

Don't Let Your Strategic Plan Catch COVID-19

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Pandemic Leadership



My teams are exhausted



Will this pandemic ever end?



My strategic plan is from 2019, 3 years old!



Ramp up testing, slow down testing

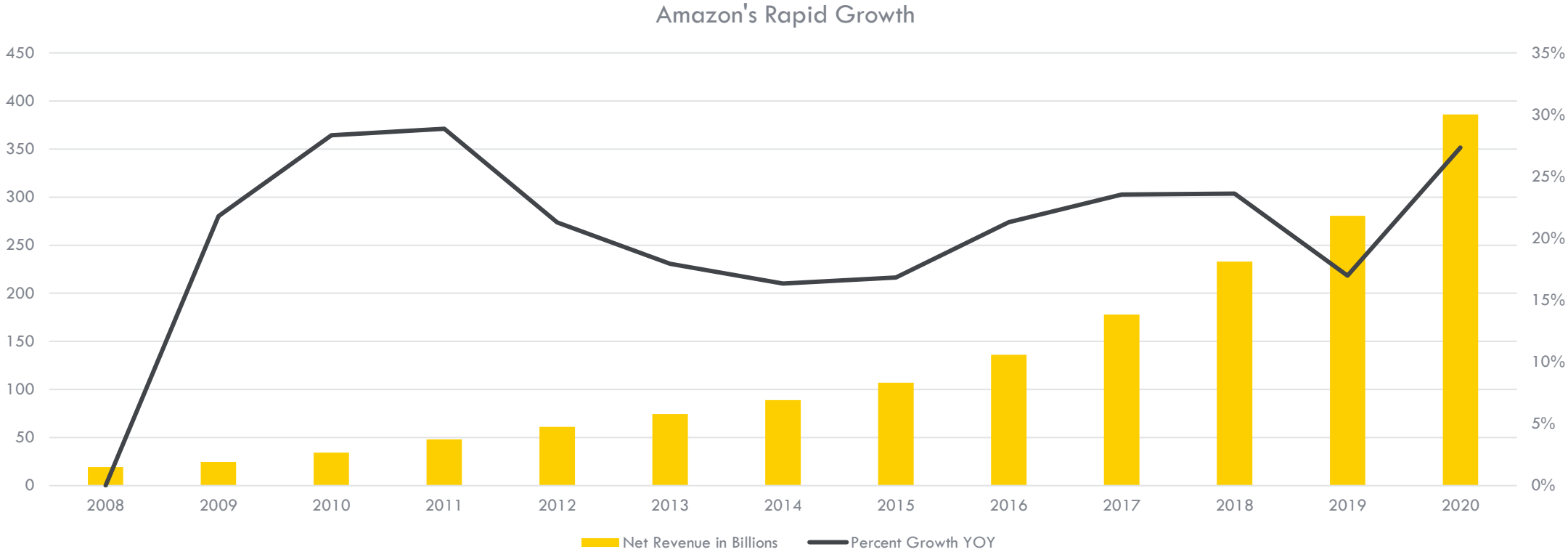


Over capacity, not enough staff

BEHIND THE SCENES

- Andy Jassy, Amazon's new CEO specifically mentioned Amazon's speed in a memo sent to staff following Jeff's Bezos' retirement.
- Jassy said the importance of '**consistently speedy, outstanding delivery**' was one of the key lessons he's learned from Bezos.
- Doing things **faster and better** than other companies has turned Amazon into one of the most powerful firms in the world.
- Amazon Care will bring the "full package" of telehealth and in-person services to Philadelphia, Chicago, Dallas and Boston in **2021**, with 16 more to follow the next year.
- **November 2021:** Ochsner announced taking telehealth program to all 50 states for RPM and virtual care
- Amazon plans to offer in-person options in Atlanta, Denver, Detroit, Houston, Indianapolis, Kansas City, Los Angeles, Miami, Minneapolis, Nashville, New York, Phoenix, Pittsburgh, San Francisco, San Jose and St. Louis in **2022**.
- **February 8, 2022: Amazon Care rolls out nationwide**

Likely Post Pandemic Threats



THE FUTURE

- Hospitals are no longer only a bricks and mortar footprint strategy
- Hospital to home models are rapidly launching across the county
- Healthcare post-pandemic will be dramatically different
- Lessons learned from the pandemic
 - Rapid transformational change can occur when there's
 - **Alignment**
 - **Accountability**
 - **Focus**
 - **Avoid burnout by smaller focuses**

REFRESHING YOUR STRATEGIC PLAN IS CRITICALLY IMPORTANT

- Your Playbook for Success
- Your C-Suite Essential Partner
- Your Strategy To WIN at every level

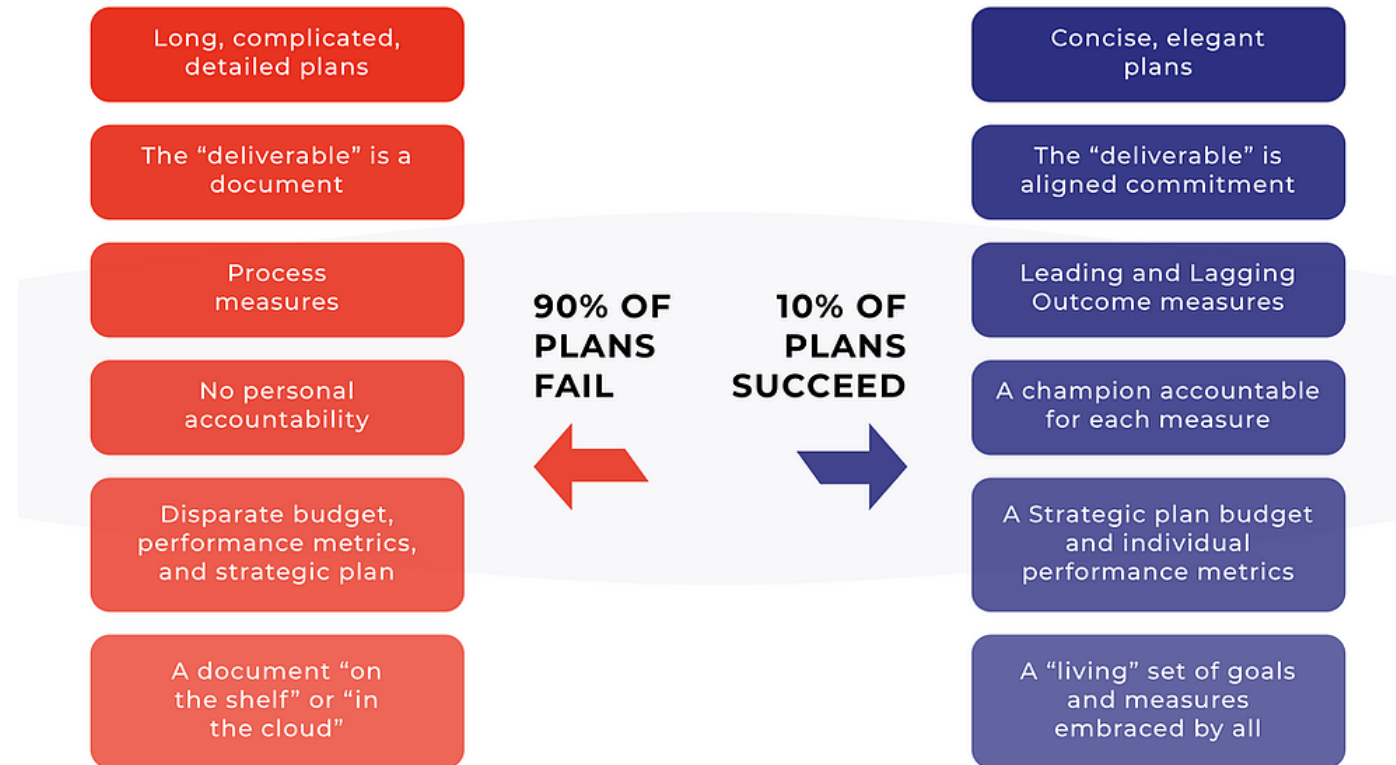


COVID-19 Impact to Strategic Plans



Alignment | Accountability | Focus

STRATEGIC PLANS



LESSONS FROM GEESE



<https://www.youtube.com/watch?v=-TBwdLG4ljc>

Gaining Clarity and Focus

Board Responsibility

- **Board Retreat:** Executive Visioning Session, trends, review
- **Goal Definition-** Dreams that you want to become reality. It focuses on ‘what’ you want to achieve, not ‘how’

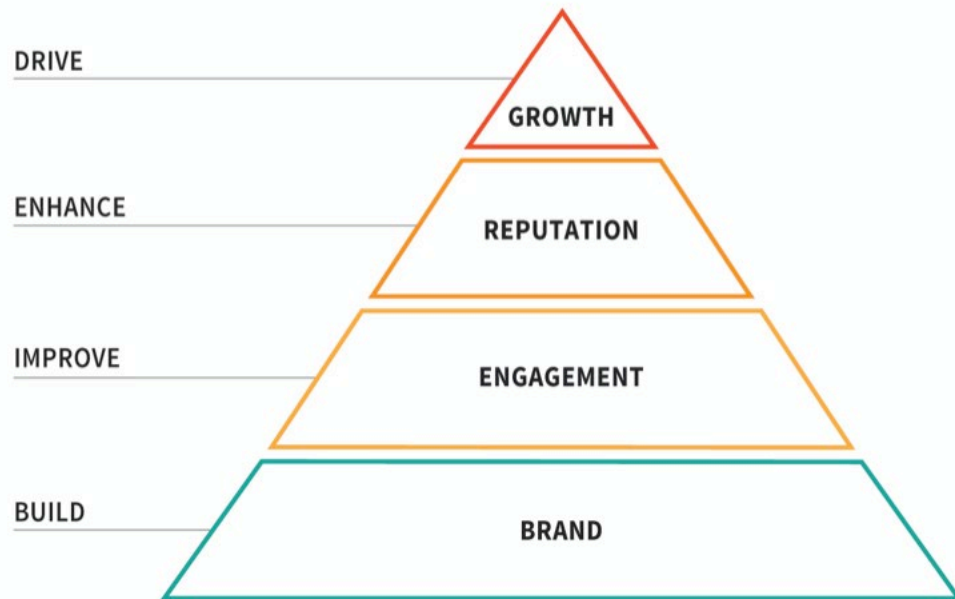
Executive Leadership

- **Strategy Definition-** High level plan to help you achieve your goals. Could also be a solution. Strategies determine directionally ‘how’ to achieve your goals
- **Outcome metrics-** Objective data points to monitor and determine the success of meeting your goals

Leadership Team

- **Tactic Definition-** Actions that you will do to carry the strategies forward and meet your outcome metrics

Executive Visioning Board Retreat



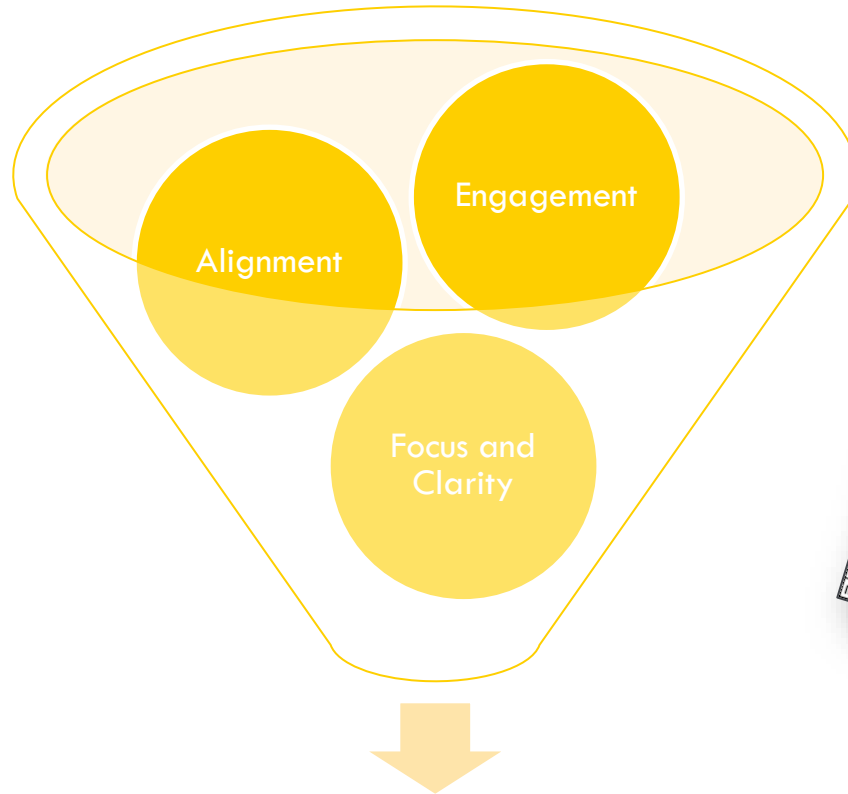
Critical Success Factors

1. Build Brand Awareness
2. Improve Employee/Community Engagement
3. Enhance Organizational Reputation / Position
4. Drive Growth

Achieving Alignment



Achieving Alignment



Accelerated Transformation

Whatever it takes, UTHSA Multispecialty and Research Hospital will provide best in class access to care

Tactic	Responsible Party	Priority	Current Status	Barrier	Progress and Next (dates / deadlines included)
Easy admission and transfer process	Amy	Now	Complete		Progress and Next Step
Ease of care transitions and scheduling of hospital follow up appts	Jennifer	Now	Behind Schedule		
Ease of using EMS transport for patients entering and exiting the hospital	Brandon	Near	In Progress		
Ease for the patient to navigate insurance authorization	Jon	Near	In Progress		
No wait culture	Sarah	Near	In Progress		
Aligning AVS w way finding	Tom	Far	Not Started		
Brand Mychart	Josh	Far	In Progress		
Understand outpatient experience data and create real change	Sydney	Far	Not Started		
Implement on my way for ED	Jessica	Far	Not Started		

Alignment | Accountability | Focus

Executive Team

Monitors Outcome Metrics, Removes barriers brought by Sr. Leadership Team

Sr. Leadership Team

Ensures tactics are completed timely, removes barriers, reprioritizes if market dynamics change. Uses this document to guide, prioritize and approve all work

Leadership Team

Completes tactics, escalates barriers to the Sr. Leadership Team. Uses this documents to guide work. Suggests to Sr. Leadership Team pauses or pilots

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We. Are. Exhausted!



February 2020



Entering year 3 of the Pandemic



Challenges are different



Energy is different



Emerging competitors are different

We. Need. YOU!



They need you to be focused



They need you to be intentional



They need you to simplify



They encouragement



They **NEED YOUR LEADERSHIP**

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Thank you!