

Strategic Planning for a Regional Health System

SITUATION

One of the major subsidiaries of a regional health system was charged with determining how to capitalize on new health care industry opportunities in the area of health and wellness.

SOLUTION

H+A designed a whole-system approach, using Blue Ocean Strategy, and worked with senior leaders to engage internal and external stakeholders in developing a strategic plan. Over the course of 6 months H+A conducted team coaching with an executive sponsor team to frame strategic objectives for the organization. The culmination of the project was a 3-day collaborative work session for key stakeholders to create the strategic plan. Specific project objectives included:

- Gaining a common understanding of the sustainability of their physician reimbursement and inpatient acute care model
- Providing forward thinking health care providers to create the direction, strategy, and transition to a more viable business future
- Gaining agreement on the imperatives for future reality
- Developing a long term plan to ensure sustainable success
- Gaining support for the vision
- Developing physician/system partnerships for alternative revenue streams
- Developing a portfolio of future initiatives
- Developing and communicating a sense of urgency and commitment to swift action

RESULTS

Project outcomes included:

- A strategic model
- A detailed initiative to support physician success in the realm of health and wellness
- Creation of new organizational structure to support strategic initiatives, including role description, competencies, and responsibilities
- Definition of the health and wellness franchise a detailed description of the key elements
- A detailed offering for employers
- A change management and communication plan for the organization
- An implementation plan, including key milestones and metrics