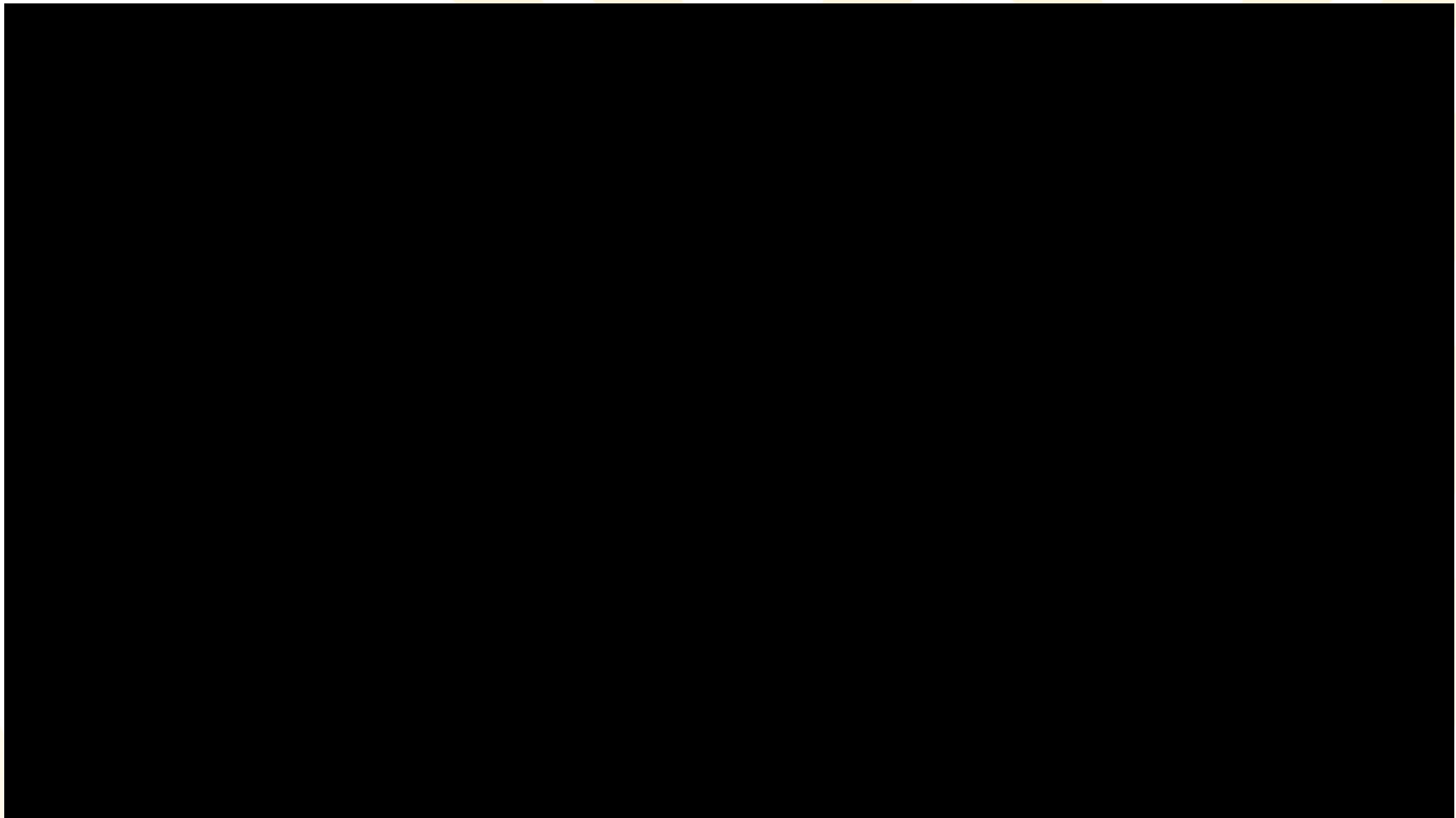


Solving Real Problems in Medicine – The Search for Health

Clay Marsh, M.D.

Vice President and Executive Dean for the
Robert C. Byrd Health Sciences Center







Techconnectwv.org



WEST VIRGINIA UNIVERSITY
Robert C. Byrd Health Sciences Center

What if We Could Remake Medicine?

- What is our Why?
- How do we solve real problems?
- What is Health?
- How do we become Antifragile?
- Can we become the healthiest state and be a destination for talent?

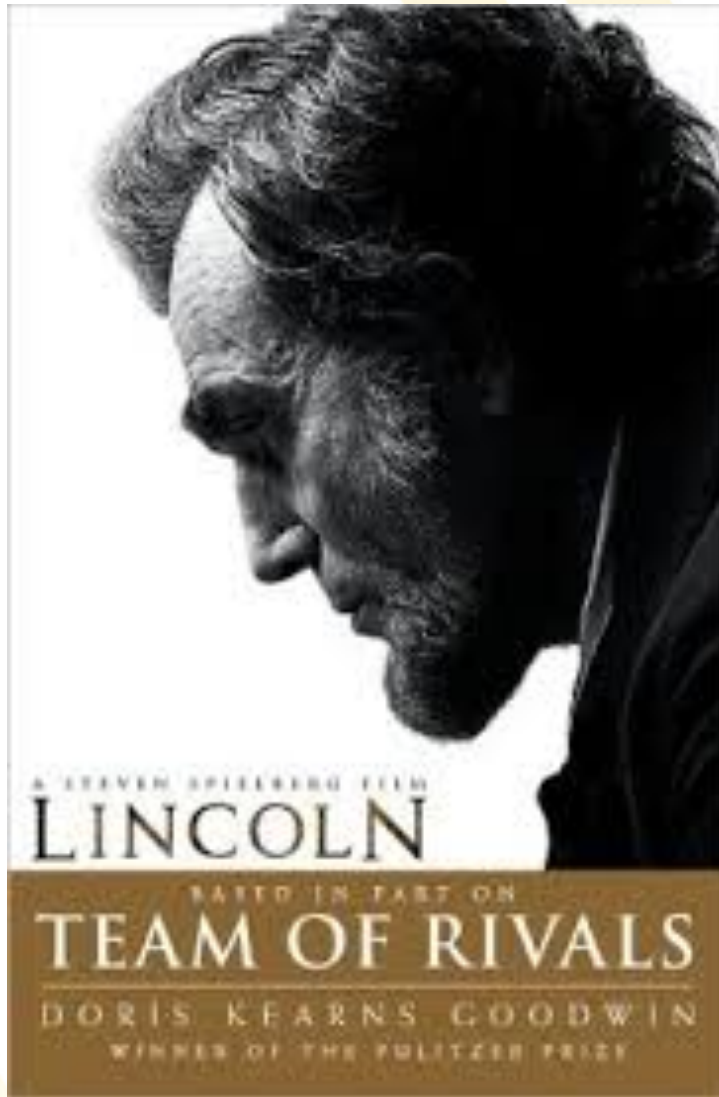




"The picture's pretty bleak, gentlemen. ... The world's climates are changing, the mammals are taking over, and we all have a brain about the size of a walnut."

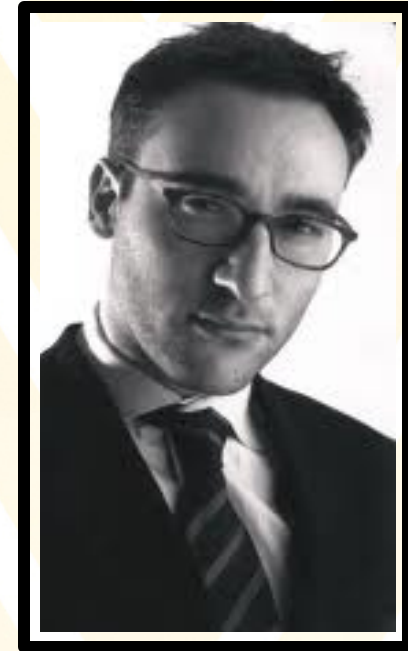
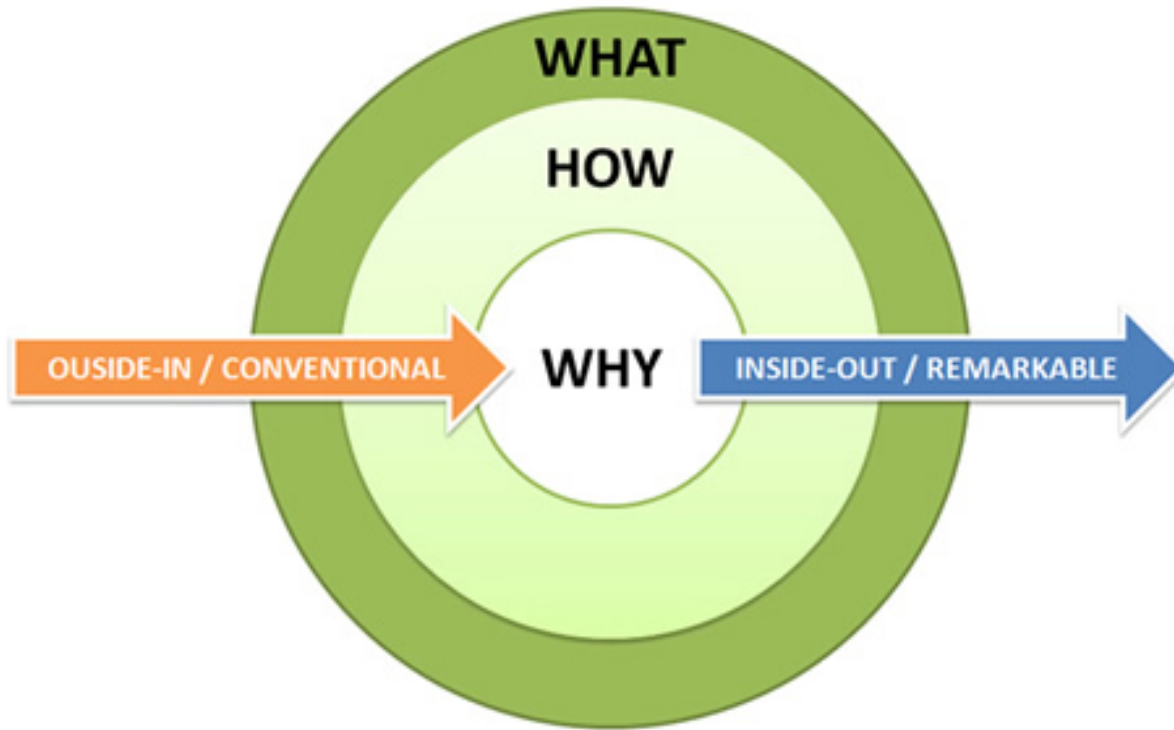
Find the Right “Why”





Put the Country Together Again





<http://life-engineering.com/1757/how-great-leaders-inspire-action-the-golden-circle/>

Simon Sinek

Improve the health of West Virginians





**In the Future, Great Academic Health
Care Centers Solve Real Problems to
Improve Health and Quality of Life**



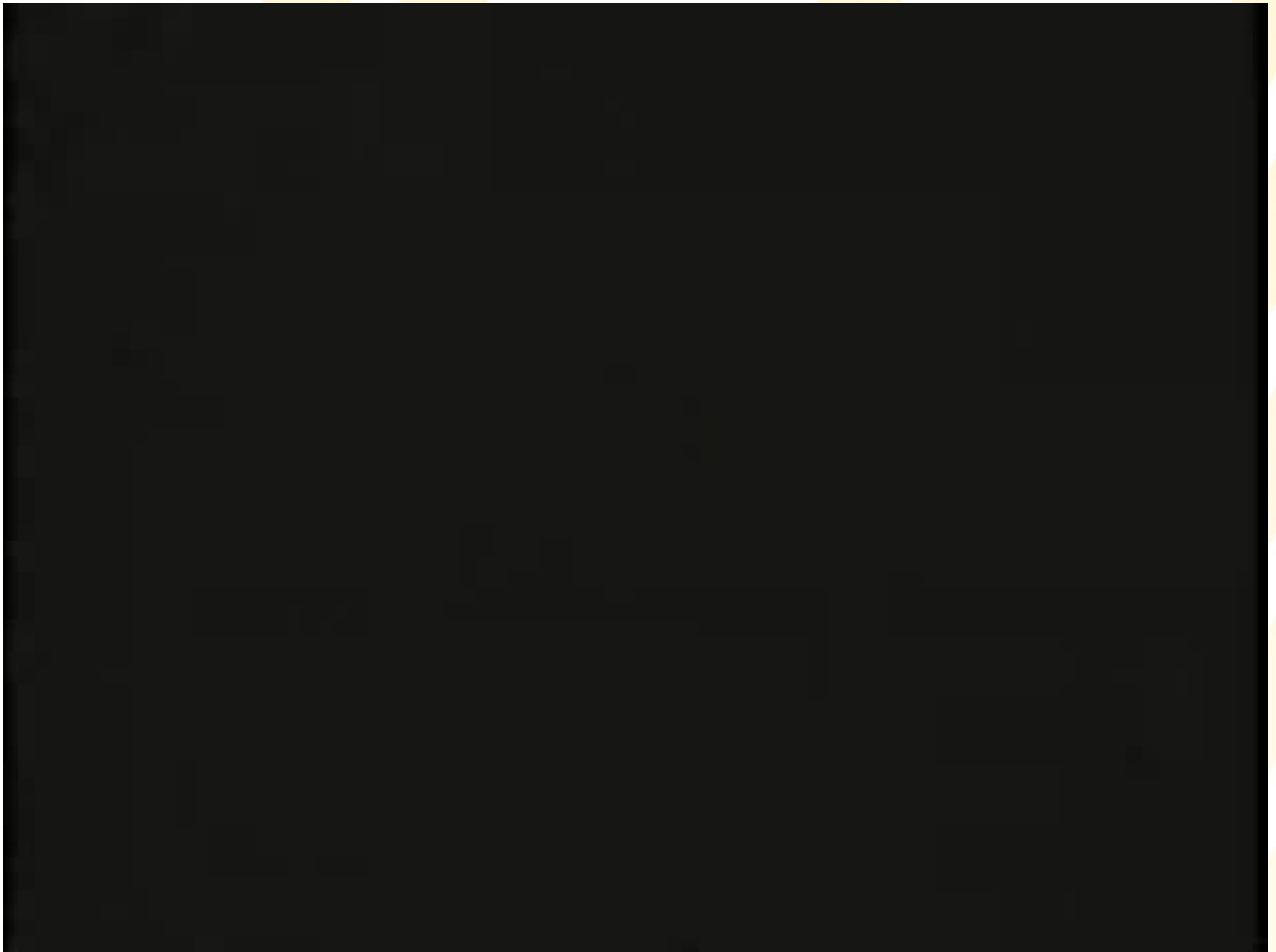
Bedrock Principles

- One WVU and WV
- **Tangibly improve the health of our citizens by solving real problems**
- Build Sustaining Culture
 - Service- and purpose-driven, doing, learning, leading, compassionate, honest, entrepreneurial
- Elevate the state
- Generate profit to reinvest and scale programs



Think Differently





Paradigm Shift

Rescue from Failure to Prevent Failure
Disease to Health



Use Different Words



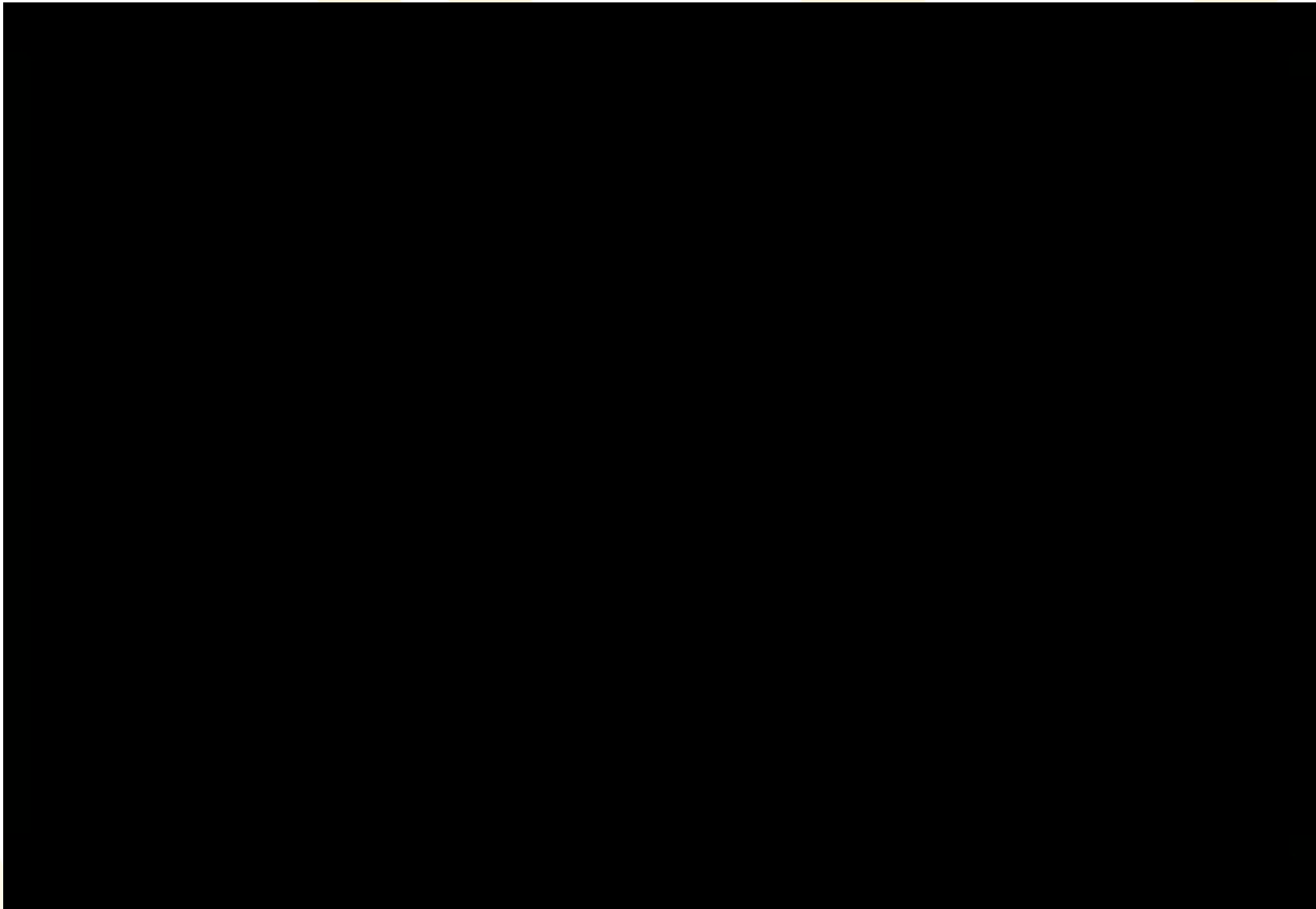


Choose the Right Lens



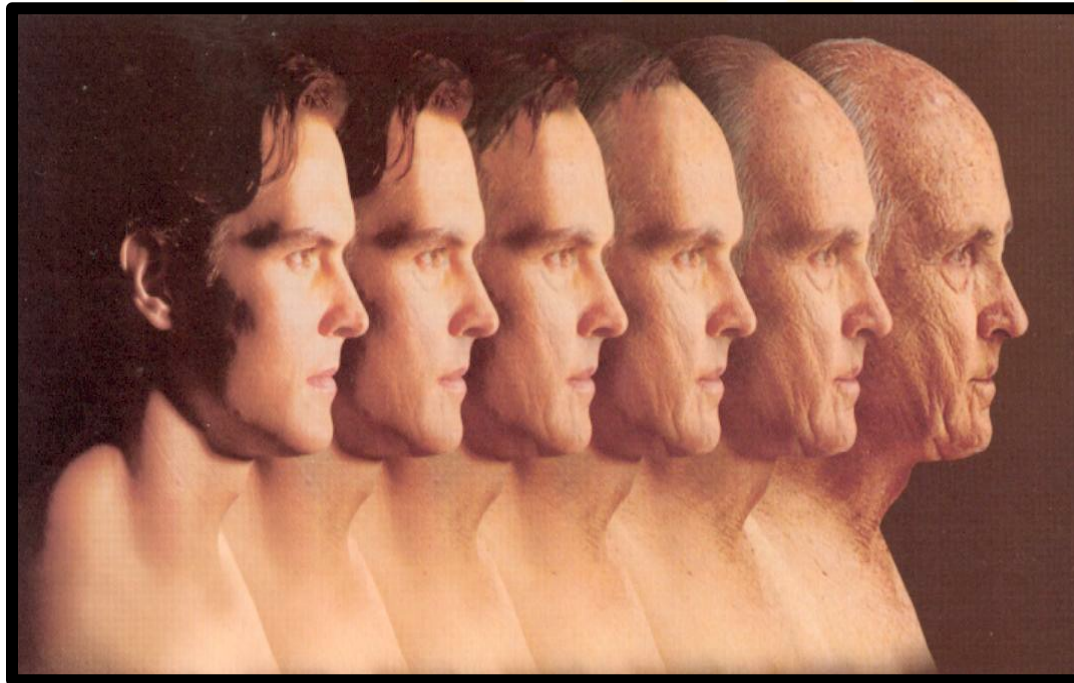






Biological Age Versus Chronological Age

Reduce Aging to Realize Health



Extremelongevity.net



Determine the Basis of Longevity



Family and Epigenetics



virtualworld360.blogspot.com



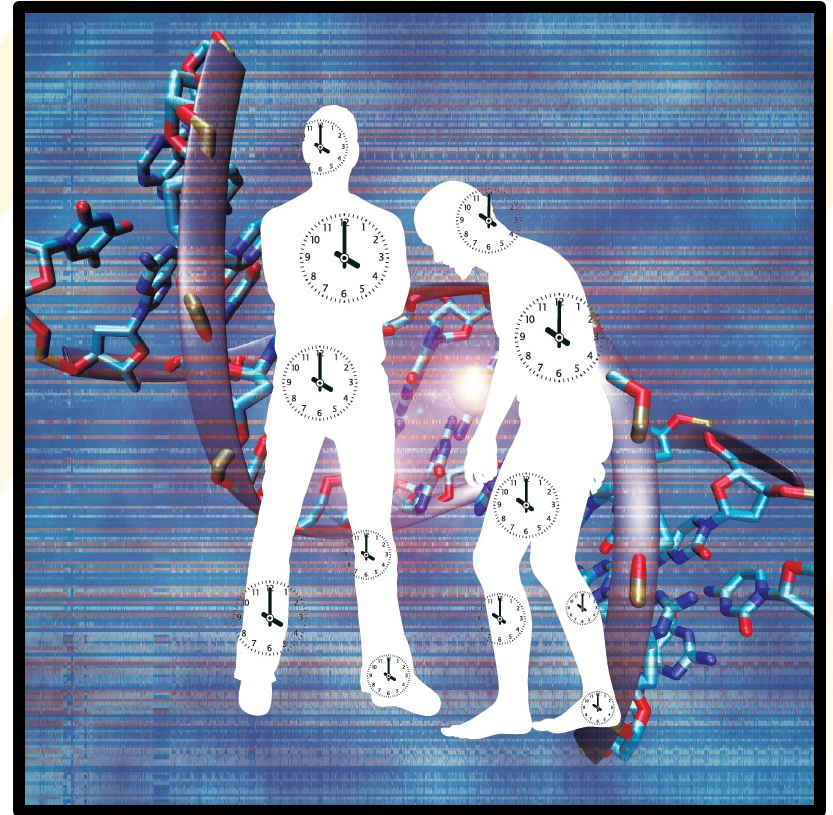
The clock-watcher

Biomathematician Steve Horvath has discovered a strikingly accurate way to measure human ageing through epigenetic signatures.

BY W. WAYT GIBBS



www.nature.com



www.forbes.com



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BLUE ZONES

LONGEVITY HOTSPOTS

LOMA LINDA
CALIFORNIA

NICOYA
COSTA RICA

SARDINIA
ITALY

ICARIA
GREECE

OKINAWA
JAPAN

BLUE ZONE LIFE LESSONS



MOVE NATURALLY



RIGHT TRIBE

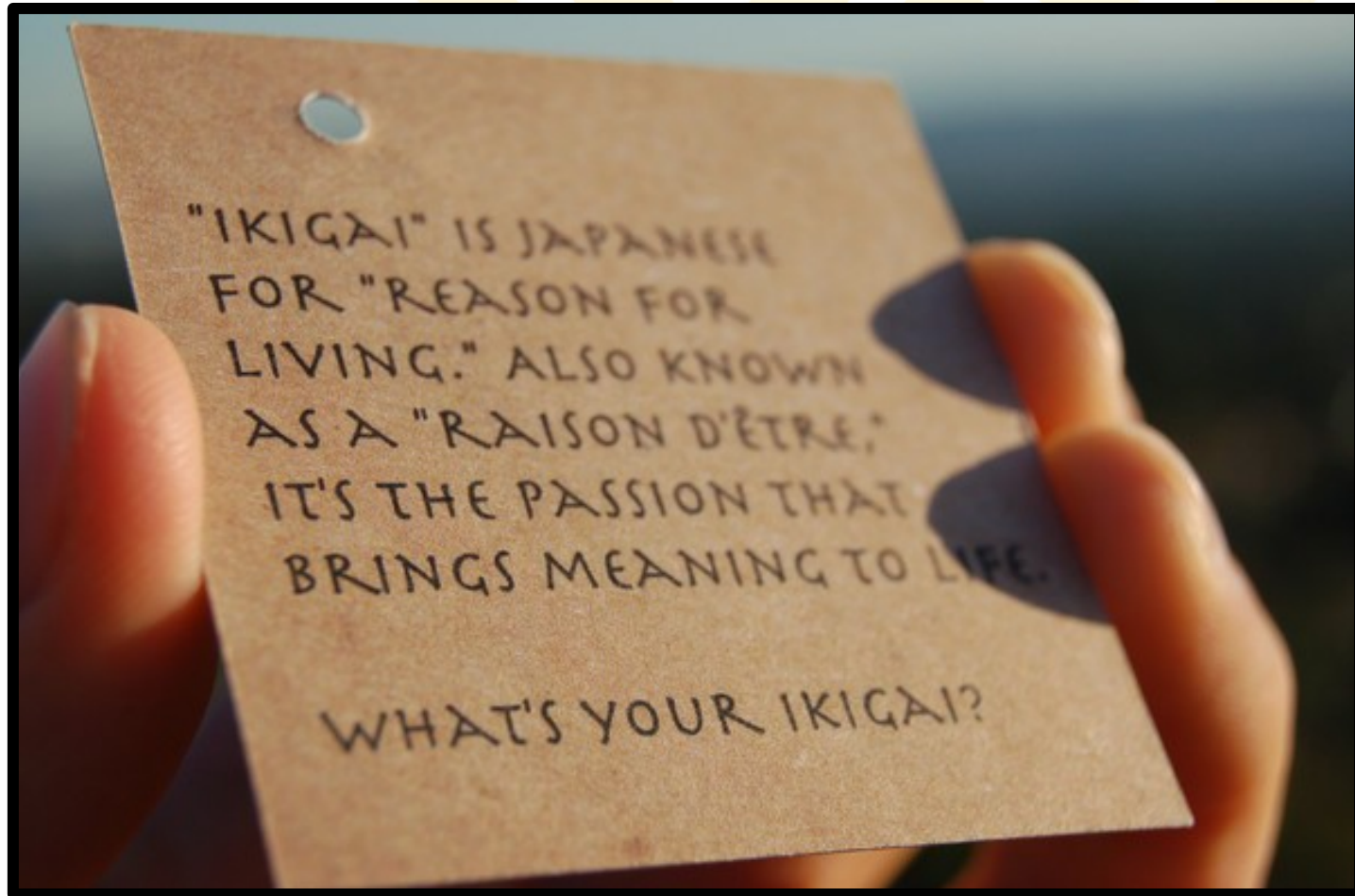


RIGHT OUTLOOK



EAT WISELY

Ikigai



Halfbakedunrealist.wordpress.com





Move naturally (4 years)

Right outlook (4 years)

Eat wisely (8 years)

Right tribe (4 years)

www.bluezones.com



45-156 lbs

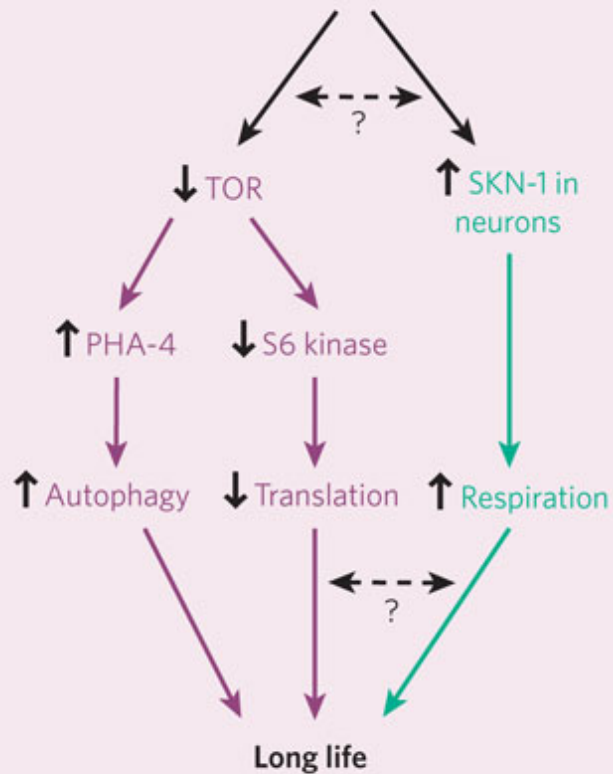


<http://www.nytimes.com/>

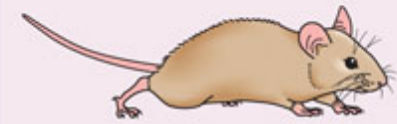
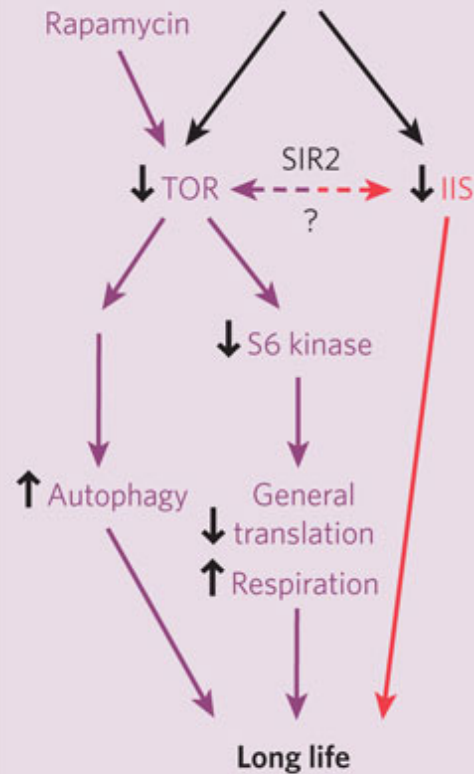
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Chronic dietary restriction



Chronic dietary restriction



Chronic dietary restriction



Drink Soda? Take 12,000 Steps

[GRETCHEN REYNOLDS date published SEPTEMBER 10, 2014 12:01 AM date updated](#)

September 10, 2014 12:01 am

Nike+ Fuelband vs Jawbone Up vs Fitbit Ultra



Could Accelerated Biological Aging be the
Convergent Reason for the Increase in:

**CANCER
OBESITY
ORGAN FAILURE
BRAIN DISEASE?**



Develop The Right Culture



Great Workplace is *Stunning Colleagues*

Great workplace is *not* espresso, lush benefits,
sushi lunches, grand parties, or nice offices

We do some of these things, but only if they are
efficient at attracting and retaining
stunning colleagues

NETFLIX

20



At Netflix, we particularly value the
following nine behaviors and skills
in our colleagues...

...meaning we hire and promote
people who demonstrate these nine

NETFLIX

8



Judgment

You make wise decisions (people, technical, business, and creative) despite ambiguity

You identify root causes, and get beyond treating symptoms

You think strategically, and can articulate what you are, *and are not*, trying to do

You smartly separate what must be done well now, and what can be improved later

Communication

You listen well, instead of reacting fast, so you can better understand

You are concise and articulate in speech and writing

You treat people with respect independent of their status or disagreement with you

You maintain calm poise in stressful situations

Impact

You accomplish amazing amounts of important work

You demonstrate consistently strong performance so colleagues can rely upon you

You focus on great results rather than on process

You exhibit bias-to-action, and avoid analysis-paralysis

Curiosity

You learn rapidly and eagerly

You seek to understand our strategy, market, subscribers, and suppliers

You are broadly knowledgeable about business, technology and entertainment

You contribute effectively outside of your specialty

Innovation

You re-conceptualize issues to discover practical solutions to hard problems

You challenge prevailing assumptions when warranted, and suggest better approaches

You create new ideas that prove useful

You keep us nimble by minimizing complexity and finding time to simplify

Courage

You say what you think even if it is controversial

You make tough decisions without excessive agonizing

You take smart risks

You question actions inconsistent with our values

Passion

You inspire others with your thirst for excellence

You care intensely about Netflix' success

You celebrate wins

You are tenacious

Honesty

You are known for candor and directness

You are non-political when you disagree with others

You only say things about fellow employees you will say to their face

You are quick to admit mistakes

Selflessness

You seek what is best for Netflix, rather than best for yourself or your group

You are ego-less when searching for the best ideas

You make time to help colleagues

You share information openly and proactively

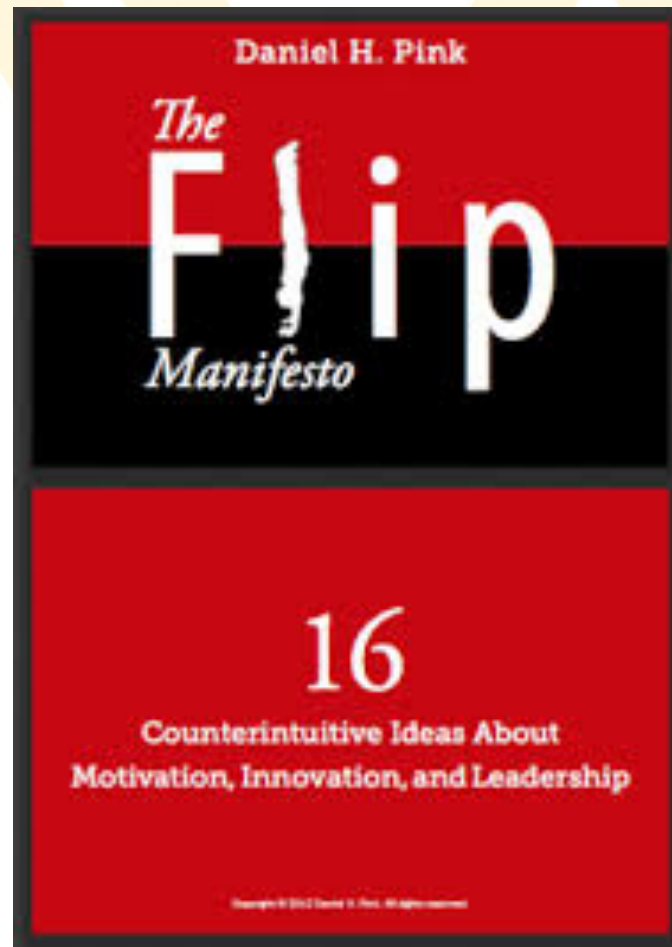
NETFLIX

We Want to Work with People Who Embody These Nine Values

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CONTENTS

MOTIVATION

1. Start doubting yourself.
2. Pay people too much.
3. Increase sales by eliminating sales commissions.
4. Take as much vacation as you want whenever you want it.
5. Give up trying to find your passion.
6. Keep a To-Don't list.

INNOVATION

7. Do the reverse of whatever you're doing now.

8. Pass your problem to someone else.

9. Repeat after me: BO-GOA.

10. Carve out time for non-commissioned work.

LEADERSHIP

11. Establish a Department of Why.

12. Scrap performance reviews.

13. For Godsakes, talk like a human being.

14. Stop trying to maximize shareholder value.

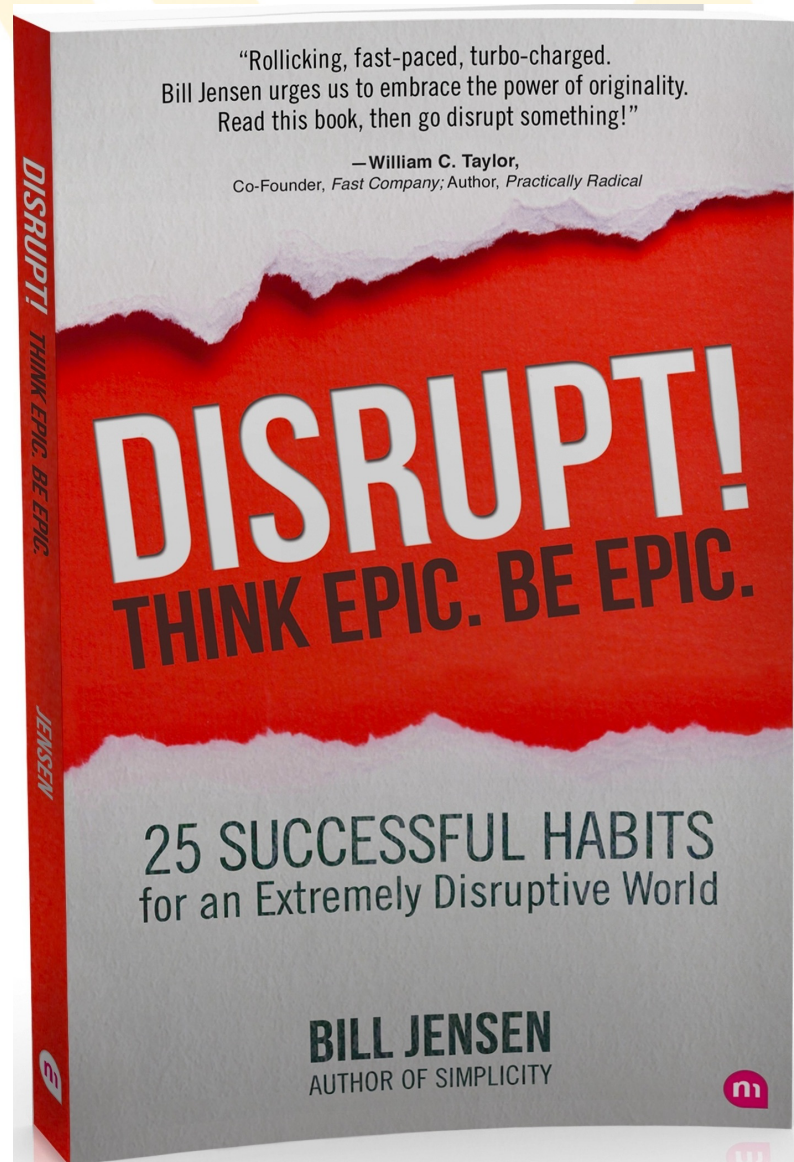
15. Take the "E" test.

16. Talk less, listen more.



Develop The Right Risk Profile





Accelerate this feedback loop!

Minimum viable product (p69)

Concierge: start with one customer (p100)

Simulate with people (p105)

Build

Turn ideas into products



Experiment to move numbers closer to plan (p114)

Go and see for yourself (p69)

Measure

See how customers respond

Split-test to find cause and effect (p136)

The Five Whys:
Find and fix root causes (p234)

Learn

Pivot or persevere

Which activities create value?
Which are waste? (p182)

Pivots (p172)



Zoom in
Zoom out
Customer segment
Customer need
Platform
Business architecture
Value capture
Engine of growth
Channel

(c) 2012 Sacha Chua, LivingAnAwesomeLife.com



Outside-In Entrepreneurship and Partnerships



Become Antifragile to Embrace Volatility



NEW YORK TIMES BESTSELLING AUTHOR OF
THE BLACK SWAN

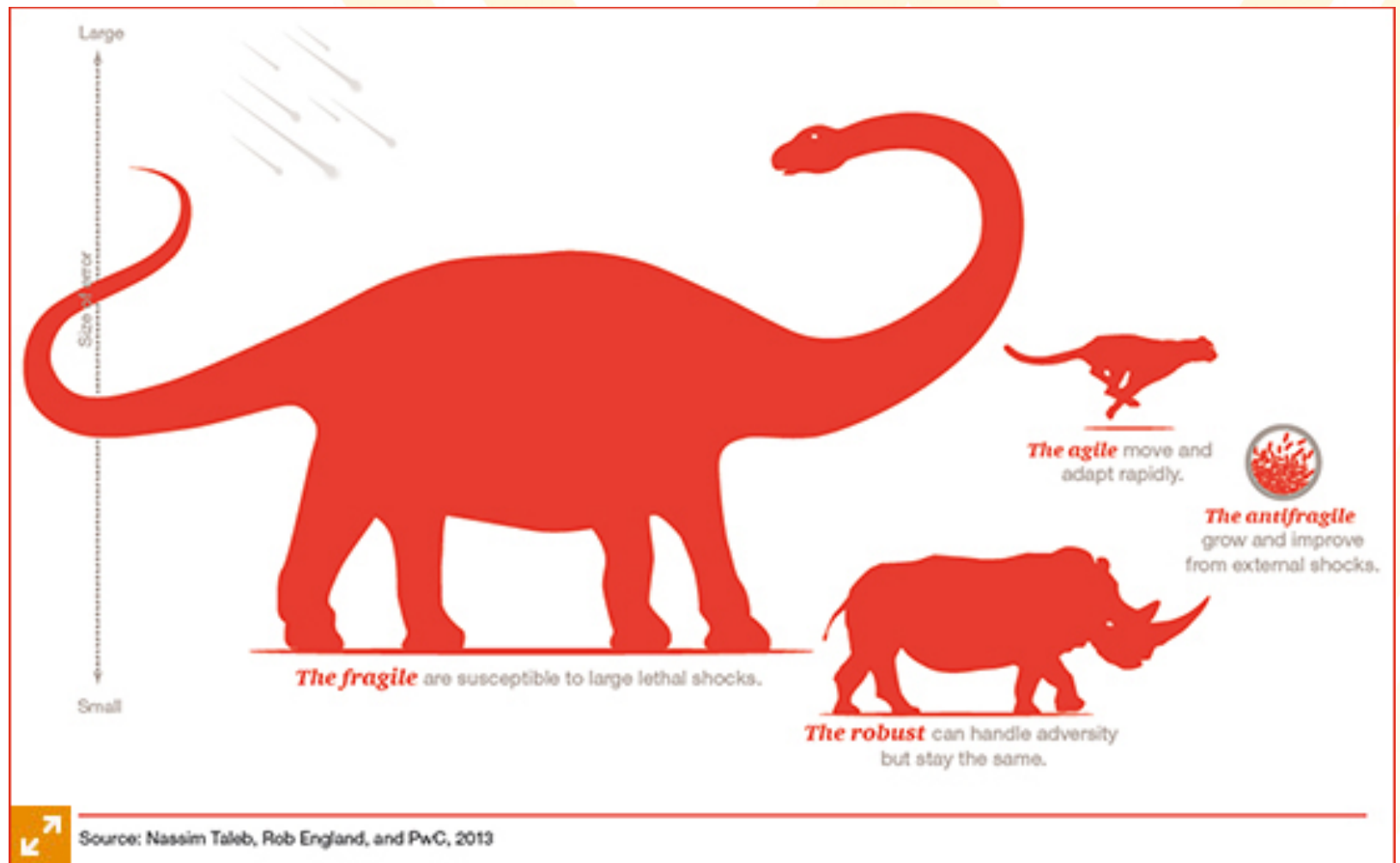
Nassim
Nicholas Taleb

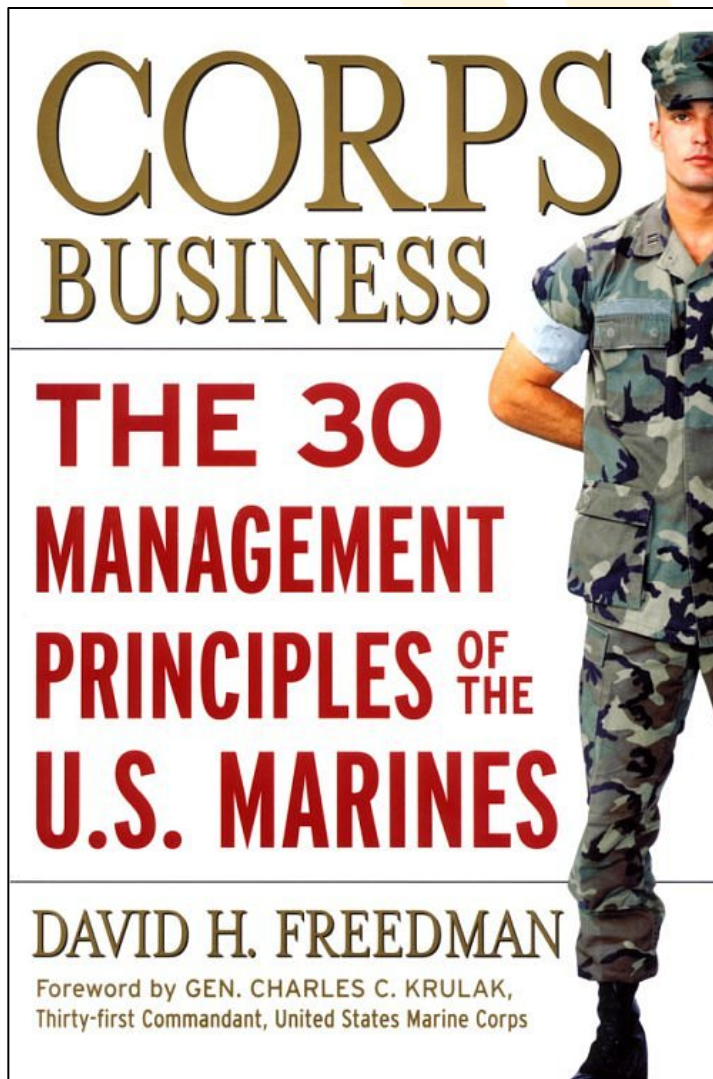
Antifragile

Things
That Gain

from
Disorder







Trained to Deal with Complexity

Never underestimate the power of a group of people who believe nothing can keep them from success and who are willing to do anything to achieve it.



Corps Business

Selected from The 30 Management Principles of the U.S. Marines

1. Aim for the 70% solution.
2. Find the essence.
3. Organize according to the rule of three.
4. Focus on the small team.
5. Manage by end state and intent.
6. Reward failure.
7. Glorify the lower levels of the organization.
8. Demand to be questioned
9. Instill values that support the mission.
10. Keep plans simple and flexible.
11. Experiment obsessively.
12. Get an outside perspective.



Antifragile

Mission Objective “Why”
Tangibly Improve the Health of
our Citizens by Solving Real
Problems

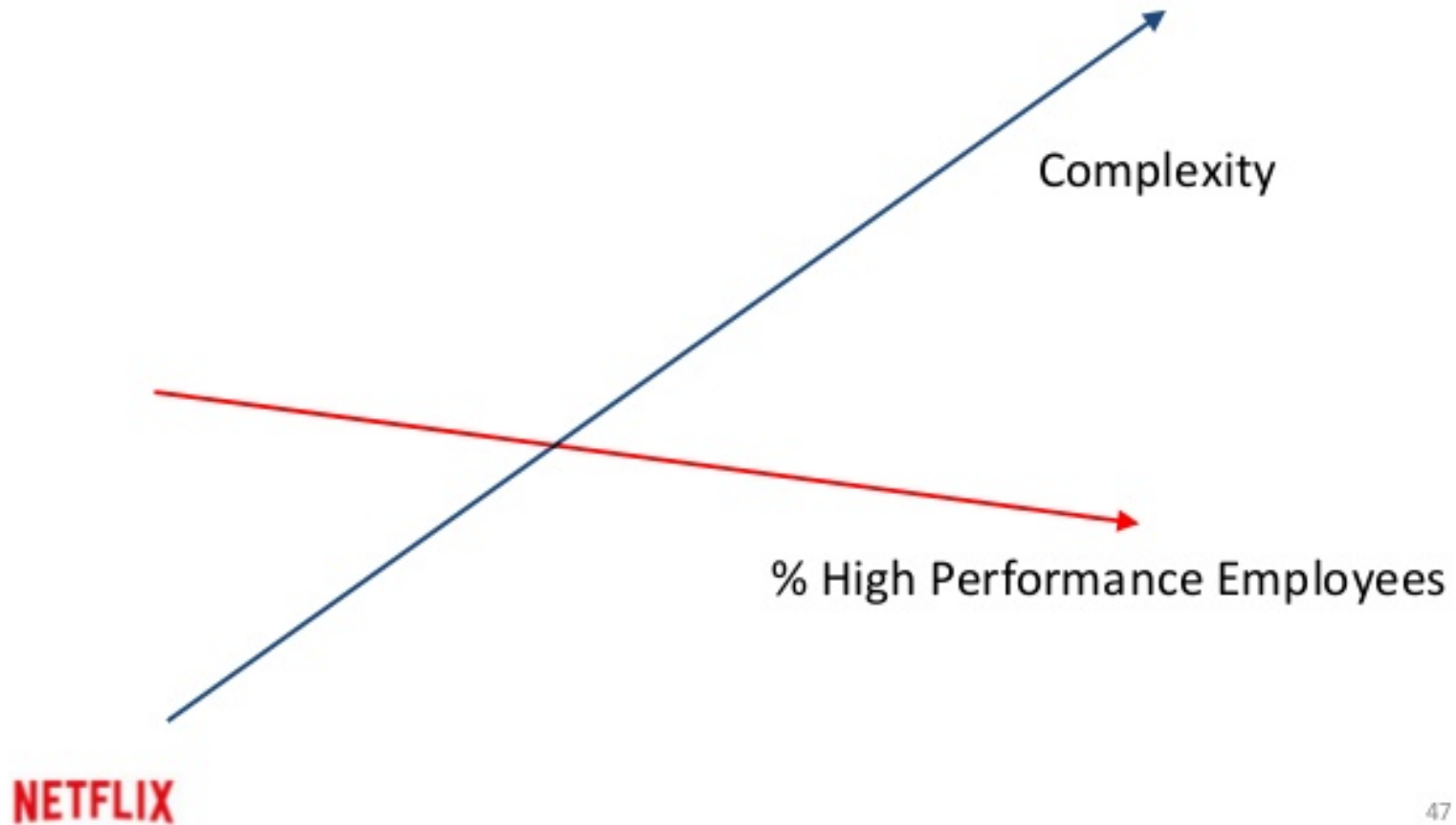
Road to Getting There
Learning by Doing

TEAM OF
TALENTED
PEOPLE

The Difference Between Failure and
Learning is in Continuing and not Quitting

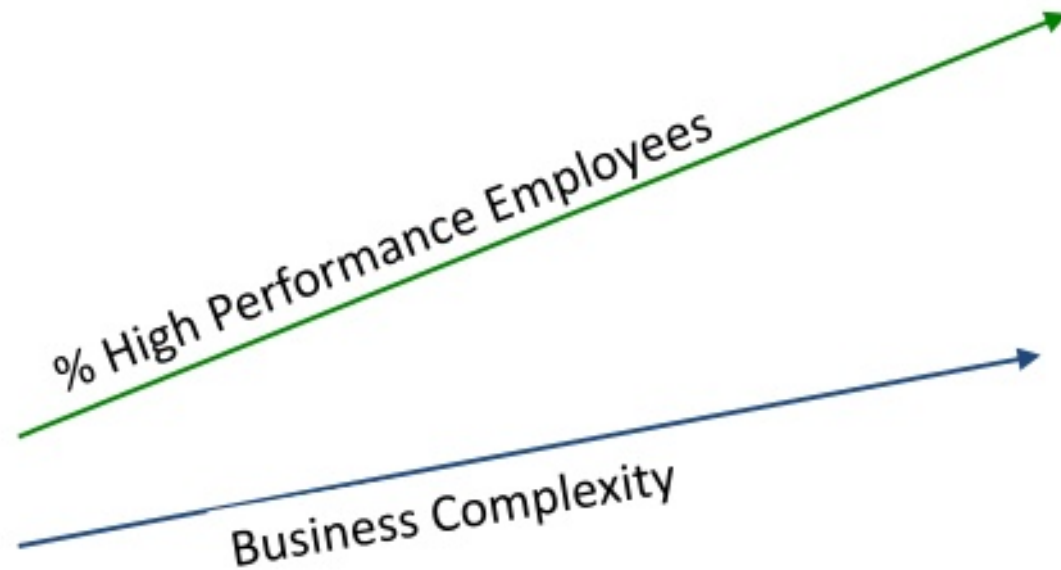


Growth Also Often Shrinks Talent Density



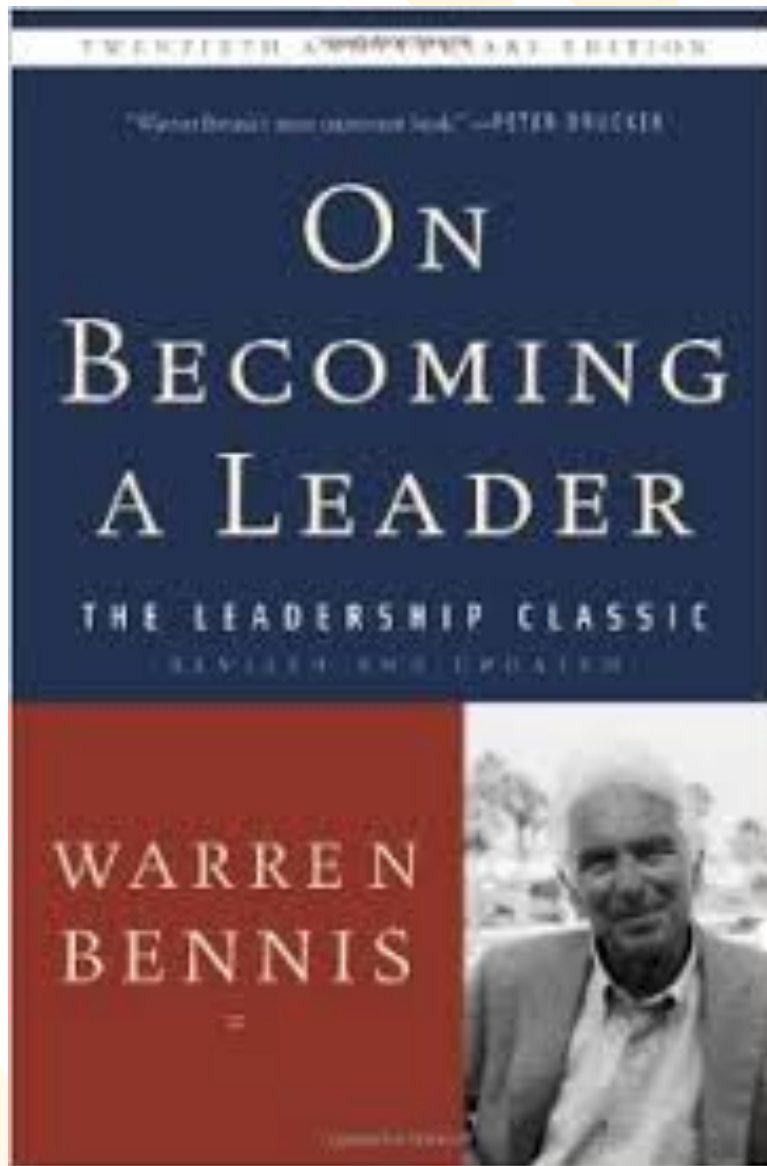
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The Key: Increase Talent Density faster than Complexity Grows



Have a Long-Term Timeframe





Brand = Promise and is
Most Valuable Asset



MAKE NO LITTLE PLANS. THEY HAVE NO MAGIC TO STIR MEN'S BLOOD AND PROBABLY THEMSELVES WILL NOT BE REALIZED. MAKE BIG PLANS; AIM HIGH IN HOPE AND WORK, REMEMBERING THAT A NOBLE, LOGICAL DIAGRAM ONCE RECORDED WILL NEVER DIE, BUT LONG AFTER WE ARE GONE WILL BE A LIVING THING, ASSERTING ITSELF WITH EVER-GROWING INSISTENCY. REMEMBER THAT OUR SONS AND GRANDSONS ARE GOING TO DO THINGS THAT WOULD STAGGER US. LET YOUR WATCHWORD BE ORDER AND YOUR BEACON BEAUTY. THINK BIG.

DANIEL BURNHAM, CHICAGO ARCHITECT. (1846-1912)

