



Engaging Physicians and Leaders in Data-Driven Strategic Initiatives

Allison Vance, SVP and Chief Of Staff, Regional One Health

Jani Radhakrishnan, Principal and CEO, Regional One Health Solutions



Outline/Agenda

Outline

- Why strategic plans fail
- Key strategies to drive execution
- Case studies

Learning Objectives

1. Participants will learn how to effectively involve physicians and leaders in the strategic planning process, ensuring an inclusive and comprehensive approach.
2. Participants will learn how to integrate analytics into your strategic planning process for a more informed and dynamic approach.
3. Participants will learn the importance and methods of continuous monitoring and evaluation in refining strategic initiatives and achieving desired outcomes.

Audience Poll



Why do strategic plans fail?

In our experience, there was no plan for strategic execution.

Five Ways to Power Up Strategic Execution



Leverage lean, cross-functional teams

Lean and Cross Functional Teams

Engage physicians on **day one**.



[View Video](#)

Lean and Cross Functional Teams



Lean and Cross Functional Teams

- Involve directors and managers from diverse hospital areas
- Include **physician champions** at every single level



Case Study: Harm Event Reduction

Quality YTD Highlights

SDOH Screening Rate

75%

Leapfrog Score

B

Quality Rating

88%

CHW Hired

180

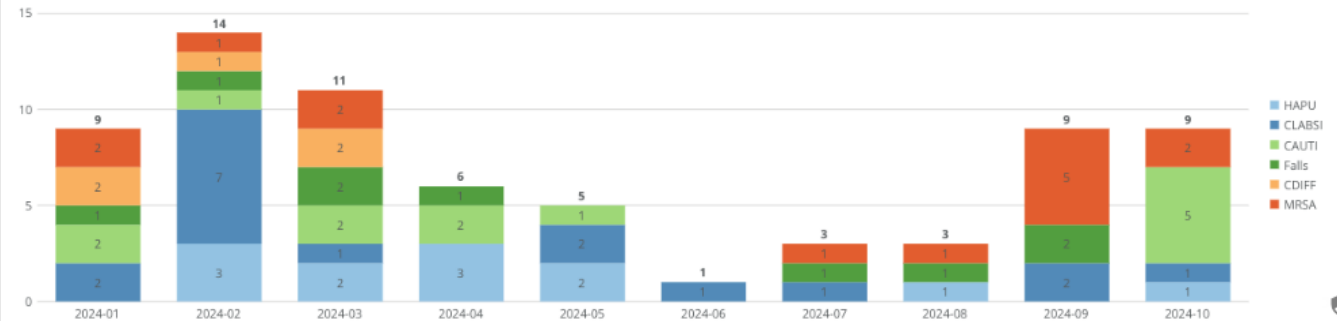
Total Harm Events

70

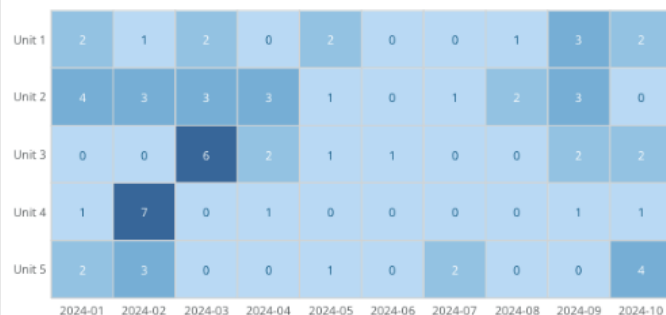
Quality Details

Harm Events by Month

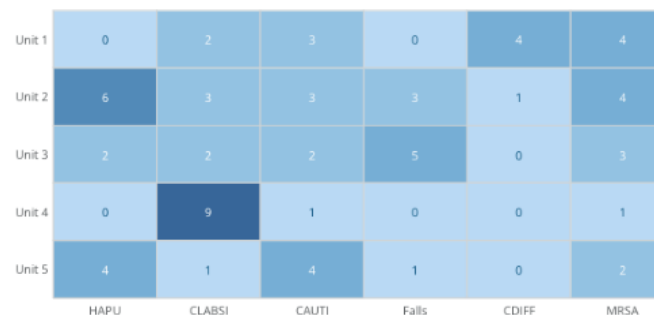
70 Sum of Event Count



Harm Events by Unit by Month



Harm Events by Unit by Type

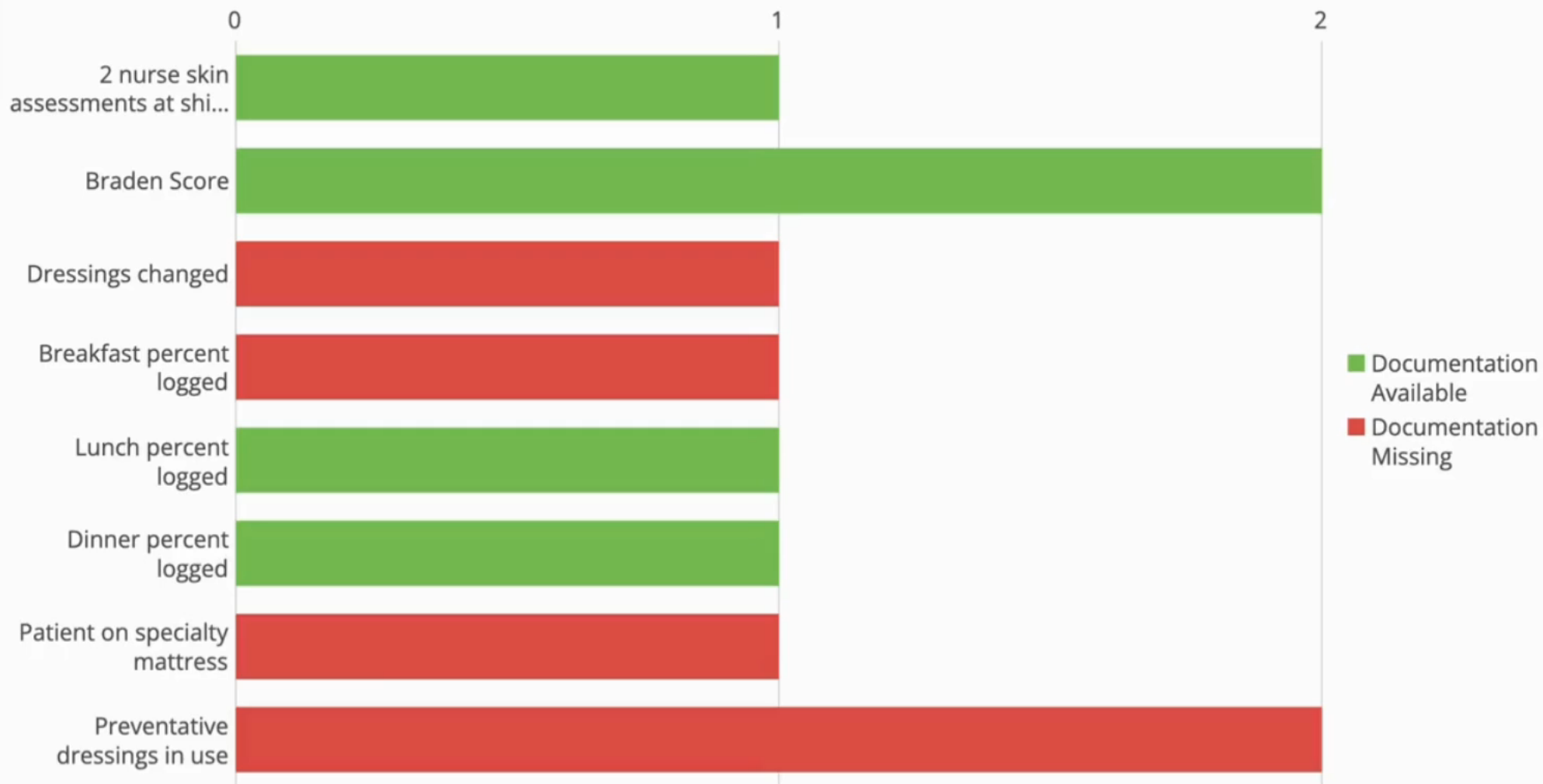


- Shared accountability and broader visibility for hospital acquired harm events

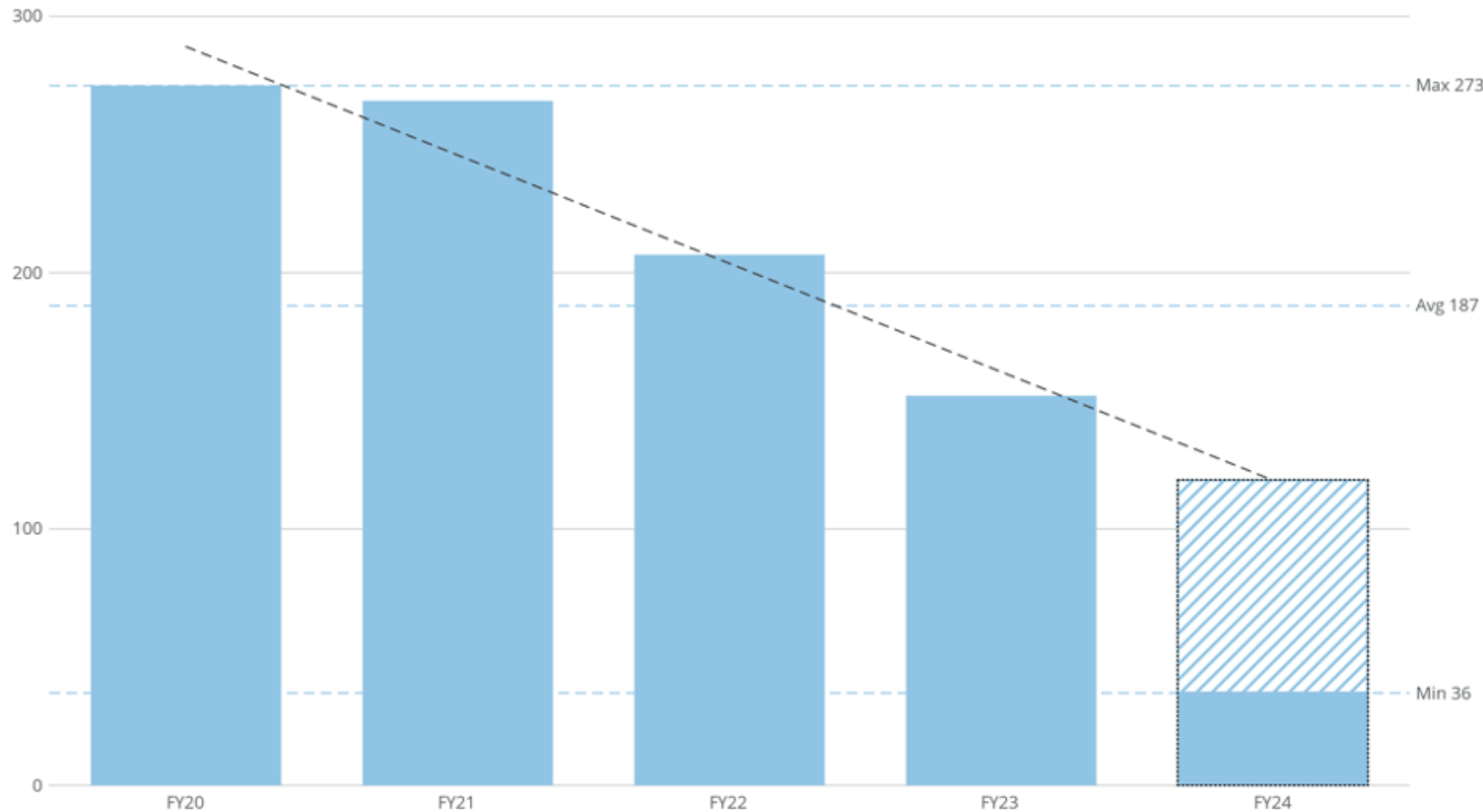
- Allowed us to drill down in real time to fix problems

sample data shown

Pressure Ulcer Prevention Audit Tool



Case Study: Harm Event Reduction



Real outcomes shown

Case Study: Harm Event Reduction



Five Ways to Power Up Strategic Execution



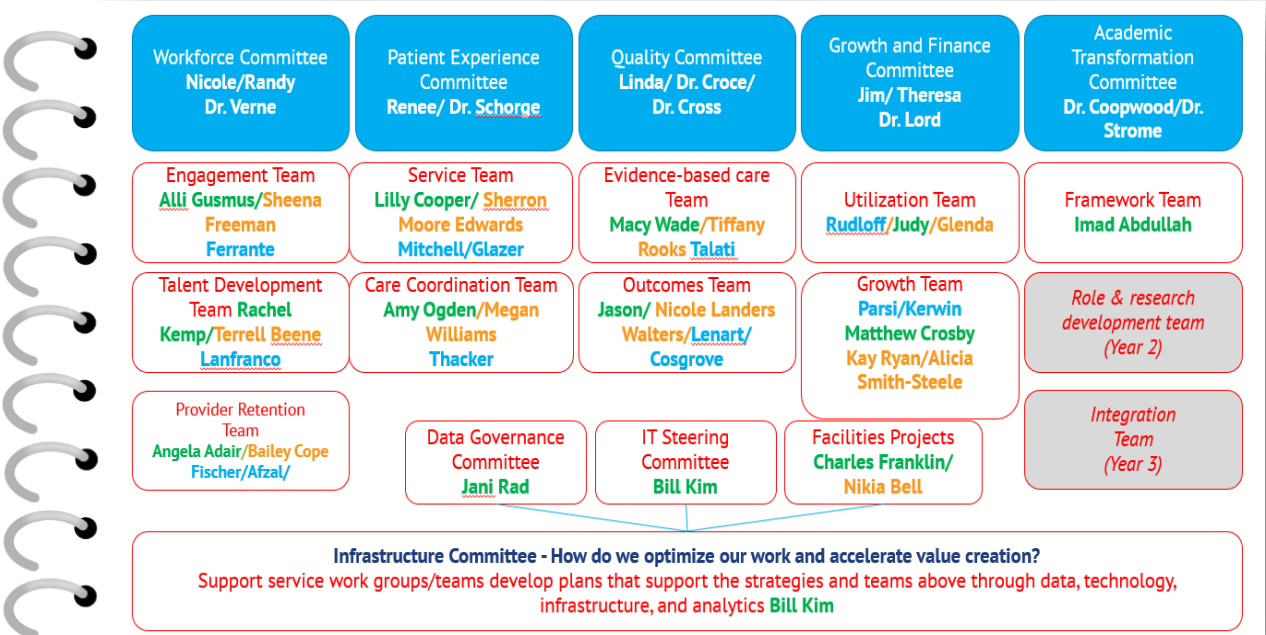
Leverage lean, cross-functional teams



Optimize operational structure and cadence

Operational Structure and Cadence

Utilize your existing operational cadence and strategically plan team involvement



Operational Structure and Cadence

ROLE OF TEAM LEAD:

- Lead monthly meetings
- Assign action items and hold team accountable to what has been agreed upon
- Communicate and escalate barriers as necessary to executive champion
- Participate and provide team updates at quarterly strategy oversight committee meetings

ROLE OF CO-LEAD:

- Submit monthly notes from team meetings
- Act as backup when team lead is unable to lead meetings

ROLE OF PHYSICIAN CHAMPION:

- Attend team meetings when available. When not available be available on a monthly basis to meet with the team leads.
- Act as a liaison with other physicians on topics and questions related to this team's objective.
- Provide updates on your team's work at various provider meetings, including MSEC, department meetings, etc.

ROLE OF TEAM MEMBER:

- Be accountable to the tasks you've been assigned.
- Think team first!

Operational Structure and Cadence



MONTHLY:

Team meetings with standard reports back to committee

Updates to action plans

Monthly Scorecard updates

Celebrate wins and progress at managers meeting

QUARTERLY:

Committee meetings to review team progress

Rotating updates by initiative to:

- VP roundtable
- MSEC
- Physician Roundtable/APP Events
- Employee Town Halls

Quarterly summary report to:

- Board of directors

Strategic Planning committee (strat ops plus physicians) reviews progress and makes recommendations to pivot where necessary based on performance, market forces, or other changing needs.

ANNUALLY:

Annual progress report

New annual goals with updated action plans

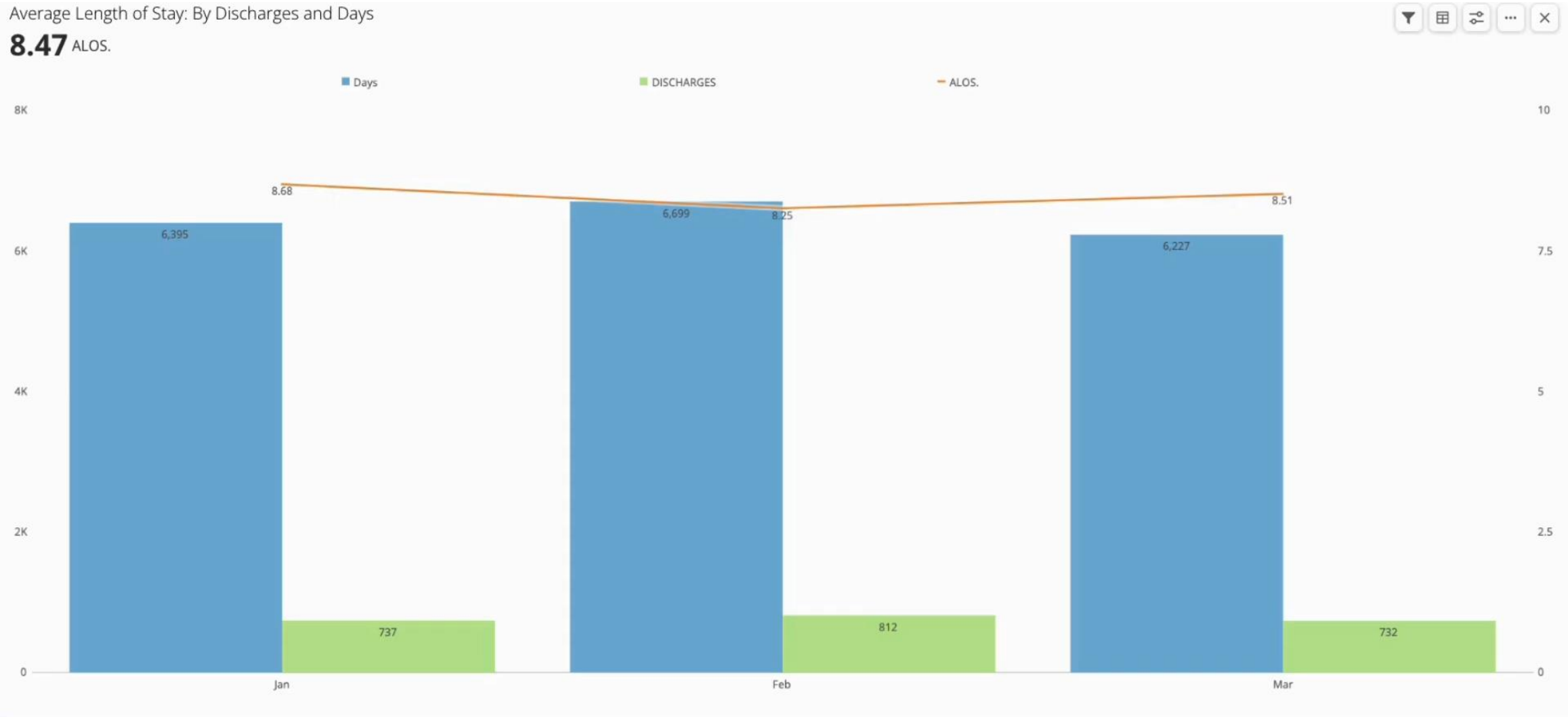
All-management session to hear the year's vision and kick off committee planning

Integrated budgeting/planning/goal setting process

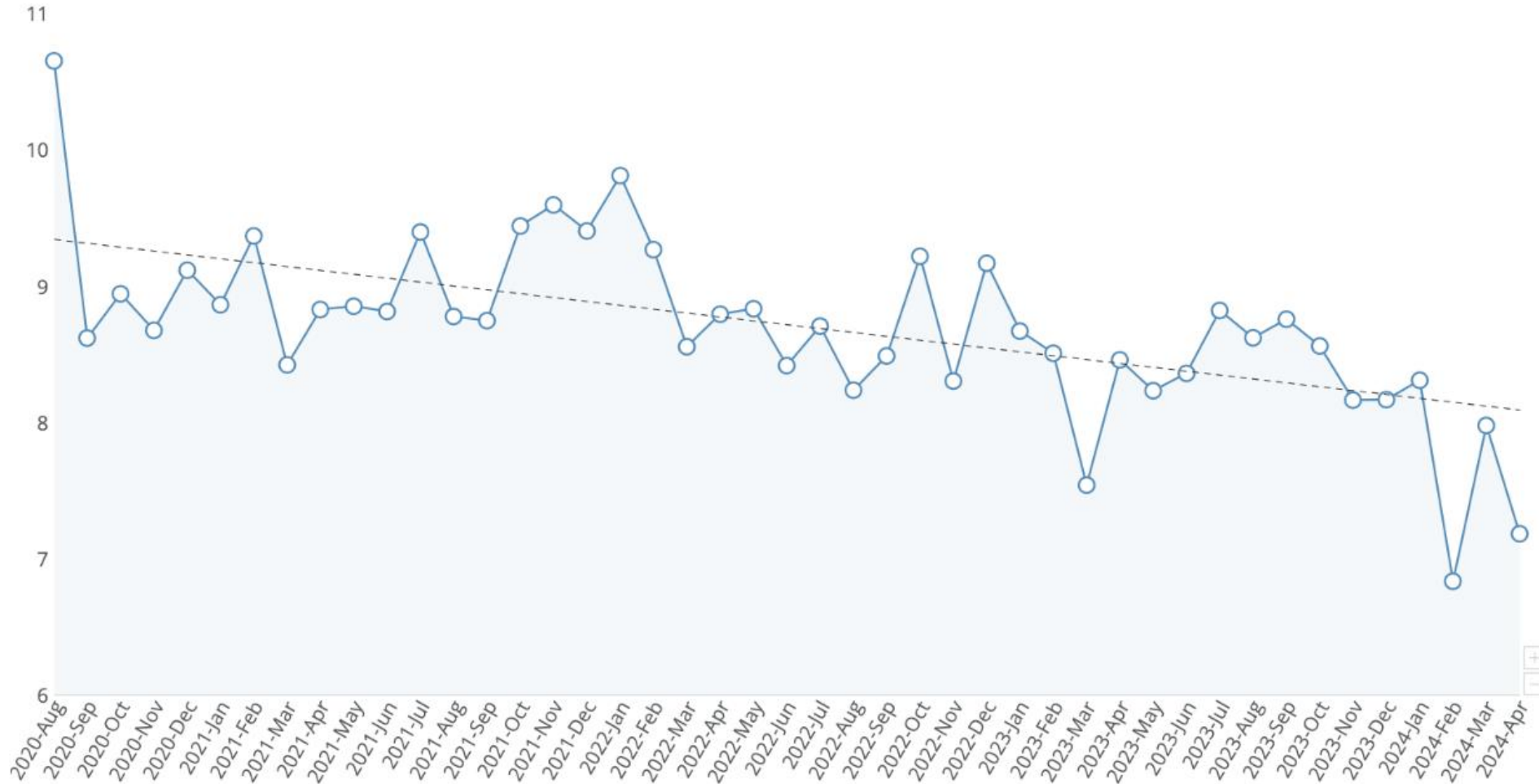
Case Study: Reduce Acute Care Average Length Of Stay

Average Length of Stay: By Discharges and Days

8.47 ALOS.



Case Study: Reduce Acute Care Average Length Of Stay



Real outcomes shown

Five Ways to Power Up Strategic Execution



Leverage lean, cross-functional teams



Optimize operational structure and cadence



Drive change management and foster continuous learning

Change Management & Continuous Learning

- Restructure teams as needed
- Adapt continuously



Select all (5)

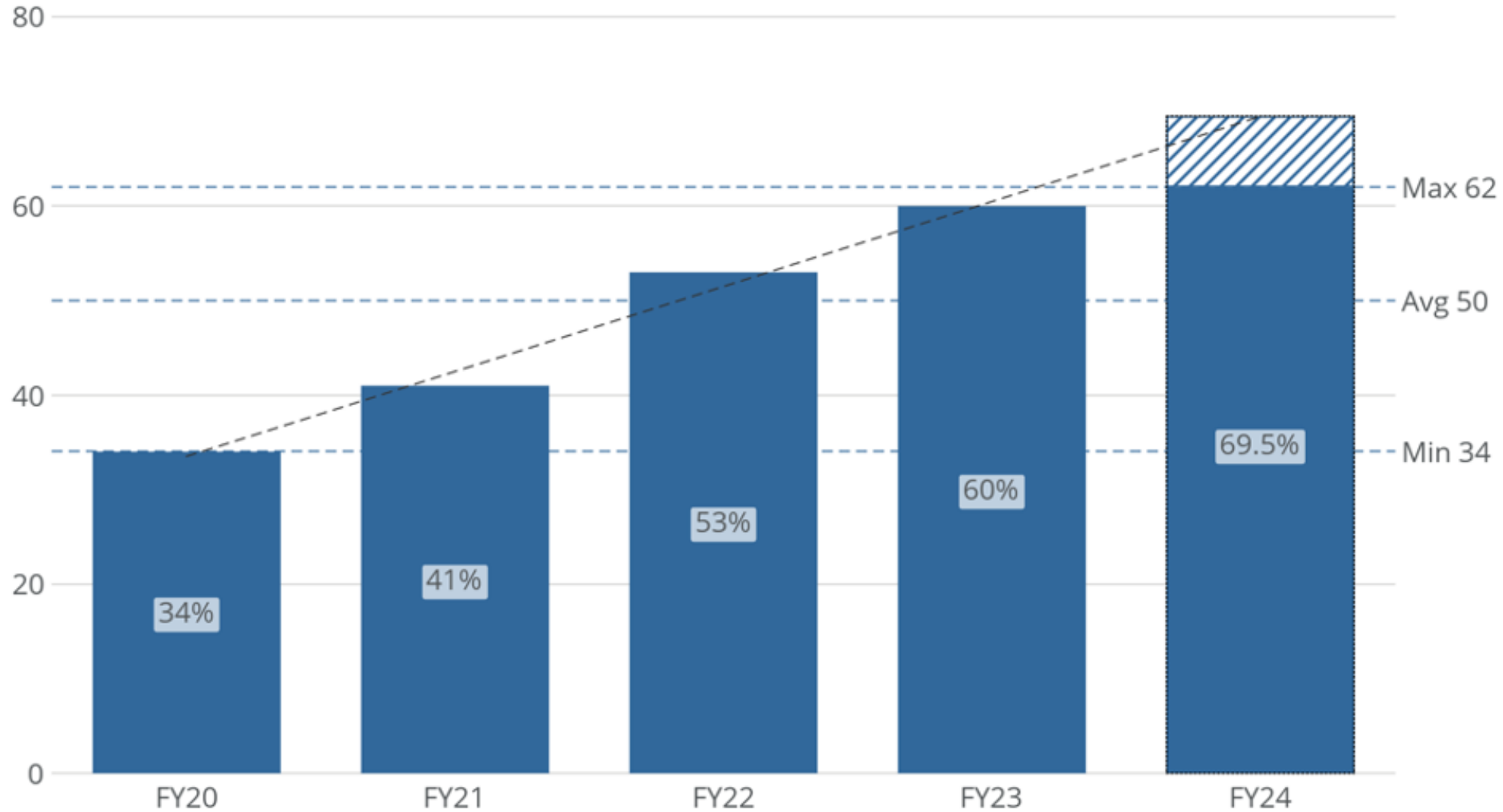
- ☐ Cardio East
- ☐ GYN East
- ☐ Harbor Health
- ☐ Imaging East
- ☐ Medicine East

Minimum
07/01/22Maximum
06/01/23

SAMPLE Stair step Pharmacy Capture Rate Goals

Stair step Pharmacy Capture Rate Goals sample
by Month

Case Study: Pharmacy Capture Revenue



Five Ways to Power Up Strategic Execution



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Optimize operational structure and cadence

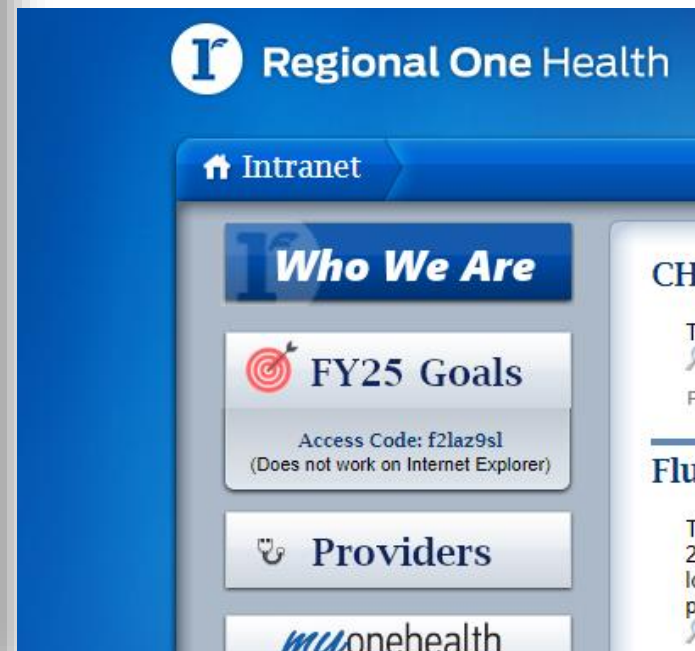
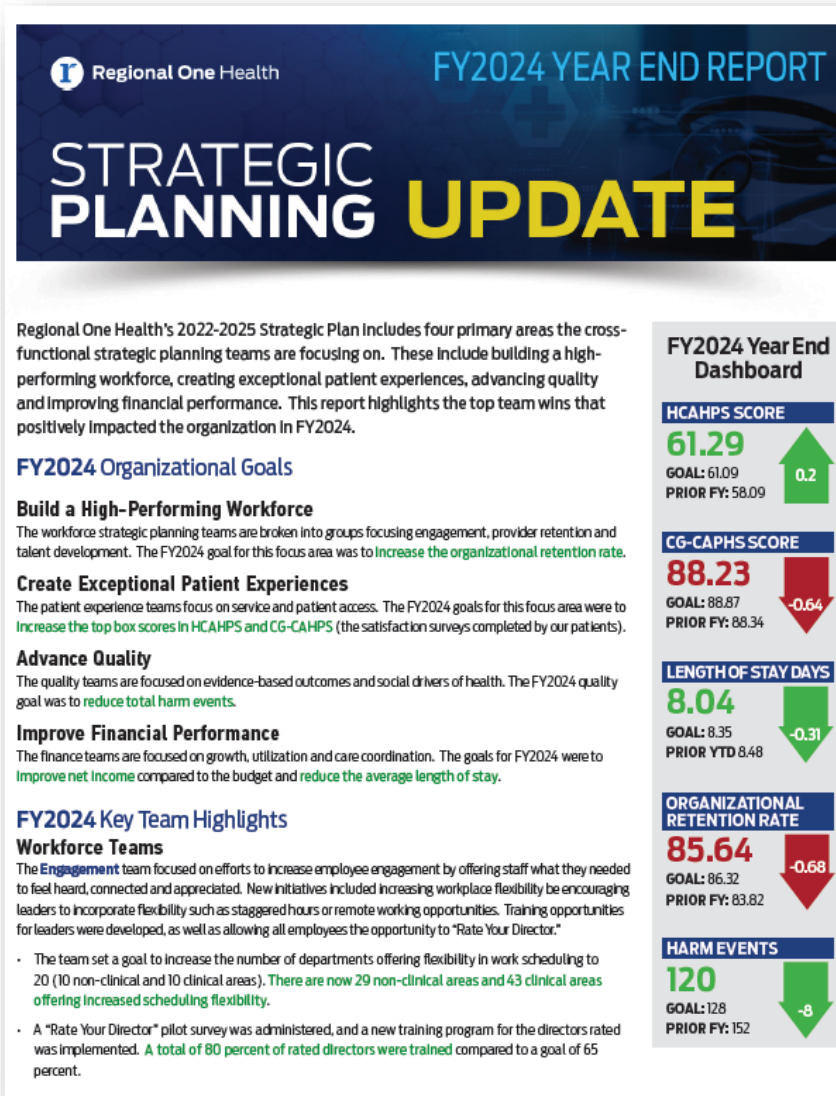


Drive change management and foster continuous learning



Ensure alignment and strengthen communication

Alignment & Communication



- Integrate communication across multiple platforms
- Align communication with progress reports tied back to operational cadence

Alignment and Communication

Strategic planning updates

Enter your name *

Enter your response here

Enter meeting date *

--/--/----

Select your team *

Select meeting attendees *

Select...

Wins for this month *

Enter your response here

Barriers for this month *

Enter your response here

Next steps/action items for next month *

Enter your response here

| | |
|---|--|
| Enter meeting date | 2024-06-22 |
| Select your team | Infrastructure |
| Enter your name | Eric Maglisco |
| Meeting attendees | Crystal Kinnard, Daniel Thomas, Dr. Cyrilyn Walters, Eric Maglisco, Lillian Coop Sheena Freeman, Tony Edwards, Travis Acton, William Kim, Kelsey Akers |
| Wins for this month | Met with ancillary groups outside of ambulatory to discuss the DOMO dashboard messages via phone or portal Discovered other areas have similar processes to our SOP and we are expanding ambulatory Voyce project is also progressing through ePMO. Notable project contract executed. First planning meeting occurred on 6/27/24 |
| Barriers for this month | N/A |
| Next steps/action items for next month | Encounter Follow Ups - Nursing leadership meeting to map current workflow & Determine if PATS data should be included in the queue. Baseline stretch goals for each team for FY25. Specialist Referrals: Lead work on Provider Communications Portal. |
| What specific role or work do you need a provider to contribute to this team? | Establish updated meeting cadence with provider team. |

SHSMD
Society for Health Care
Strategy & Market
Development™

Case Study: Organizational Dashboard



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Ensure alignment and strengthen communication



Celebrate Your Wins

Celebrate your Wins



Celebrate your Wins



Celebrate your Wins



Three Key Take-Aways

- **Engage key stakeholders:** ensure meaningful collaboration with physicians and other leaders by actively involving them early and frequently in strategic discussions and letting them opt-in to the areas where they can make impact
- **Leverage analytics for strategic insights:** utilize data-driven insights to guide, inform, and align your strategic planning and execution and celebrate successes
- **Implement continuous monitoring:** establish a regular system for tracking progress and evaluating outcomes, enabling timely adjustments and improved success in achieving initiatives



Questions?

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

Speaker Biography(s)

Allison Vance, Senior Vice President and Chief of Staff,
Regional One Health, avance@regionalonehealth.org

As chief of staff, Allison Vance is responsible for executive office operations at Regional One Health to ensure organization-wide strategic initiatives are being achieved in the health system. Leading the Center for Information & Analytics, enterprise project management office, and Center for Innovation, she works to deploy resources that improve processes and patient outcomes. As head of strategic planning activities, Allison designs processes that keep data at the center of decision-making for the organization's leaders.

Speaker Biography(s)

Niranjani “Jani” Radhakrishnan, CEO, Regional One Health Solutions, Regional One Health, nradhakrishn@regionalonehealth.org

After 5 years leading Regional One Health’s internal Center for Information and Analytics, Niranjani Radhakrishnan, known as Jani Rad, is now the Principal and CEO of [Regional One Health Solutions, LLC, a new venture](#) helping other hospitals and health systems accelerate their own data journeys.

Based in Memphis, TN, Jani is also a podcast host, professional speaker, trainer, and entrepreneur. She holds a BSPH, MPH, and MCRP from the University of North Carolina at Chapel Hill. Passionate about social justice, she co-chaired the 2017 Minority Health Conference and delivered a TEDx talk in 2020. Jani was recognized in Memphis Business Journal’s 40 Under 40 cohort for 2023 and serves on the Board of the Humane Society of Memphis and Shelby County.