SHSMD26 CONNECTIONS

Health Care Marketing, Strategy & Communications

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A New Frontier; How AI Expands What's Possible in Health Care Strategy

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AHA Events

Today's Objectives

Today will be successful if we…

- identify where **AI can expand strategic questions**
- learn **three easy Gen AI techniques** applicable to everyday strategy work
- **challenge assumptions** and explore more strategic futures
- leave with **a clear, responsible approach** for using AI

Health care strategy is getting harder faster than our planning processes can keep up

More variables

Less time

Higher stakes

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The bottleneck has moved from getting information to converting it into coherent choices

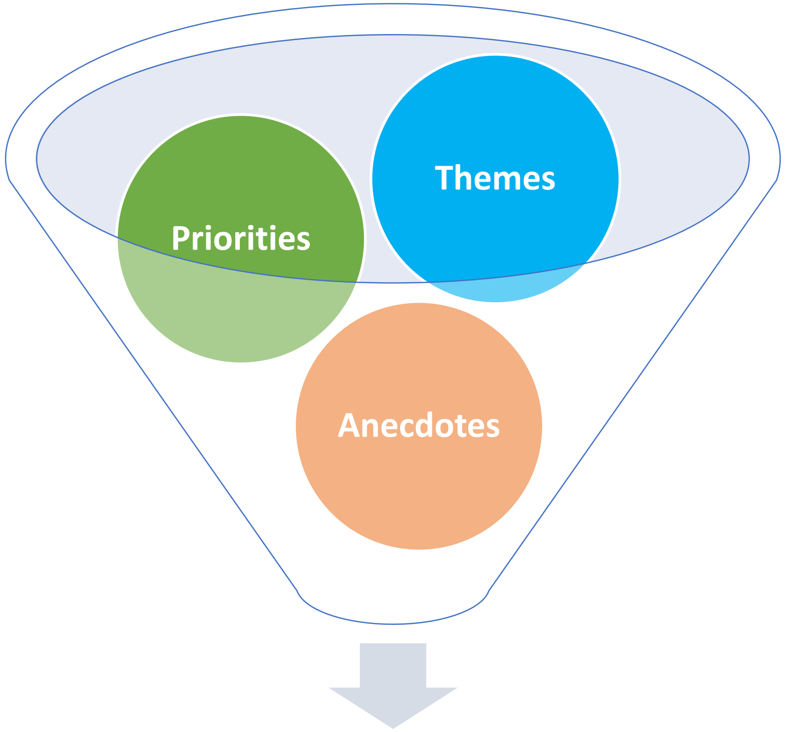
The fragmented data and signals we have available…

Competitor Moves	Financial Performance	Market Data	Patient Demand	Referral Patterns	Stakeholder Perspectives
Physician Dynamics	Workforce Constraints	Consumer Preferences	Capacity and Access	Clinical Outcomes	Emerging Policy
Reimbursement Changes	Payer Dynamics	Site-of-Care Shifts	Capital Constraints	Technology Innovation	Prior Strategic Plans
Community Response	Demographic Shifts	Population Health Needs	Patient Experience	Notice Me Yet	Service-Line Economics
Care Model Changes	Partnership Opportunities	Facility and Real Estate Needs	Supply Chain Risks	Regulatory Requirements	Brand and Reputation

AI does not replace the storyline or the strategic choice

It allows both to be informed by a larger and more traceable share of the available evidence

…are limited to what we hear, process, and retain…



… producing a clear recommendation
built from a necessarily incomplete representation
of available evidence

AI matters most when it changes the problems worth attempting

Calculators as every day tools **split us into two camps** - those who offloaded simple problems and those who used them to **push math's boundaries** with harder problems than ever before

Moving forward, **generative AI will handle the mundane**

How will we use it to solve problems we never thought we could?

Step 1
Offload the Simple

Easy quick wins

- **Auto-summarize** long reports and threads for executive readouts
- **Draft emails**, change logs, FAQs, and policy memos
- **Reformat** messy spreadsheets into clean tables
- **Generate meeting agendas** and follow-up action lists on demand
- **Polish talking points** from raw note dumps
- **Extract data** from PDFs and drop them into structured tables
- **Proofread** for style and compliance

Step 2
Attempt the Difficult

Novel thinking to capture leverage

- **More variables**
- **More sophisticated models**
- **Harder questions**
- **New possibilities**

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This strategy frontier is now expanding the depth of questions we can ask

Inside today's frontier

What we can realistically do today

- Three scenarios
- Six interview themes
- Periodic market updates
- One primary narrative
- Simplified dependencies

Beyond today's frontier

What becomes possible now

- Many different futures
- Stakeholder-level intelligence
- Connected qual and quant insights
- Explicit assumptions
- Faster cycles

Four constraints reveal where AI can create the greatest strategic leverage in decision making

SCALE

Are there more inputs, markets, competitors, or possibilities than the team can realistically process?

FRAGMENTATION

Is the answer scattered across quantitative data, qualitative insight, documents, and organizational knowledge?

ITERATION

Would the decision improve if the team could test ten thoughtful versions rather than one or two?

TRANSLATION

Must the same strategy work across audiences with different priorities, concerns, and evidence needs?

Think of a strategic question; the more boxes it checks, the greater the potential AI leverage

How to get started: Use AI first to remove friction and then reinvest that capacity in "harder" strategy

STEP 1 **REMOVE FRICTION…**

Summarize | Extract | Organize | Draft

REINVEST CAPACITY

STEP 2 **EXPAND FRONTIER**

CONNECT | CHALLENGE | EXPLORE | ADAPT

Efficiency creates capacity; strategic leverage determines what the organization does with it

If AI only produces more content, it has not improved your strategy

It is difficult to credibly lead an AI-enabled organization without changing how you work yourself

Three repeatable moves can improve a live strategic planning process this week

1

KNOW HOW STRATEGY WILL LAND

Turn stakeholder conversations into a reusable map of priorities, language, objections, and evidence needs

Stakeholder Intelligence Map

2

ATTACK MY STRATEGIC CONCLUSIONS

Expose the assumptions, counterevidence, confidence levels, and triggers behind the preferred direction

Assumption Stress Test

3

PREPARE FOR MORE THAN ONE STRATEGIC FUTURE

Build structurally different scenarios and define no regret moves, contingent actions, and decision triggers

Scenario Trigger Map

Hypothetical decision today:
Our health system is considering whether to build a regional specialty hub

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Application 1: Use stakeholder language to make a strategy understood without changing the strategy

TRADITIONAL APPROACH

30

conversations distilled into

5

themes creating

1

narrative

This process is useful, but much of the nuance disappears

GEN-AI ASSISTED APPROACH

1. Record and transcribe conversations*
2. Identify priorities by audience
3. Flag areas of alignment and disconnect
4. Connect recommendations to what stakeholders care about
5. Tailor the emphasis and evidence to your stakeholders

EXAMPLE OUTPUT – STAKEHOLDER INTELLIGENCE MAP

Audience	What matters	Language used	Likely objection	Evidence needed
Board	Capital discipline	“Durable growth”	Is demand sufficient?	Economics and downside
Physicians	Clinical scale	“Build the program”	Will recruitment work?	Clinical model and staffing
Operators	Feasibility	“Make it executable”	Can we staff it?	Capacity and workflow
Community	Local access	“Keep care close”	Will services move away?	Access commitments

*Use appropriate consent, approved recording tools, and secure enterprise AI environments for confidential conversations

Application 2: Ask AI to attack our strategic plan before the uncertainty does

GEN-AI PROMPTS

1. **Identify every material assumption required for this recommendation to succeed**. For each, provide supporting evidence, contrary evidence, confidence, what would invalidate it, and the earliest observable trigger that should cause us to reconsider.
2. Make **the strongest credible case against my strategy**

EXAMPLE OUTPUT – ASSUMPTION STRESS TEST

Assumption	Supporting Evidence	Counterevidence	Current Assumption Confidence	Trigger to Reconsider
Critical specialists can be recruited	Clinical reputation and existing pipeline	Regional supply is limited and competitors are hiring	Moderate	A credible recruitment slate is not established
Referral recapture will support volume	Leakage and referral data show opportunity	Access friction may be the primary constraint	Moderate	Referral conversion does not improve after access changes
Patients will travel to the proposed hub	Current travel patterns suggest regional draw	Local preference and convenience remain strong	Low to Moderate	Patient research rejects the travel assumption

Application 3: AI-managed scenario trigger maps monitor potential uncertainties and signal activation of operating plans

1 Define materially different futures
Change the structure of the world, not just the growth rate.

2 Choose signals and a threshold
Use observable indicators that can change the decision.

3 Pre-agree the response
Decide what each trigger unlocks before urgency arrives.

ILLUSTRATIVE SPECIALTY HUB TRIGGER MAP

PLAUSIBLE FUTURE	LEADING INDICATORS	DECISION TRIGGER	PRE-AGREED RESPONSE
Workforce constrained	Candidate pipeline stalls and labor costs rise	Recruitment is below target at the capital decision date	• **Defer fixed capital** • **Activate distributed, APP, and virtual coverage**
Demand accelerates	Wait times, referrals, and leakage exceed plan	Demand stays above target for two review cycles	• **Accelerate recruitment** • **Release staged capacity investment**
Reimbursement compresses	Net revenue per case fall, site denials worsen	Projected economics fall below the agreed hurdle rate	• **Redesign site mix, service scope, and payer strategy**

HOW TO BUILD YOUR MAP

1. Build 3–4 structurally different futures
2. Choose 2–3 leading indicators for each
3. Set a threshold, owner, and review cadence
4. **Pre-agree the action each trigger unlocks**

GEN AI PROMPT
“Build four materially different futures for [decision]. For each, propose leading indicators, a trigger, and the action it should unlock.”

NO-REGRET MOVES
Strengthen access • Standardize referrals • Build the recruitment pipeline

CONTINGENT MOVES
Facility commitment • Incremental recruitment • Partnership • Site redesign

These three moves turn a strategic question into a more defensible and communicable decision

INITIAL QUESTION

Should we build the regional specialty hub?

YES NO

STAKEHOLDER INTELLIGENCE

What each audience values, fears, and needs to believe

ASSUMPTION STRESS TEST

Which assumptions are fragile and what would invalidate them

SCENARIO TRIGGER MAP

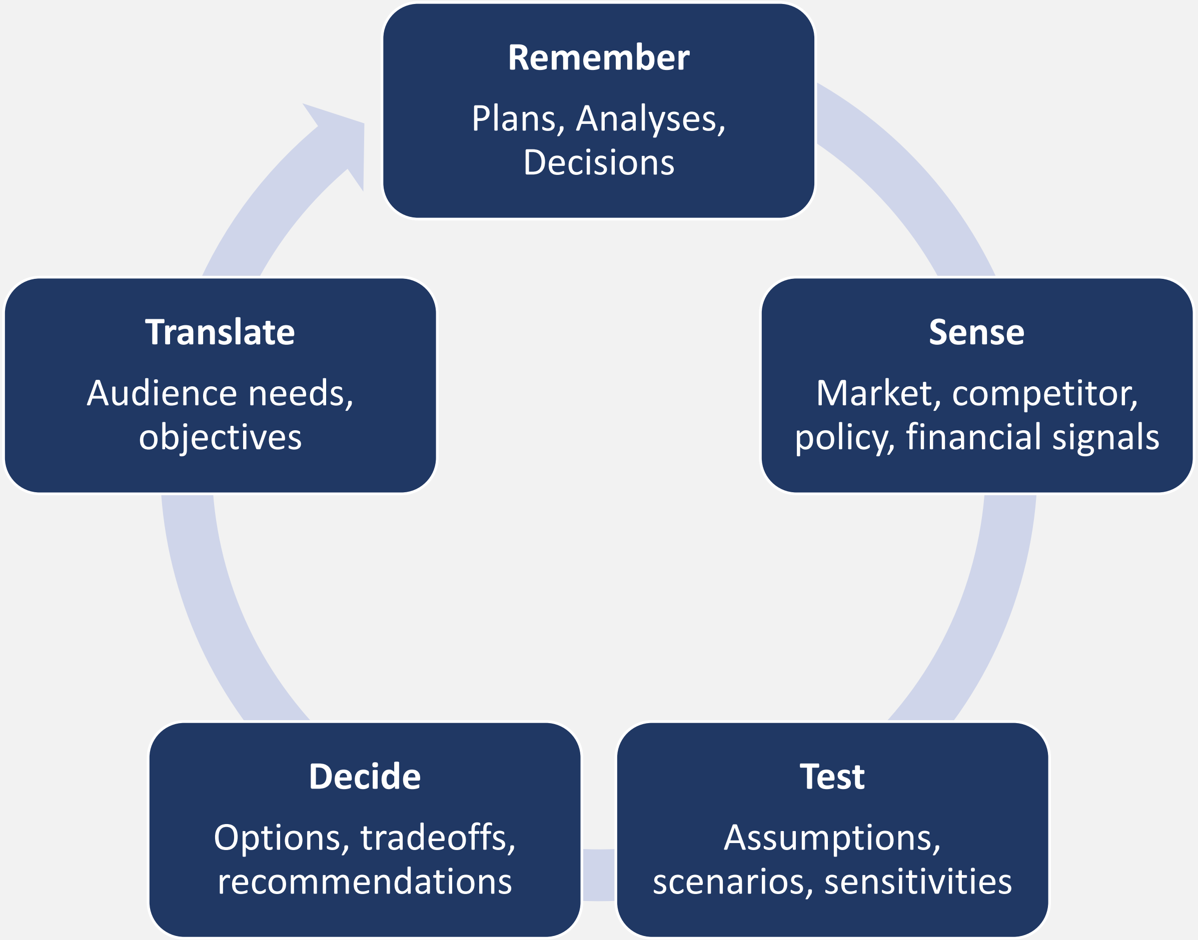
Which moves work across futures and when to commit

A storyline and a strategic choice informed by a larger and more traceable share of the available evidence

AI should not replace strategic judgment. It should give judgment a better problem to work on

At scale, AI-leveraged techniques have the potential to become a living strategic intelligence system

AI-ENABLED STRATEGIC INTELLIGENCE



Governance

Access, source authority, validation, accountability, auditability

Treat AI as your brilliant, fast, inexperienced junior staff member

Gen AI

ROLES CLARITY

Research Synthesizer
Can read hundreds of pages, then distill 5-line take-aways with citations

First-Draft Generator
Turns bullets or data into e-mails, memos, slides, or code; moves work from blank page to 60% complete in seconds/minutes

Data Wrangler
Cleans raw CSV / Excel, writes SQL / Python, runs regressions, etc.; brings "hard math" into chat form

Knowledge Librarian
Ingests meeting notes & docs, tags actions, and pushes summaries back; makes tacit knowledge searchable/evergreen

Quality Check Auditor
Flags inconsistent stats, stale references, tone or policy issues; reduces errors, mistakes, and rework

NOT QUALIFIED FOR

- Strategic "truth"
- Material assumptions
- Tradeoffs
- Recommendations
- Decisions

What is the role of their manager?
Give clear objectives, share the right context, review its work, coach it toward better results and **own every output**, *just as you would with any team member*

Challenge: Start with one 30-day pilot that improves a decision rather than merely a workflow

01

Choose one live strategic decision

02

Run the "Frontier Test"

03

Create a controlled source set

04

Apply one practical method

05

Assign a human owner

06

Evaluate the decision, *not just the time saved*

MEASURE WHETHER THE STRATEGIC CONVERSATION *IMPROVED*

- Hidden assumption surfaced
- Credible option added
- More evidence connected
- Executive debate improved
- Faster decision without lower rigor

To lead an "AI strategy" we want to start with AI-assisted strategic problems

Will you lead an organization that uses AI to make more content? Or one who uses AI to make better choices?

FOUR THINGS TO TAKE FORWARD

1. **Use the Frontier Test**
   to identify the right problems.
2. **Use stakeholder intelligence**
   to understand how the strategy will land.
3. **Use assumption testing**
   to attack the answer before someone else does.
4. **Use scenario triggers**
   to prepare for more than one future.

Q & A

I would be interested in hearing where you see that frontier in your own organizations

The gap that emerges will not simply be between organizations that have AI and organizations that do not

It will be *between teams that* use AI to *create more content* and teams that *use it to make better choices*

Calculators changed the mathematics people attempted

AI is making complexity capturable

The question for strategy leaders is what we will now attempt that we could not before

That is the new frontier

Questions?

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

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Tomas is a Vice President at Kaufman Hall in its Strategy & Business Transformation practice. With 15+ years of healthcare strategy experience, he advises boards and senior executive teams on enterprise strategy, growth, transformative strategic partnerships, resource allocation, and operational efficiency. He also leads Kaufman Hall's team integrating AI into strategy development.

Previously, Tomas was a Manager in Monitor Deloitte's Strategy and Analytics, Life Sciences and Health Care practice, leading cross-functional teams and Health Care Strategy Eminence Team.

He holds an MS in Health Economics from the London School of Economics and a BBA in Management Consulting from Notre Dame.

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