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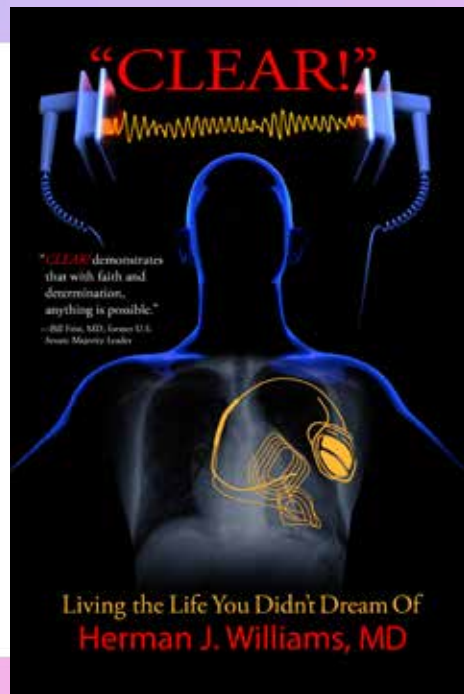
# 2022 Health Care Program

## Keynote Address

**Dr. Herman Williams**

HW Healthcare Solutions | Nashville, Tenn.





## Amherst College

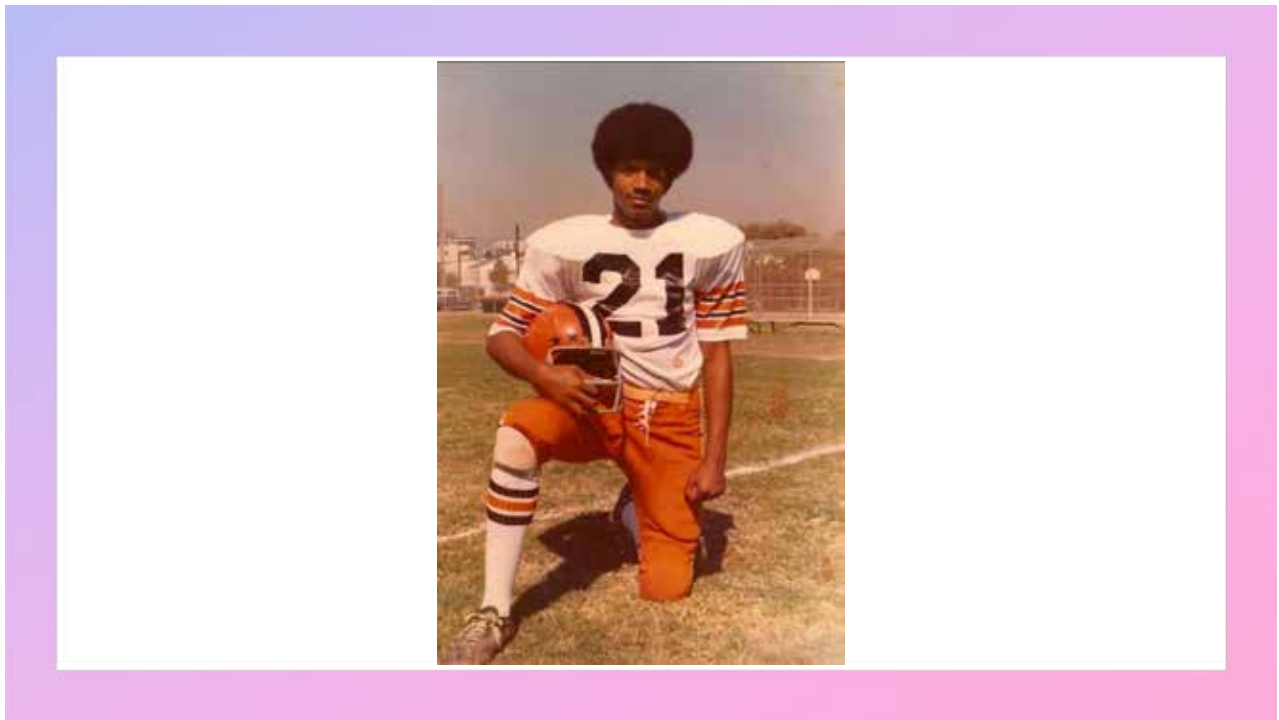


**CLASS of 1980**

Boston University,  
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2022 HEALTH CARE PROGRAM





Carl Brashear

## The CLIMB Back...



## The Awakening



3/1/20XX

SAMPLE FOOTER TEXT



12

# Happiness...In Spite Of





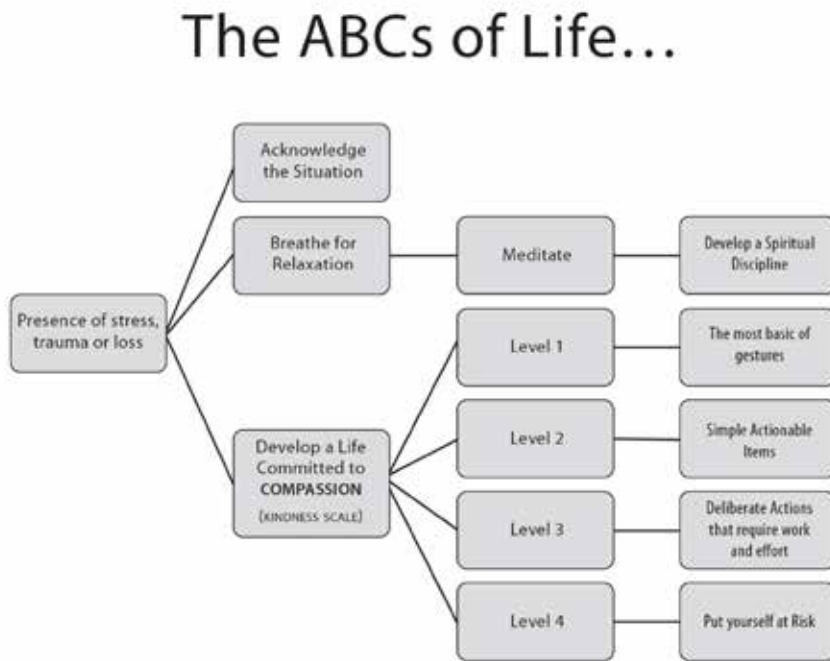
When paramedics, doctors, and everyday people learn how to perform cardiopulmonary resuscitation, they're taught an easy way to remember how to focus and proceed with simplicity and speed to save a life. If you find someone on the ground unconscious, you assess the air- way, check for breathing, and evaluate blood circulation. Thus, the three key words for CPR are:

**“Airway, Breathing, and Circulation”**

These are the ABCs of CPR, and they saved my life. The resuscitation of my body, as well as my way of thinking, living, and working inspired me to create *The ABCs of Life*, which are:

**“Acknowledgement, Breathing, and Compassion”**

When you apply *The ABCs of Life* in conjunction with *The Kindness Scale*, you can chart a course to a new dream for your life on every level. I created the following chart to illustrate how this works; an explanation follows.



**Part #2 in the three part series: "B" is for "Breathe**

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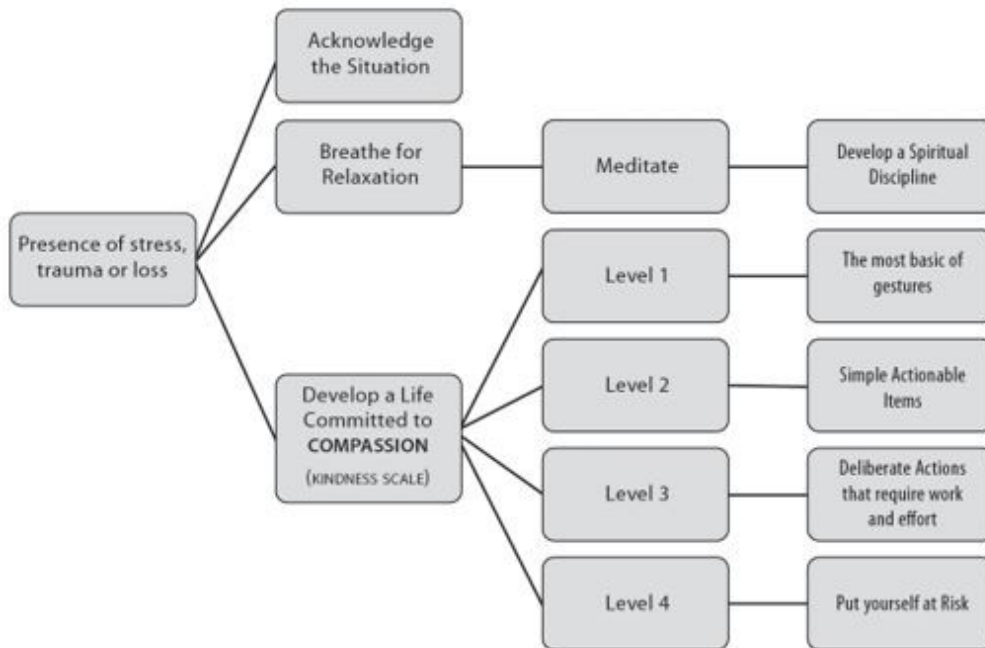
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## The ABCs of Life...



**B is for Breathe**

*“If you achieve a certain stability of breath, the static of your psychological and circumstantial activities will diminish and open up a phenomenal clarity.”*

— *Sadhguru Jaggi Vasudev, Founder of the ISHA Foundation*

The ancient Sanskrit word for breath is “life.” Your breath is literally your life. Without oxygen, the brain and body die. Fortunately, *breathing* occurs automatically; we don’t have to think about it. But when we *do* think about our breathing, we can make magic happen for our minds, bodies, and spirits. *Breathing* has become a powerful tool for me every day to control my mood and well-being on every level. I have been cultivating this skill for years since I learned to meditate, which focuses on the breath. That’s why the “B” in *The ABCs of Life* is for *Breathe*. It represents the many relaxation techniques that begin with a single, slow, deep breath.

Once I *acknowledged* that my disease was susceptible to subtle increases in my stress level, I used relaxation to deal with the bumps in the road. In most situations, breathing and relaxation were extremely therapeutic. Every time I had an episode of a rapid heart rate I always tried to relax by using a *breathing* technique. I also used psychological biofeedback that I learned years ago to calm myself back toward a normal heart rate.

As I learned more about the meaning of breathing and the importance of relaxation, I discovered the practice of meditation. While yearning for a better understanding of meditation, I discovered the ***Isha Foundation***. I attended several seminars sponsored by this nonprofit organization. The Isha Foundation is devoted to the practice of meditation and the discovery of its healing benefits. Their mission statement is as follows:

***Isha Foundation is dedicated to raising human consciousness, and fosters global harmony through individual trans-formation. Guided by Sadhguru, it is an essential resource for exploring the ancient science of yoga in all its depth and dimensions. The foundation offers a variety of programs that provide methods for anyone to attain physical, mental, and spiritual wellbeing. Its offerings allow participants to deepen their experience of life, and reach their ultimate potential.***

Sadhguru said it best when he said this about *breathing*: “Having a certain mastery over one’s breath can change the fundamental chemistry to bring about pleasantness of experience of health, joy, and ecstasy from within.” *Breathing* is the essence of life, meditation, and relaxation. *Breathing* helps you stay centered, and when you augment that with meditation, it calms your spirit. That enables you to deal with life’s heavy-duty joy-crushers such as resentment, animosity, dog-eat-dog competition, disease, disappointment, and defeat.

With each inhalation and exhalation, my alpha and beta waves change. They slowed. My heart rate decelerated as well. So now, if I feel my heart rate accelerating, I take deep, focused *breaths*. The act of performing this simple action gives your brain something to do instead of exploding into a panic of thoughts about a potentially difficult situation.

Focused *breathing* enables you to distract yourself from whatever stressful circumstances may be triggering physical symptoms in the first place.

*“Isha’ means that which is the source of creation. ‘Kriya’ means an inward action towards that. Isha Kriya is a simple yet powerful tool to move from untruth to truth.”*  
— Sadhguru

Rooted in the timeless wisdom of the yogic sciences, Isha Kriya is a simple yet potent process created by Sadhguru. Lastly, aggravations plague us every day in countless ways, such as getting cut off by another driver, experiencing rudeness, etc. *Breathing* provides an elixir for this. In the words of my good friend and coach-mentor, Deb Palmer George, “every irritation is an invitation to breathe.”

### **Part #3 in the three part series: "C" is for "Compassion"**

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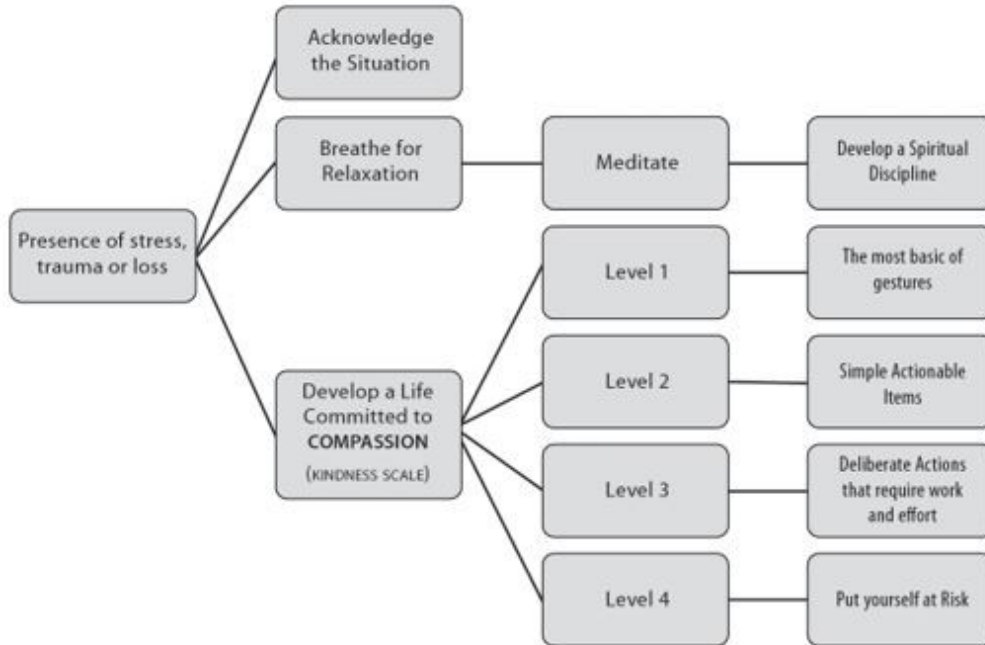
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# The ABCs of Life...



## C is for "Compassion"

*“To practice five things under all circumstances constitutes perfect virtue; these five are gravity, generosity of soul, sincerity, earnestness, and kindness.” – Confucius*

The dictionary defines *compassion* as “the deep awareness of the suffering of others coupled with the desire to relieve it.” This belief guides my behavior every day. In fact, *compassion* inspired me to create my *Clear Prescriptions for Living the Life You Didn’t Dream Of*. I have been through the fire, and I want to help you and as many people as possible come through your own version of the fire — unscathed. *Compassion* is the virtual heartbeat of this book. I say that because one of the most powerful revelations I experienced during my 26 years as a cardiac patient is that **suffering deepens one’s capacity for compassion.**

I was a *compassionate* person before my cardiac arrest. In fact, *compassion* inspired my passion for becoming a physician. However, it was only after I had suffered the physical and emotional pain, as well as depression and anxiety, that I was able to truly understand *compassion*. My own suffering enables me to first identify with people who are

experiencing pain and trauma; that empathy triggers my *compassion*, an overwhelming desire to mitigate their suffering. I quantified this premise in an equation:

***My deepened awareness of an agonizing condition + increased desire to alleviate the suffering = a compassionate individual.***

It's important to understand the differences between sympathy, empathy, and *compassion*. Sympathy involves feeling sorry for someone who's hurting. That feeling is somewhat emotionally detached because it comes from the point of view of an observer. Empathy enables you to understand how someone is hurting, to the point that you almost feel their pain. It enables you to identify on a level of shared suffering by all humans. *Compassion* inspires you to transform your feelings into action. *Compassion* makes you take action to help the person who is suffering, even if it means putting their needs before your own. This is a challenge for many people; that's why I developed, *The Kindness Scale*. It provides concrete steps that enable you to put *compassion* into action and it is illustrated above. From a simple smile to donating an organ, we can all exercise acts of kindness and move along our own journey to compassionate living.

When you live a life of ***compassion***, you are inspired by your own pain to identify with others who are enduring pain, illness, and loss. Then you channel your feelings into action. I sum it all up with my favorite Maya Angelou quote: ***“Your legacy is every life you have touched.”***

# Digital Innovation is Transforming Healthcare: Here's How Medical Staff Can Adapt



## **[Herman Williams](#)**

President, HW Healthcare Solutions

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*Produced by [The BDO Center for Healthcare Excellence & Innovation](#)*

The infiltration of technology into healthcare continues to impact the roles physicians, nurses and other care providers play in the healthcare space. To thrive in this environment

of innovation, effective digital transformation—the application of today’s digital advancements in tech to solve business problems—can serve as healthcare organizations’ lifeline through capacity transformation and the creation of new services.

### **Health Tech: No Signs of Slowing Down**

Digital innovation is happening across the spectrum of care. From startups to tech giants, emerging players in health tech are challenging hospitals and health systems to reimagine and reinvent the ways their businesses deliver value to patients.

According to a [survey from BDO and the NEJM Catalyst](#), healthcare executives, clinical leaders and clinicians at organizations directly involved in care delivery expect that companies like CVS/Aetna and Amazon will continue to disrupt the healthcare industry well into the future. Not only are these new entrants promising more digitally enabled, consumer-centric products and services, but their increased participation and innovation in the healthcare space also threatens to upend the more traditional care delivery methods and roles.

Apple, for example, has transformed its Apple Watch from a fitness tracker into an FDA-cleared device that can monitor heart health and notify users to seek medical attention for heart arrhythmias. This increase in the capability of wearable technology has huge implications for clinical care models, as access to a treasure trove of patient data could allow physicians to monitor the health of their patients virtually and in real-time.

To keep pace with the emerging advancements in health tech, healthcare executives are preparing for both digital and medical staff transformation. [BDO’s 2019 Middle Market Digital Transformation Survey](#), for example, finds that 63 percent of healthcare organizations are already implementing training to upskill current employees on digital transformation and technology advances, and 57 percent are developing a formal change management strategy.

But transformation does not happen overnight. To successfully integrate new technologies into the workforce, healthcare organizations must find ways to promote workforce buy-in throughout all levels of their businesses.

### **Powering Medical Workforce Transformation**

With health tech products and services like telemedicine, electronic health records and wearables on the rise, the healthcare workforce has been tasked to develop and deploy new skillsets and products that address both the industry’s burgeoning digital capabilities and its move towards value-based care. As these technologies become more widely available to consumers and providers alike, hospitals and health systems will need to transform into digitally-savvy, tech-enabled businesses or risk being left behind.



When embarking on a digital transformation journey, leaders at healthcare organizations should always consider the people components of change—and when it comes to caregivers, their organizational leaders should focus on addressing three challenges:

1) **Generational Gaps:** Currently, three generations of physicians are active in the workforce: Millennials, Gen Xers and Boomers. And soon, physicians belonging to Gen Z will also join the mix. To drive successful transformation, leaders at hospitals and health systems must know how to communicate with and understand the learning styles of each generation—as strategies and tactics that may secure buy-in from the Boomer generation of physicians may not work as well with the Millennial generation, and vice versa.

**BDO's Quick Take:** When introducing new technologies into a healthcare organization, distributing an introductory video or requiring the completion of an educational course may not be enough to bring a multi-generational medical staff sufficiently up to speed. To combat competing levels of comfort and frustration with new tech in the workforce, it is important for leadership teams to determine and address generational differences at the outset of a digital transformation initiative and find ways to connect with each generation individually. For example, because Baby Boomers did not grow up with the same access to technology as their younger counterparts, they may require more hands-on workshops and on-site support when it comes to learning how to navigate and operate new technology with ease.

2) **Physician Burnout:** Physician burnout—which costs the [industry \\$4.6 billion](#) a year—is a growing problem for healthcare organizations across the country. At the same time, a [physician shortage is predicted to hit the United States by 2032](#). While there are many causes of career fatigue, leadership teams must understand that digital transformation may result in added stress for physicians and fuel burnout further. Therefore, as organizations begin to introduce new digital systems and processes into the workforce, it is highly imperative that they provide physicians the proper education and tools to understand how to navigate the new technologies with ease. On the flip side, organizations can also use digital transformation to counteract physician burnout if used to energize the workforce and update healthcare facilities that lack modern equipment and technology. Those that don't risk losing high-performing medical staff worried about a facility becoming too risky for practicing medicine safely.

**BDO's Quick Take:** For digital transformation initiatives to have a truly positive effect on physician burnout rates, they should work to *simplify* processes for physicians, not complicate them further. We work closely with medical staff leaders to evaluate underlying causes of physician burnout and ensure that workforces are receiving the proper training and resources needed to seamlessly adopt, use and improve upon new technologies.

3) **Digital Transformation Misconceptions:** Care providers should understand the benefits of digital transformation before they are expected to endorse change. Instead of feeling like new technologies are taking *away* from their time and creating more administrative tasks, digital transformations should be framed as *opportunities* for healthcare organizations to improve efficiency, spend more time with their patients,

innovate patient care and even create new products. For example, AI has the potential to accelerate a provider's ability to identify, diagnose and treat high-risk patients and assist in prioritizing medical staff support accordingly. But to secure medical staff buy-in, the value of using AI must be well-communicated and easily apparent, and providers must be able to share feedback at the individual level. Not only will these tactics increase employee acceptance, but they will allow for providers to freely engage with and improve upon the existing technology.

**BDO's Quick Take:** Generating employee buy-in is vital to all healthcare organizations, as the care providers of today—physicians, nurses and community health workers alike—must be just as adept at executing “webside” manner, and diagnosing and interacting with patients digitally, as they are at practicing the more traditional bedside manner. Telemedicine, for example, can allow physicians and other care providers to treat patients outside of hospital walls and through remote, mobile devices, but providers must maintain a sense of connection with their patients (i.e. webside manner). By using technology to meet patients where they are in real time, healthcare organizations have the opportunity to provide consumer-centric telehealth experiences that improve patient outcomes and reduce the cost of care delivery.

### **The Future of Healthcare Innovation**

American demographics are shifting and by 2035, seniors will outnumber children for the first time in the nation's history. This rapid demographic transformation necessitates an evolution by healthcare organizations to reflect the needs of an elderly-dependent population and increase investments in technology and products centered around elder care.

Healthcare executives who have already drawn up plans to [increase their investments](#) in home health, palliative care and geriatric caretakers by 2020 will be well ahead of their peers as elder care moves away from facility-focused models and towards home-centric ones.

Achieving successful digital transformation through capacity transformation can provide care providers more time with patients. It can even lead to the creation of entirely new healthcare systems and services that improve patient care and quality of life—and this holds true particularly with nurses, innovators by nature and the largest group in the healthcare workforce.

For nurses, capacity transformation will be key in helping them solve for not only the mounting physician shortage, but also some of today's most perplexing health challenges. In fact, [clinical and business leaders rank](#) chronic care management, mental health (including addiction) and population health in the top four areas where nurses have the most opportunity to transform care by 2025.

## 2022 HEALTH CARE PROGRAM

As the senior population continues to grow, workforce transformation and nurse-led innovation will be crucial to improving patient outcomes, both at lower costs and according to patients' changing care expectations.

As disruption from new entrants and major technological advancements prompt healthcare organizations to seek innovative, data-driven ways to remain competitive, digital transformation should be a guiding light for effectively navigating—and capitalizing on—medical staff transformation and the technologies of tomorrow.

# Faculty

**Dr. Herman Williams** is president of HW Healthcare Solutions in Nashville, Tenn. He previously led the health care advisory practice in BDO's Nashville office. Dr. Williams's experience includes 10 years of previous health care consulting and 18 years of hospital operations as a senior physician executive. His operational roles include oversight of rural, urban, small and complex facilities in academic, community, for-profit and nonprofit health care organizations. Dr. Williams brings a special expertise in medical staff consulting and strategy. He has worked with numerous physicians to improve their efficiency in meeting compliance and regulatory standards. He has also assisted medical staffs in bylaws-development, contemporary peer-review policy and procedures, all credentialing matters, clinical documentation, revenue cycle efficiency, and establishing physician/hospital partnerships that have reduced costs through collaboration. He participated in the original Bundle Payment Demonstration Project and has saved hospitals millions of dollars by establishing successful P4P programs. Dr. Williams is the author of a new motivational book, *CLEAR! Living the Life You Never Dreamed Of*. He also is a certified coach with the International Coach Federation (ICF) and has successfully coached numerous physicians and hospital leaders. Dr. Williams serves on the American Heart Association board and the Tri-State Minority Supplier Development Council. He has spoken on leadership at such institutions as Harvard University, Boston University, Meharry Medical College, Amherst College and San Diego State University. Dr. Williams received his B.A. in psychology in 1980 from Amherst College, his M.D. in orthopedic surgery in 1988 from Boston University School of Medicine, his M.B.A. in finance from the University of Washington Michael G. Foster School of Business and his M.P.H. in health care administration and management from Harvard T.H. Chan School of Public Health.