BRIDGING WORLDS
THE FUTURE ROLE OF THE HEALTHCARE STRATEGIST

A Point of View
+ Strategic Planning
+ Marketing
+ PR & Communications
+ Physician Relations
+ Business Development

Content
### Present Focus vs. Future Focus

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How did we get there?

Glossary and Resource Guide

**2X2 MATRIX:** a simple, visual tool to analyze elements by scoring elements from low to high in two categories.

**ACCELERATOR:** a selective program for entrepreneurs that provides seed investment and intensive mentoring for a fixed period of time. The program culminates with a demo day pitch to potential investors. See [www.entrepreneur.com/topic/accelerators](http://www.entrepreneur.com/topic/accelerators).

**ACTUARIAL DATA:** demographic data used by insurance companies to assess risk.

**AGILE SOFTWARE DEVELOPMENT METHODOLOGY:** an approach to software development that focuses on collaboration, rapid iteration, and adaptive planning. See the Manifesto for Agile Software Development, [www.agilemanifesto.org](http://www.agilemanifesto.org).

**BUILD-MEASURE-LEARN LOOP:** process advocated in The Lean Startup by Eric Ries to accelerate product development by actively seeking customer feedback. See the Lean Startup Process Diagram at [theleanstartup.com/principles](http://theleanstartup.com/principles).

**BUSINESS CASE:** a justification for allocating resources to a project that communicates the business need and expected benefits.

**BUSINESS MODEL CANVAS:** a visual template proposed by Alexander Osterwalder that breaks down business models into nine components: Key Partners, Key Activities, Key Resources, Cost Structure, Value Propositions, Client Relationships, Customer Segments, Channels, and Revenue Streams. See [businessmodelgeneration.com/canvas/bmc](http://businessmodelgeneration.com/canvas/bmc).

**BUSINESS MODEL GENERATION:** book and website by Alexander Osterwalder that outlines common business model patterns and provides guidance on developing new business models. See [businessmodelgeneration.com](http://businessmodelgeneration.com).

PRINCIPLES OF STRATEGIC INNOVATION

- Rapid Iteration
- Human-Centered
- Low-fidelity Prototyping
- Diversity of Thinking
- Ideas to Implementation
- Adjacent Thinking
- Alternate Divergent and Convergent

Out of industry inspiration
“Imagine you are given the opportunity to develop a team of ‘superheroes’. What would their ‘super powers’ be?”
SYNAPSE

Personas  Execution  Analogous Industries  Future Scenarios
More than 500 Healthcare Organizations
Analogous Thinking
Changing utilization patterns

Technology
Big data

New payment models & transparency
Partners & collaborators

New competition
Retail-ization

Advanced science of medicine
Engagement & activation

How do I use this?
Poll

Implications
In strategy, we need to move faster.

Develop & hire people with the ability to transform.

Insight

“If you’re not changing you’re dying. Sitting still is a bad idea.”

Brian Nester, DO
CEO, Lehigh Valley Health Network
1

Be nimble to exceed the rate of change.
Consume, compare and synthesize information from multiple sources.

Never before have consumers been so involved in decision making.

Insight

“Bring the customer into the process. Their voice is very powerful.”

Jodie Lesh
Senior Vice President, Strategic Planning & New Ventures, Kaiser Permanente
2
Tell stories. Create experiences.
Strategy is not an isolated discipline.

Strategists should be an agent of change.

Insight

“The best leaders, the best strategists, are the ones who have a feel for the pulse of the organization.”

Sven Gierlinger
Chief Experience Officer,
North Shore LIJ Health System
3

Integrate and co-create.
Healthcare needs new models of thinking about (ecosystems) and doing strategy (lean start-up, scale by letting go).

Insight

“The industry is moving to a retail orientation at a quicker pace than ever before.”

Bob Riney
President and COO,
Henry Ford Health System
4

Erase boundaries of business.
Connecting robust analytics and human need (emotion) – as a mechanism to understand the consumer base.

The killer combination is someone who can analyze data and tell stories

Insight

“Knowing your customer might just be the secret sauce.”

James Skogsbergh
President, Advocate Health Care
Generate data-driven insight.
Poll

Implication
1
Be nimble to exceed the rate of change.

Implication

Key Takeaways
Consulting skills

Ideas to execution
### Present Focus | Future Focus

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Thought Provoker
Attributes, Skills and Tools
Memorable and Actionable

Bob Riney
President and COO
Henry Ford Health System

What Consumers Want

Warner Thomas
President & CEO
Ochsner Health System
Recognition

Core Team
Ruth Padilla
Ben Dillon
Mark Parrington
Holli Salls
Kevin Stranberg
Diane Weber
David Grandy
Michael Joyce
Amy Lussetto
Alex Newman-Wise
Joel Worthington

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Christine Holt
Greg Hudson
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Jennifer Peters
Javier Portillo
Susen Rasmussen
Bob Riney
Christine Schuster
Mary Lynne Shickich
Jamey Shiels
Brian Silverstein, MD
Jim Skogsbergh
Jennifer Smith
Camille Strickland
Warner Thomas
Caty Wolf
What’s next?

December 2014
+ Printed report to AHA CEOs, SHSMD members, and strategy professionals at AHA hospitals without SHSMD members
+ Establish link for feedback
+ Request for Proposals on topics in *Bridging Worlds*

First Quarter 2015
+ Share electronic report with other organizations
+ Webinars with other audiences (e.g. HRET)
+ Presentation at ACHE
+ Networking opportunities related to *Bridging Worlds*
+ Identify SHSMD U and annual conference programming
Let us know what you think

shsmd@aha.org

How can SHSMD best help you develop skills relevant to the future of healthcare?