



SOCIETY FOR
Healthcare Strategy & Market Development™
of the American Hospital Association

Bridging Worlds: The Future Role of Healthcare Strategy

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- Lisa Henry, Director of Corporate Marketing and Communications, Mary Washington Healthcare

Helping your Organization Succeed



WHY?

Leading Your Team



Frame your Personal Roadmap





CHANGING
UTILIZATION
PATTERNS

NEW COMPETITION

ADVANCED SCIENCE
OF MEDICINE

PARTNERS AND
COLLABORATORS

TECHNOLOGY

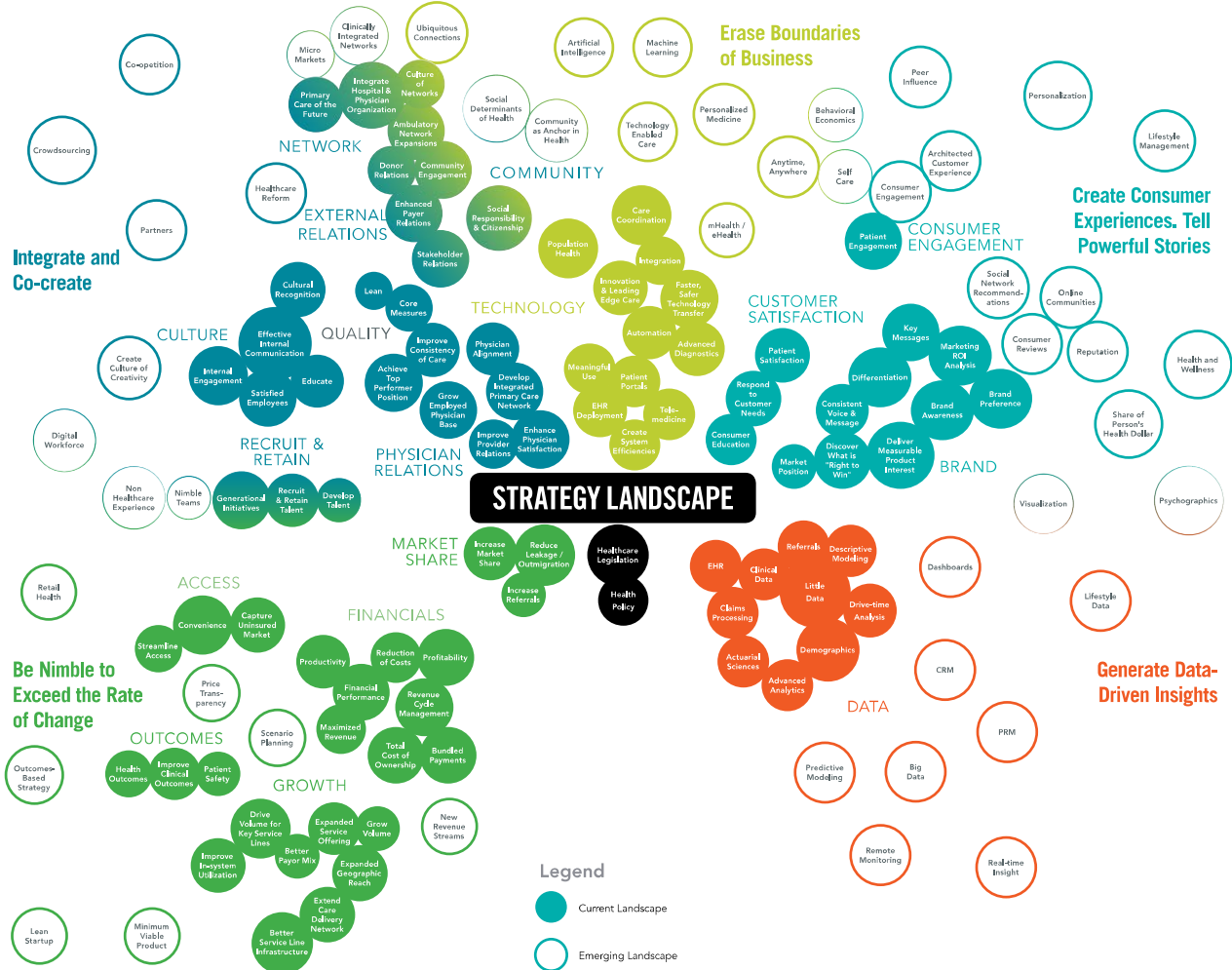
CONSUMERISM AND
RETAIL-IZATION

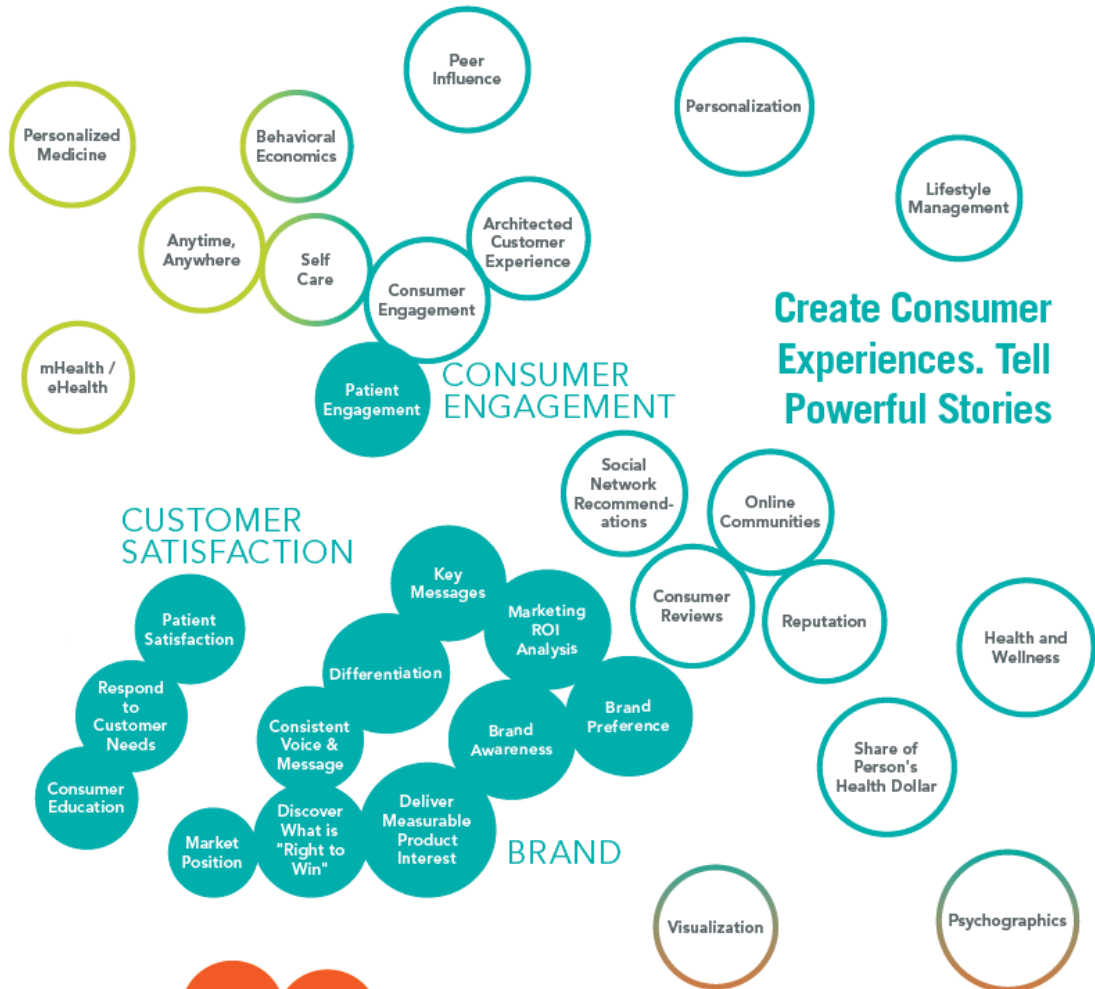
BIG DATA

ENGAGEMENT AND
BEHAVIOR CHANGE

UNCERTAINTY IN
PAYMENT MODELS
AND POLICY

HOLISTIC VIEW OF
POPULATION HEALTH





Create Consumer Experiences. Tell Powerful Stories

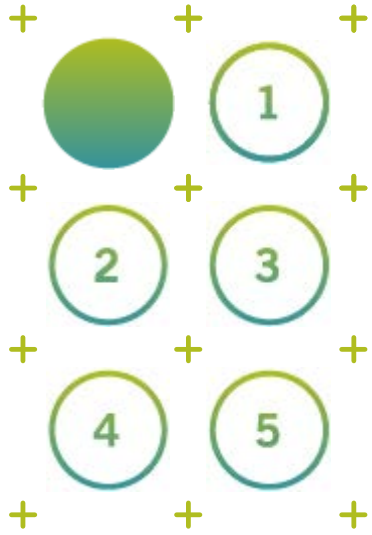


SOCIETY FOR
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BRIDGING WORLDS

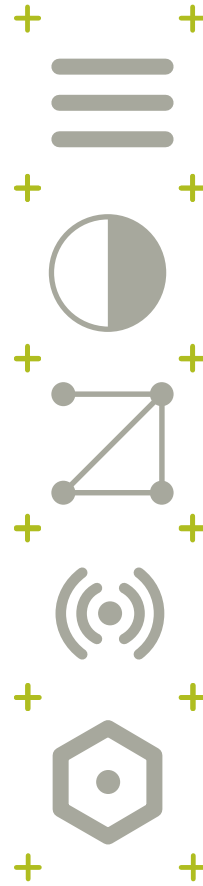
THE FUTURE ROLE OF THE
HEALTHCARE STRATEGIST
SECOND EDITION

shsm.org/BridgingWorlds



5

Implications



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Taking Action
steps

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Future Areas of
Focus

26

Skills

32

Attributes

73

Tools

Implications

1

**Be nimble to
exceed the rate
of change.**

2

**Create Consumer
Experiences. Tell
Powerful Stories**

3


**Integrate and
co-create.**

4

**Erase
boundaries of
business.**

5

**Generate data-
driven insight.**



1
**Be nimble to
exceed the rate
of change.**



Present Focus

Future Focus

Siloed Thinking

Systems thinking

Operational Mindset

Consumer Mindset

Bulletproof concepts
and extensive pilot projects

Hypothesis testing; pivot on the
fly; fast track implementation

Traditional business model

New business models
and revenue streams

Fully vetted business plans

Minimum viable product;
just enough funding

+ 1 Taking Action

1+ Be an Internal Consultant

The most valued strategists are those who act as a trusted, internal consultant. Connect the dots across organizational silos and drive action.

3+ Create Agile Strategy

The overarching philosophy should be to provide minimal funding and maximize learning. Provide just enough planning and investment to test a concept, and then move ahead or pivot.

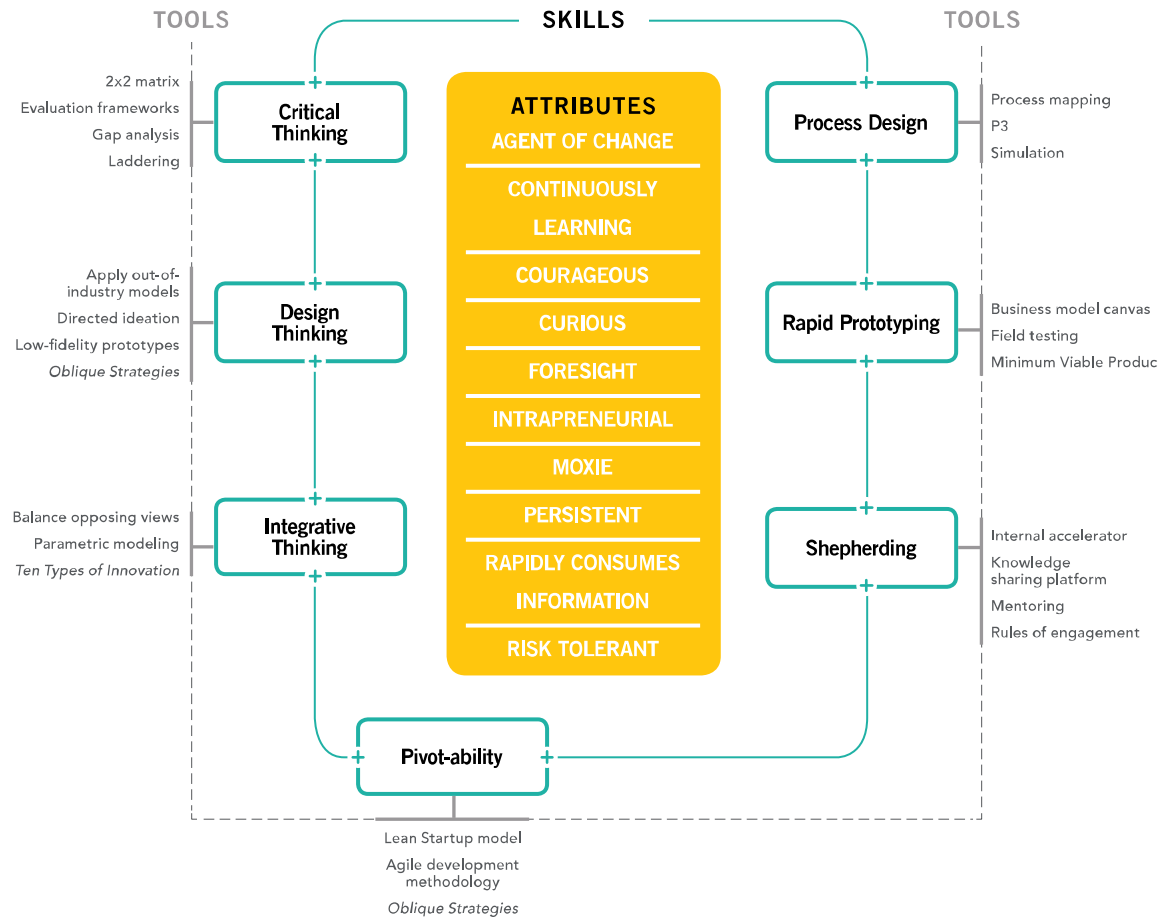
2+ Execute Ideas Faster

Consider how a strategy will be implemented while formulating the strategy without getting mired in operational considerations.

4+ Accelerate and Innovate

Strategists must be willing to change the status quo and apply their understanding of the organization to determine innovation and investment priorities.

Skills, Attributes, and Tools



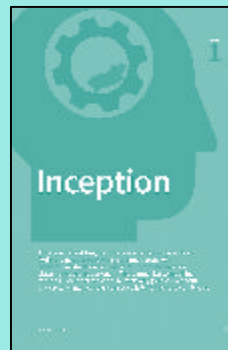


Bridging Worlds in Action

To encourage intrapreneurship and innovation, **Adobe** developed the Kickbox toolkit for incubating ideas.

Kickbox contains tools to help employees develop, refine, prototype, and validate their ideas with customers.

Adobe has released their toolkit as open-source, allowing anyone to use the Kickbox process, modify it, and deploy it across an organization at scale.





Mary Washington Hospital used design-thinking and rapid prototyping to reduce ER wait times.

“Essentially, we pull a lever, check the response, and determine if that lever affects outcomes.”

The success of the prototyping across five metrics—walk-out rate, length of stay for admit, length of stay for treat and release, door to doc, and HCAHPS—inspired the nursing units to adopt additional design-thinking tools.

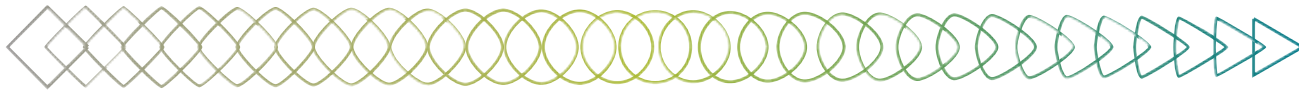


**Mary Washington
Healthcare**



2

**Create Consumer
Experiences. Tell
Powerful Stories**



Present Focus

Future Focus

Transactional communication

Behavioral influence

Segmentation

Influential storytelling

Acute, episodic interactions

Personalization

One-way communication

Consumer-centric program development

Transactional communication

Adaptive content refined through continual testing

+ 2 + Taking Action

1+ Discover Consumer Needs

Healthcare organizations should follow successful retail and technology brands that have pushed further to discover the unarticulated needs of their customers.

3+ Tell Stories for Impact

Emotional connection is essential to influencing health behaviors.

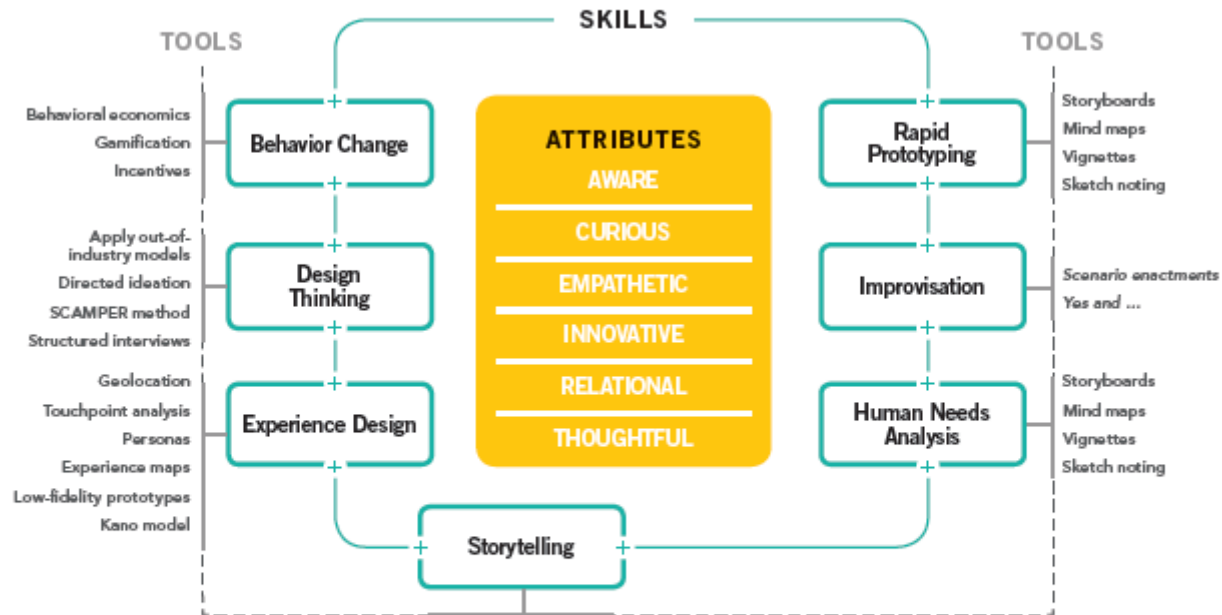
2+ Design Experiences

Healthcare strategists need to think beyond the patient journey to develop relationships with consumers long before they ever seek healthcare.

4+ Accelerate and Innovate

Healthcare organizations cannot allow their brands to remain static; positioning and messaging must be dynamic to align with evolving consumer needs and expectations.

Skills, Attributes, and Tools



Definitions for these skills, attributes, and tools can be found in the Glossary.

The Seven Basic Plots
 Pixar Rules of Storytelling
 Answer "Why" first, then "What" and "How"
 Sketch noting
 Storyboards
 Mind maps
 Vignettes



State Farm insurance opened a store-front coffee shop and community center called **Next Door**.

Caters to millennials and entrepreneurs in a hip, mixed-income neighborhood, offering free financial counseling, workshops, Wi-Fi, whiteboards, and meeting space.

Next Door was conceived as an inviting, nonthreatening consumer research engine.

The State Farm brand is intentionally downplayed to focus on the needs of consumers.





The **Cleveland Clinic's** social media strategy focuses on highly relevant content on its Health Hub blog, where visitors can find in-depth information and start a conversation.

The health system's consumer-facing app, called Today, provides comprehensive tools for interacting with Cleveland Clinic.

Proprietary software gives researchers privacy-compliant access to health data across the system, accelerating the path to discovery.



Welcome to Health Hub from Cleveland Clinic

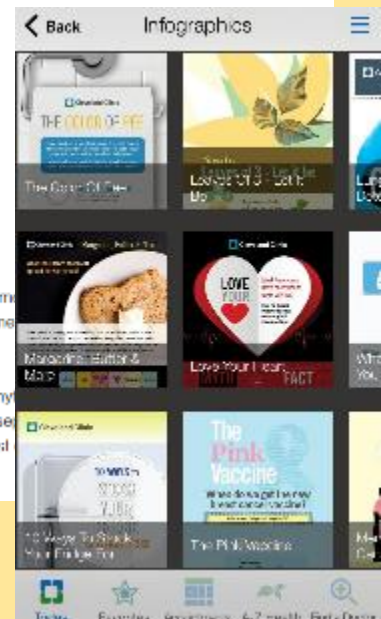
Making sense of medicine



Spend some time online, and you're bound to read about healthcare — information on drugs and treatments, on wellness, on diseases and conditions, on anything you can think to ask. The question is, **how do you know what to trust?** We hope to answer that question with Health Hub from Cleveland Clinic, the latest website from one of the world's most trusted medical institutions.

We want to help you make greater sense of the complex world of medicine. We will provide up-to-the-minute news and views on health and wellness. The credible, experienced experts who practice on our pages to offer insights and perspectives on breaking news and time present and future of patient care.

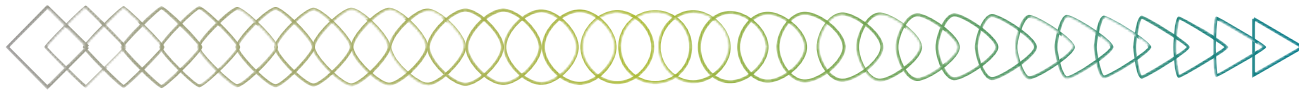
Health Hub from Cleveland Clinic also will feature a healthy dose of my shortage of medical myths to bust. We want to help you, the patient, see grand science from suspect advice. We want to help you make the best. Most of all, we want to help you be well.





3

**Integrate and
co-create.**



Present Focus

Future Focus

Structured annual
planning process

Dynamic, transformative
planning process

System-wide strategy

Microstrategy

Siloed functional teams

Nimble, cross-functional teams;
facilitated collaboration

Stakeholder input

Crowdsourcing;
manage dissenting viewpoints

Decision by consensus

Decision by objective merit

+ 3 Taking Action

1+ Encourage Diversity of Thought and Experience

Strategists must tap into distinctly different worldviews and experiences, particularly when opposing thoughts can be merged into a more optimal solution than compromise alone can yield.

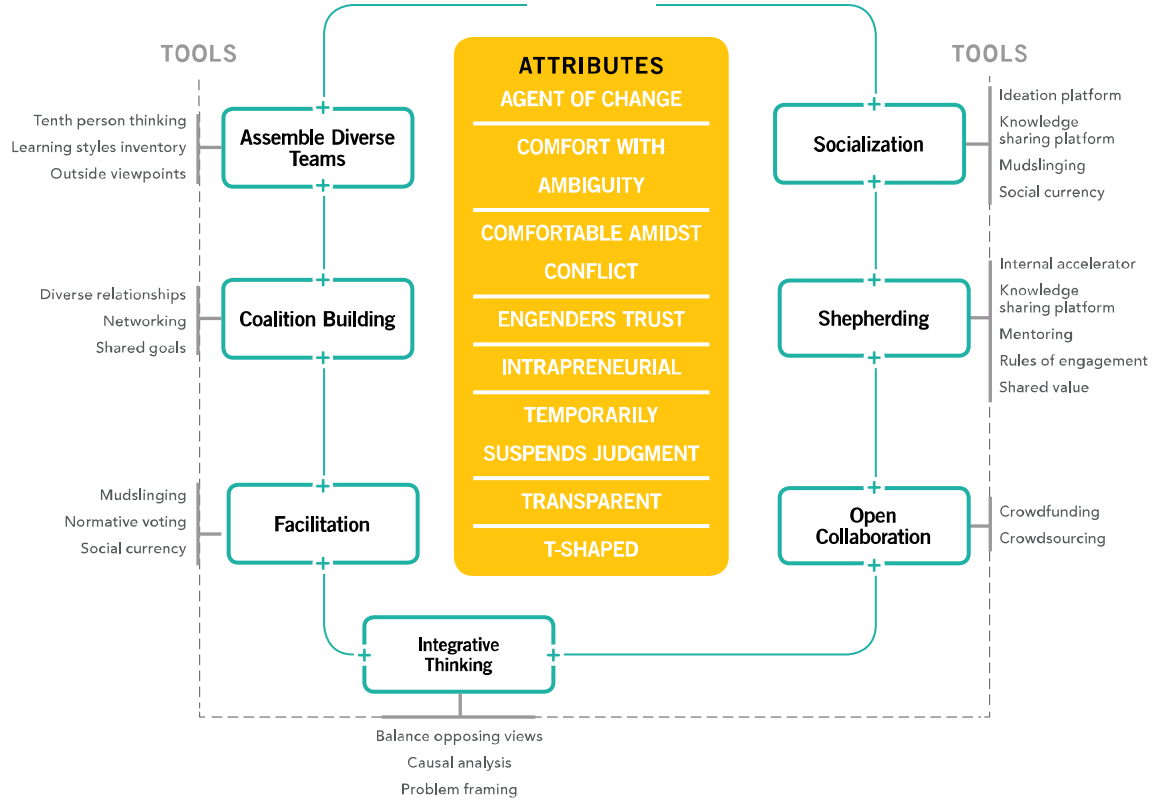
3+ Create a Culture of Transparency

Create an environment for safe and open dialogue, where ideas are considered based on merits, not positional authority.

2+ Manage Change through Collaboration

Healthcare strategists should deliberately socialize new ideas through both formal and informal social networks in the organization, building a case for change and a sense of urgency.

Skills, Attributes, and Tools





Kaiser Permanente Southern California has developed a field-testing methodology to refine technology and process solutions.



**KAISER
PERMANENTE®**

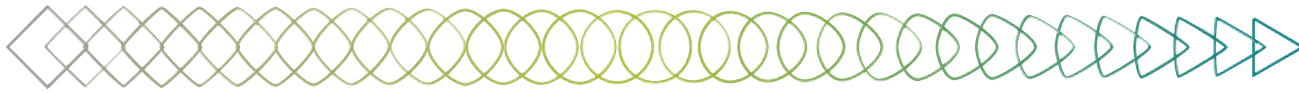
Strategists, information technology (IT), and frontline staff come together to develop and test solution prototypes.

Staff who will ultimately use the new technology are part of the design and development process, creating the “super users” who help implement the new solution.

4

**Erase
boundaries of
business.**





Present Focus

Future Focus

Acute, episodic interactions

Health and wellness journey;
longitudinal relationships

Market share

Covered lives and targeted
populations

Facility-based care
and asset organization

Technology-enabled care;
anytime, anywhere service offerings

Mission-driven community benefit

Culturally competent care;
health equity

Wholly owned system of care

System of care executed through
partners

+ 4 Taking Action

1+ Develop Technology Investment Roadmaps

Healthcare strategists are not expected to be technology experts. However, they can help set strategic priorities by identifying the areas where technology is a critical enabler.

3+ Apply Different Planning Models

Healthcare strategists should understand new planning models, data sources, and their applications in the healthcare market.

2+ Seek Partnership over Competition

Healthcare strategists should understand the nuances of “co-opetition,” the short- and long-term implications, and how to structure novel partnerships to create a foundation for future success.

4+ Align Social and Business Missions

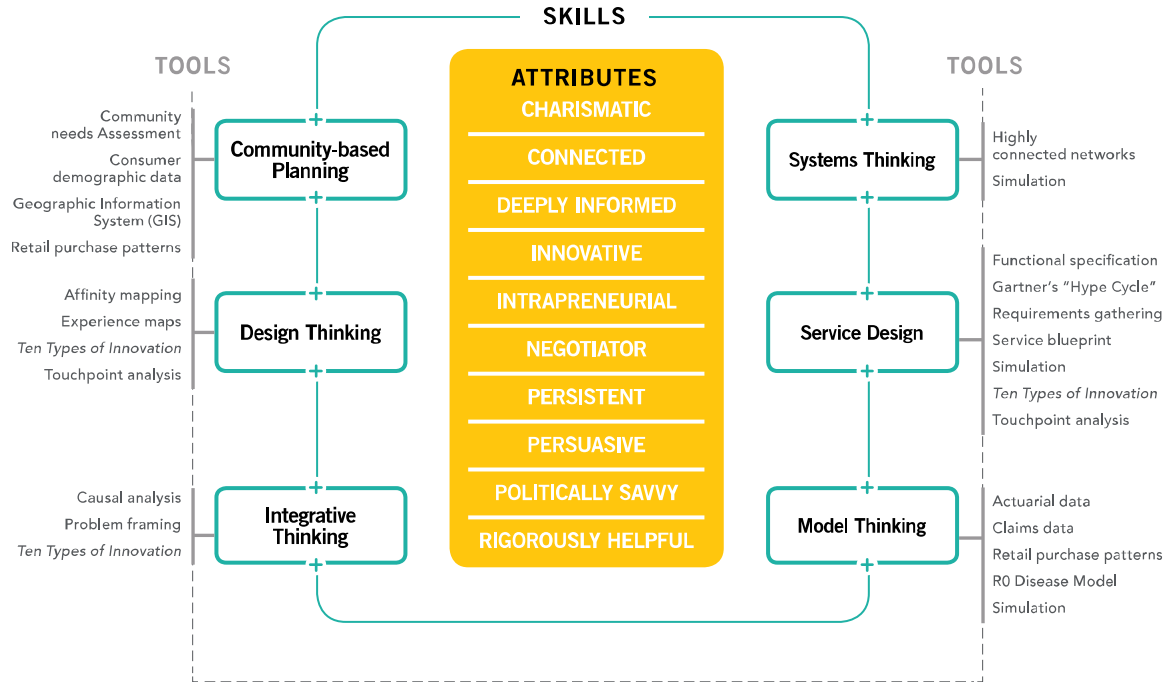
Healthcare strategists should lead their organization to partner with local communities to co-design the healthcare delivery system that makes sense for that community and creates a sustainable business model.

+ 4 Taking Action

5+ Design Ecosystems

Strategists should consider how to design ecosystems of products and services that include acute care service lines, health and wellness offerings, and services that extend beyond the traditional boundaries of business.

Skills, Attributes, and Tools





Spectrum Health's business development team combined data synthesis, integrative thinking, human needs analysis, and storytelling to transform a collection of data into a plan to improve population health and reduce the cost of care.

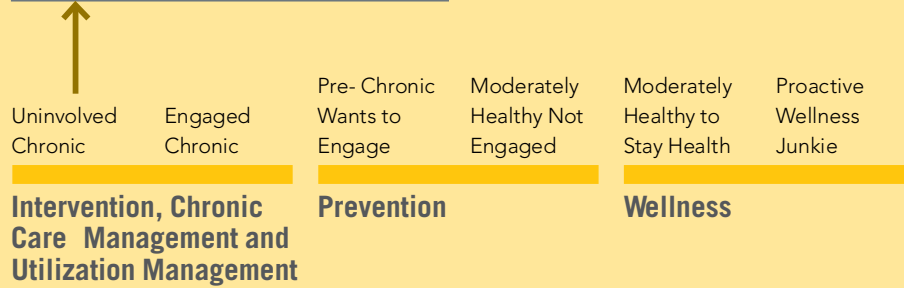
The team used health statuses (e.g., well, preventative, acute, pre-chronic, multi-chronic) or personas to categorize the data from "Linda," the uninvolved chronic, to "Jackie," the proactive wellness junkie.



Jackie

Needs

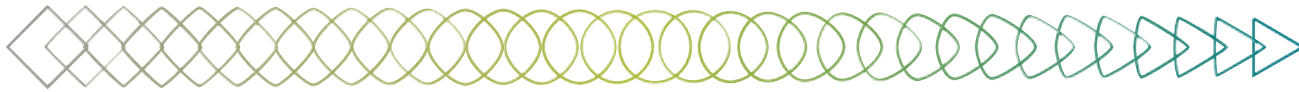
Motivations





5

Generate data-driven insight.



Present Focus

Future Focus

Historical data

Real-time data; forward-looking models

Simple data sets

Integrating multiple data sets, including publicly available data

Referral tracking

Physician Relationship Management (PRM); Employee Relationship Management (ERM); Customer Relationship Management (CRM)

Static charts and graphs

Dynamic data visualization

Individual patient

Individual customers and their social connections

+ 5 Taking Action

1+ Analyze Data Effectively

Organizations must anticipate what could happen next. Predictive analytics does just that by making reasonable forecasts, based on informed assumptions about the future.

3+ Tell Data-Driven Stories

Strategists should turn data into stories that cut through the noise, help people focus, and drive decisions.

2+ Visualize Data for Understanding

Engaging data visualizations allow leaders to quickly identify areas that need attention and to build consensus around direction.

4+ Source Nontraditional Data

By having a clear picture of what consumers do in all facets of their life, strategists can draw inferences that will anticipate and influence future behavior.



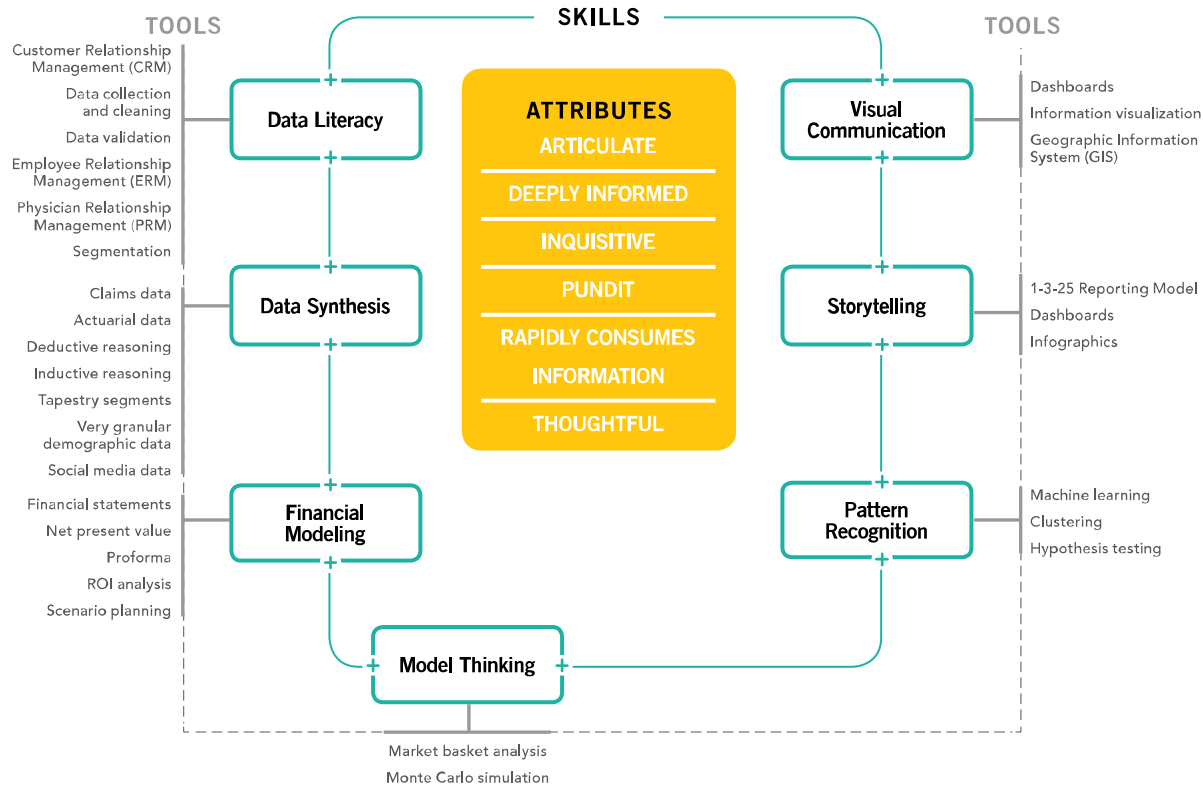
Stitch Fix is a virtual service that provides personalized fashion recommendations using preference data, algorithms, and a human connection.



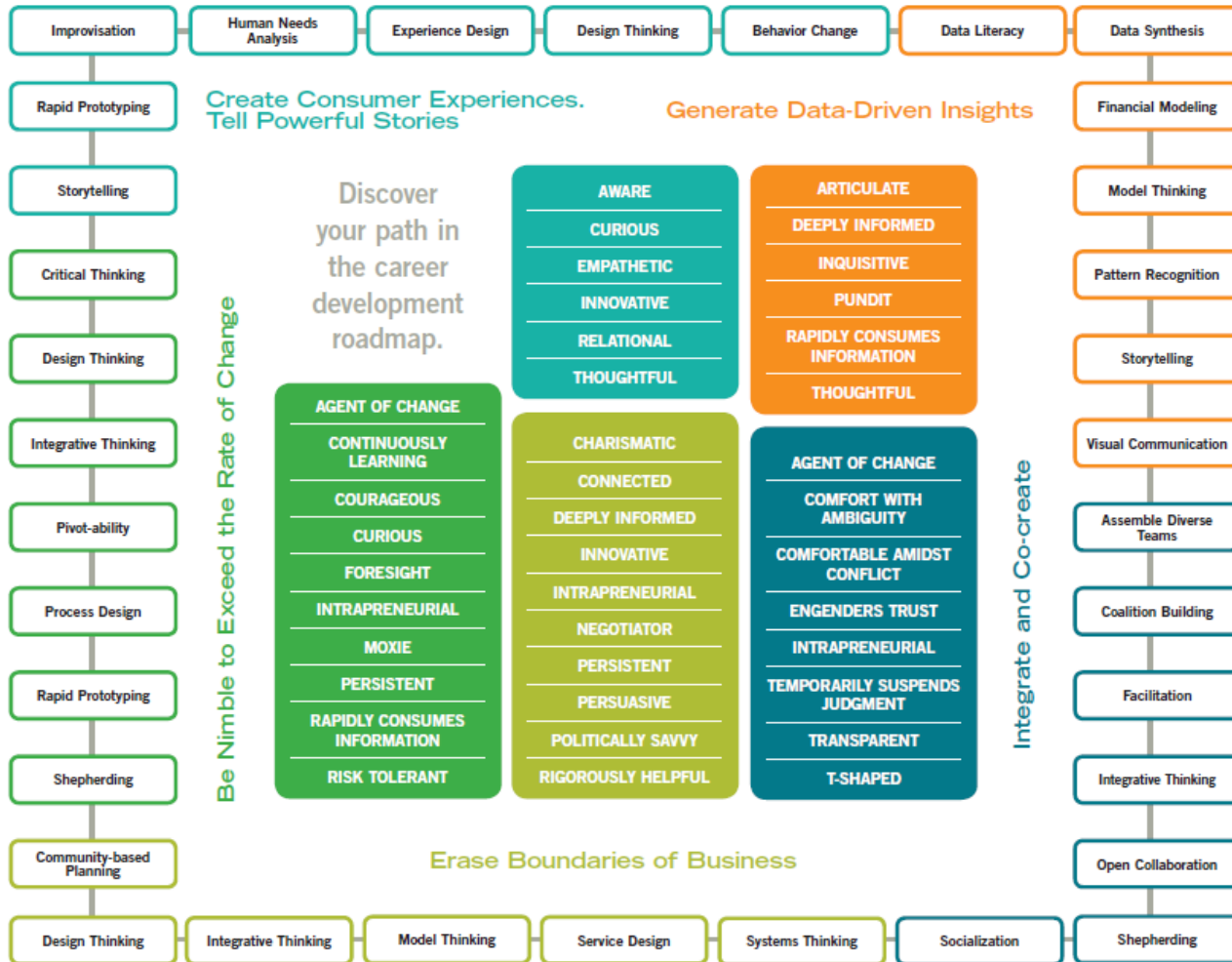
All aspects of its operations—from managing inventory to employee seating arrangements to making fashion recommendations—have been built on analytics.

The core philosophy combines machine analytics with human judgment.

Skills, Attributes, and Tools



SKILLS AND ATTRIBUTES



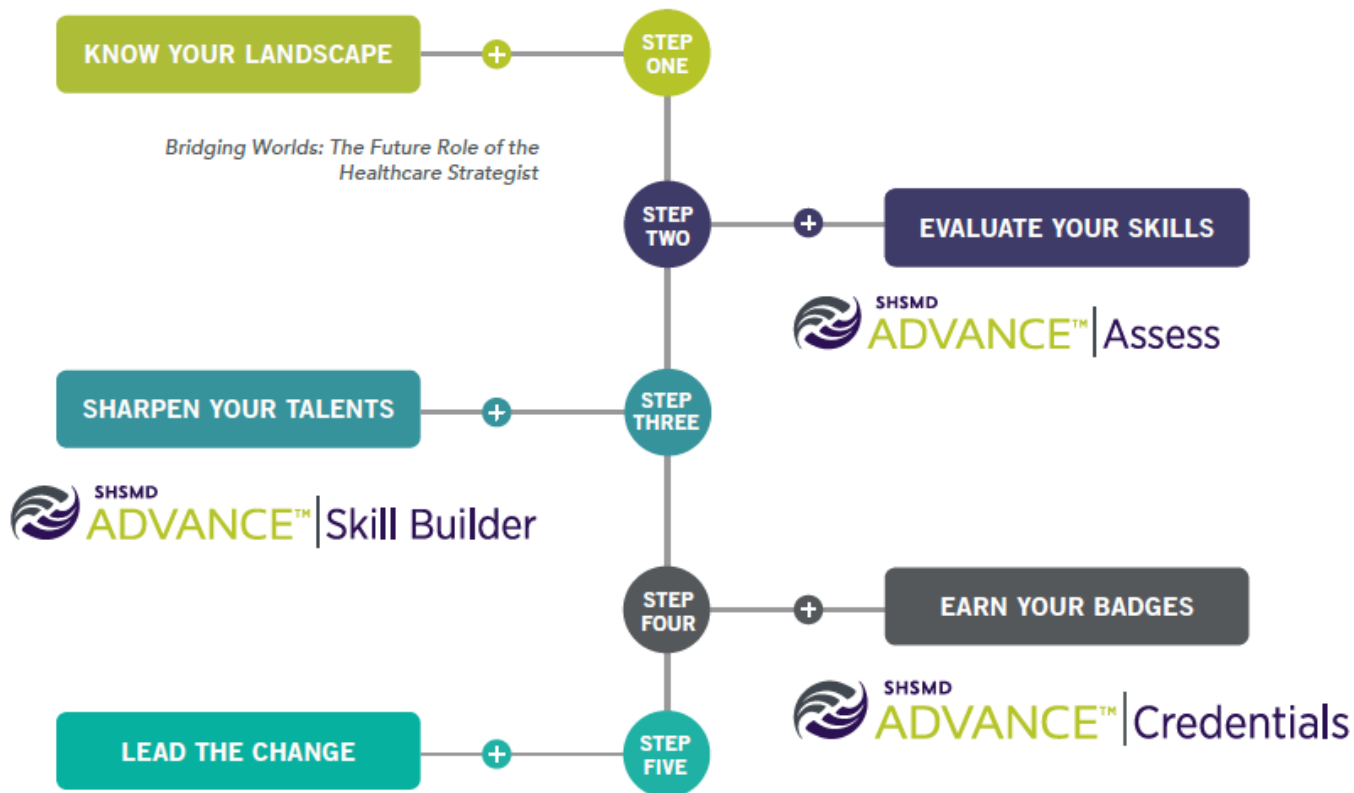
What's next?

BE PREPARED





The Learning Edge for Healthcare Strategists



STEP
TWO

+

Evaluate Your Skills



SHSMD

ADVANCE™

Assess

Be Nimble to Exceed the Rate of Change: Skills

Critical Thinking: Demonstrate skills for evaluating, clarifying, and synthesizing information.

Example: Ask questions to assess the accuracy, relevance, and completeness of data.

Performance

Very Effective

A Strength

Competent

Needs Development

Address Urgently

Unable to Rate

Importance

Critical

Very Important

Important

Unimportant

Irrelevant

Unable to Rate

Design Thinking: Solve complex problems using an approach that encourages the consideration of human needs, creativity, and rapid iteration.

Example: Take time to properly frame the problem to be solved; uncover the needs of end users in order to generate ideas for improvement.

Very Effective

A Strength

Competent

Needs Development

Address Urgently

Unable to Rate

Critical

Very Important

Important

Unimportant

Irrelevant

Unable to Rate

Integrative Thinking: Make meaningful connections between unrelated elements.

Example: Connect the health needs of a population to appropriate care services; forecast the impact on operational resources and financial implications.

Very Effective

A Strength

Competent

Needs Development

Address Urgently

Unable to Rate

Critical

Very Important

Important

Unimportant

Irrelevant

Unable to Rate

Entrepreneurship: Create an environment that encourages innovation and risk-taking, champion breakthrough ideas, and pursue new business opportunities.

Example: Create a new revenue stream by repackaging existing services.

Very Effective

A Strength

Competent

Needs Development

Address Urgently

Unable to Rate

Critical

Very Important

Important

Unimportant

Irrelevant

Unable to Rate

- ▼ [Self-Assessment Instructions](#)
- ▼ [My Greatest Strengths](#)
- ▼ [My Largest Gaps](#)
- ▼ [SHSMD ADVANCE™ Skill Builder](#)
- ▼ [View or Print My Detailed Report](#)
- 🔗 [My Development Goals](#)

Be Nimble to Exceed the Rate of Change: Skills



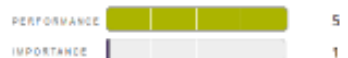
Critical Thinking

Demonstrates skills for evaluating, clarifying, and synthesizing information.



Design Thinking

Solves complex problems using an approach that encourages the consideration of human needs, creativity, and rapid iteration.



Integrative Thinking

Makes meaningful connections between unrelated elements.



Entrepreneurship

Creates an environment that encourages innovation and risk-taking, champions breakthrough ideas, and pursues new business opportunities.



Persuasion

Develops techniques to market and encourage adoption of new ideas or products based on understanding of human psychology and consumer behavior.



Pivot-ability

Adjusts strategy without changing the vision.



Process Design

Creates workflows, roles, and technologies to intentionally and efficiently deliver a product or service.



Shepherding

Leads through gentle and persistent redirection toward the objective.



STEP
THREE

+

Evaluate Your Skills



SHSMD

ADVANCE™

Skill Builder




Storytelling

Definition: Capture peoples' imagination and interest by creating a narrative that appeals to the heart (inspiring vision), mind (credible evidence), and how-to (personal evidence). Example: Capture the essence of learning from data in revisualizing a product or service.

Relates to: Generate Data-Driven Insight and Tell Stories. Create Experiences

SKILL DEVELOPMENT RESOURCES

ONLINE RESOURCES

-  [Building a Content Hub to Bridge Worlds \(and Tell Stories\)](#)
-  [Getting the Most Out of Your Media Relations](#)
-  [In the Shadow of Giants: Transforming the Brand of Cleveland](#)
- [The Art of Storytelling in Health Care Branding](#)
- [The Power of Persuasion: Storytelling & Personas in Content Marketing](#)

BOOKS


- [Dashboards: Storytelling With Data: A Data Visualization Guide for Business Professionals](#)
- [Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content](#)
- [HBR Guide to Persuasive Presentations](#)
- [Illuminate: Ignite Change Through Speeches, Stories, Ceremonies, and Symbols](#)
- [Lead with a Story: A Guide to Crafting Business Narratives That Captivate, Convince, and Inspire](#)
- [Slide.ology: The Art and Science of Creating Great Presentations, 1st Edition](#)
- [TED Talks Storytelling: 23 Storytelling Techniques from the Best TED Talks](#)
- [The Storytelling Animal: How Stories Make Us Human, 1st Edition](#)

COURSE, WORKSHOP, OR SEMINAR

- [Digital Storytelling Strategy](#)
- [VisualStory 1 Day](#)

TOOL RESOURCES

Tools to support this skill may include:

- Answer "Why" first, then "What" and "How": [Start With Why](#)
- Answer "Why" first, then "What" and "How": [Start with Why: How Great Leaders Inspire Everyone to Take Action](#)
- Answer "Why" first, then "What" and "How": [Why your B2B content marketing should 'Start With Why'](#)
- Dashboards: [Visual Storytelling with D3: An Introduction to Data Visualization in JavaScript, 1st Edition](#)
-  Dashboards: [What to Measure: Metrics and Dashboards to Prove Value](#)
- Mind Maps: [Mind Mapping: A Simpler Way to Capture Information](#)
- Mind Maps: [Six Thinking Hats](#)




The Learning Edge for Healthcare Strategists



Call to Action

- + Read *Bridging Worlds*, online or download
shsmd.org/BridgingWorlds
- + Take SHSMD Advance | Assess
shsmd.org/ADVANCE
- + Create a personal (or team) development plan
- + Discuss *Bridging Worlds* within your team and organization; build your strategy for leading the change
- + Managing up, manage across, manage out, manage down
- + Share your success with a wider audience

A network diagram consisting of a central large circle and five smaller circles connected to it by thin white lines. The central circle shows a woman in a white shirt clapping. The smaller circles show: 1) two men in suits shaking hands, 2) a woman in a blue patterned top presenting to a group, 3) two women at a table with a laptop, and 4) three men in suits looking at a laptop.

ONE NETWORK THAT HAS IT ALL

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Join today at shsmd.org/membership