



INDEPENDENT CHAPTER OF • SOCIETY FOR  
Healthcare Strategy & Market Development™  
*of the American Hospital Association*

# **The Healthcare Strategist of the Future: Essential Attributes, Skills and Tools to Get You There**



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

# BRIDGING WORLDS

THE FUTURE ROLE OF THE  
HEALTHCARE STRATEGIST  
SECOND EDITION

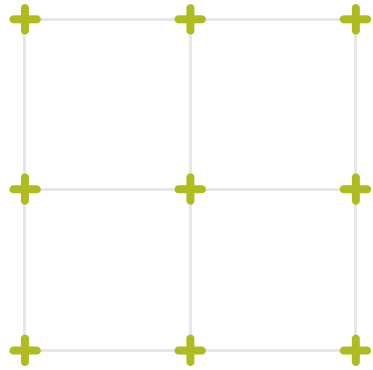


Helping your Organization Succeed

# WHY?

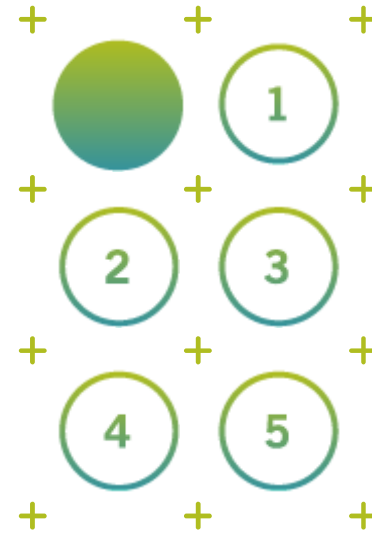
Leading Your Team

Frame your Personal Roadmap



# 10

Emerging  
Healthcare  
Trends



# 5

Implications

# Content



**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**

# Implications

1

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

2

**Create Consumer  
Experiences. Tell  
Powerful Stories**

3

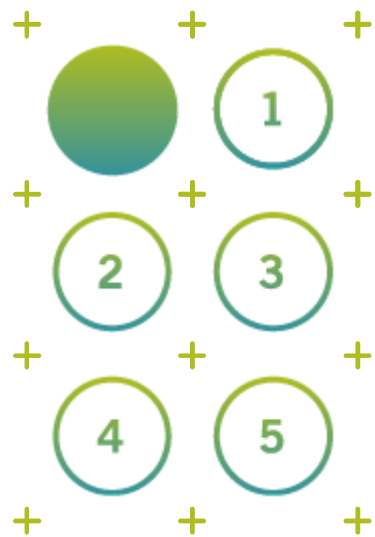
**Integrate and  
co-create.**

4

**Erase  
boundaries of  
business.**

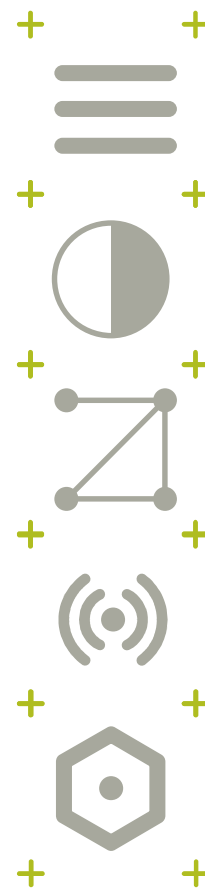
5

**Generate data-  
driven insight.**



# 5

Implications



**20** Taking Action  
steps


**45** Future Areas of  
Focus

**26** Skills

**32** Attributes

**73** Tools



A photograph of a person's foot stepping on a button, overlaid with a green tint. A white circle is positioned over the button, containing the number '1' and the text 'Be nimble to exceed the rate of change.' Four blue plus signs are placed around the circle.

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.

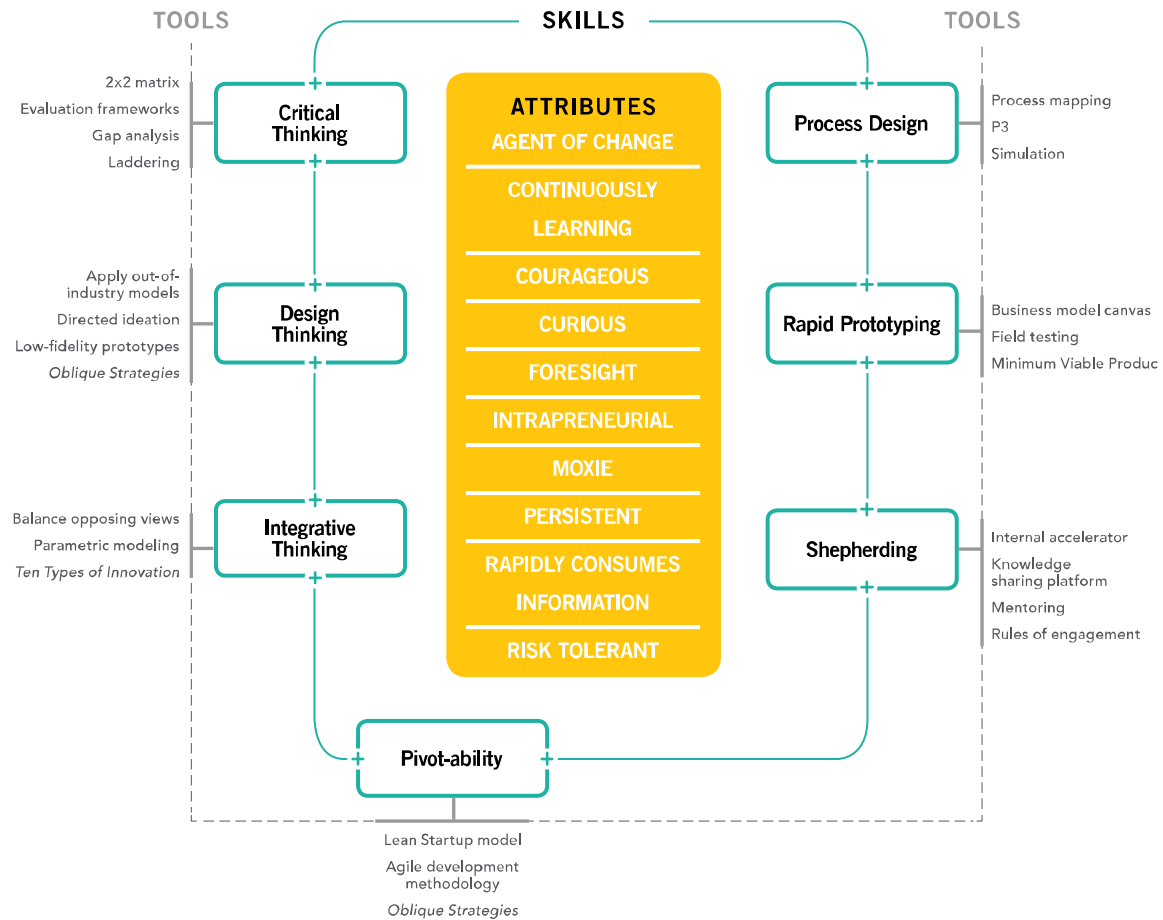
## 2+ Execute Ideas Faster

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



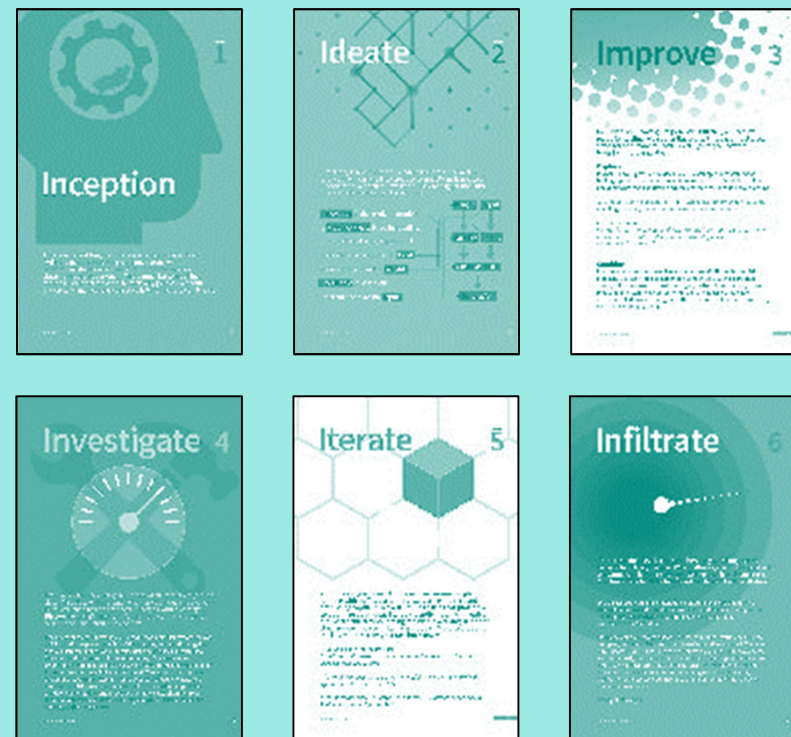


## Bridging Worlds in Action

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.





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

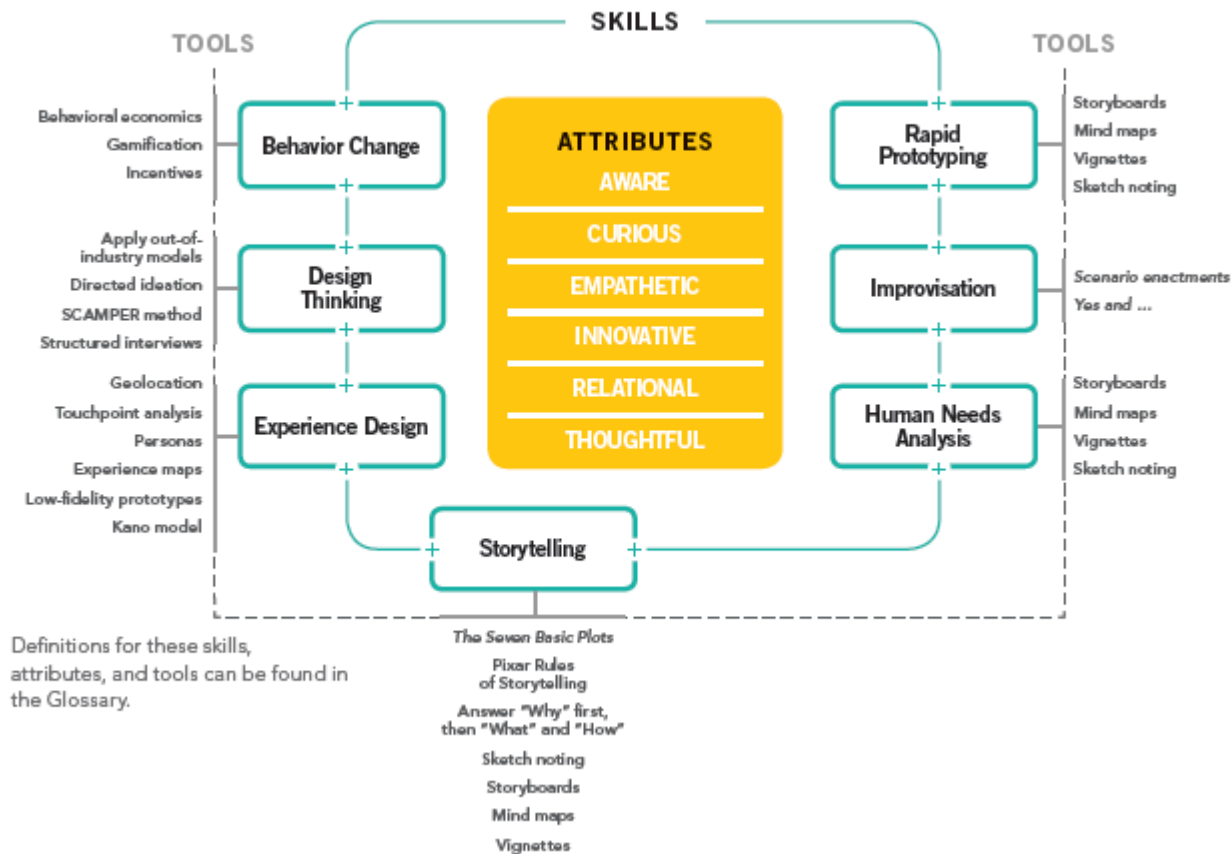
Healthcare strategists need to think beyond the patient journey to develop relationships with consumers long before they ever seek healthcare.

### 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

2



## Bridging Worlds in Action

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

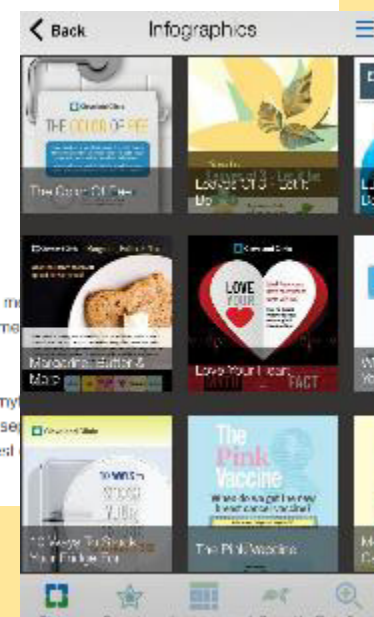
Making sense of medicine



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 in 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 myth-busting. We want to help you, the patient, see good 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.**

The image shows a man and a woman in a kitchen. The man, on the left, is wearing a white sweater and is pouring something from a glass bottle into a pot. The woman, on the right, is wearing a white button-down shirt and is looking down at the pot. There are four blue plus signs (+) around the central text circle: one at the top left, one at the top right, one at the bottom left, and one at the bottom right.





## 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.

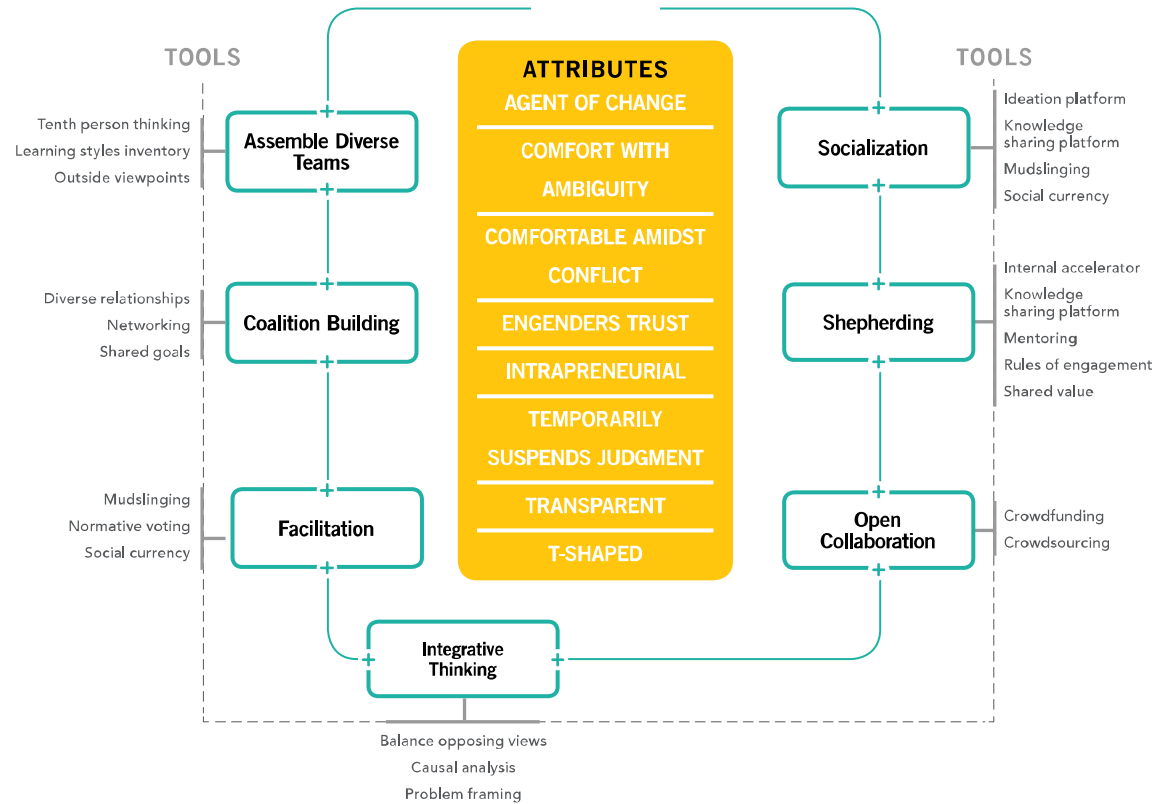
### **3+ Create a Culture of Transparency**

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





## *Bridging Worlds in Action*

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

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.



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PERMANENTE®**

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

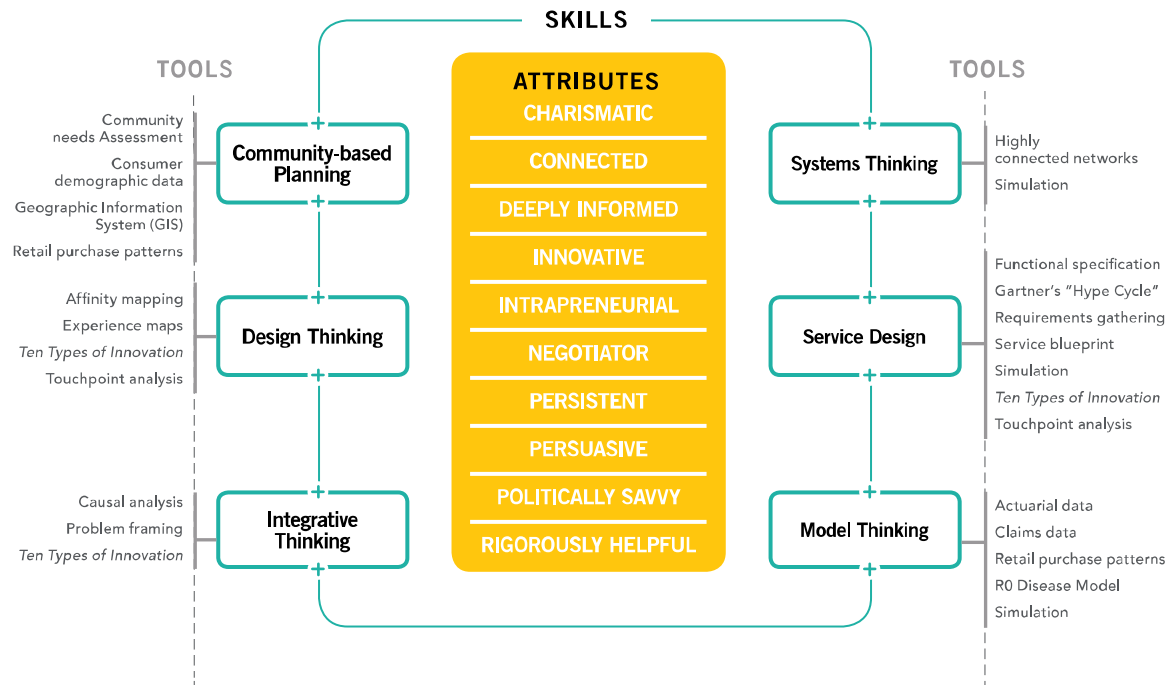
Healthcare strategists should lead their organization to partner with local communities to co-design the healthcare delivery system that makes sense for that community and creates a sustainable business model.

# 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



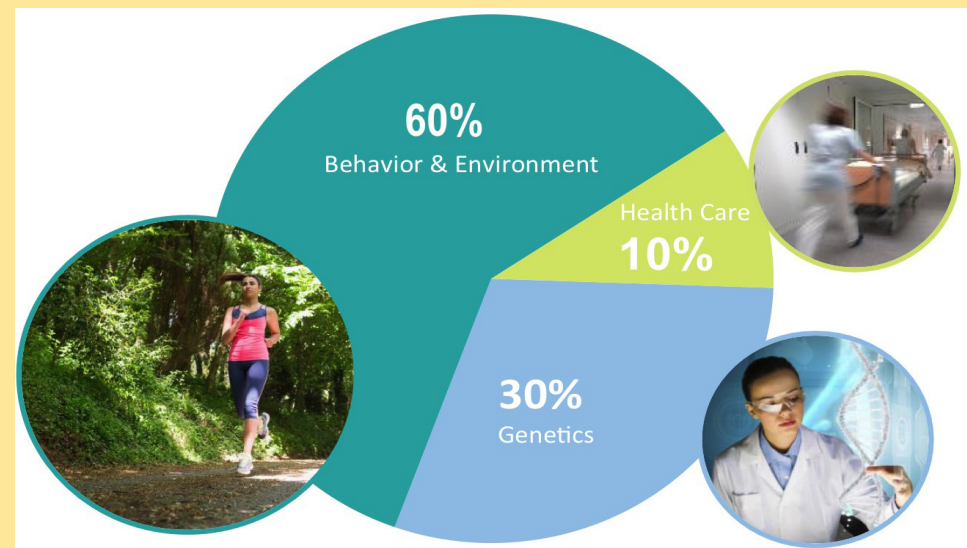


## Bridging Worlds in Action

**Spectrum Health's** strategy and business development team identified partners for helping Spectrum Health broaden its “health” offering.

Partners provide lifestyle management as well as genetics around wellness.

Demonstrated value for all involved and delivered differentiated product to the market. Supports our transition to being able to offer a “retail” solution.







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 makes to cut through the noise, help people focus, and drive decisions.

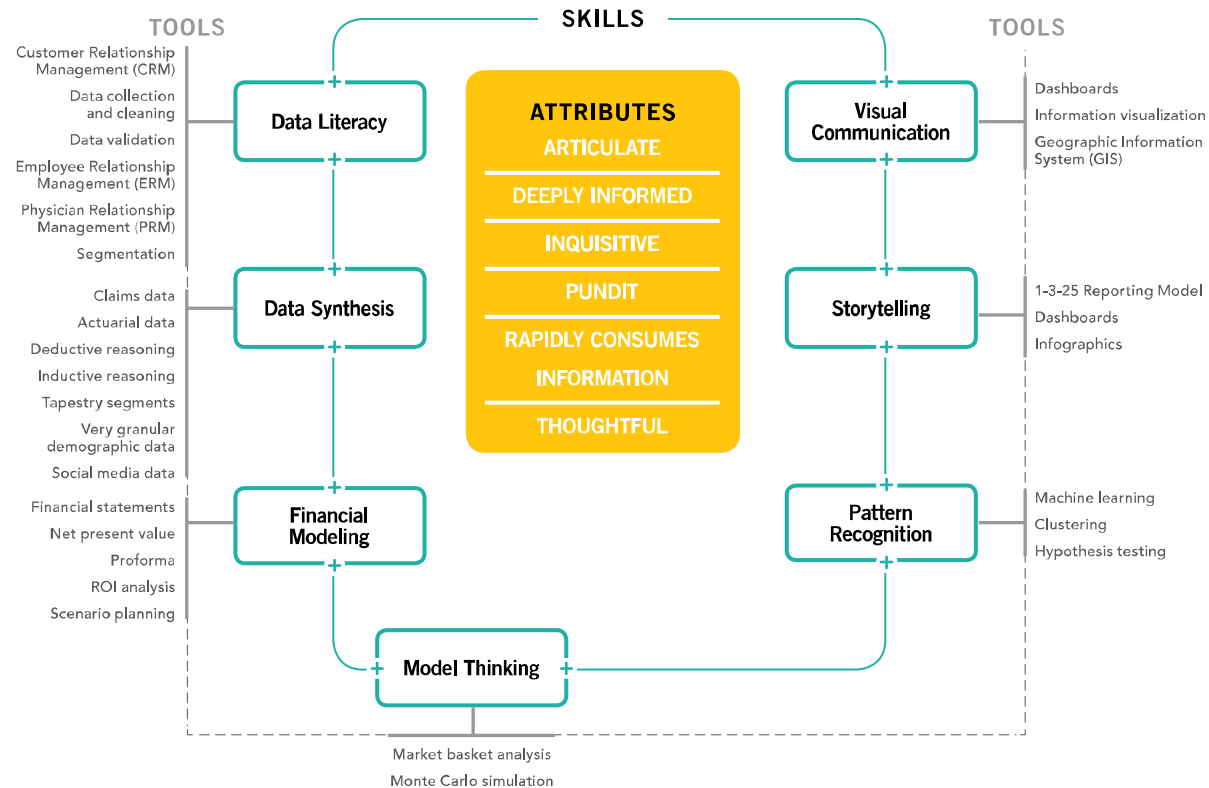
## **2+ Visualize Data for Understanding**

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.

# Skills, Attributes, and Tools





## *Bridging Worlds in Action*

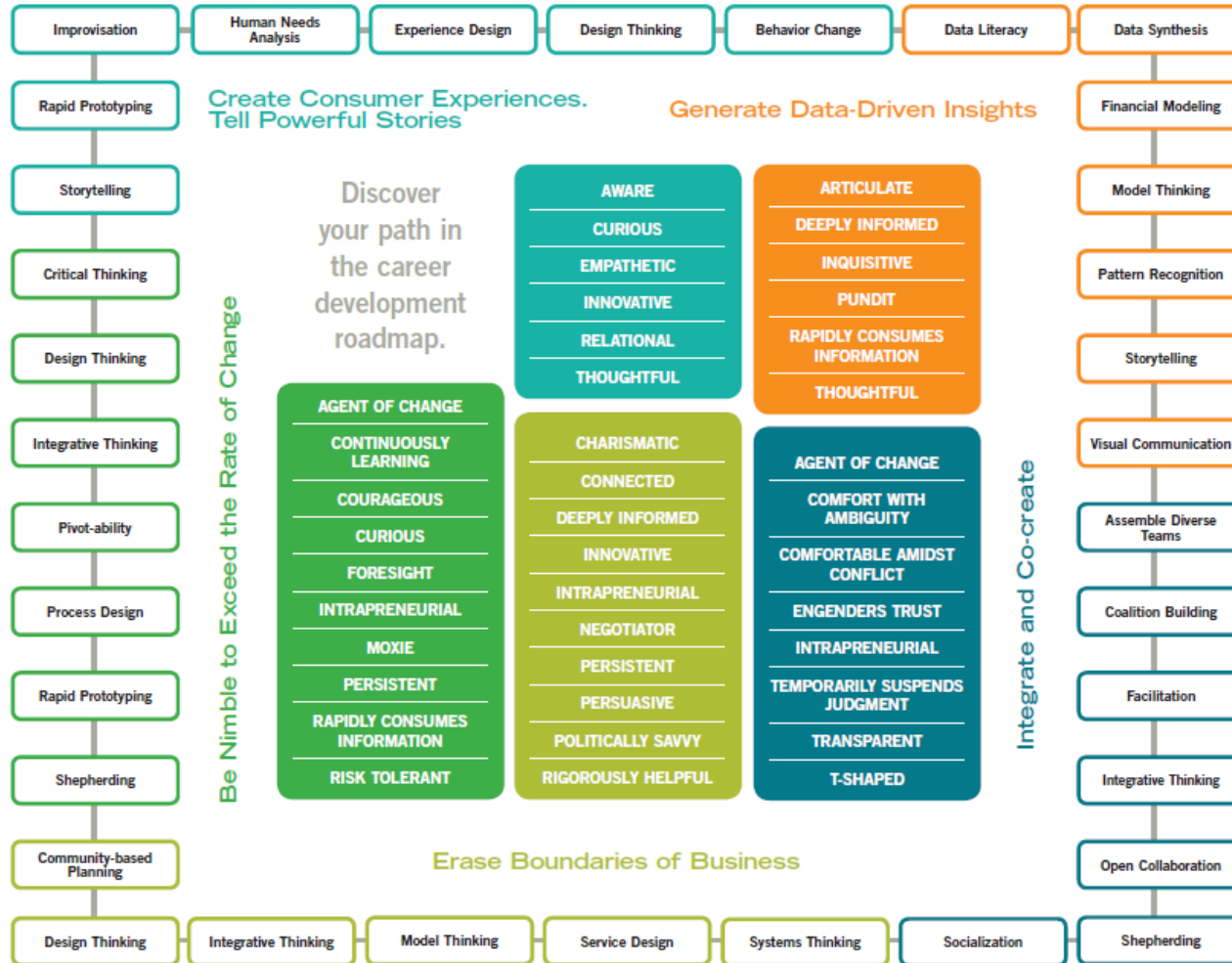
**Stitch Fix** is a virtual service that provides personalized fashion recommendations using preference data, algorithms, and a human connection.

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.

STITCH FIX 

## SKILLS AND ATTRIBUTES





**SHSMD ADVANCE PREPARES YOU**





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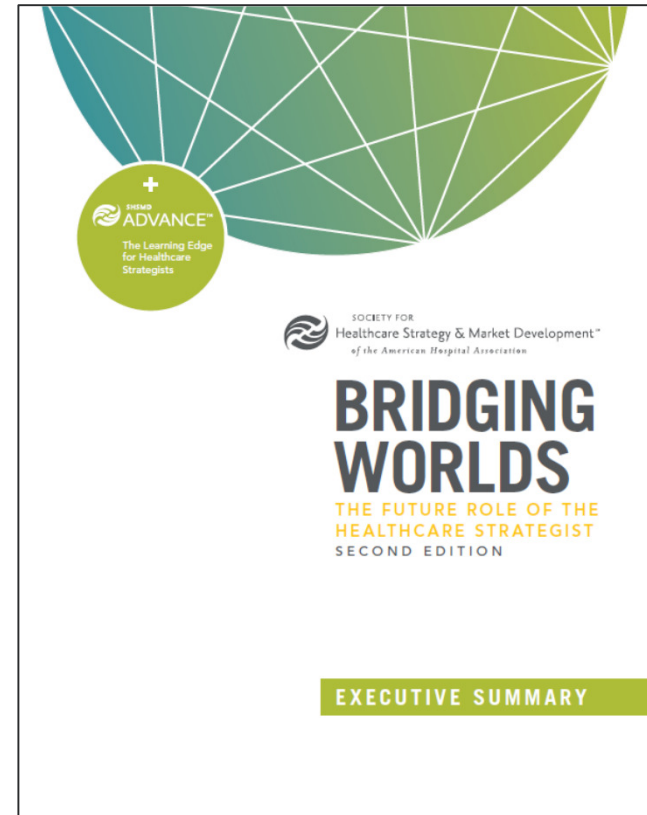
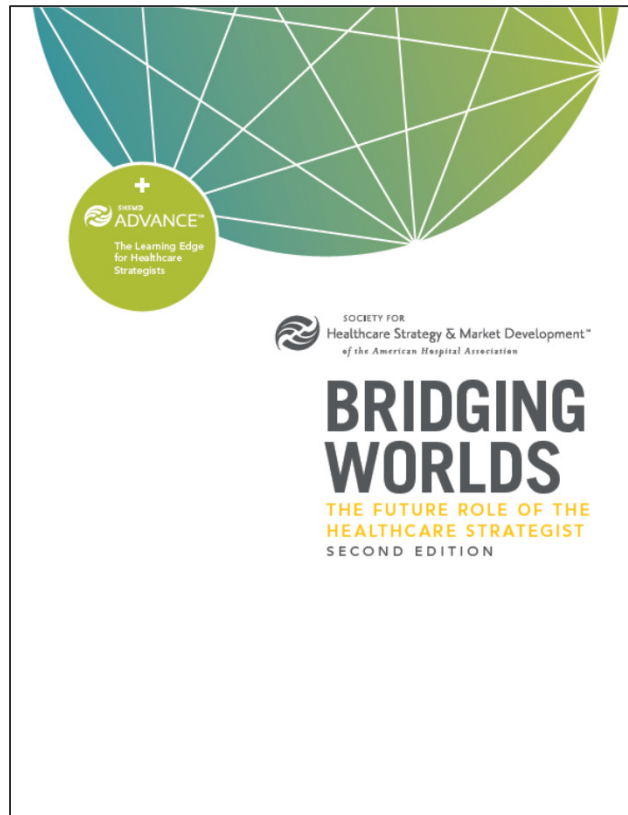
The Learning Edge for Healthcare Strategists

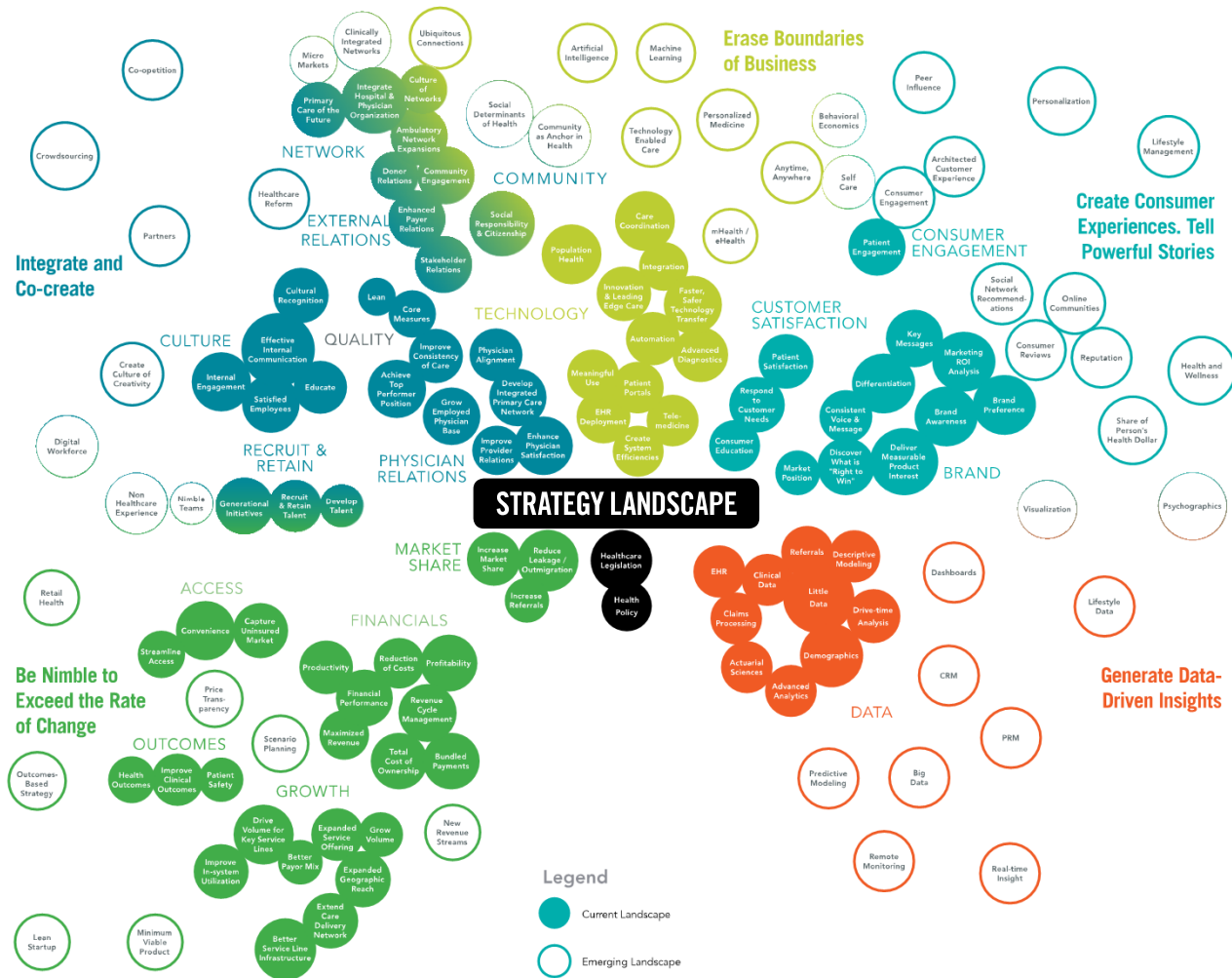


STEP  
ONE

+

## Know Your Landscape





STEP  
TWO



Evaluate Your Skills



SHSMD

ADVANCE™

Assess

### Be Nimble to Exceed the Rate of Change: Skills

	Performance	Importance
<b>Critical Thinking:</b> Demonstrate skills for evaluating, clarifying, and synthesizing information. <i>Example: Ask questions to assess the accuracy, relevance, and completeness of data.</i>	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"/>
<b>Design Thinking:</b> Solve complex problems using an approach that encourages the consideration of human needs, creativity, and rapid iteration. <i>Example: Take time to properly frame the problem to be solved; uncover the needs of end users in order to generate ideas for improvement.</i>	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"/>
<b>Integrative Thinking:</b> Make meaningful connections between unrelated elements. <i>Example: Connect the health needs of a population to appropriate care services; forecast the impact on operational resources and financial implications.</i>	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"/>
<b>Entrepreneurship:</b> Create an environment that encourages innovation and risk-taking, champion breakthrough ideas, and pursue new business opportunities. <i>Example: Create a new revenue stream by repackaging existing services.</i>	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"/>



- ▼ 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



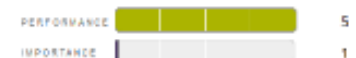
#### Critical Thinking

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.



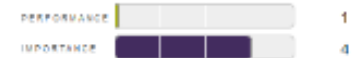
#### Process Design

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



#### Shepherding

Leads through gentle and persistent redirection toward the objective.





## Bridging Worlds in Action

At Thomas Jefferson University Hospital, **Heather Prasad** is using Bridging Worlds as a reference to build a competency and staff development model for her strategy team.

- Review team job descriptions.
- Use skills and attributes from Bridging Worlds to identify competencies for each role.
- Map competencies to job levels.
- Create action plans for development and coaching with each team member that include SMART goals



**Jefferson**<sup>®</sup>  
University and Hospitals

### Competency Model

#### Transforms

Demonstrates  
Adaptability

Innovative Thinking

Strategic  
Orientation

#### Engages

Communicates  
Effectively

Builds Trust

Motivates and  
Influences

Partners and  
Networks

Develops People

#### Executes

Leads Change

Applies Business  
Acument

Analyzes Needs  
and Proposes  
Solutions

Manages Projects



## *Bridging Worlds in Action*

**Kathy Dean**, chief marketing and communications officer for University of Iowa Hospitals and Clinics, used SHSMD ADVANCE | Assess to get to know her team and develop individual career development roadmaps.

After the entire team took the assessment, data science was identified as the biggest gap.

Dean invited their CRM provider to provide a series of onsite training to all staff, based on their individual needs.



STEP  
THREE

+

Evaluate Your Skills



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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: [Obs. Thinking Maps](#)

STEP  
FOUR



Earn Your Credentials



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Credentials



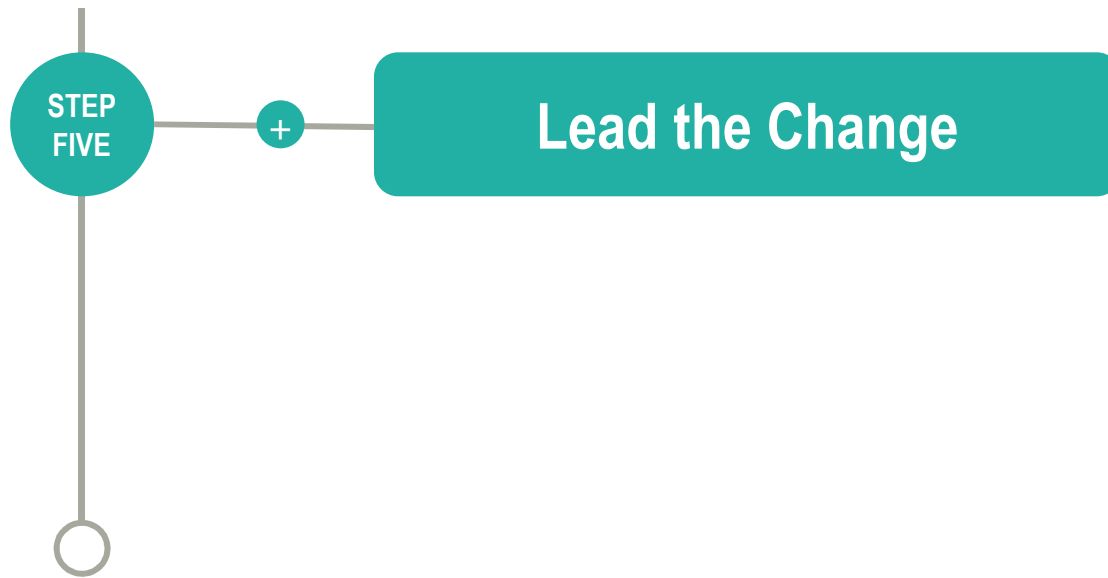


## Online Courses

- + Advanced Analytics for Healthcare Strategists
- + Effective Storytelling in Healthcare

## + In-person Courses

- + Design Thinking for Healthcare Strategists
- + Facilitation for Healthcare Strategists



# Call to Action

- + Read *Bridging Worlds*, online or download
- + Take SHSMD Advance | Assess
- + Create a personal 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



# ONE NETWORK THAT HAS IT ALL

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