinusoidal experience where—

**00:13:34.130 – 00:13:45.160**

**Ben Schwartz, MD:** You know, fire trucks were greeting us when we went to work every day, and the world so appreciated the amazing heroism of our nurses and doctors that were walking into harm's way every day.

**00:13:45.340 – 00:13:50.889**

**Ben Schwartz, MD:** And I think trust in the health system at that time was at an all-time high. And then—

**00:13:51.140 – 00:13:56.510**

**Ben Schwartz, MD:** Whether it's around what's happening in Washington or other things—trust—

**00:13:56.640 – 00:13:59.150**

**Ben Schwartz, MD:** In healthcare—

**00:13:59.320 – 00:14:08.019**

**Ben Schwartz, MD:** Has really diminished over the last several years. Nurses still rank very highly, by the way. Pharmacists rank very highly.

**00:14:08.330 – 00:14:11.790**

**Ben Schwartz, MD:** But generally speaking, physicians and health systems—

**00:14:11.890 – 00:14:16.059**

**Ben Schwartz, MD:** Have a lot to invest and do to regain the trust of the public.

**00:14:16.410 – 00:14:23.039**

**Ben Schwartz, MD:** You know, when we talk about patient experience, what's really fascinating—and we have partners that help us measure these things—

**00:14:24.630 – 00:14:27.849**

**Ben Schwartz, MD:** What's a bit of an eye-opener for me is that the most—

**00:14:28.350 – 00:14:34.059**

**Ben Schwartz, MD:** Common metric that you can chase to improve patient experience is around—

**00:14:34.410 – 00:14:39.500**

**Ben Schwartz, MD:** Does the patient feel like the team is working together as a team?

**00:14:40.240 – 00:14:45.170**

**Ben Schwartz, MD:** Do they feel the transitions of care are being managed in a way that's collaborative?

**00:14:45.660 – 00:14:54.190**

**Ben Schwartz, MD:** And do they feel the culture of the organization is patient-centric and collaborative and focusing on one team and teamwork?

**00:14:54.640 – 00:15:00.130**

**Ben Schwartz, MD:** And so our focus—and Amy's really wonderful with this—our focus is really—

**00:15:01.170 – 00:15:04.950**

**Ben Schwartz, MD:** We say we want to be patient-centric, because of course—

**00:15:05.500 – 00:15:06.150**

**Ken Segel:** Yeah.

**00:15:06.150 – 00:15:16.539**

**Ben Schwartz, MD:** That's our consumer. Those are the people that we're so focused on. However, to make that experience great, we have to focus on our team first.

**00:15:16.870 – 00:15:22.339**

**Ben Schwartz, MD:** And if we can get the culture right amongst our team members, where they love coming to work—

**00:15:22.480 – 00:15:33.390**

**Ben Schwartz, MD:** I always tell everyone I'm measured best by that feeling that our team members have when they get in their car, or get on the bus, or the train to come to work in the morning. Are they excited about where they're going?

**00:15:33.790 – 00:15:36.010**

**Ben Schwartz, MD:** Because if they are—

**00:15:36.640 – 00:15:44.110**

**Ben Schwartz, MD:** The magic of how their attitude about their work, the pride that they take in the work, the joy that they get from the work—

**00:15:44.670 – 00:15:57.539**

**Ben Schwartz, MD:** Is something that the patients feel. Even if it's not something they say out loud, you can sense it, and then you feel like you're going to a great place to get care. And so, if you take care of your people first—

**00:15:58.170 – 00:16:05.939**

**Ben Schwartz, MD:** Of course, the patients are an amazing priority, but to get them the experience and the outcomes they want, we focus on culture.

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**00:16:09.390 – 00:16:20.319**

**Ken Segel:** I'm coming out of my chair right now because there's no comment I can offer that would convey my enthusiasm for the elegance with which you've expressed that. And I think the sense that—

**00:16:21.080 – 00:16:32.549**

**Ken Segel:** Anyone that's worked in an organization, let alone a healthcare organization, is probably feeling like I am right now, which is like, that's so right. Like, that just feels so right. Love it.

**00:16:33.110 – 00:16:35.270**

**Ken Segel:** Okay. All right.

**00:16:35.480 – 00:16:44.620**

**Ken Segel:** So that's what you're striving to achieve. You're doing it, you know, with some great results, etc. Lucky to have you. We actually know some of your academic system CEOs who serve under you, and they are great leaders, too, and we know they're kicking out the jams.

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**00:16:53.830 – 00:17:05.959**

**Ken Segel:** But everything's not so easy or clear right now, as you've talked about leading very large organizations. And one of those things that's a challenge right now for a lot of academic systems—but also large health systems—is—

**00:17:06.400 – 00:17:19.680**

**Ken Segel:** Thinking about strategy and metrics and deployment, and what's the right sort of measures that are real, and that when we move them, we're moving the whole enterprise clearly and in a virtuous kind of circle toward the kind of holistic excellence that you described.

**00:17:20.140 – 00:17:24.650**

**Ken Segel:** So talk—you know, you're in a very high seat in a very big place—

**00:17:24.839 – 00:17:34.820**

**Ken Segel:** Around this sort of deployment metrics—American medicine's "millions of metrics" challenge right now. How are you seeing it at Banner? What insights do you have? What can we learn?

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**00:17:48.950 – 00:17:49.890**

**Ben Schwartz, MD:** Well, I—

**00:17:50.150 – 00:18:05.719**

**Ben Schwartz, MD:** I certainly wouldn't want the audience to think that we absolutely know the perfect answer to this question. I think you've beautifully asked the question that challenges most C-suites in healthcare—not just in the United States, but around the world.

**00:18:06.120 – 00:18:15.509**

**Ben Schwartz, MD:** Banner celebrates that we have real operational greatness—the way our operating systems work.

**00:18:15.860 – 00:18:27.589**

**Ben Schwartz, MD:** We're one team. The way our corporate teams support the local governance—you mentioned our hospital CEOs—they are spectacular. And it's such a privilege—

**00:18:27.700 – 00:18:29.859**

**Ben Schwartz, MD:** And so wonderful to support them.

**00:18:30.360 – 00:18:34.200**

**Ben Schwartz, MD:** But even they sometimes will ask for help.

**00:18:34.200 – 00:18:34.690**

**Ken Segel:** Sure.

**00:18:34.690 – 00:18:39.440**

**Ben Schwartz, MD:** The challenge becomes—you know—it's—

**00:18:39.550 – 00:18:48.679**

**Ben Schwartz, MD:** Amy likes to say it's like hydraulics. You know, when you put pressure on one thing, something else is moving. And there's no any one metric. I'll give you an example.

**00:18:49.160 – 00:18:55.869**

**Ben Schwartz, MD:** How do you find the balance between needing to staff—

**00:18:56.280 – 00:19:00.140**

**Ben Schwartz, MD:** To meet the needs of the patients, and throughput, and everything else—

**00:19:00.440 – 00:19:07.659**

**Ben Schwartz, MD:** While also being efficient enough in the model that you're able to keep the lights on at the end of the day?

**00:19:08.050 – 00:19:15.559**

**Ben Schwartz, MD:** And so sometimes, from a senior leadership perspective—

**00:19:15.970 – 00:19:24.570**

**Ben Schwartz, MD:** Part of the art is figuring out, okay, for this specific team, this is the metric that we're going to hold you accountable for.

**00:19:24.880 – 00:19:32.960**

**Ben Schwartz, MD:** And if the other thing isn't perfect, we accept that because we need you to be hyper-focused on this. Length of stay is an example.

**00:19:33.270 – 00:19:35.440**

**Ben Schwartz, MD:** Is the focus.

**00:19:36.240 – 00:19:52.200**

**Ben Schwartz, MD:** I will tell you, though, I think with artificial intelligence, one of the really exciting things about artificial intelligence is that we'll be able to recognize, leveraging all of our data, we'll be able to recognize all of the different variables—

**00:19:52.420 – 00:20:06.159**

**Ben Schwartz, MD:** And see them from a much different perspective, and probably have—I'm making this up right now—probably have the Banner metric, which is a compilation of all of the different things that we look at and all of the different dashboards that we look at.

**00:20:06.320 – 00:20:12.010**

**Ben Schwartz, MD:** And help our teams to understand when the work that they're doing is aligned with our strategy or not.

**00:20:12.260 – 00:20:14.010**

**Ben Schwartz, MD:** Because—

**00:20:14.590 – 00:20:33.079**

**Ben Schwartz, MD:** You know, and then the other challenge—I mean, Ken, your team is so wonderful at this—you think about the value of your team in helping people change the way they look at these processes and building the infrastructure around process management and team alignment.

**00:20:33.710 – 00:20:45.000**

**Ben Schwartz, MD:** The metrics evolve, and they're evolving. What we used to look at before—I mean, if you look at some of the national ranking systems—just a few years ago, they didn't even look at patient experience.

**00:20:45.000 – 00:20:45.700**

**Ken Segel:** Yeah.

**00:20:45.700 – 00:20:48.600**

**Ben Schwartz, MD:** And now it's a major priority, so I think—

**00:20:48.930 – 00:20:58.740**

**Ben Schwartz, MD:** You also have to be fluid enough to recognize that it's almost like growing up. When you're in third grade, you become really good at something, and then when you go to fourth grade—

**00:20:58.980 – 00:21:07.200**

**Ben Schwartz, MD:** You're focusing on something else. It's an infinite game, and we're constantly evolving to the needs of the communities we serve.

**00:21:08.260 – 00:21:15.910**

**Ben Schwartz, MD:** In particular, in the world that we're in right now, I think if you're in the audience and you're in a large health system and you're not thinking about value-based care—

**00:21:16.170 – 00:21:16.810**

**Ken Segel:** Yeah.

**00:21:17.070 – 00:21:25.730**

**Ben Schwartz, MD:** You need to start thinking—understanding better what that is—because those are the sort of metrics that we're thinking about now and shifting focus to.

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**00:21:26.060 – 00:21:27.940**

**Ken Segel:** Yeah. No, it's exciting.

**00:21:28.180 – 00:21:34.129**

**Ken Segel:** You know, what you just laid out there—again, common challenge—

**00:21:34.290 – 00:21:39.120**

**Ken Segel:** Subject, maybe, of a Part 2 podcast with you, because I like talking to you so much about it, but—

**00:21:41.010 – 00:21:57.769**

**Ken Segel:** It's interesting—we think a lot of the secret sauce in solving that conundrum is exactly the thinking you laid out before, which is when it's really going great, the people feel great, the patients feel it, and lots of things start to get better at the same time.

**00:21:57.770 – 00:22:05.460**

**Ken Segel:** And sometimes C-suites naturally think about deploying—we need to work on that, and that, and that—

**00:22:05.460 – 00:22:15.150**

**Ken Segel:** But it's sort of the same units, right? So if we can get everybody thinking in a more horizontal flow way, it sort of clicks.

**00:22:15.150 – 00:22:30.000**

**Ken Segel:** Maybe the problem is we want to look at all the metrics in the rearview mirror, make sure we're not missing anything—but what we really need to do is get that virtuous cycle that you described of the people and the patients flowing.

**00:22:30.000 – 00:22:47.109**

**Ken Segel:** And then challenge people with kind of the ambitious—how can we do that and be efficient enough to keep the lights on—and pull them into that cycle. So I know you guys are headed that direction, but we could talk about that stuff all day.

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**00:22:47.330 – 00:22:54.580**

**Ken Segel:** Metric deployment is such a challenge, and we have too many metrics.

**00:22:55.420 – 00:23:11.090**

**Ken Segel:** All right, so there's another area where you guys, I think, are really interesting and really innovating—and one of many others you could talk with your peers about—but that is in the very nature of the health system and the academic enterprise itself.