



# HEALTHY RETURNS

**How Michael Blackwood seized an opportunity to grow Gateway Health Plan's revenue by 25 percent in two years**

**BY BRIAN HORN**

**PHOTOS BY ANDREW RUSH**

**O**ppportunity pounded on Michael Blackwood's door back in early 2005. The only problem was he couldn't answer it by himself. On his doorstep was an opportunity to grow his company's revenue and diversify its business through a new Medicare product. But, for Blackwood, the president and CEO of Gateway Health Plan L.P., the project wasn't simply filling out some paperwork and then watching the money accumulate. He needed the help of all his employees and his management team to get the product in place by January 2006. The only way to do it was to get buy-in from all company employees on why they should go through the process to make the new product a reality. "We had to create the sense of urgency and create the capacity simultaneously," he says. Here's how Blackwood sold his staff on the initiative and held them accountable for results.