Being willing to see things clearly:
*The power of transparency in clinical process improvement*

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There are often misconceptions as people talk about "transparency" in the health-care field. They say the main societal value is to provide information so patients can make decisions about which hospital to visit for a given diagnosis or treatment. As for hospitals, people believe the main strategic value of transparency is to create a competitive advantage vis-à-vis other hospitals in the same city or region. Both these impressions are misguided. Transparency’s major societal and strategic imperative is to provide creative tension within hospitals so that they hold themselves accountable to the standard of care that clinicians seek to achieve for their community. This accountability is what will drive doctors, nurses, and administrators to seek constant improvements in the quality and safety of patient care.

Paul Levy was CEO of the Beth Israel Deaconess Medical Center in Boston from 2002 to 2011. Earlier, he was the Executive Dean for Administration at Harvard Medical School, Executive Director of the Massachusetts Water Resources Authority, Chairman of the Massachusetts Department of Public Utilities, and Director of the Arkansas Department of Energy. Mr Levy is Senior Advisor at Lax Sebenius, LLC, a negotiation strategy and capability-building firm. He is author of the widely read blog, “Not Running a Hospital”. His book, Goal Play! Leadership Lessons from the Soccer Field, will be available at the seminar.