



# Building an Integrated System Strategy from the Middle-Out

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Jerry Griffin – Director of Consumer Insights and Digital Marketing, Penn State Health



# Outline/Agenda

- Change has been constant in healthcare
- Having a strong strategic planning process in place is critical to an organization's success.
- Penn State Health has engaged in a process to build business playbooks, in half the time it once took.
- Collection of key actions and explanations of a department, a service line, or even the system.
  - It becomes the strategic framework for departments moving forward.
- In 2022, the Strategy and Marketing Department facilitated a dozen different areas in their development of a business playbook.
  
- Learning Objectives
  1. Develop a strategic planning process.
  2. Develop a way to operationalize a strategic plan.
  3. Ensure the organization is aligned towards a common direction

# Penn State Health – Who We Are?

## Facts and Statistics



5 hospitals



1,395 licensed beds



225 outpatient practices



2,450+ physicians and advanced practice providers



200+ pediatric specialists and subspecialists



2M outpatient visits annually



42,240 inpatient acute admissions annually



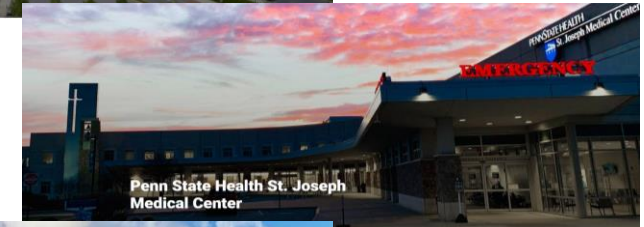
133,000 emergency department visits annually



18,000 employees



Milton S. Hershey Medical Center



Penn State Health St. Joseph Medical Center



Penn State Health Holy Spirit Medical Center



Penn State Health Hampden Medical Center



Penn State Health Lancaster Medical Center

# Poll



☰ Active poll

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## What comes to mind when you think of strategic planning?

Heavy focus on analytics (i.e. market share, volume, acuity levels, etc.)

0%

Several month process (starting with Board of Directors/Executives, engage key stakeholders, etc.)

0%

Only select few provide input (CXOs, Physician Leadership, EVPs, etc.)

0%

Business development / M&A (business plans, financial returns, practice acquisitions, etc.)

0%

One strategic plan (by hospital, system, practice, clinical area, etc.)

0%

# Opportunity

- Penn State Health growing exponentially
- Healthcare struggling post COVID-19
- Health System had many priorities
  - With constant changes, frequently pivoting
- New leadership in key positions
- Looking for new ways / do things differently
- Acquired facilities had own processes, culture etc.

# Action Needed

- Align the organization in key areas >>> Align the organization as a whole
- Solicit input from/ engage key stakeholders
- Encourage stakeholders to think outside the box
- Visual documentation

# This is how we did it

- No top executives, but key stakeholders (included community members)
- In person meetings
- Facilitation with no communicated agenda
- Sprint meetings
- Focus on strategies, priorities and metrics
- Engaged everyone in attendance
- Everyone has input into prioritization
- Provided guide (i.e. playbook) to be shared with teams
- Plan devised the deployment of people
- Our team did all the work- made it easy for department
  - Wrote draft with approval
- Longest engagement: Cardiovascular Service Line
  - Engaged steering committee members
  - 3 month engagement





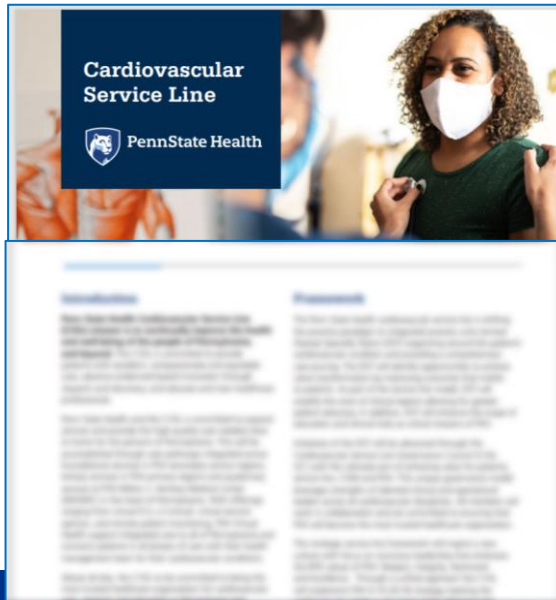








# Output - Playbooks



- 4-6 pages long
- Focus on strategic framework, priorities and strategies
- Metrics to measure

# Impact to Organization

- Same team facilitating >>> helped us understand cross over between departments' strategies and priorities
- Continuity rolling up to support the Master Brand
- Department strategies / priorities impacting organization goals
- Culture alignment
- Standard process for strategic plans
- Perception in community

# Results

- Departments using playbooks for prioritizing work for next 18 months
- Different departments in different stages of implementing
- Operational priority and focus
- Identified process as the standard for strategic planning
- Alignment across the organization

# Three Key Take-Aways

1. Getting a small group of key stakeholders together for a couple of hours can result in a strong and efficient strategic plan.
2. Have a framework to establish a streamlined and predictable outcome for each plan.
3. Provide the necessary tools after the plan is written – there must be an ability to operationalize the work.





# Questions?

Please be sure to complete the session evaluation!



# Vince Gallucci – Speaker Biography



PennState Health

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Vince has broad healthcare experience working across the healthcare spectrum. Vince has been an executive in health systems, HMO insurance, medical professional liability insurance, prescription benefit management services, and administration. Vince holds a Bachelor's degree from Long Island University and a Master's degree from the University of New Haven in Industrial/Organizational Psychology. Most of Vince's career has been in healthcare, but includes an executive role at Lands' End as president of the Business-to-Business division. Vince currently serves as the vice president of strategy and marketing for Penn State Health, and member of the Penn State Health Clinically Integrated Network Board.



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# Jerry Griffin– Speaker Biography



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Jerry is a change agent for data driven approaches to evolve strategy. He has 25 years' experience managing and launching marketing programs. He is currently the Director of Consumer Insights and Digital Engagement for Penn State Health. Prior to joining Penn State, Jerry spent 15 years in retail working for Giant Food Stores and their parent company, Ahold USA. He held multiple roles there, including the Director of CRM and the Director of Marketing and External Communications. Jerry has his MBA in Marketing from the University of Buffalo, and an MPS in Organizational Development and Change Management from Penn State.



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