Trends Report:

What It Takes to Lead Across the Health Ecosystem

Top Industry Trends & Solutions for Developing Leaders Today



Introduction

For leaders across the health ecosystem, improving health, accelerating innovation, and reducing the cost of care are essential. Keeping up with industry trends isn't optional, it's crucial for success today. Understanding the myriad of changes occuring throughout the health ecosystem will prepare you to take disruptions in stride, make well-informed and research-driven decisions in your workplace, and ultimately add value to your organization and the health ecosystem at-large. If you're responsible for a team of employees, serve as a director of a department, manage overall operations in an executive position, or have any other type of leadership role, staying current on trends within the industry will help inform leadership development priorities to enable you and your teams to stay ahead of the competition.

In this report, we uncover current and critical trends impacting health ecosystem leaders and provide solutions to build leaders ability to respond to change. Our insights are based on our work with influential leaders and organizations across the health ecosystem, the most frequently received requests for leadership development from our clients, and observations from research and news related to the health ecosystem and the leadership development industry.

The Leadership Development Group is committed to helping leaders stay abreast of healthcare innovation, advancements in technology, and best practices in leadership development. With this knowledge in mind, we work with our clients to build their leader's capacity to enhance health and well-being for all.

- Tracy Duberman, Founder and President, TLD Group

Table of Contents

In this report, you'll find: The Top 8 Health Ecosystem Trends and their Impact on Building Leaders Capacity for Change.

Trend #1	Trend #5
A new Artificial Intelligence frontier4	Employee Sustainability: It's not
<u>Trend #2</u>	just about the environment12
Continuing to aim for health equity6	Trend #6
Trend #3	More power to the people14
M&A Activities & Unique Partnerships	Trend #7
on the Rise8	Demand for Inclusive Leadership16
Trend #4	Trend #8
Mental Health - No Longer Taboo10	Work-World Integration18
	Key Takeaways20

A new Artificial Intelligence (AI) frontier

Ten years ago, it was impossible to imagine a world where clinicians, researchers, and executives could use Artificial Intelligence (AI) to improve the patient experience, such as answering questions about medications, analyzing data in a matter of seconds, scheduling appointments, or even diagnosing certain conditions.

Today, AI and generative AI — which involves analyzing large volumes of data then using that to create new content — are used by health systems and pharmaceutical companies around the world to streamline patient care and create value for consumers and healthcare organizations. From AIs ability to analyze vast biological datasets to identify potential drug targets and compounds to real-time monitoring and disease surveillance through AI-powered wearables and home-based apps, AI is changing healthcare delivery and improving health outcomes.

Generative AI can even further expand AI capabilities for all sectors of the health ecosystem. According to an <u>article published by BCG</u>, generative AI providers are developing solutions to validate products that detect cancer, test new drugs and accelerate drug discovery, and design medical devices that are tailored to the needs of individual patients. <u>A report from Bain & Company</u> shows that for providers, generative AI can reduce the time spent on documenting patient visits and reimbursement-related communications, which can reduce both clinician burnout and administrative costs.

How will Al influence providers? The New York-

Presbyterian Health System Implemented over 120 Al initiatives across clinical and nonclinical areas. These initiatives include creating an algorithm that can identify if a patient has a heart condition and experimenting with automated timekeeping for tens of thousands of employees. For providers, Al creates opportunity to streamline workflows to make it easier for providers to care for patients.

What about payers? For health insurers, Al creates opportunities to improve customer service. Insurers also able to provide personalized health recommendations based on individual health data, targeted interventions for chronic disease management, and interactive virtual assistants for answering member queries and providing health information.

And pharma? Research published in Pharmaceutics

reveals that AI is being used to accelerate drug innovation and reduce costs by analyzing large-scale biomedical data to identify existing drugs with therapeutic potential for different diseases.

In short, with the introduction of generative AI, we expect further sophistication of AI capabilities. Leaders and organizations across the health ecosystem should be ready to embrace the capabilities of AI and explore new ways that technology can be integrated into existing processes and tools.

How to Lead into the New Al Frontier

Support your team through change.

As technology continues to evolve at such a rapid pace, focus on creating a compelling vision for AI use, generating early proof points, and including all staff throughout the process. We believe that a strong focus on change management is essential. Learn about the importance of supporting technology efforts with strong change management to ensure that staff feel heard and supported throughout an AI transition.

Update your existing talent strategy.

Organizations should consider if they have the right talent and organizational structure to support implementing AI technology. Are there teammates who know the ins and outs of how to run the technology? Who will champion implementation? Adding new technologies may include hiring new talent to help your organization adapt.

Embrace technology.

The benefits of AI on patient care and outcomes is clear. And, with these advancements, AI will undoubtedly impact the way work gets done in your organization. If you're not already using AI, start learning how this technology could be integrated into your work while considering its impact on your business processes.

According to a report by McKinsey on what's next for the US healthcare system, senior executives will need to educate their boards, leadership teams, and employees on the potential use cases and impact of AI and generative AI.

"Unlocking this value will be a leadership challenge. Senior healthcare executives will need to educate their boards, leadership teams, and employees; attract talent; drive adoption; and pursue change management initiatives such as workflow shifts."

McKinsey & Company

Continuing to Aim for Health Equity

To reach the goal of a state in which everyone has a fair and just opportunity to attain their highest level of health, aka health equity, leaders and organizations must be committed to addressing social determinants of health like poverty, education, and employment; to removing geographic and financial barriers to quality healthcare services; and to becoming culturally competent and responsible for diverse patient backgrounds and needs.

Organizations are putting financial resources and time into addressing health disparities, and this year, we're confident that organizations across the health ecosystem will find new ways to move towards health equity. Deloitte's Outlook for Health Care reported that 83% of life sciences and healthcare C-suite executives see improved health equity as a top 10 goal this year, and 47% of those executives expect to increase health equity investments.

More broadly, we expect that all members of the health ecosystem will continue to focus on "equity" and "reducing disparity" this year as their leaders begin to consider how to create opportunities for all people to attain their highest level of health.

83% of life sciences and healthcare C-suite executives see improved health equity as a top 10 goal this year, and 47% of those executives expect to increase health equity investments.

Deloitte's Outlook for Health Care

How to Lead with Health Equity

Engage with community members and stakeholders.

In order to identify health disparities within your community, we recommend meeting with key stakeholders to identify their needs and priorities. This may include forming community advisory boards, hosting town hall meetings, and conducting outreach events.

Identify gaps in your organization's

health equity focus.

All sectors of the heath ecosystem need to eliminate structural barriers to health equity by understanding where they currently stand. For hospitals and health systems, one place to start is the American Hospital Association's Health Equity Transformation Assessment. Pharmaceutical and life sciences companies need to focus on how to support underserved populations by diversifying their clinical trials and/or targeting R&D on treatments for diseases or health conditions that lack an existing treatment or therapy in underserved populations.

Be accountable and transparent.

Hold your teams and organization accountable for advancing health equity by co-creating measurable goals, tracking progress, and transparently reporting outcomes to stakeholders. This includes promoting diversity, equity, and inclusion within leadership and workforce development efforts.

"CEO's and senior leadership must have disparities counted in their compensation and reward system, as I did. Everything else is window dressing. Similarly, tech companies need to stop just talking about population health, social determinants and health equity and create products that are not just

Stephen Klasko, Former CEO and President,
 Jefferson Health, Current Executive In
 Residence, General Catalyst

making the wealthy healthier."

M&A Activities & Unique Partnerships on the Rise

Our industry is becoming increasingly dynamic and interdependent, within organizations and across sectors. There are a <u>number of strategic partnerships that arose</u> just this year that demonstrate how organizations are increasingly realizing the value of cross-sector collaboration:

- Walgreens and Pearl Health, a provider enablement company, partnered to accelerate the expansion of value-based care with community-based primary care physicians.
- GE HealthCare and Mass General Brigham are collaborating on the co-development of an artificial intelligence (AI) algorithm that could increase scheduling operations effectiveness and productivity.
- Cedar, a financial engagement platform that helps healthcare providers improve patients' digital experience, partnered with Google Cloud to use Google's generative AI tools to create solutions that will help patients understand their health care bills.

Given the influx of M&A activities across sectors in the healthcare industry, we predict this year will require leaders to ramp up their collaborative partnership skills to reap the rewards of innovation on health outcomes. We've seen firsthand that engaging leaders across sectors can enhance problem solving. One such way to build collaborative leadership skills is through planned leadership development.

- "Every healthcare executive knows that the US health system is in desperate need of repair, yet the path to real change remains unclear. The move to control costs while enhancing quality will require a significant transformation in all sectors. No single enterprise can address these challenges on its own—organizations must work together, and across sectors, to optimize the value of their services and address affordability, access, and cost,"
- David Carmouche, MD SVP, Walmart Health.

Take for example, TLD Group's <u>Health Ecosystem</u>
<u>Leadership Institute</u> as just one example of the power of shared learning. Institute participants, who came from diverse sectors, worked together on complex problems and in doing so learned valuable strategies to test assumptions, seek diverse perspectives through active dialogue and listening, and envision a different future.

In "From Competition to Collaboration: How Leaders Cultivate Partnerships to Drive Value and Transform Health", we demonstrate that in order to make the essential shift towards healthier communities, leaders need to be capable of building and maintaining relationships across all sectors. Improved collaboration also benefits employee engagement.

How to Collaborate to Improve Outcomes and Bottom Line Performance

Bring your unique perspective to the table.

The need for cross-sector collaborative partnerships to enhance community health and wellness continues to be one of the most pressing calls to action in the industry. For systemic change to occur, diverse stakeholders with unique experiences and points of view must unite around a common purpose to help the patients we serve and improve the health of our nation. Find opportunity to add your voice and share your experiences with others from diverse sectors in an effort to design solutions that will stick.

Acknowledge that the fundamentals of care are shifting.

Instead of focusing mainly on caring for the sick, the health ecosystem is shifting to creating wellness and asking broader questions about healthcare. Who needs care? Who provides care? Where is care delivered? What constitutes care? Why do people seek care?

Our research suggests leaders who exhibit the ability to envision a new future, align diverse stakeholders, manage obstacles and boundaries, and continuously act and learn are most prepared to galvanize and navigate effective collaborations.

The Leadership Development Group

Mental Health - No Longer Taboo

Mental health and well-being are on many Americans' minds.

As the focus on mental health awareness and support increases for Americans, mental health services are becoming increasingly integrated into primary care. The American Academy of Family Physicians recommends family physicians providing mental health services with the aim of improving access, quality, and outcomes.

Plus, licensed marriage and family therapists and mental health counselors <u>can enroll in the Medicare program</u> to receive reimbursed for their services, which will allow more patients to get the mental health care they need. The <u>American Psychological Association</u> also reports that digital therapeutics, such as virtual therapy and online clinical assessments, could play an important role in providing support for underserved communities.

Leaders across the health ecosystem will undoubtedly see a surge in demand for mental health services. As awareness grows, more individuals are likely to seek help for anxiety, depression, and other mental health conditions.

21%

of adults, or over 50 million Americans, experience a mental health illness.

The State of Mental Health in America

42 Million

adults in the US are diagnosed with generalized anxiety or obsessive-compulsive disorder.

Forbes' Mental Health Statistics and Facts

21 Million

US adults are living with depression. Forbes' Mental Health Statistics and Facts

How to Embrace Mental Health as a Core Component of Health & Wellness

Integrate Mental Health into Primary Care.

Integrate mental health services into primary care settings to ensure early detection, intervention, and holistic treatment of mental health conditions. Leaders will also need to establish pathways for collaboration among primary care providers to implement screening tools, referral pathways, and evidence-based interventions for mental health disorders.

Expand Access to Telehealth Services.

Any organization providing care must look at expanding access to telehealth services for mental health treatment, particularly in underserved and remote areas. Leverage technology to provide virtual counseling, therapy, and support groups, making mental health care more accessible and convenient for patients.

Collaborate Across Sectors.

Foster collaboration across the sectors, government agencies, nonprofit organizations, academia, and the private sector to address the multifaceted nature of mental health challenges. Develop partnerships to coordinate care, share resources, and implement innovative solutions that address social determinants of mental health.

Support Mental Health Workforce Development.

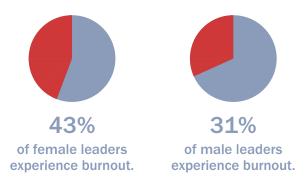
Invest in the recruitment, training, and retention of mental health professionals, including psychiatrists, psychologists, social workers, and counselors. Provide incentives for practitioners to work in underserved communities and specialties with high demand.

Employee Sustainability:It's not just about the environment

Employee Sustainability is the degree to which organizations create value for people as human beings, leaving individuals with greater health and well-being, stronger skills and employability, good jobs, opportunities for advancement, heightened connection to purpose, and more. To increase employee sustainability, organizations must consider not only how much their people benefit their organization, but how much the organization benefits its people. And to benefit people, organizations must implement sustainable workforce practices that break cycles that lead to burnout.

In a former TLD Group trends report, we predicted that as more employees experienced work-related burnout, leaders would need to consider what's causing these stress symptoms and how to curb them. Burnout in the healthcare workforce remains on the rise this year. In fact, the U.S. Surgeon General listed Health Worker Burnout as a "Current Priority" for the year, and the CDC's report on mental health for health workers also demonstrated a continued increase in burnout. Forbes' "Key HR Statistics and Trends" reports that 75% of employees experience burnout.

At the end of last year, we saw encouraging efforts to decrease the level of burnout among health workers. Soon after releasing their report, the CDC introduced Impact Wellbeing, a campaign that provides hospital leaders with resources to improve workplace policies and practices that reduce burnout and increase professional well-being. In



Forbes' "Key HR Statistics and Trends"

addition to the federal government recognizing the importance of addressing burnout, hospitals around the country also demonstrated a commitment to sustainable work practices. One example is the Delaware-based ChristianaCare Hospitals'
Center for WorkLife Well-being, which provides peer support programs and "psychological first-aid training" for leaders.

In addition to acknowledging the cycles that lead to burnout in healthcare, which include being short staffed, lack of support from leadership, and limited autonomy at work, leaders will need to consider how to break these cycles and offer long-term support to their teams. Additionally, as a <u>Deloitte study reports</u>, 82% of senior leaders say they're experiencing burnout and 96% feel that their mental health has declined. Leaders must also consider how to get support for themselves.

How to Increase Employee Sustainability

Consider your employees' mental health.

According to the American Hospital Association, to encourage employee sustainability, organizations should consider training their teams in "Mental Health First Aid." Take for example Kaiser Permanente offering a free Mental Health Awareness Training that helps employees understand the impact of mental health and wellness in the workplace and talk more openly about mental health.

Invest in employee development as an antidote for burnout.

Organizations are taking a birds-eye view of their workplace well-being policies, with a specific focus on ensuring employees' longevity and satisfaction at work by investing in their employees' development. Forbes also reports that 60% of HR leaders say developing their management team's effectiveness is part of their strategy to improve the future of work this year. Developing effective leaders can reduce burnout and improve productivity and retention.

For true sustainability, organizations need to create value for all people connected to them. It's not just a nice idea—it's central to better outcomes for organizations and humanity.

<u>Deloitte: When people thrive, business thrives:</u>
The case for human sustainability

Empowering Your Workforce

Many organizations across the health ecosystem are moving to a more decentralized organizational structure, where decision-making authority is spread throughout levels and departments rather than at only the top of the organization. According to one perspective published in the Harvard Business
Review on organizational hierarchy, bureaucracy is becoming less of a fit for today's businesses—and the increase in strikes and union activity among healthcare workers proves this. According to Becker's Hospital Review, there were 27 strikes among US healthcare workers last year alone, and hospital-union events remain top of mind for health systems across the country as strikes, unionization votes, and fights for contract approvals continue.

This increased focus on decentralization of power may be attributed in part to generational shifts reaching a tipping point in the workforce.

The majority of the workforce is now made up of millennials and Generation Z, and according to research by Purdue Global, Generation Z will constitute around 30% of the workforce by 2030.

As these generations make up more of the workforce, their influence will also continue to grow — in particular, the expectation that their voice really matters at work.

A Gen Z and Millennial Survey revealed that these generations want to be empowered to drive change within their organizations, and more than half of respondents — 58% of respondents from Generation Z, and 55% of millennials — say their organization seeks input from employees and incorporates feedback. Still, about one-third of each group said that decisions are still made from the top down.

We predict that the younger generation will continue to want to have a say in team-wide, department-wide, and organization-wide decisions. Because of this, leaders must be ready to adjust to shifts as "power to the people" grows. Leaders may feel as if some of their authority has been taken away by their employees' calls to have their voices heard. These shifts will require leaders to rethink how they lead.

How to Empower Your Workforce

Take action on employee feedback.

Leaders must make sure they have put into place necessary mechanisms for listening to, responding to, and actioning on employee feedback. First, this means creating or maintaining opportunities to collect feedback, such as regular one-on-one reviews, anonymous surveys for constructive criticism, or team meetings at the end of important milestones. Once you've heard this feedback, plan how to make specific adjustments, then implement those changes.

Lead from behind.

Leaders may consider how to "lead from behind" by encouraging their employees to take charge of their decision-making and innovation, and by modeling in their own work how they hope their employees will perform. Instead of micromanaging or imposing rigid structures, leaders can foster a culture of trust and collaboration. By demonstrating this approach in their own work, leaders set a powerful example for their team members, showing them the value of autonomy, creativity, and accountability. This not only boosts individual confidence and motivation but also cultivates a sense of shared responsibility and collective achievement within the organization.

Over the past few decades, there has been much debate about the demise of traditional hierarchical structures. The consensus appears to be that while bureaucracy still has a place in some circumstances, it is increasingly becoming less fit for the needs of today's businesses.

<u>Harvard Business Review: Is Organizational</u> Hierarchy Getting in the Way of Innovation?

Demand for Inclusive Leadership

Another way that Gen Z and millennials are making an impact in their workplaces is their push to improve diversity, equity, and inclusion (DEI) in their organizations. These generations report an increased satisfaction with their employer's DEI efforts — 33% of respondents from Gen Z and 28% of millennial respondents said they were "very satisfied" with their employer's DEI efforts, compared with 24% and 19%, respectively, just 5 years earlier.

DEI makes a positive impact for patient and business outcomes, as well. According to the American Hospital Association, a diverse workforce that understands the cultures, issues, and needs of local patient populations make better decisions about how to serve those communities. The relationship between diversity on executive teams and the likelihood of improving financial performance has also strengthened over time.

As organizations continue to recognize the impact of DEI on employee satisfaction, patient outcomes, and profits, they will also need to keep working to create diverse leadership teams that reflect their patient populations and workforce.

Inclusive leadership goes beyond mere representation and strives to create an atmosphere where individuals from all backgrounds feel valued, empowered, and cared for. And, this year, especially, we expect to see organizations place an even greater emphasis on cultivating inclusive leadership.

Companies in the top quarter for board-gender diversity are

27%

more likely to outperform financially than those in the bottom quartile.

McKinsey & Company

Companies in the top quarter for both gender and ethnic diversity in executive teams are on average

9%

more likely to outperform their peers.

McKinsey & Company

How to Cultivate Inclusive Leadership

Recruit diverse leadership.

Establish a clear role and criteria that prioritizes skills like communication and strategic thinking and a demonstrated commitment to DEI. Actively seek diverse candidates through partnerships with DEI-focused organizations, and build an inclusive hiring process. Offer competitive compensation and professional development opportunities, and monitor and evaluate progress regularly to ensure success of recruiting diverse leadership.

Create diverse teams.

Build diverse teams that represent a range of backgrounds, experiences, and perspectives. Diversity within teams fosters innovation, creativity, and better decision-making. Ensure that diverse team members have equal opportunities for growth, development, and advancement within the organization.

Enhance leaders' awareness of Diversity, Equity and Inclusion.

Assess your current DEI landscape, and establish a commitment from senior leadership at the outset. Provide tailored training programs covering important topics like unconscious bias and inclusive leadership, and ensure DEI principles are integrated into existing leadership development programs.

Establish accountability measures.

Hold yourself and others accountable for promoting diversity, equity, and inclusion within the organization. Set clear goals and metrics for progress, and regularly evaluate and adjust strategies as needed. Recognize and reward inclusive behaviors and address instances of bias or discrimination promptly and effectively.

Work-World Integration

What once was coined "work-life balance," shifted a few years ago to "work-life integration," which the <u>Society of Human Resources Management</u> (<u>SHRM</u>) calls a "holistic approach that seeks to blend personal and professional needs." Instead of treating work and life as separate entities, the SHRM states, "the goal of work-life integration is to find areas of compromise and synergy that help employees feel more fulfilled both at work and home." However, even this shift is being challenged.

We are also seeing companies moving beyond work-life integration to work-world integration. The murder of George Floyd by a white police officer drove one of the largest protest movements in recent memory, according to a perspective published in the Harvard Business Review, which caused organizations to rethink their Corporate Social Responsibility (CSR) programs. Leaders were called to make statements about crises and to integrate their work with their values and perspectives on events going on in the world.

While CSR is an important way for businesses to contribute positively to their communities and society at large, internal and external statements from leaders about an organization's stance on an issue can sideline team members who have a different opinion.

"The goal of work-life integration is to find areas of compromise and synergy that help employees feel more fulfilled both at work and home."

- Society of Human Resources Management

This year — particularly because it's in an election year — we predict that leaders will have to take one of two approaches to integrating their worldview with their work. The first is to bring the boundaries back, for companies to stop making statements about political controversy or inequalities. The second — and TLD Group's recommendation — is to pursue radical inclusivity by creating work environments that allow people with fundamentally different beliefs to work collaboratively. Instead of taking a stand that alienates some team members, organizations should develop spaces where different beliefs are acknowledged and accepted.

How to Move Toward Work-World Integration

Provide training and education.

Offer training and education on cultural competence, diversity, equity, and inclusion to help team members develop the skills and awareness needed to navigate differences respectfully and effectively. Equip leaders with the tools to facilitate difficult conversations and manage conflicts constructively.

Lead by example.

Demonstrate inclusive leadership behaviors by modeling respect, empathy, and open-mindedness in your interactions with others. Hold yourself accountable for creating an inclusive work environment and challenge biased or discriminatory behavior when you encounter it.

Promote psychological safety.

Foster a psychologically safe environment where team members feel comfortable sharing their ideas, asking questions, and challenging assumptions without fear of retribution or marginalization. Executive coaching and leadership training can be valuable tools to help leaders cultivate trust and openness through transparent communication and supportive leadership, and can equip leaders with the skills necessary to build psychological safety and lead productive discussions around mental health.

"Through coaching, individuals can tap more fully into themselves, honoring their own needs in relation to health and wellness, and gaining a deeper understanding of what they need in order to bring their best selves to work each day."

 Tracy Duberman, Founder and President, TLD Group

Key Takeaways:What Skills Should Health Ecosystem Leaders Build Today?

With the advent of AI and a growing shift to health ecosystem collaboration, the continued focus on mental well-being, and shifting perspectives on leadership, leaders across all sectors of the health ecosystem must work toward transformation this year while considering their employees' mental health, developing their own leadership skills, and integrating their worldviews with their work.

At The Leadership Development Group (TLD Group), we're committed to developing leaders who transform the health ecosystem. Our talent solutions — which include executive coaching, team development, succession planning, and customized academies for specific leadership roles — are informed by current and future industry trends, so we make it a priority to stay up-to-date on what's going on throughout the health ecosystem.

Based on this trends report, we recommend the following focus areas for leaders looking to enhance their leadership effectiveness.

1. Rethink your leadership strategy.

To meet the needs of many different generations in the workforce, leaders will need to consider how to give decision-making power to employees who want to use their voice. Consider if a more hands-off leadership style would encourage your employees to innovate and take ownership of their work.

2. Start collaborating.

The health ecosystem needs leaders that are willing to collaborate with others across sectors to make a difference for the health of their communities. Leaders must partner to achieve complex goals.

3. Embrace technology.

Could Artificial Intelligence aid patient care, diagnostic processes, or the development of new workflows in your organization? If you're not already using AI, start learning how this technology could be integrated into your work.

4. Focus on change management.

Leaders and their teams will need to grow more resilient to deal with constantly-changing technologies, patient demands, and workforce shortages. Invest time and effort to build your capacity for managing uncertainty and change for yourself and the teams you lead.

5. Prioritize well-being.

To build resilience and curb burnout, leaders should invest in their own mental health through prioritizing days off, sharing experiences with peers or mentors, and sleeping and eating as well as possible. Remember we "manage" tasks, yet we "lead" people. A sense of togetherness embedded with compassion and empathy goes along way to ensure performance and productivity for yourself and others.

Get in Touch

At TLD Group our vision is to create a more interconnected and equitable health ecosystem by developing leaders who are collaborative change agents. We develop leaders and teams to execute transformational strategies through our customized and innovative talent development solutions. We believe that effective organizations are led by innovative, confident change agents who are capable of collaborating across industries and engaging others on a path to a new and better future. Our coaches and consultants are experts at working with organizations across every major sector of the healthcare industry through diverse business challenges.

If you are looking for a talent development partner to assist you, your leaders, your teams, and your organization to develop the capacity to thrive in today's rapidly changing healthcare landscape, contact us.

(973) 722-4480 info@tldgroupinc.com

www.tldgroupinc.com

