

# Case Studies on How To Align Teams to be Future-Ready

**Lisa Henry, Director, Corporate Marketing and  
Communications, Mary Washington Healthcare**

**Michael Joyce, System Designer, Kaiser Permanente**

# Objectives

- Understand how to prepare teams to meet the new imperatives for health care
- Identify team strengths and gaps (such as those found in SHSMD's *Bridging Worlds*), and prioritize development needs
- Learn ways to expand team competencies to better align with strategic imperatives

# Why This is Important to Us

- Lisa Henry, Director, Corporate Marketing and Communications, Mary Washington Healthcare
- Michael Joyce, System Designer, Kaiser Permanente

# Evolving Health Landscape



**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**

# Key Implications for Strategists

## Implications

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

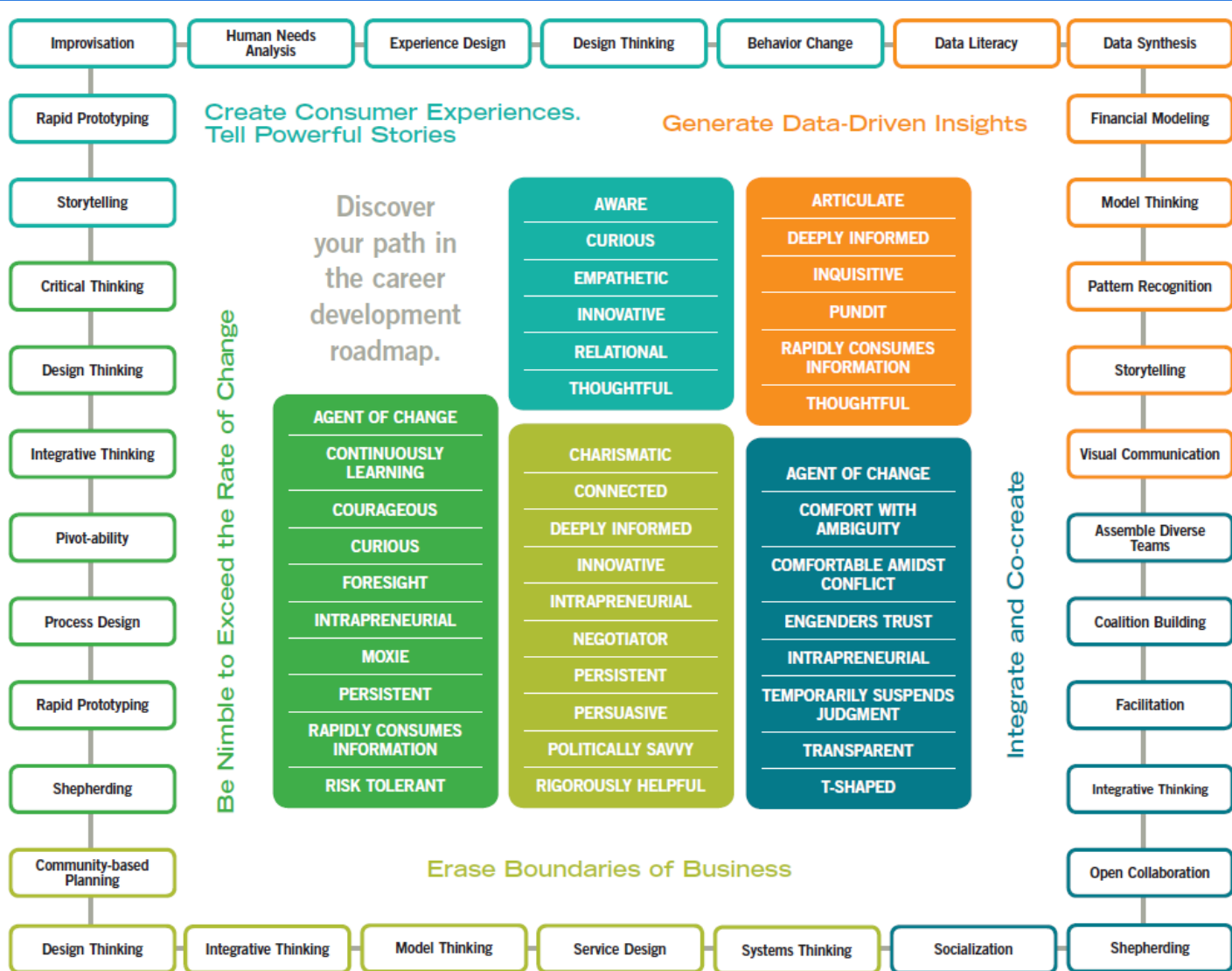
2  
**Create Consumer  
Experiences. Tell  
Powerful Stories**

3  
**Integrate and  
co-create.**

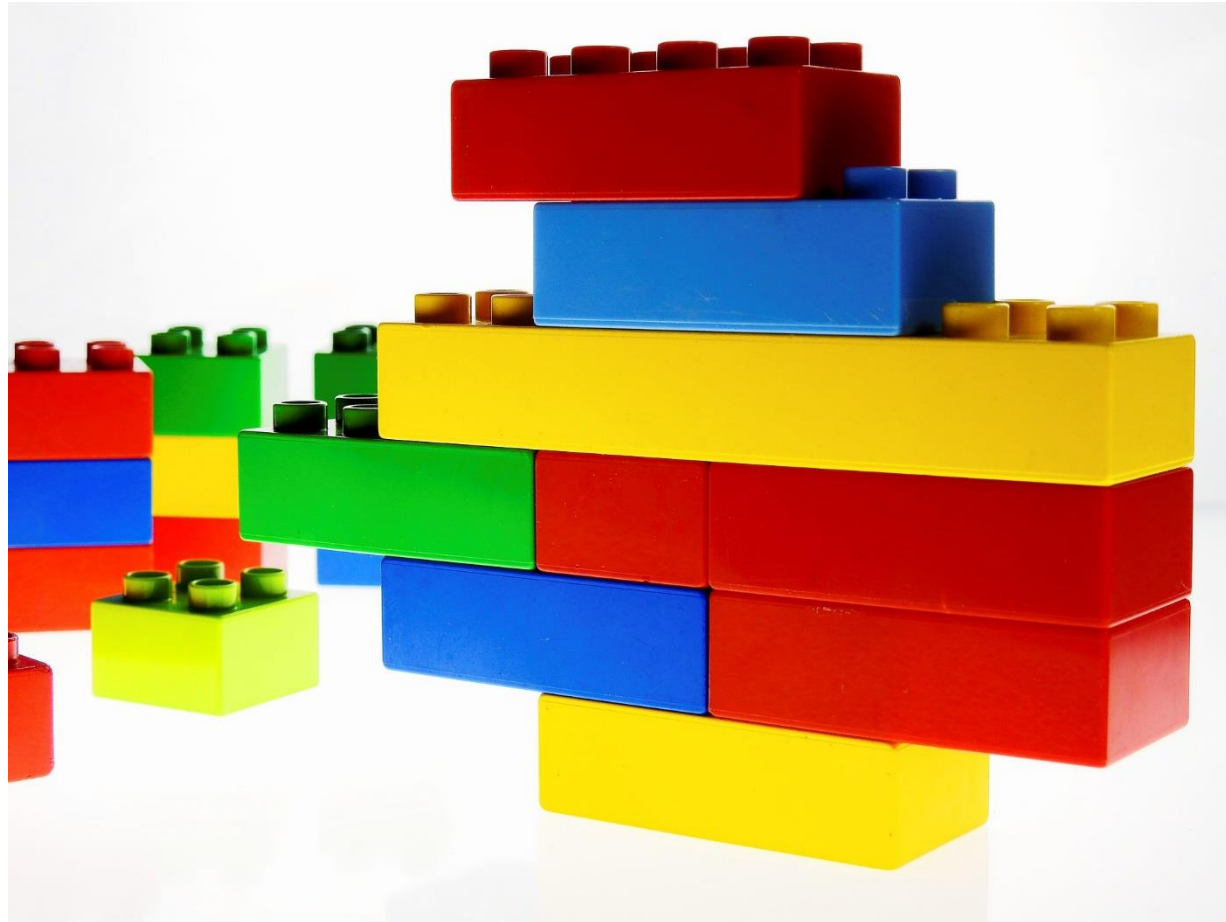
4  
**Erase  
boundaries of  
business.**

5  
**Generate data-  
driven insight.**

# Critical Skills for Strategists



# Building a Future-Ready Team



# Implications for Strategists





# Mary Washington Healthcare



# Self-Assessment

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

## 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	Importance
Very Effective <input type="radio"/>	Critical <input type="radio"/>
A Strength <input type="radio"/>	Very Important <input type="radio"/>
Competent <input type="radio"/>	Important <input type="radio"/>
Needs Development <input type="radio"/>	Unimportant <input type="radio"/>
Address Urgently <input type="radio"/>	Irrelevant <input type="radio"/>
Unable to Rate <input type="radio"/>	Unable to Rate <input type="radio"/>

**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 <input type="radio"/>	Critical <input type="radio"/>
A Strength <input type="radio"/>	Very Important <input type="radio"/>
Competent <input type="radio"/>	Important <input type="radio"/>
Needs Development <input type="radio"/>	Unimportant <input type="radio"/>
Address Urgently <input type="radio"/>	Irrelevant <input type="radio"/>
Unable to Rate <input type="radio"/>	Unable to Rate <input type="radio"/>

**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 <input type="radio"/>	Critical <input type="radio"/>
A Strength <input type="radio"/>	Very Important <input type="radio"/>
Competent <input type="radio"/>	Important <input type="radio"/>
Needs Development <input type="radio"/>	Unimportant <input type="radio"/>
Address Urgently <input type="radio"/>	Irrelevant <input type="radio"/>
Unable to Rate <input type="radio"/>	Unable to Rate <input type="radio"/>

# Greatest Strengths

## × My Greatest Strengths

Below are items that you rated yourself high on in terms of both performance and importance. Consider how you might more fully leverage these strengths to gain the greatest pay-off.

Click on the icons on the right of each item if you wish to access suggested development resources or create development goals.







	1	2	3	4	5	SCORE	ACTIONS
<b>Courageous</b> Challenges the status quo, stands up and advocates for an idea or position even in the face of uncertainty and opposition.						5	 
						4	
<b>Engenders Trust</b> Interacts with others in a way that is authentic and gives them confidence in his/her intentions and those of the organization.						5	 
						4	
<b>Data Literacy</b> Understands the principles of statistics, analytics, computer science, and predictive modeling in order to analyze and address complex problems and issues.						5	 
						4	
<b>Human Needs Analysis</b> Explores and analyzes underlying human values, beliefs, and motivations to gain insights into a problem and develop solutions.						5	 
						4	

# Largest Gaps

## × My Largest Gaps

Below are items that you identified as important (e.g., Critical or Very Important) but rated yourself low in terms of performance. Consider how these lower rated items may hamper your overall effectiveness and impede job performance. Identify the areas of highest development priority relative to your position, goals, and learning needs.

Click on the icons on the right of each item if you wish to access suggested development resources or create development goals.

		1	2	3	4	5	SCORE	ACTIONS
<b>Rapidly Consumes Information</b> Finds, consumes, and processes information to become highly knowledgeable and functional in a short timeframe when faced with a new challenge.	PERFORMANCE						3	 
	IMPORTANCE						5	
<b>Continuously Learning</b> Grows and changes continuously across his/her career; acquires new skills proactively to advance his/her career expertise.	PERFORMANCE						3	 
	IMPORTANCE						5	
<b>Storytelling</b> Captures peoples' imagination and interest by creating a narrative that appeals to the heart (inspiring vision), mind (credible evidence), and how-to (personal evidence).	PERFORMANCE						2	 
	IMPORTANCE						4	



# Questions?



Visit <https://www.shsmd.org/resources/bridging-worlds/shsmd-advance-2>

# Questions?

**Please be sure to complete the session evaluation on the mobile app!**

# Extra Slides, Delete if not needed



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1

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

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2

**Create Consumer  
Experiences. Tell  
Powerful Stories**

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3

**Integrate and  
co-create.**

|

+

A woman is rock climbing on a mountain peak. She is wearing a dark tank top, light-colored pants, and a climbing harness. She is holding onto a rope and a rock ledge. The background shows a vast mountain range under a clear sky. The entire image has a blue overlay.

4  
**Erase  
boundaries of  
business.**

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5

**Generate data-driven insight.**

# Where Do I Begin?



**SHSMD ADVANCE™**  
*The Learning Edge for Health Care Strategists*

# Origins of SHSMD ADVANCE™



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

## BRIDGING WORLDS

THE FUTURE ROLE OF THE  
HEALTHCARE STRATEGIST  
SECOND EDITION

# Skill Builder Resources



## Systems Thinking

**Definition:** Understand how components interrelate and create a larger whole. Example: Analyze the related components within a highly distributed ambulatory network.

**Relates to:** Erase Boundaries of Business

### SKILL DEVELOPMENT RESOURCES

#### ONLINE RESOURCES

[5 Principles of Systems Thinking for a Changing Healthcare Ecosystem](#)  
[The Application of Systems Thinking in Health: Why Use Systems Thinking?](#)

#### BOOKS

[Thinking in Systems: A Primer](#)  
[Transforming Health Care Leadership: A Systems Guide to Improve Patient Care, Decrease Costs, and Improve Population Health, 1st Edition](#)

#### COURSE, WORKSHOP, OR SEMINAR

[Workshop: Systems Thinking](#)



# How could you use it?

- Plan that career move.
- Build a systematic professional development strategy.
- Set goals for professional development.
- Approach an expert in your organization and ask for mentoring.
- Show your manager your dedication to preparing your organization for the future.
- And more!

