



Anchoring Analytics in Strategic Implementation: Unifying Leaders Around Organizational Priorities

Ashlie Hilbun, Chief Strategy Officer & Senior Vice President, Strategic Marketing, Arkansas Children's

Tracey Bradley-Simmons, Director of Strategy and Planning, Arkansas Children's

Clay Shuffield, Director of Growth Initiatives, Arkansas Children's



Outline/Agenda

- Anchoring analytics in strategic implementation is one of the most crucial steps in organizational transformation. The ability for leaders across a healthcare system to access, understand, analyze, and use data underpins practically every strategic initiative in the organization. Creating a shared data narrative is the anchor for unifying teams around key priorities. Clinical, strategy, finance, marketing, access, and marketing teams need a common through line to discuss progress and barriers related to key initiatives. But data by itself is not the whole story. The collaborative approach of strategy and marketing teams take when infusing data into the organizational narrative is often the test of sustained progress. This presentation will outline the journey of anchoring market and business analytics in organizational strategy at Arkansas Children's and the milestones achieved along the journey.
- Learning Objectives
 1. Identify ways to connect data to organizational conversations.
 2. Improve collaborative approach to strategic discussions with operational team members.
 3. Assess organization's planning processes and identify ways to bridge the gap between operations and strategy leaders.

Our Team



Ashlie Hilbun, FACHE, Ed.D

Chief Strategy Officer & Senior Vice President of Strategic Marketing

Arkansas Children's

hilbunaj@archildrens.org

Ashlie Hilbun, MSW, EdD, CFRE, FACHE serves as Chief Strategy Officer and Senior Vice President of Strategic Marketing at Arkansas Children's. In her role, she works closely with senior leadership and the system's board of directors to guide implementation of Arkansas Children's strategic goals and objectives. She leads planning efforts, advancing business strategy and oversees marketing and communications for the state's only pediatric health system. She is responsible for new business development and physician outreach efforts focused on advancing child health initiatives as part of Arkansas Children's bold new promise: Unprecedented Child Health: Defined & Delivered.



HOSPITALS • RESEARCH • FOUNDATION

Our Team



Clay Shuffield
Director of Growth Initiatives
Arkansas Children's
ShuffieldTC@archildrens.org

Clay Shuffield serves as the Director of Growth Initiatives in the Office of Strategy at Arkansas Children's where his responsibilities focus on directing volume growth initiatives around the state and building clinical partnerships to advance child health. A dynamic leader and strategic thinker, Clay brings more than 25 years of experience in the health care space. His previous roles at Arkansas Children's include work in finance, accounting, analytics and strategic planning and initiatives. Clay is a member of the Society for Health Care Strategy & Market Development (SHSMD) and holds a Strategic Planning in Health Care Credential.



HOSPITALS • RESEARCH • FOUNDATION

Our Team



Tracey Bradley-Simmons
Director of Strategy and Planning
Arkansas Children's
BradleysimmonsTN@archildrens.org

Tracey Bradley-Simmons is an award-winning registered nurse with more than 18 years combined experience at Arkansas Children's Hospital and in the payor sector where she has ambitiously focused on initiatives aimed at improving maternal, fetal, newborn care and overall child health both statewide and nationally. In her current role as Director of Strategy and Planning, Tracey works to set strategic direction for the Arkansas Children's Health System in conjunction with the Chief Strategy Officer while overseeing the business planning and strategic analytic components in the Office of Strategy. Tracey holds a Bachelor's degree in Nursing from the University of Arkansas at Little Rock and a Master's degree in Nursing with a concentration in Health Systems Management from Johns Hopkins University.



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One Plan, One Vision

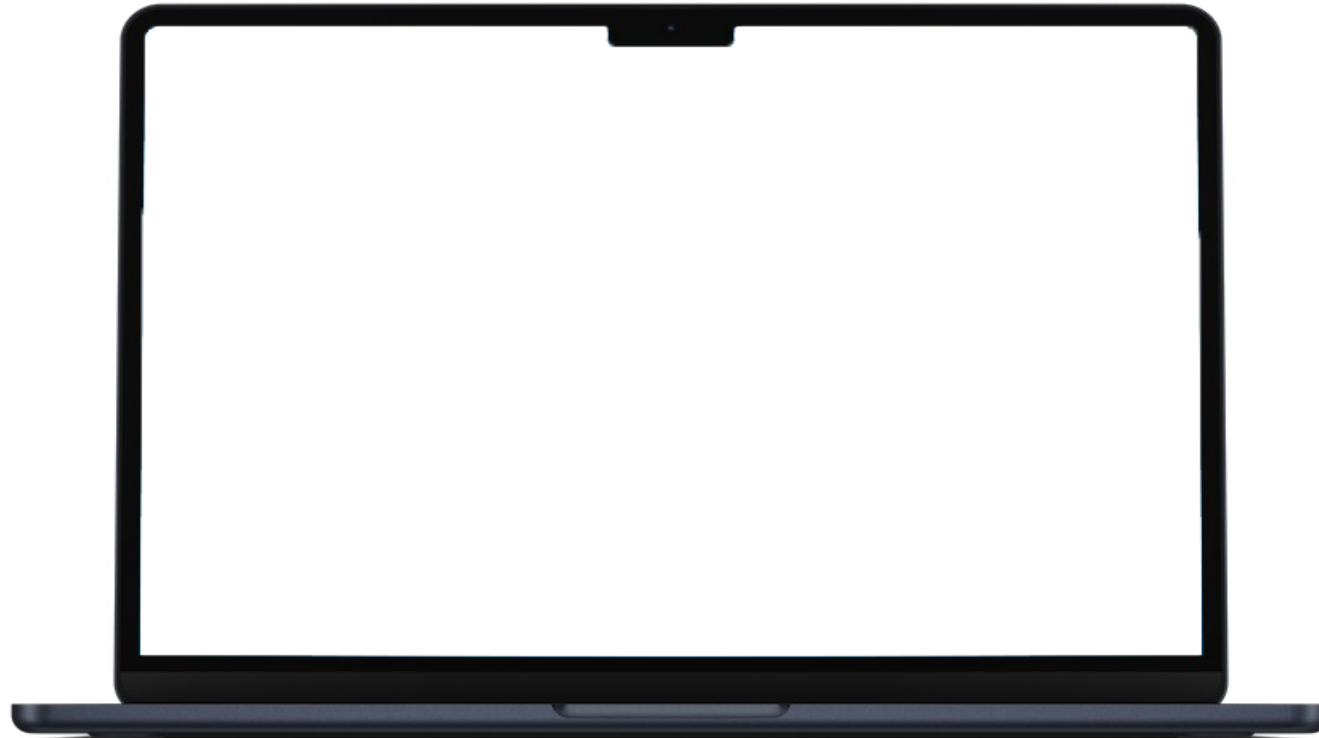
MISSION:
We champion children by making them better today and healthier tomorrow.



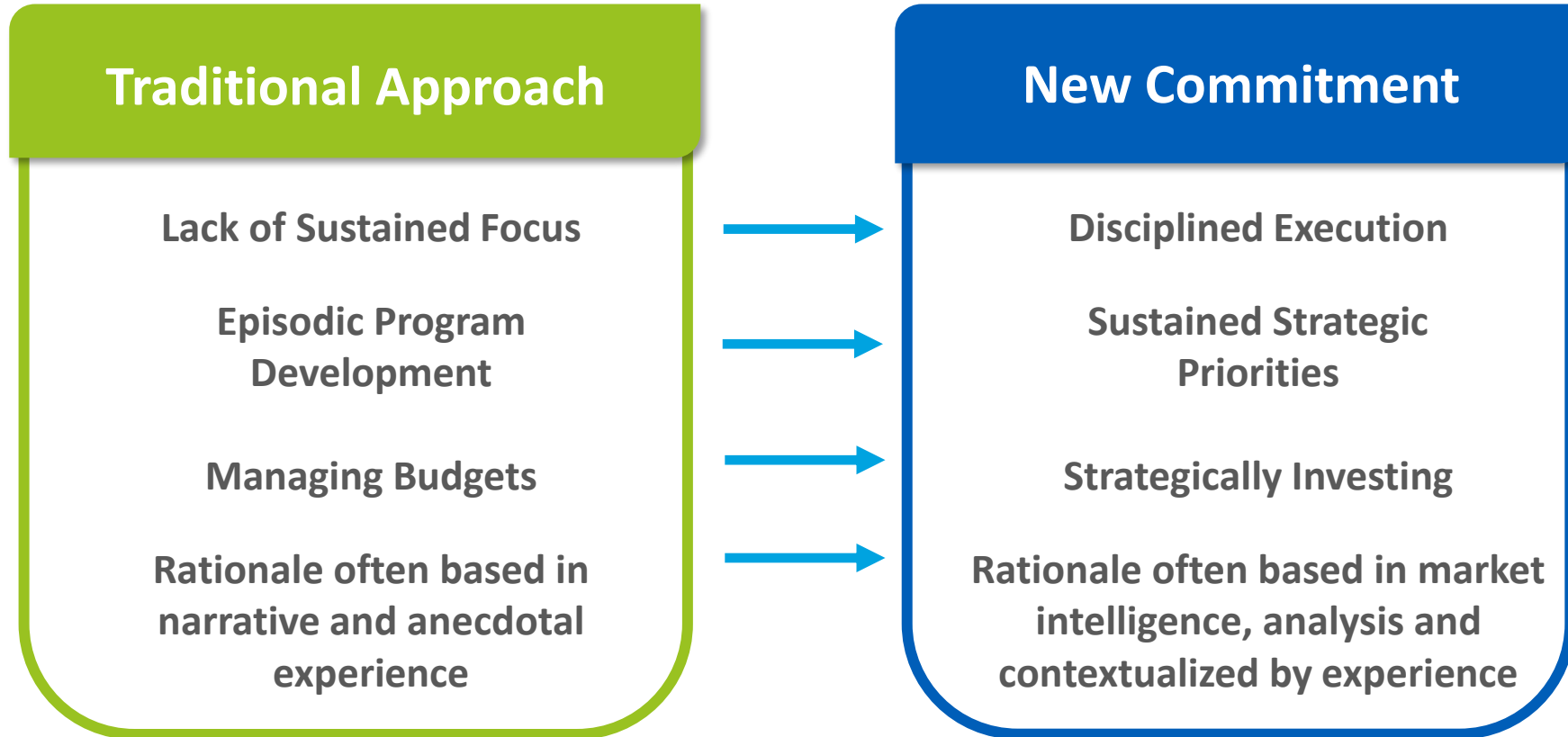
-  **2** Pediatric Hospitals
-  **1** Pediatric Research Institute & USDA Nutrition Center
-  **1** Philanthropic Foundation
-  **8** Nursery Alliance Partners
-  **30** Clinically Integrated Network Partners
-  **+** Education and Outreach Programs

One Plan, One Vision

OUR PROMISE TO ARKANSAS:
**UNPRECEDENTED CHILD HEALTH.
DEFINED & DELIVERED.**



One Plan, One Vision





UNPRECEDENTED CHILD HEALTH: THE TIME IS NOW. ARE WE READY?

A MESSAGE FROM MARCY

More than five years ago, Arkansas Children's set out to transform the way healthcare is delivered to the children of Arkansas and beyond. Together, we built a hospital for the children of Northwest Arkansas. We expanded our clinic in Jonesboro, offering more specialties and testing. We established a pediatric clinically integrated network comprised of professionals statewide who provide coordinated and accountable primary care. We formed the Nursery Alliance to address infant mortality and provide support to newborn nurseries and neonatal intensive care units across Arkansas. We expanded dental outreach and programs throughout the Delta and southern region of our state. And we did so while earning Magnet® status at Arkansas Children's Hospital and landing multiple specialties on the *U.S. News & World Report* list of "Best Children's Hospitals" year after year.

With this success, it's time now to turn our attention to the road ahead. What must we do in the next five years to make Arkansas the safest, healthiest place to be a child? First, we must continue to fulfill our promise to the state: Unprecedented child health. Defined and delivered.

We have our work cut out for us for many reasons. COVID-19 has changed the way we operate. Masks are part of our dress code for the foreseeable future. Entire teams have worked from home for several months and are likely to do so for a few more. Our clinical teams and front-line staff adapt daily to new visitor restrictions, testing procedures, cleaning processes and more. We've shifted as needed, and one thing remains steadfast: our ability to deliver effective, compassionate medical care in clean, child-focused hospitals and clinics.



And in the midst of the pandemic, children's health and well-being remains at risk outside the walls of our hospitals and clinics. Consider this very real snapshot of one week in Arkansas last summer:

- An infant died of injuries sustained from co-sleeping with a loving, well-intentioned parent.
- A toddler was pronounced dead at the scene of a car accident. He was not properly restrained.
- Authorities were called to a home in Saline County, where they discovered the body of a young child in unthinkable conditions—the victim of unspeakable abuse.

Our primary work—delivering exceptional medical care to children—could not have saved these lives. But perhaps our outreach, education and advocacy efforts could. This is the work that will define and deliver unprecedented child health.

OUR STRATEGIC FRAMEWORK

About a year ago, we began envisioning a new five-year strategic plan. The planning process has been inclusive across the entire organization, as strategy doesn't belong to one leader, one professional group or department, one geographic location or one shift. Our aims require a new way of thinking. By working together, with grit and courage, we will be an organization with a bold strategy in a time that calls for one.

Over the next five years, we will:

- 1 Solidify Arkansas Children's as a destination for pediatric care.**
We will embrace clinical excellence through signature programs, centers and institutes focused on specific disease conditions. We will continue to build relationships and partnerships with other entities focused on championing children.
- 2 Address and improve the whole health of the child.**
We will focus on the first 2,100 days of each child's life. The 40 weeks of pregnancy and first five years of a person's life create a foundation for future health, happiness, growth, development and learning. We will expand service delivery, improve infant mortality, reduce adverse childhood experiences and expand preventative care and education. We will advance a culture of research and innovation by building a health-focused workforce prepared to boldly support a new era of child health. We will pursue a regulatory and legislative agenda to create the most beneficial environment for improved child health in Arkansas.
- 3 Deliver healthcare without walls.**
Distance, availability and inefficiency challenge healthcare delivery for children in our state and region. We will create greater, easier access to specialized pediatric care for every child. We will build a pediatric healthcare network supported by a digital infrastructure that allows Arkansas Children's to anticipate an individual child's needs, work to keep them healthy, and deliver as much care as possible within a 60-mile radius of their homes, schools, family workplaces and communities.



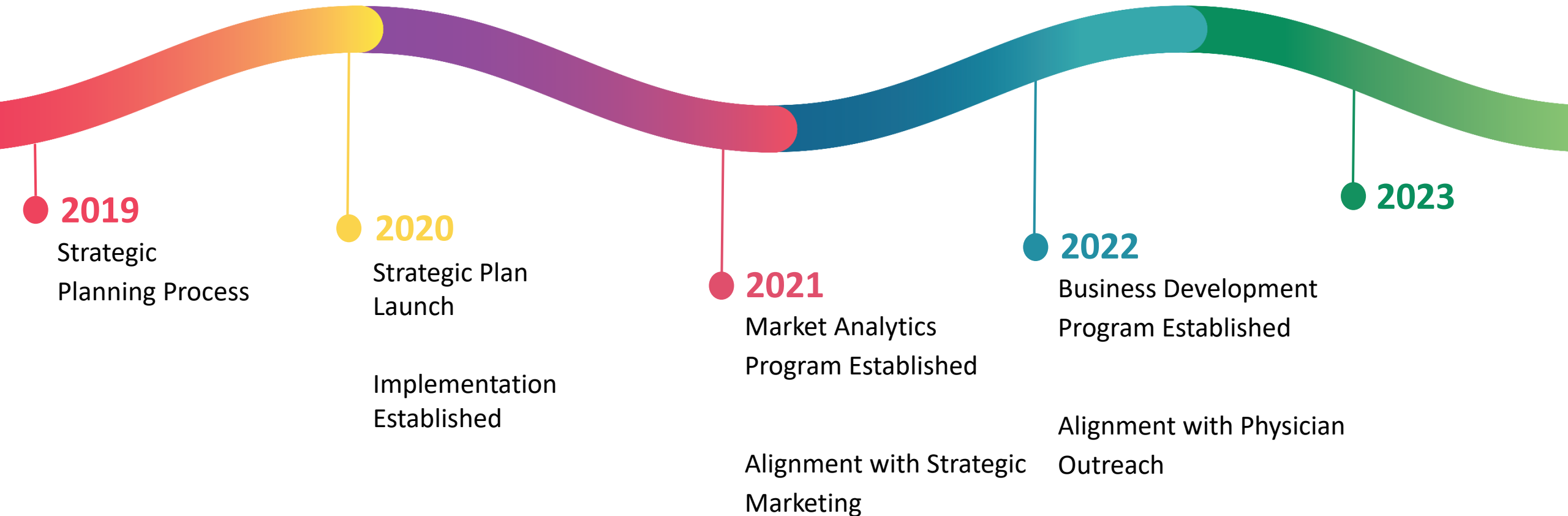
Does this work seem overwhelming? Too complicated? Too risky? There will be days, weeks and months ahead when it feels like all three. There will be difficult failures and heroic successes. Our goal cannot be small improvements. We must be brave. We must aim higher than ever before. Children are depending on us.

We won't solve every health-related problem for children in Arkansas in the next five years. But we can build the framework for a groundswell of change. In the next five years, we will make progress that gives the state's most influential leaders and the broad community the confidence that together we can save and improve the lives of children in Arkansas.

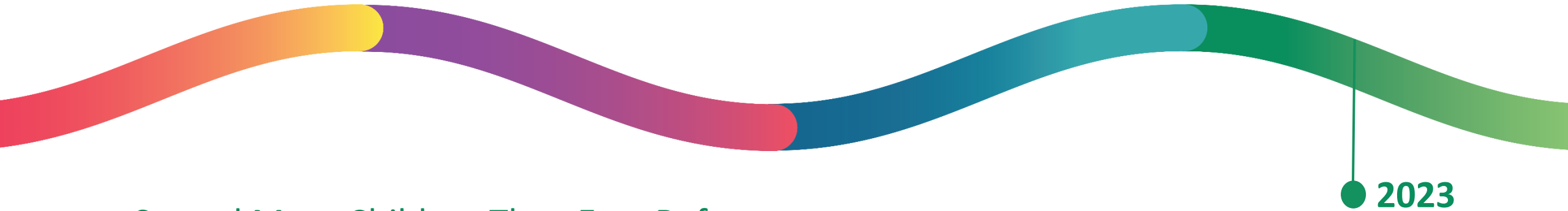
**THE TIME IS NOW. OUR CHILDREN ARE READY.
AND BY EMBRACING STRATEGY, TAKING RISKS AND
BEING BOLD...WE ARE READY, TOO.**

Marcy Doderer, FACHE
President and CEO
Arkansas Children's

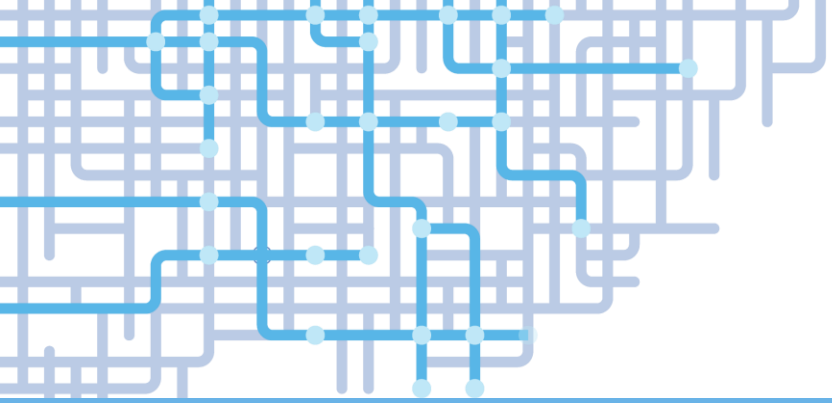
A Brief History of Our Brief History



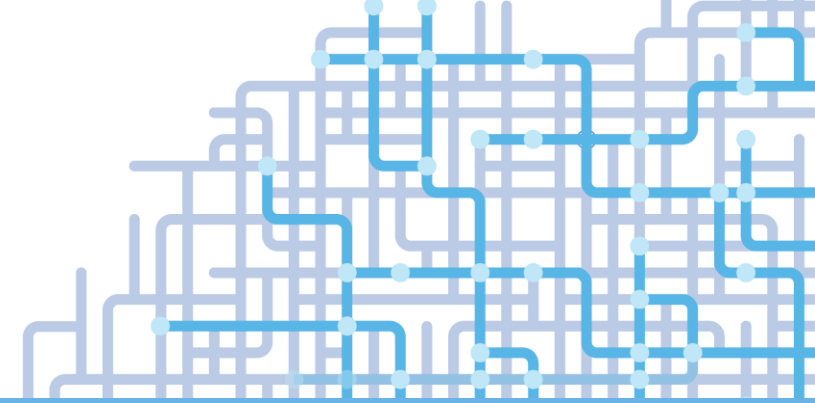
2023: Realizing Strategic Potential



- Served More Children Than Ever Before
- Highest Ranked Year in *U.S. News and World Report*
- Record Quality & Safety Trends
- Most Productive Research Year on Record
- Largest Philanthropic Gift Secured and Announced
- Approved and Announced 8-Year Long-Range Plan, including the Largest Capital Expansion in Arkansas Children's History



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Health Care Strategy & Market Development



The Foundation

ESTABLISHING A DISCIPLINE OF
ENTERPRISE STRATEGY



Building a Strategy Division

1 Strategic Planning and Implementation

2 Business Analytics – industry, market, organizational

3 Strategic Marketing

4 Physician Outreach

5 Growth Initiatives & Partnerships



Building a Strategy Division

1 Strategic Planning and Implementation

2 Business Analytics – industry, market, organizational



System Environmental Scan



Service Line Market Assessments



Forecasting : Quarterly, Annually, and Long-Range



Trends & Intelligence



Scenario Planning



Program Gap Analysis

Building a Strategy Division

1 Strategic Planning and Implementation

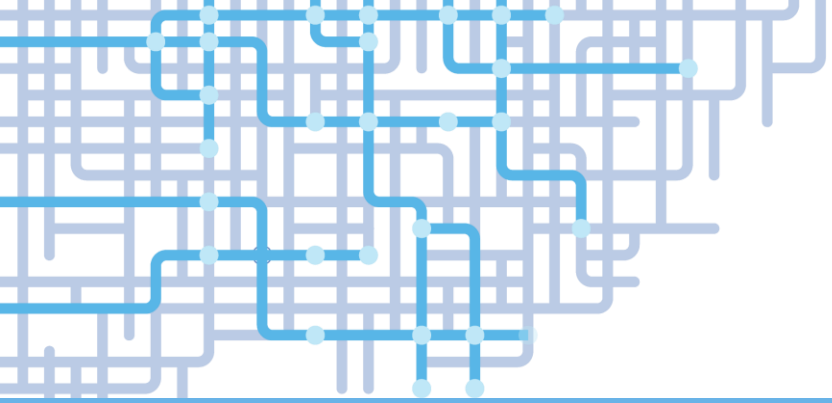
2 Business Analytics – industry, market, organizational

3 Strategic Marketing

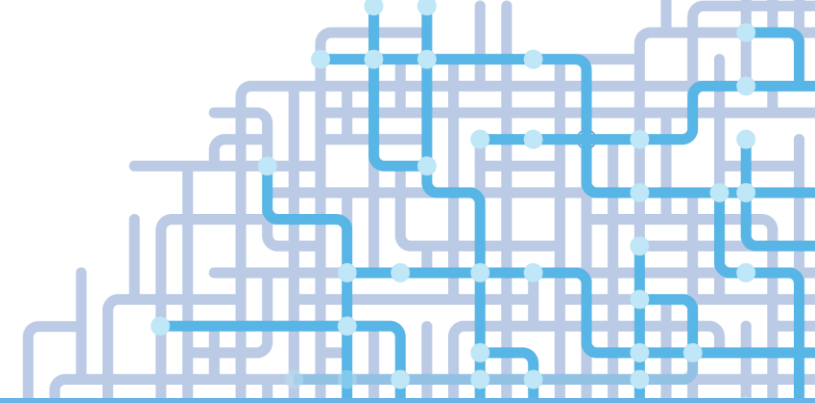
4 Physician Outreach

5 Growth Initiatives & Partnerships





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Health Care Strategy & Market Development



The Bridge

INTEGRATING STRATEGIC INITIATIVES
INTO ORGANIZATIONAL
PLANNING AND PRIORITIES



Enterprise Strategic Implementation



Marcy Doderer
President and CEO



Jamie Wiggins
Chief Operating Officer



Gena Wingfield
Chief Financial Officer



Brent Thompson
Chief Legal Officer



Dr. Rick Barr
Chief Clinical &
Academic Officer



Fred Scarborough
Chief Communications &
Development Officer



Crystal Kohanke
Chief People Officer



Ashlie Hilbun
Chief Strategy Officer



Erin Parker
Chief Information Officer



Jason Williams
SVP, Chief Mental &
Behavioral Health Officer



Dr. Todd Maxson
Surgeon-in-Chief



Dr. Bill Steinbach
Pediatrician-in-Chief
Chair, Dept. of Pediatrics



Amy Fallon
SVP of Operations



Heather Cherry
Chief Nursing Officer, ACH



Dr. Karen Farst
Chief Medical Officer, ACH



Shannon Hendrix
Chief Administrator, ACNW



Enid Olvey
Philanthropy President, ACF



Dr. Pete Mourani
Chief Research Officer
President, ACRI

Enterprise Strategic Implementation

STRATEGIC PLAN Framework

3 Pillars
What we will do


- Advance Patient Care** 
- Build Community** 
- Champion Excellence** 

3 Drivers
How we will do it

- Digital Transformation:** Harness the power of technology
- Partnerships:** Build relationships to galvanize networks
- Advocacy:** Promote a child first agenda

Strategic Plan

STRATEGIC INITIATIVES FY22 Scorecards

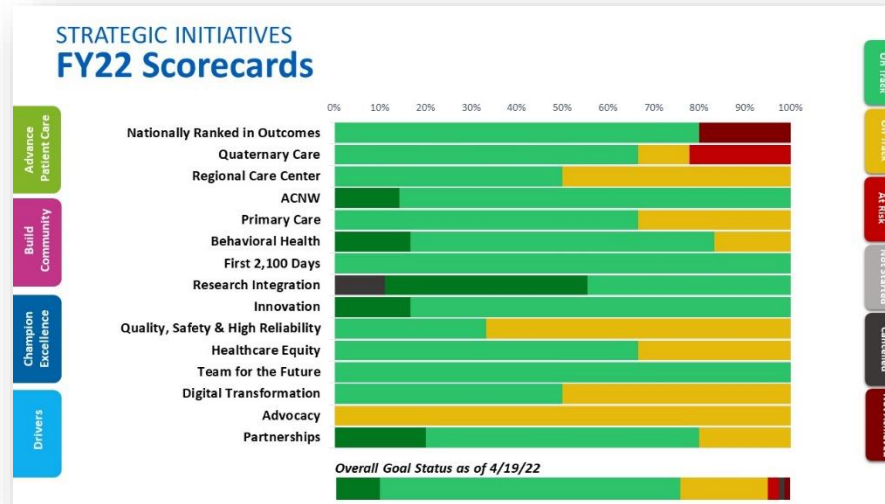
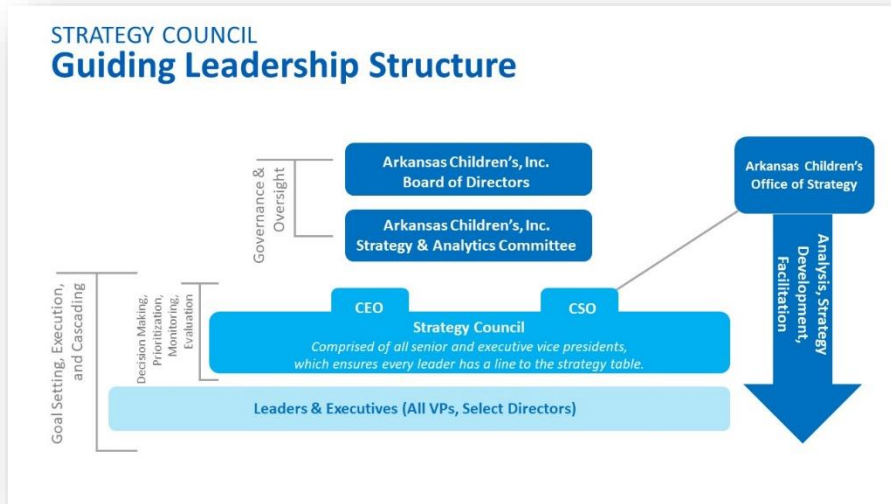


Advance Patient Care

Build Community

Champion Excellence

Drivers



Enterprise Strategic Implementation





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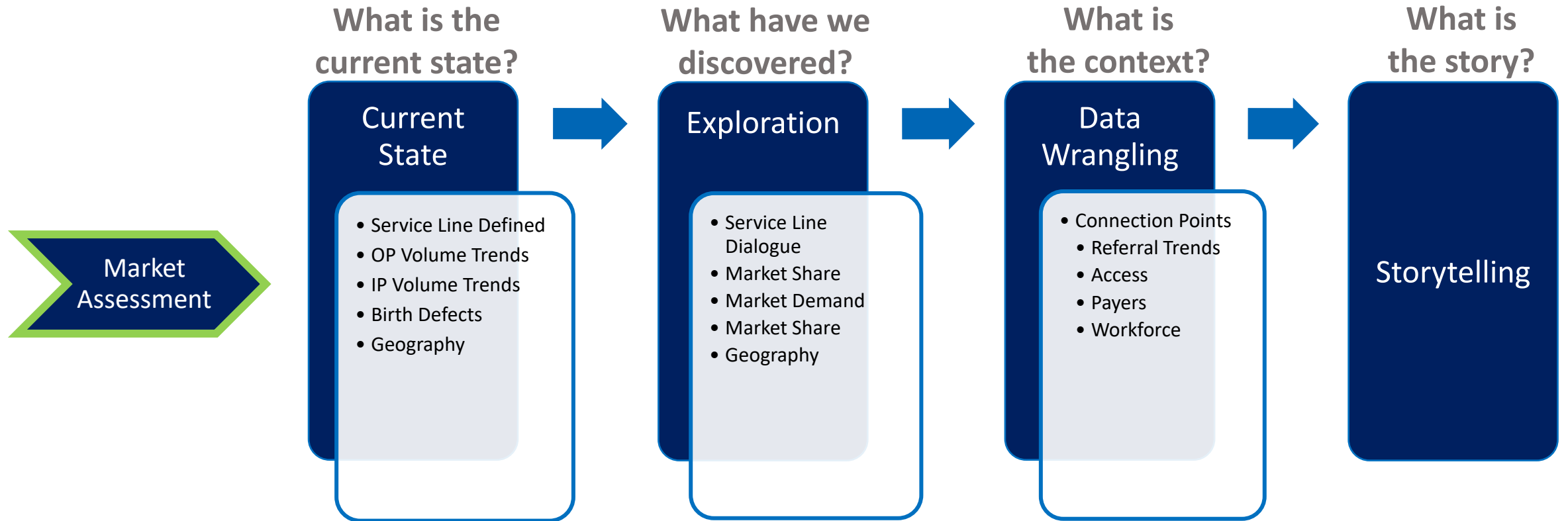


The Anchor

USING BUSINESS ANALYTICS TO
UNDERSTAND AND INFORM STRATEGY



Anchoring Analytics



Anchoring Analytics

Internal

- **Decision Support** (Volume, Patient demographics)
- **Chief of Staff Report** (Volume)
- **Electronic Health Record Data** (Volume, Patient demographics, Patient flow)
- **Service Specific Internal Sources**

External

- **Claims Data** (market demand, trends intelligence, claims data for available payors - Blue Cross Blue Shield, Managed Medicaid).
- **Hospital Industry Data Institute (HIDI)**, Arkansas Hospital Association Analytics (inpatient and emergency department data from 66 Arkansas hospitals and select out-of-state hospitals).
- **Peer Benchmarking Data**, Children's Hospital Association (benchmarking data from 49 children's hospitals).
- **Arkansas Reproductive Health Monitoring System (ARHMS)**, Arkansas Children's Research Institute (statewide database tracking birth defect trends, 1996-2016).
- **U.S. News Hospital Data Insights Pediatrics Specialties** (database of submitted U.S. News and World Report's "Best Children's Hospital" submitted survey data).
- **NRC Health Database** (patient experience benchmarking data).

Anchoring Analytics

System Environmental Scan

Service Line Market Assessments

Forecasting : Quarterly, Annually, and Long-Range

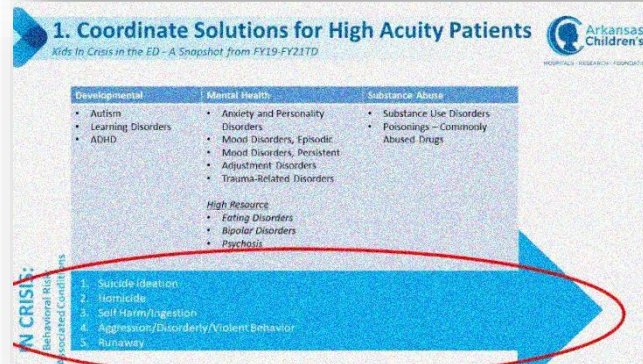
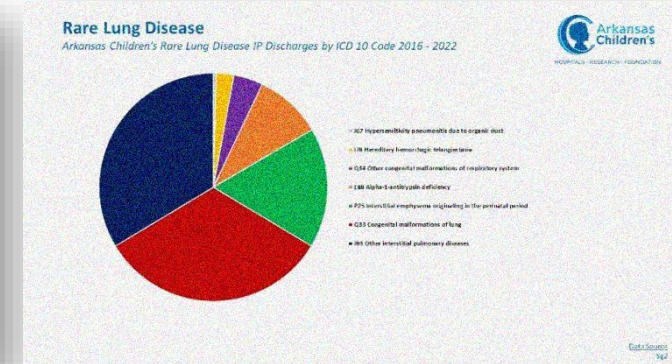
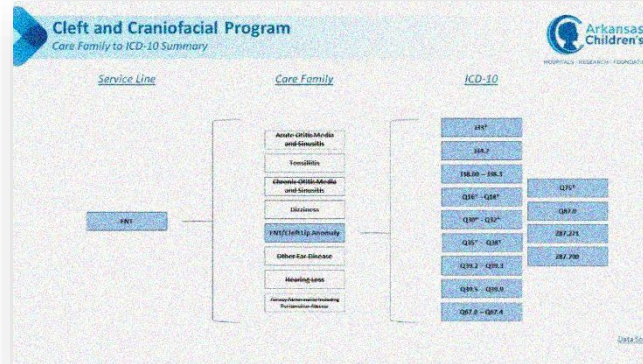
Geographic Focuses

Trends & Intelligence

Scenario Planning

Program Gap Analysis

How do we define specific diagnoses that can benefit from new programs?



Anchoring Analytics

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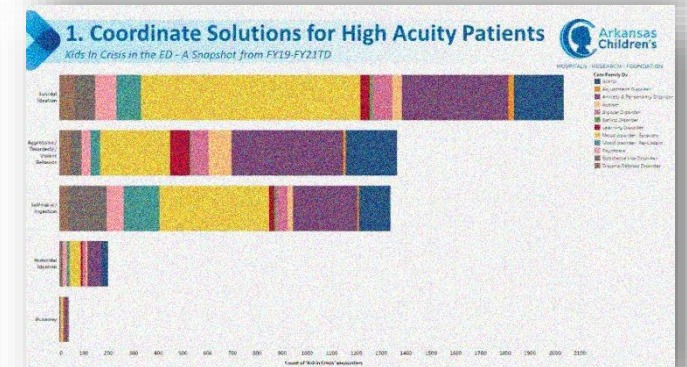
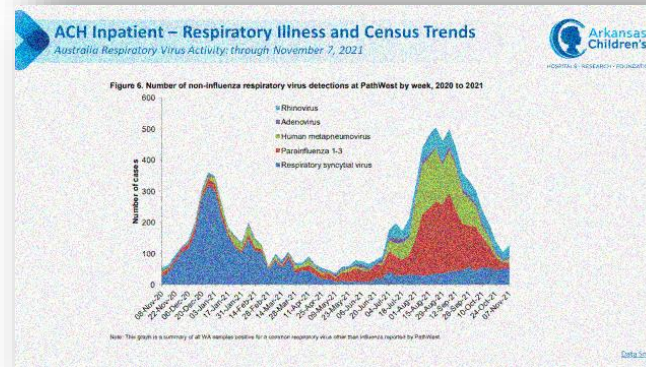
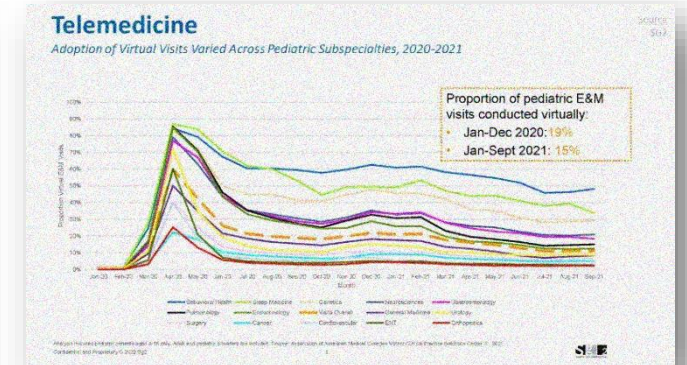
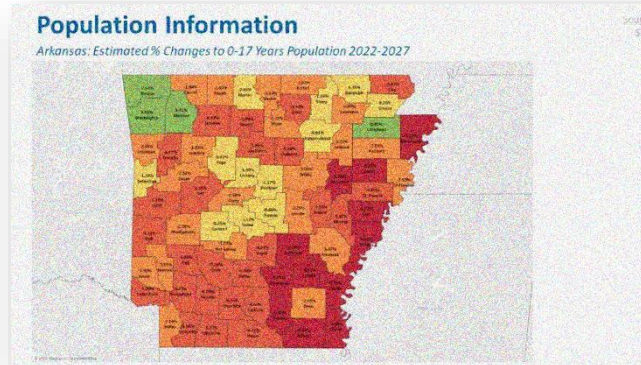
Geographic Focuses

Trends & Intelligence

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How do industry trends and population shifts impact our growth?



Anchoring Analytics

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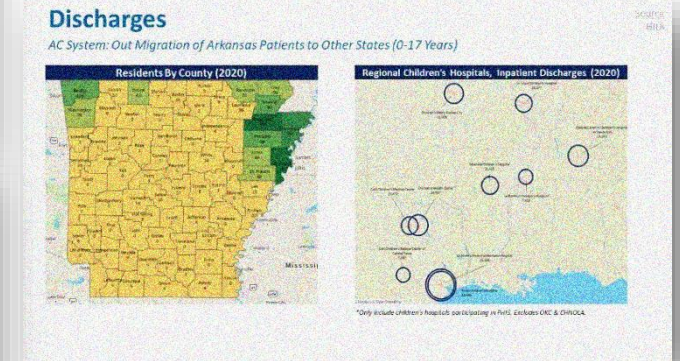
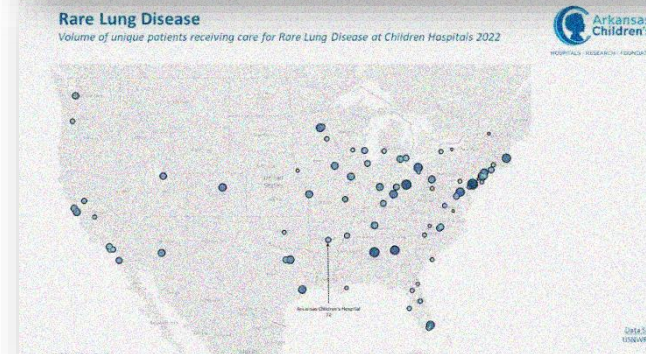
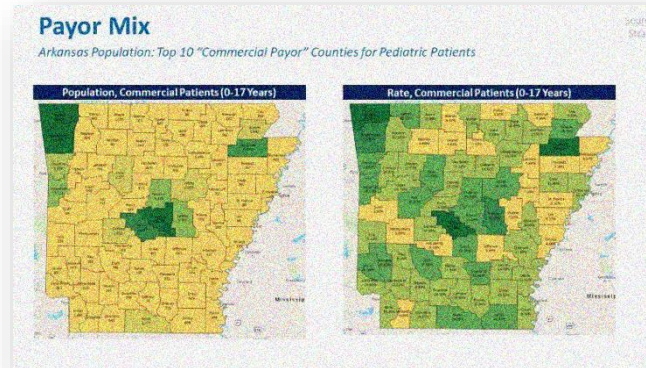
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How does our market growth change across geography?



Anchoring Analytics

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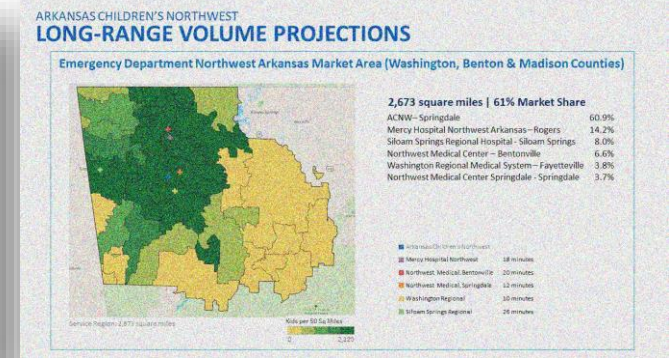
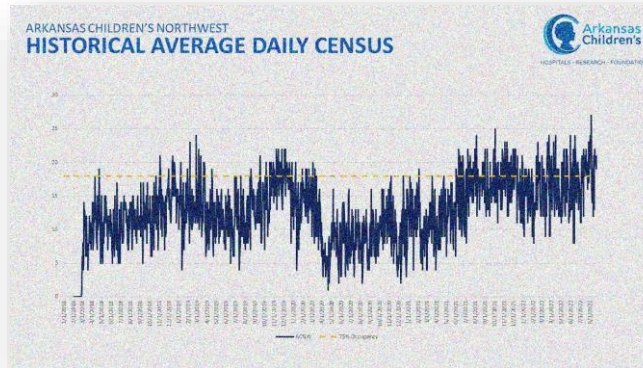
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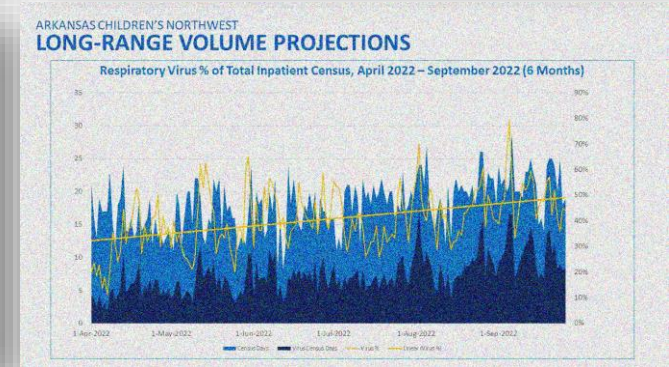
What are the long-term implications of volume trends, market and demographic shifts, workforce strategies?



ARKANSAS CHILDREN'S HOSPITAL
PHYSICIAN WORKFORCE

AC has established a multi-year workforce recruitment plan to ensure development of services across the state. The plan projects hiring **138.45 new ACH providers** during the FY23-30 period – a **41% increase** in the provider workforce at ACH.

ACH	Current FY22	Projected FY23-FY30	ACH	Current FY22	Projected FY23-FY30
ED PEM	18.11	5	Cardiovascular	2	0
ED GP	7.25	0	GI	7	4
ED APHN	4	0	GI&APP	0	0
Hospitalist	17	4	Hem/Onc	10.25	5.5
Anesthesia	28.7	12	Derm	1.15	2
OB/GA	5.9	7	Derm General Ped	0.5	0.5
Pathology	7.65	1	ENT	7	2
Radiology	11.59	5	General Surgery	5.7	2
Cardiology	20.5	10	GYN	2	1
Endocrine	8.16	4	Neurosurgery	3	0
Adult Medicine	0.1	1.1	Ortho	6.84	3
Allergy	8.53	3	Ortho Sports	1	0
Burn	1	2	Plastic	1	2
Children at Risk	3	1	Plastic App	2	2
Clinical Informatics	6	2	Urology	4	1
Critical Care	10	2	Ophthalmology	4	1.5
Dev Peds	6.6	2.25	Acute Crisis Unit	1.6	1.6
Neonatology	34.47	9			
Psychiatry	5.6	5.6			
Neonatology APP	17	9			
Neurology	10.88	7			
Pulmonary	7	3			
Primary Care/GP	22.7	7			
Genetics *	4	2			
Infectious Disease*	6	5			
Rehab	4	0			
Rheumatology	1.2	3			
Nephrology*	5	2			
GRAND TOTAL			336.88 138.45 475.33		



Anchoring Analytics

System Environmental Scan

Service Line Market Assessments

Forecasting : Quarterly, Annually, and Long-Range

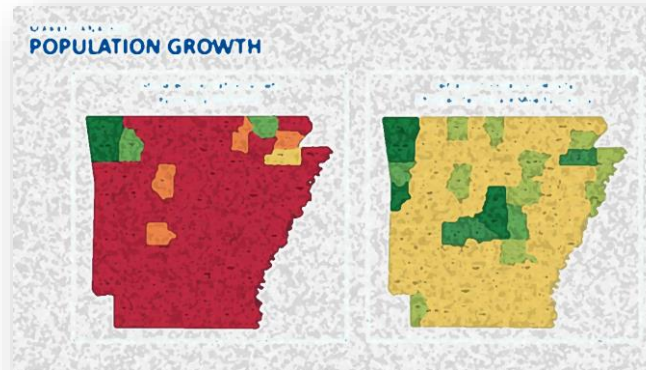
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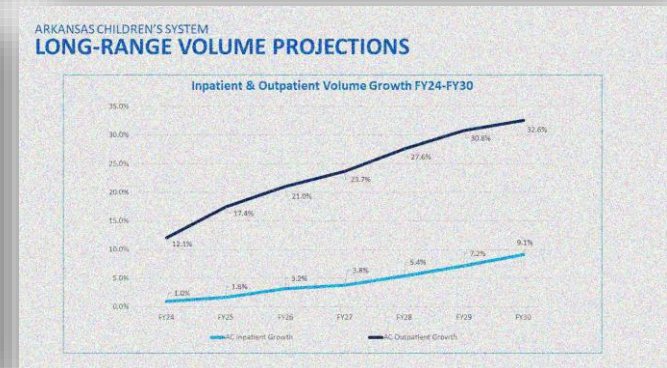
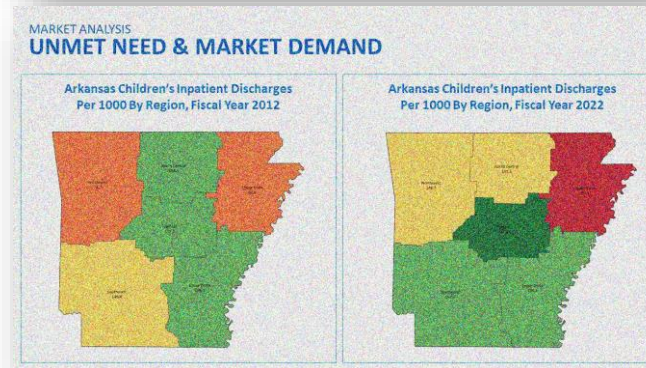
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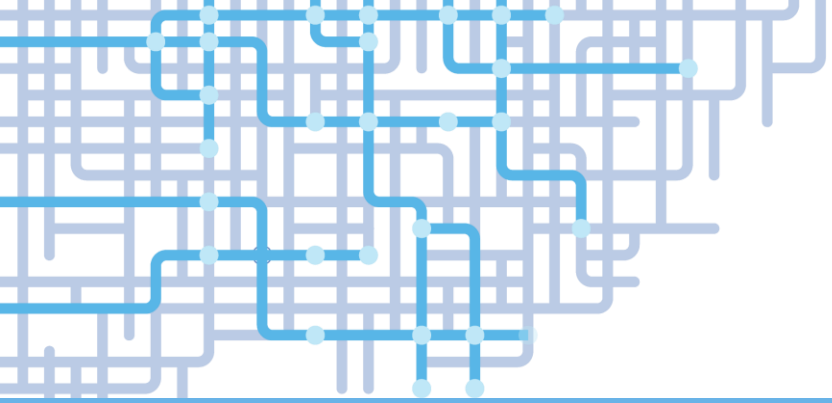
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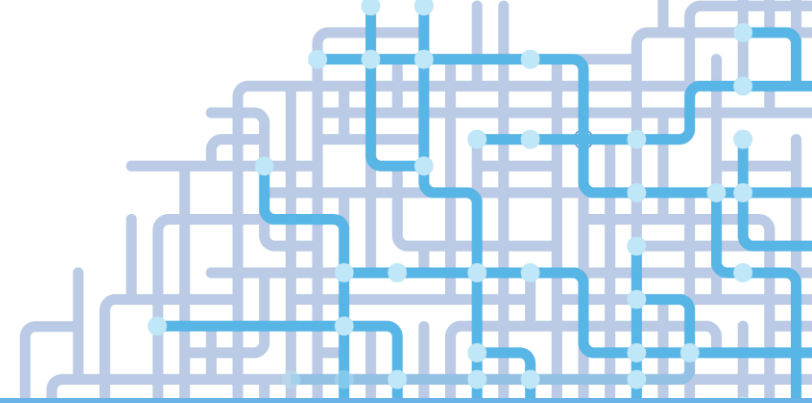
ARKANSAS CHILDREN'S OUTPATIENT MARKET SHARE GROWTH PROJECTIONS

	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	Market Share Growth
Arkansas Children's Hospital											
Arkansas Children's Hospital Market Share Growth											
Emergency Department Visits 3-county area: Pulaski, Saline, Conway	80.0%	80.4%	80.4%	84.7%	85.0%	85.2%	85.5%	85.7%	86.0%	86.2%	+5.5%
Outpatient Surgery 3-isp code area/7-county area	53.5%	54.2%	54.2%	55.7%	58.8%	61.5%	65.7%	66.3%	67.2%	68.3%	+14.1%
Primary Care Visits 3-county area: Pulaski, Saline, Jefferson	17.8%	24.8%*	32.6%**	35.0%	35.0%	36.2%	36.2%	37.4%	37.4%	38.7%	+6.1%
Arkansas Children's Northwest											
Arkansas Children's Northwest Market Share											
Emergency Department Visits 3-county area: Washington, Benton, Madison	59.4%	60.9%	61.0%	61.3%	61.6%	61.9%	62.2%	62.6%	62.9%	63.2%	+2.2%
Outpatient Surgery 4-isp code area / 15-county area	38.1%	43.6%	48.1%	74.9%	82.6%	81.3%	80.0%	81.2%	79.9%	78.6%	+30.5%
Primary Care Visits 2-county area: Washington, Benton	4.3%	5.8%	12.4%*	14.5%	14.2%	15.1%	14.9%	14.6%	15.5%	15.2%	+2.8%





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The Impact





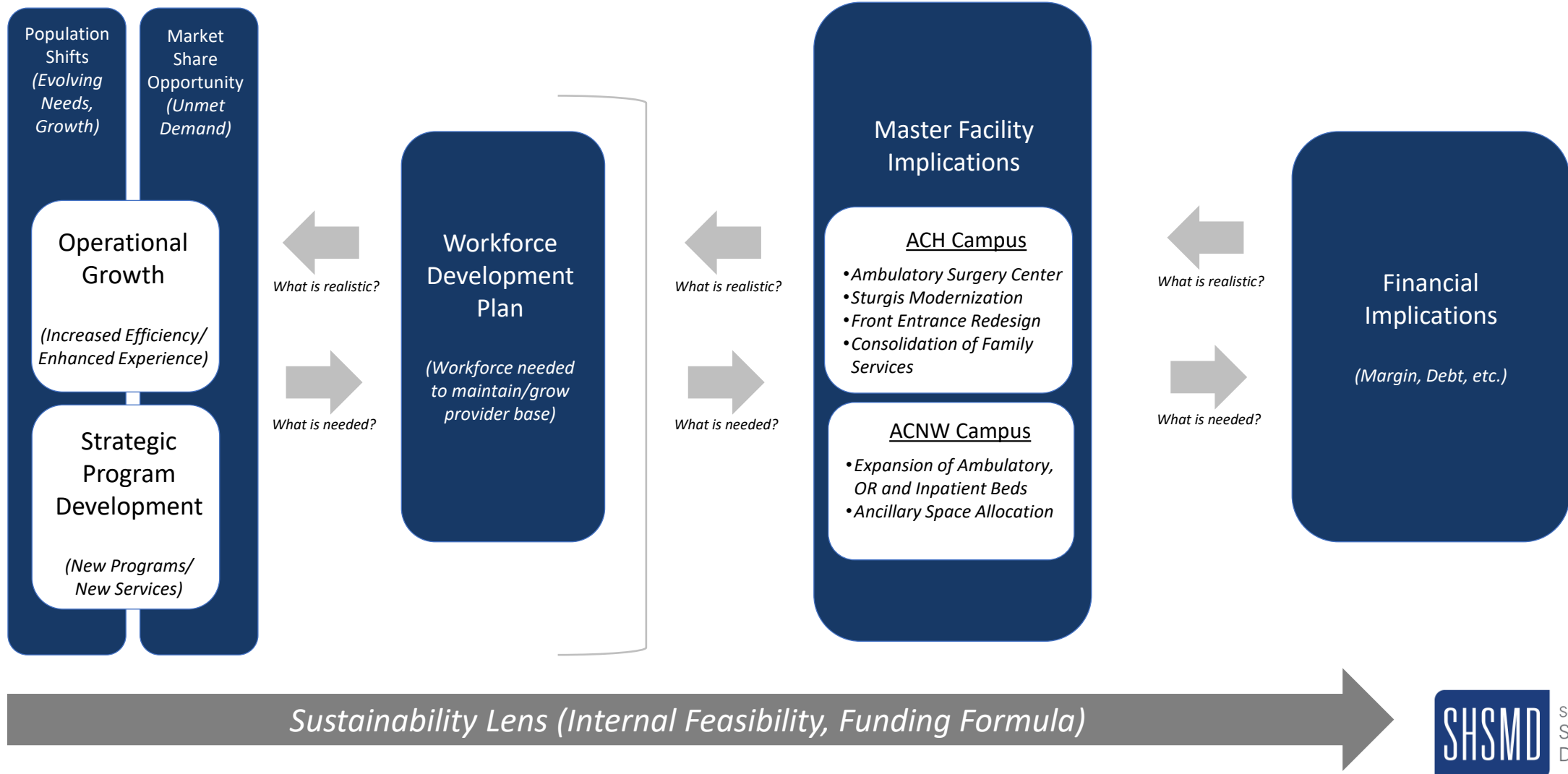
New Mindset In Action

- ✓ If you don't know where you are, it is impossible to decide where to go.
- ✓ Data tools are as good as the analysts know how to use them.
- ✓ Data only makes sense with context.
- ✓ If you argue about data integrity, you are losing time arguing about good strategic ideas.
- ✓ Lead with interest before intellect, teamwork before consultancy.
- ✓ Data needs stories and stories need data.

Strategic Annual Planning Process



Long-Range Planning Process



Leadership Behaviors Gut Check

- ✓ Which leaders believe market intelligence is their responsibility?
- ✓ How often are you – as strategy/marketing team members – meeting with the executive team (clinical, non-clinical, physician) to discuss strategy and market?
- ✓ How well do teams know the strategic plan? How often do you see it in the hands of your leaders?
- ✓ To what extent do you evaluate ideas with leaders against market data?
- ✓ Are you a good partner in the process (i.e. do you think you know everything)?



[VIDEO]

Learn to love the questions themselves.

Rainer Maria Rilke