Advancing Your Strategic Plan:
Actionable Insights to Create Value

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Learning Objectives

• Understand where true strategy come from and how is it formed effectively

• Identify how to address the biggest challenges with a concentrated set of resources

• Draw insights from how other industries formulate strategy

• Apply helpful frameworks and critical tools to stay future focused and value-driven

• Explore and apply strategies of disruptors using out of industry examples

• Capture opportunities to enhance your strategy with greater focus and alignment with value

Strategy Formation

Strategy (n.)

From the Greek *strategia* meaning "office or command of a general," the "art of a military leader"

stratos- to spread
ag- to lead

SHSMD Society for Health Care Strategy & Market Development™

Strategy
an ongoing and iterative process of *identifying* and *solving* for *critical* challenges and deciding what *actions* to take in the context of *limited resources* / *available options*

"the discipline of winning"

A Basic Strategy Framework

ENDS // The desired future state that accounts for external realities (trends, competition, white space) and internal capabilities

WAYS // The difficulties to be solved for and a perspective on how. Includes your 'right to win.'

MEANS // The investment requirements, talent and capabilities acquisition and general approach (build, buy, partner). Commitment and focus are key.

ASSUMPTIONS // *Hinge* assumptions are core to the offering. If we get these wrong, the entire value proposition folds. *Fringe* assumptions are either on the periphery of the core offering or address a future state for the offering which may be contemplated but is still malleable.

Focus on What Competitors Do, Not What They Say

Optum's Strategy Map

We mined Optum's acquisitions, investments, and partnerships since Q1'14 to determine its strategic priorities.

Categories listed are not exhaustive of all Optum's activity in the period.

Behavioral health — AbleTo, REFRESH Mental Health, brightline, Alma, talkspace

Care coordination — HEALTH[at]SCALE TECHNOLOGIES, lumeon, Medallion, buoy

Remote patient monitoring — Vivifyhealth, DUOS, EQUIP, MEDALOGIX, CarePredict

Value-based care — IMPERIUM HEALTH, greater good health, HEALTHEDGE

Virtual care — Audax health, RALLY, loop, mPulse mobile, vira

- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership

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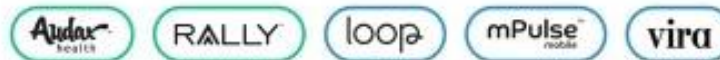
What Strategy Is Not

- An aspiration ("Be the leading VBC provider")

- A set of goals ("Consumer Focused. Growth") or outcomes ("Increase market share by X%)

- Managing your numbers (which is critical, but shouldn't be mistook for the creative / entrepreneurial activity of strategy)

- Purely an analytical exercise (death by power point)

- A linear activity (so much as an ongoing one with different horizons)

- Only a plan, which is necessary but not sufficient

- Simply an idea or direction (absent the social, political, financial and power levers required to execute it)

*"Anyone can recognize great strategy after the fact. We also understand planning as a 'process.' The only problem is that process doesn't produce strategy-it produces plans. The dirty little secret of the strategy industry is that it doesn't have any **theory of strategy creation**."*
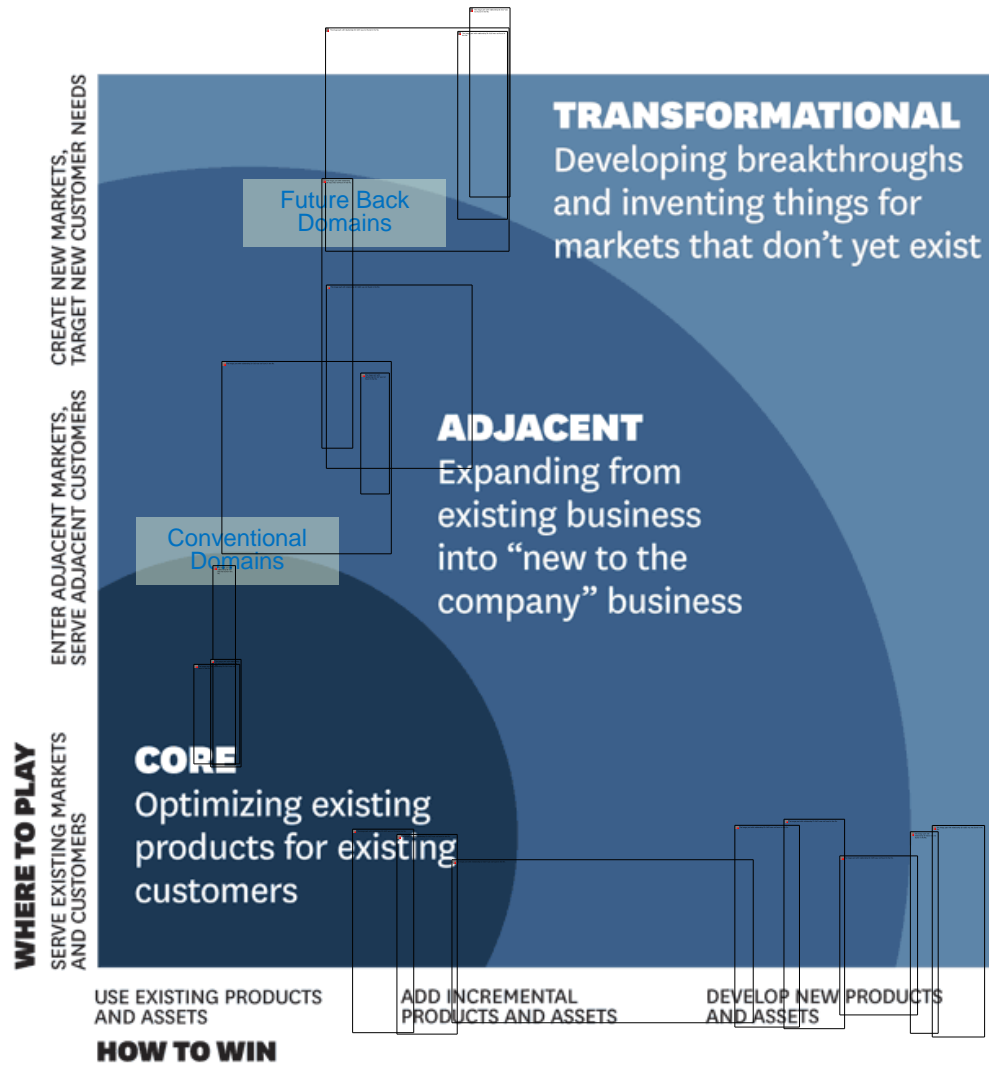
- Gary Hamel, Founder

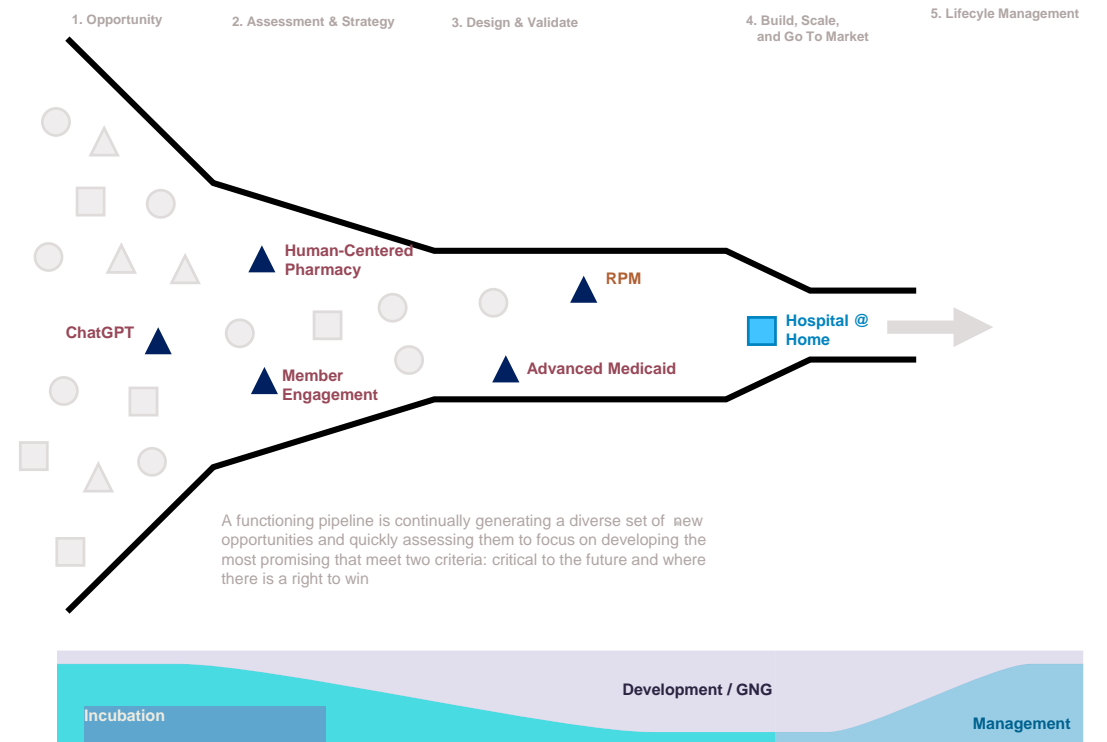Working Future + Market Back
"Ends & Ways"
(aka Creating Value)

Overview

In this section, we'll answer the foundational question: **'Where does strategy come from?'**

Future + Market Back Strategy

WHERE TO PLAY

CREATE NEW MARKETS, TARGET NEW CUSTOMER NEEDS

ENTER ADJACENT MARKETS, SERVE ADJACENT CUSTOMERS

SERVE EXISTING MARKETS AND CUSTOMERS

Future Back Domains

Conventional Domains

TRANSFORMATIONAL
Developing breakthroughs and inventing things for markets that don't yet exist

ADJACENT
Expanding from existing business into "new to the company" business

CORE
Optimizing existing products for existing customers

HOW TO WIN

USE EXISTING PRODUCTS AND ASSETS | ADD INCREMENTAL PRODUCTS AND ASSETS | DEVELOP NEW PRODUCTS AND ASSETS

The Phases of Future-Back Development

Innovation that allows KP to expand our mission of providing high-quality healthcare at an affordable cost to as many people as possible. Opportunity identification is ongoing.

1. Opportunity   2. Assessment & Strategy   3. Design & Validate   4. Build, Scale, and Go To Market   5. Lifecyle Management

ChatGPT

Human-Centered Pharmacy

Member Engagement

RPM

Advanced Medicaid

Hospital @ Home

A functioning pipeline is continually generating a diverse set of new opportunities and quickly assessing them to focus on developing the most promising that meet two criteria: critical to the future and where there is a right to win

Incubation   Development / GNG   Management

Source: HBR, Kaiser Permanente

A framework to evaluate opportunity and to interrogate a problem space for actionable insights

Functional / Jobs to be done

Psychological / (Un)articulated need, want, desire, fear, inherent bias

Choice / Implicit or explicit trade-offs people make

Interactions / Person-to-person, person-to-community, community-to-community

Behavioral / How we perform a given act and the desirability of solutions

Contextual / Time, place, surroundings, history

Experiential / Intersection of service, technology and place

Viability

(Business)

Is the solution economically viable and can it produce sustainable growth over 10-20 years?

Desirability

(Human)

Do customers and users find the solution compelling and even life changing?

Feasibility

(Technical)

Is the solution advanced yet developable? Is it protectable and does it scale?

Financial / Business model and monetary impact

Competitive / Value proposition, competitive set

Value-based / Unique output or impact that is offered and leveraged

Channel-Based / Optimizing product, service, message delivery mechanisms

Portfolio-Based / Mix of offerings and how they work together

Operational / Facilities, equipment, supply chain, expertise, capabilities, latent capacity

Organizational / Structures, systems, and practices that enable solution deployment

Technological / Potential of trusted and nascent technologies

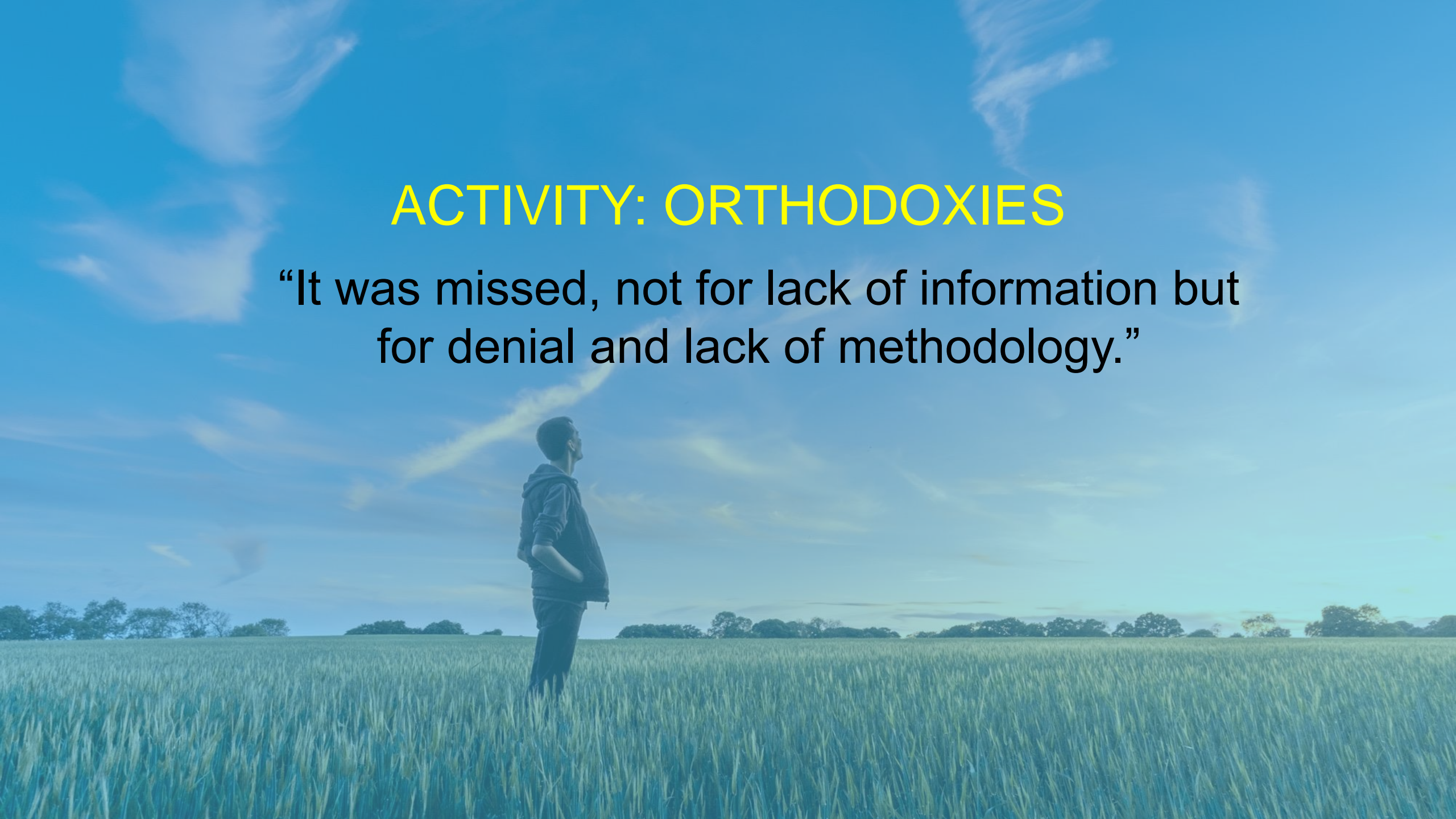**STEM** / Various forms of specific expertise, especially cross-industry applications

Diagram adopted from https://designthinking.ideo.com/

Components of Strategy Development

Frame

Preliminary definition of the scope and essence of the problem / opportunity

Environmental Assessment

Scan of how other industries are framing and addressing the issues; trends and forces impacting the business

Market Assessment

Scan of what healthcare and payor orgs are doing.

Policy Scan

Understanding of current or pending policy changes that may present opportunities or barriers.

Literature Review

Scan of the evidence to see what the field says and what gaps exist.

SME Perspectives

Insights from internal and external leaders in the space.

Lived Experience

Needs which lead to insights about end users and the business

Data

Quantifying opportunity and impact

Asset Scan

Scan of the assets an organization has as its disposal to address priorities.

Org Assessment

Understanding relevant bodies of work across the organization, its key strengths and its right to win (asymmetries)

Hypothesis / Problem to Solve

Initial WAG on what issues are truly important to solve (and what's secondary) and the difficulties in doing so

Insights (Ways)

Amalgamation of the evidence base and various perspectives, synthesized into unique and directional opportunities for action

Vision (Ends)

A succinct frame of the North Star that guides current and future action

Opportunity Frame (Ends & Ways)

An assessment of what problems are critical and solvable by the organization…and your right to win

Strategy Formulation (Ways)

Framework that lays out the difficulties in delivering against the opportunity and how to 'solve' (or make significant progress) on them in 18-36 months, including an articulation of what must be true **(Assumptions)**

Roadmap: Commitments & Resourcing (Means)

A lookahead at the specific actions and resources required

UNDERSTANDING   **POINT OF VIEW**   **STRATEGY**

ACTIVITY: ORTHODOXIES

"It was missed, not for lack of information but for denial and lack of methodology."

Future + Market Back Strategy

CONVENTIONAL STRATEGY APPROACH

Strategy *extrapolated from present* market view and current capabilities

- Generally a 1-3 year plan based on current trends and performance
- Typically extrapolated from existing model
- Assumes market dynamics are more stable than they actually are
- Ad hoc and opportunistic identification of applications that match an existing product or service offering

Future-Back STRATEGY APPROACH

Strategy *based on defining tomorrow*, and orienting planning around it

- Generally a 5+ year plan that integrates insights on future trends, ecosystem evolution, and stakeholders
- Grounded in tomorrow's jobs-to-be-done and business model
- Clear high-level scope and direction with room to maneuver
- Aligns long-term strategy with near-term action

The best organizational strategies account for both Conventional and Future-Back

"The future already is here, it's just not evenly distributed."

-William Gibson

BLOCKBUSTER

Lifespan: 25 years
Cause of death: digital

NETFLIX

Disney+

BORDERS

Lifespan: 40 years
Cause of death: digital

amazon

BARNES & NOBLE

PAN AM

Lifespan: 64 years
Cause of death:
mismanagement

jetBlue

ToysЯus

Lifespan: 69 years
Cause of death: digital

KiwiCo

LEGO

Polaroid

Lifespan: 64 years
Cause of death: digital

Instagram

Leica

GM
General Motors

Lifespan: 101 years
Cause of death:
mismanagement / digital

TESLA

TOYOTA

ACTIVITY: FORCES

"When an industry with a reputation for difficult economics meets a manager with a reputation for excellence, it's usually the industry that keeps its reputation intact."

- Warren Buffett

Source: Society for Healthcare Strategy and Market Development, Bridging Worlds First Edition

SHSMD | BRIDGING WORLDS

Present Focus

Present Focus	Future Focus
Compartmentalized service areas	Micro-markets
Market share	Covered lives and targeted populations
Facility-based care and asset organization	Technology-enabled care; Anytime, anywhere service offerings
Healthcare as a monolithic system	Health as an ecosystem of customized offerings from a variety of entities to meet specific needs
Wholly owned system of care	System of care executed through partners
Patient to physician relationship	Additional customer relationship to the system, and its many parts, including those that are outside the organization
Singular direction, product / service to patient	Interaction and feedback between product / service and customer

Describe The Impact of Change

Develop an understanding of how each of the forces you have chosen may change the organization

This is how we operate today ….

This is how we will have to or want to operate in the future

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Frame Around Supply and Demand

Supply

Wealth of Patient / Member / Consumer Data for Insights Across Care Continuum

Proliferation of novel / disparate forms of data (e.g., clinical history, claims, behavioral, SDoH, and remote monitoring data) require *integrative and analytic capabilities* to enable transformative population health management (e.g., disease detection / prevention via predictive data analytics)

Diminished Value Proposition to Physicians

Physician burnout across care delivery ecosystem caused by a complex regulatory environment, administrative burdens, over-utilization, and difficulties managing staff; *industry consolidation* eroding the value of private practices removes physician flexibility and imposes *significant cost pressures* on delivery systems; growing physician and nursing *labor shortages*

Declining Profit Pools Across Payer / Provider Ecosystem

Payer / Provider financial constraints due to *downward margin pressure*, cost containment efforts, slow revenue growth, reduced membership, and changes in government lines of business create need for *revamped technology infrastructure* to more efficiently manage populations

Demand

New Age / Next Gen Employees

Adoption of remote work emboldens *virtual care preferences* as employees spread across different geographies; employers *pressured by high care costs and demanding labor markets* increasingly willing to experiment with innovation to enhance value for employees

Heightened Consumer Care and Experience Expectations

Increased demand for *simple, convenient, frictionless, and integrated* care across different delivery channels; heightened expectations around *choice, trust, price / information transparency, predictable care quality, and personalized navigation* as consumers are more involved in care decisions across different health platforms (e.g., retail clinics, virtual care)

Demand for Value and Equity

Federal government initiatives and increased focus on *health disparities* and *public health interventions* as a result of the COVID-19 pandemic drive further calls for *value-based care programs and arrangements that emphasize population level outcomes in addition to individual outcomes*

2022-2027

- **Care Transformation**
- **Workforce**
- **Strategy**
- **Health Equity**
- **Finance**
- **Virtual Health**
- **Behavioral Health**
- **Emergency Preparedness**

2021-2026

- **Consolidation**
- **Social determinants**
- **Consumerism**
- **Societal violence**
- **Consumerism**
- **Finance**
- **Culture change**
- **Technology**
- **Investment**

Understanding the Implications of External Changes

As KP has managed through the impacts of COVID-19, new and greater uncertainties are reshaping the health care industry and inform KP's organizational plans.

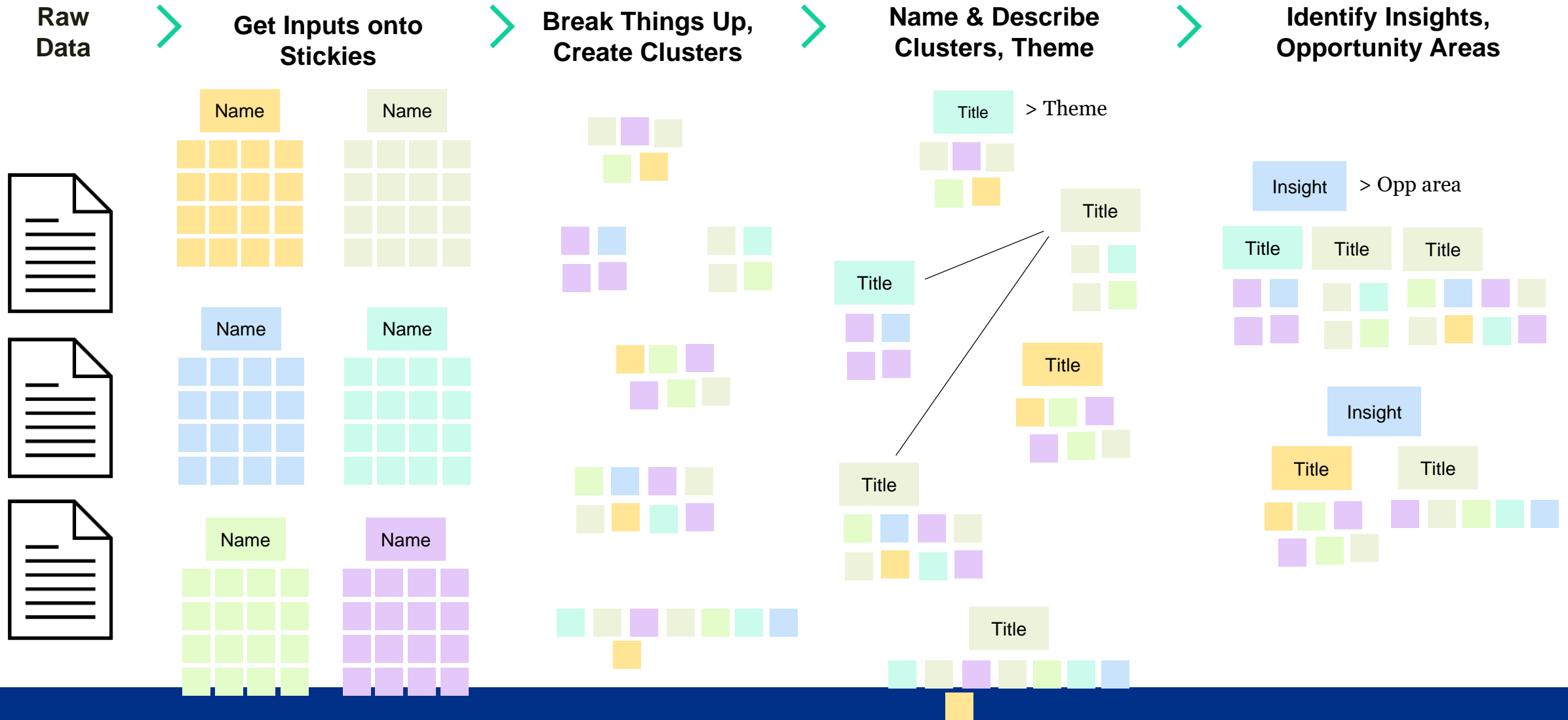| Significant External Changes	Impact to KP
Economy • Broad based inflation with 40-year high in Q2 2022 at 9.1% • Rising interest rates and GDP contraction of -1.6% in Q1 and -0.6% in Q2 2022 trigger fears of a recession • Favorable employee job market with low unemployment	• Increased expense trends • Steady commercial group membership rates • Increased employee turnover and higher wages
COVID-19 • Localized waves and new variants • Reluctance to change coverage during the pandemic	• Ongoing tests, treatment, and labor costs • Requires balancing surges with ongoing care demands • Challenges to membership growth
National Care Patterns • Increased outpatient demand with leveled off telehealth • Lower emergency visits • Long-term affects of deferred care and long COVID-19	• Intensifies consumer experience and preferences • Solidifies virtual care as a key option for access to care • Impacts overall member health, mental health, disease prevalence, and treatment demands
Health Care Workforce • Ongoing clinical staff shortages, employee burnout, and employee turnover	• Shortages of staff, higher labor costs, expanded use of expensive contractor staff, more use of overtime
Health Plans and Health Systems • Delayed impact to health plans from rising costs • Providers with negative operating margins due to high costs and limited ability to raise revenue outside of contract renewals • Health systems show greater interest in moving up the value chain	• Expected increased pricing form health plan competitors over next few years • Higher provider contract costs • Increasing interest from other entities in partnership, alliance, merger or acquisition

Forces Take-Aways

- Assemble multiple perspectives to gain well-rounded points of view on the market

- Consider shifts from the current state to how you'll operate in the future state

- Frame around supply and demand where possible

- Always come back to implications for your organization, not just macro insights

- Learn to differentiate between real constraint and denial

ACTIVITY: CONSUMER INSIGHTS

General Synthesis Process

Raw Data ❯ **Get Inputs onto Stickies** ❯ **Break Things Up, Create Clusters** ❯ **Name & Describe Clusters, Theme** ❯ **Identify Insights, Opportunity Areas**

Qualitative Ethnography vs Market Research

The value of different methods

Market Research

(Evaluative)
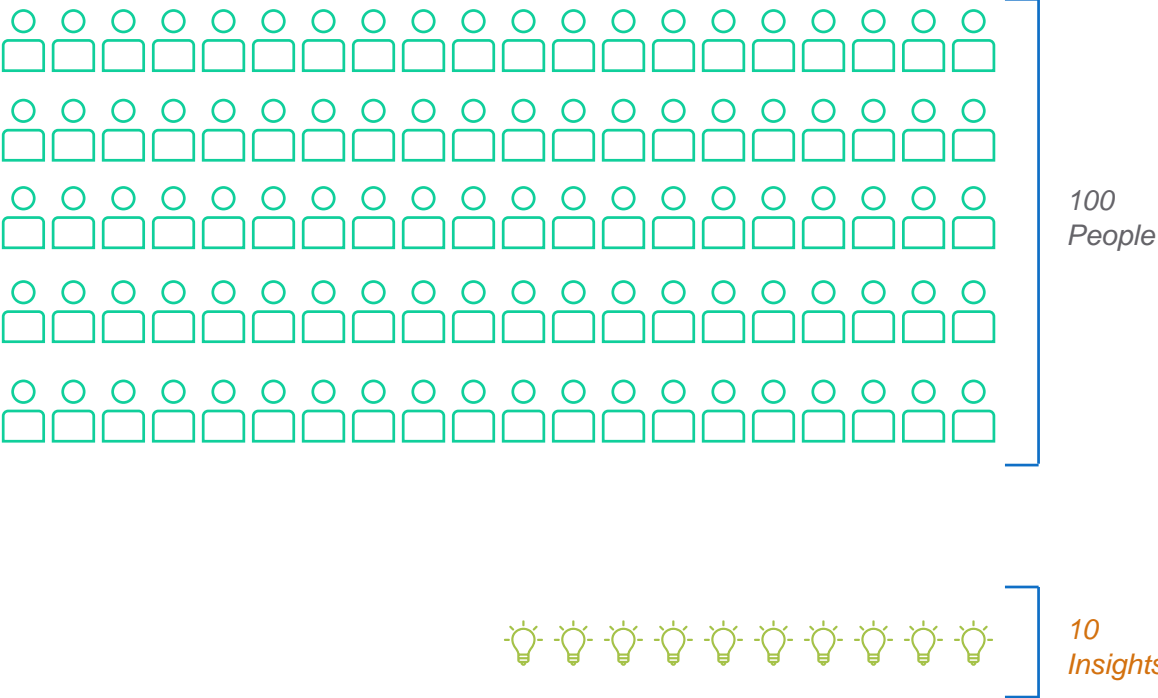
Insights Research

(Generative)
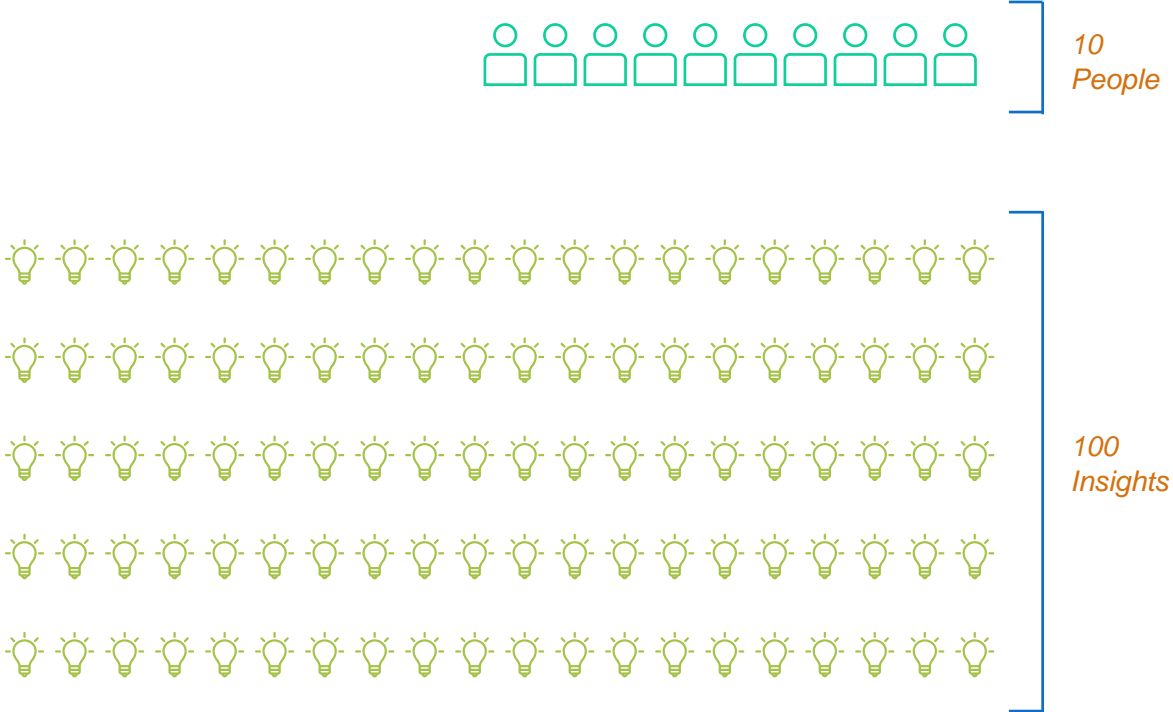
10 People

100 People

10 Insights

100 Insights

Spectrum of Confidence Archetypes: Behavioral Insights are Key

1 Lack confidence in the 'system'

'I don't have confidence that the system can meet my needs'

Experience: Less positive experiences e.g. lack of empathy, less interest in finding a solution, having my best interests at heart, lack of joined up healthcare, confusing, not value for money

Level of coverage: Poorer insurance coverage - restrictions on who they can see and services covered e.g. therapy

Tend to avoid healthcare providers where they can and rely more heavily on alternative sources e.g. family/friends, online, overseas prescription fulfilment,

Opportunity for KP: how can we rebuild confidence in the system amongst this audience?

Focus areas:

Trying hard to make it work	Avoiding the system

2 Getting the most by 'hacking the system'

'I am going to use the system for what I can but I have alternatives to meet my needs'

Experience: Mixed experiences of the healthcare system leading them to conduct their own research into conditions and into the best practitioners (through apps like ZocDoc). Become savvy 'navigators'. Higher healthcare needs leads to higher frequency of accessing, more experience in navigating the system.

Level of coverage: More likely to have poorer coverage, prompting them to 'navigate' the system to make it more affordable and to find the right solution for them. Or they're uninsured - they feel they don't have a healthcare 'need' which warrants insurance. More reliant on 'informal' self research to inform health.

Opportunity for KP: how can we build trust in one source? How can we find a way to "hardwire" the "hacks" for those who are less confident?

Focus areas:

Can afford to make it work	Know what works but cannot afford it

3 Good coverage takes the process out of their hands

'I'm pretty confident that the system works for me as and when I have a healthcare need'

Experience: More positive experiences, linked to longer lasting relationships with practitioners they know (e.g. specialists, family doctors). Often may only access 'as and when' - infrequent interactions have all been positive. For longer term conditions, quick access to trusted practitioners leads to greater confidence. Indicatively, participants in Caregivers study fall into this category.

Level of coverage: Linked to stronger network, better access, better choice. Linked to affordability or employer - better plans give them more flexibility. Can rely on known specialists, more reassured about outcomes. Linked to lower healthcare 'needs' - don't need to access frequently, so less chance to encounter frustrations if things don't go as planned. Good cover takes the process off their hands - some don't necessarily know what a bad experience looks like.

Opportunity for KP: how can we enhance experiences further?

Focus area:

Confident in the system

Mapping the needs of consumers to the needs of business is the basis for finding opportunity and desirable solutions

Needs Expressed by **Customers**	Jumbo Employer	Large Employer
Greater Value from Medical Spend — Achieve higher ROI on medical expenses via novel contracting and investments to promote higher value interventions	●	●
Integration of Solutions — Curate or orchestrate across point solutions to address fatigue and extract greater value from existing offerings	●	●
Expanded Access to Care — Direct patients to appropriate care settings and simplify navigation; enhance access and choice while steering volume	●	○
Data Interoperability and Analytics — Combine disparate data sets to better predict health outcomes, assess intervention effectiveness and proactively manage care	○	○
Whole Person, Patient-Centric Care — Provide comprehensive, personalized care experience through omni-channel, mind and body care (e.g., behavioral health)	●	●
Enhanced Value Proposition for Physicians — Address physician burnout and improve provider relations through platforms that make it easier to deliver efficient, high quality care and engage patients	○	○
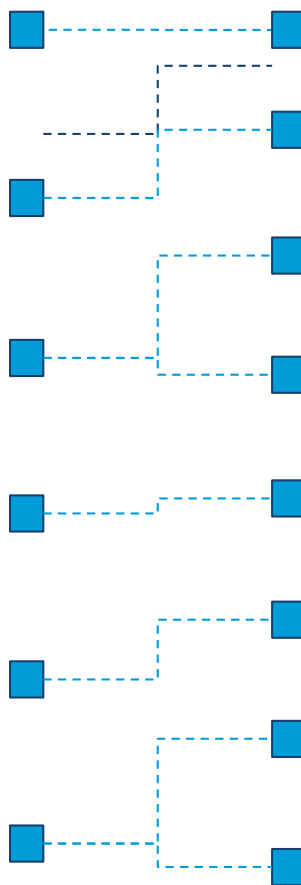
Needs Expressed by Consumers

Understanding Tradeoffs
Tools which allow consumers to understand options relative to quality of care, price / cost, and channel of delivery

Coherent Experiences
Bringing together disconnected point solutions into a cohesive and very simple view of health and wellness

Simplified Care and Benefits Navigation
Resources to allow patients to receive information, ask questions, and more about care plans, as well as benefits / coverage (e.g., EOB)

Choice
Access to both in-person and virtual care at convenient hours / locations; accounts for patients' barriers and motivators (e.g., health status, job)

Health Data Tracking & Analysis
Will trade access to data for health tools and platforms that give in-depth personalized analysis and insights on key measures and implications

Demand for Holistic Care
Integration of physical / mental / social health to achieve true whole-person care that addresses various areas of need

Information & Support In-Between Visits
Additional support for diagnoses and treatment, including condition management through guided digital or in-person interactions

Engagement & Follow-Up Services
Patient-provider connections post-visit to ensure patient adherence to care plan and opportunities to provide additional guidance / discussion
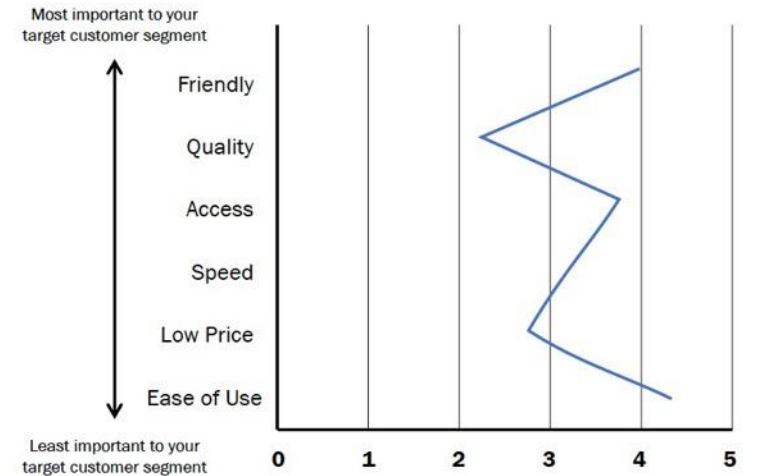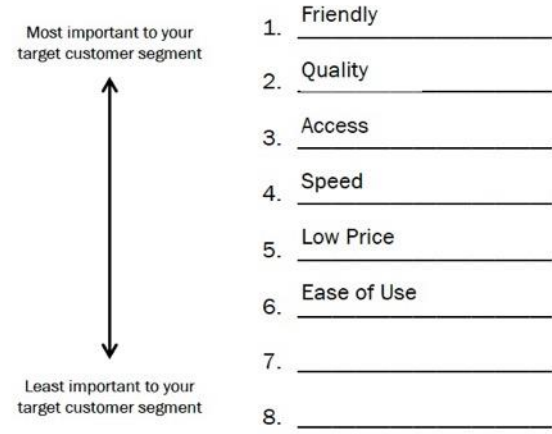
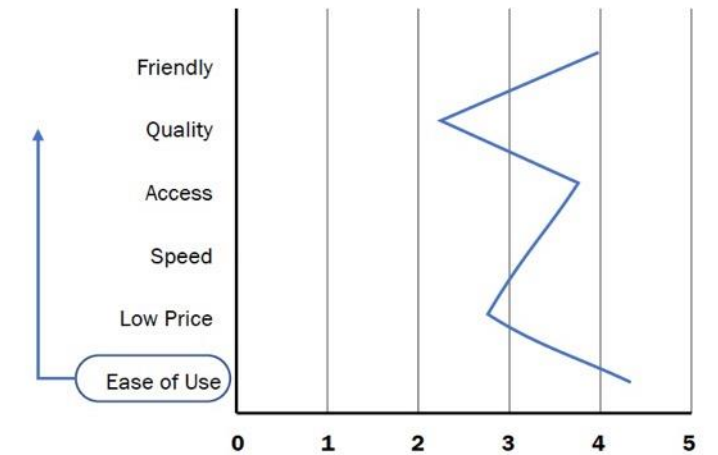ACTIVITY : VALUE MAPPING + VALUE PROPOSITION
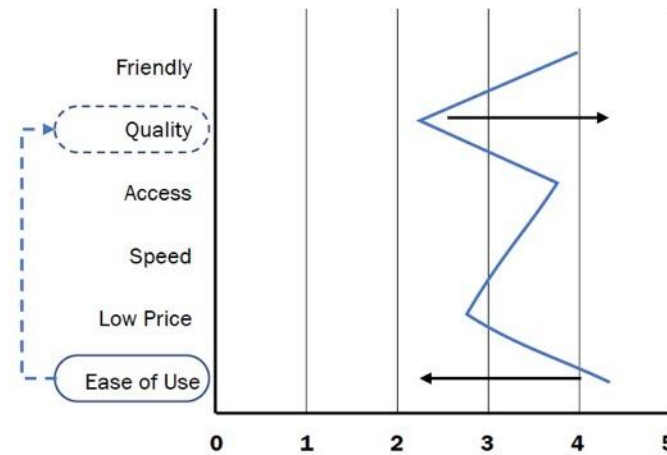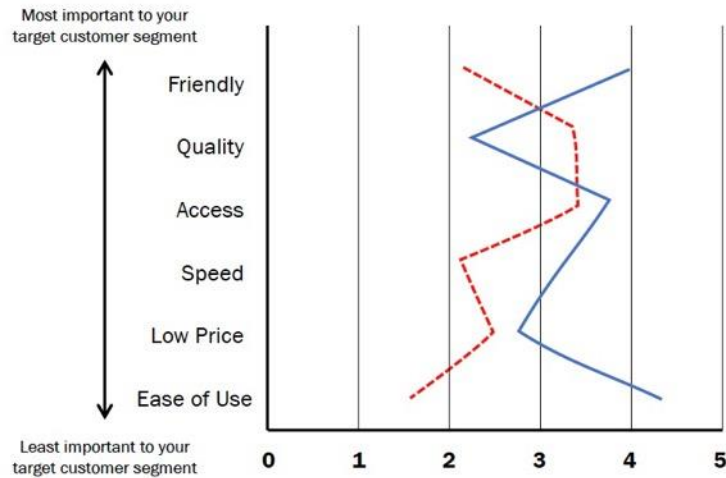
Value Mapping

Quality

Low Price

Speed

Friendly

Access

Ease of Interactions

Responsiveness

Most important to your target customer segment

1. Friendly
2. Quality
3. Access
4. Speed
5. Low Price
6. Ease of Use
7. _____
8. _____

Least important to your target customer segment

Most important to your target customer segment

Friendly
Quality
Access
Speed
Low Price
Ease of Use

Least important to your target customer segment

0 1 2 3 4 5

1. Identify a customer segment. Brainstorm which value drivers (service attributes) are important from the customer's perspective.

2. List the relative importance of the **value drivers,** from most to least important, from the customer's perspective.

3. Evaluate your organization's performance on each value driver, relative to competing alternatives.

Most important to your target customer segment

Friendly
Quality
Access
Speed
Low Price
Ease of Use

Least important to your target customer segment

0 1 2 3 4 5

Friendly
Quality
Access
Speed
Low Price
Ease of Use

0 1 2 3 4 5

Friendly
Quality
Access
Speed
Low Price
Ease of Use

0 1 2 3 4 5

4. Evaluate an important competitor's performance on each value driver, relative to competing alternatives.

5. Consider an improvement opportunity, either by a) reallocating resources from under appreciated value drivers to more highly-appreciated value drivers, or by b) influencing the order of customer preferences, either through marketing or customer segmentation efforts.

Version 2

Our _____ helps _____
Product / service / offering   *Customer segment*

who want to _____
Objective / ultimate goal

by _____
action

and _____,
action

unlike _____.
Competitors and their value creation

The Role of the Strategist

The Strategist's Role in Problem-Based or Future-Back Strategy

- Deeply understand the nuances and complexities of external and market forces, opportunities, and competitive threats…then simplify them for your organization.

- Understand Value Creation and how WTP and WTS can be leveraged to generate strategic advantage

- Develop a point of view on the most crucial issues to be solved that your organization has a right to win (and can actually win), and where a laser-focused action and resource commitment gives your organization the best chance of solving for foundational difficulties, thus gaining competitive advantage

- Know how to balance commitment to produce results versus when it's time to pivot (not from the outcome, but from the approach)

- Hone your navigational savvy between what's right to do (the idea) with internal politics and power dynamics (social engagement and compromise)

- Master the art of storytelling

- Help your organization ensure that it's actions, policies and investments are coherent -- meaning there aren't too many competing initiatives or initiatives with conflicting purposes and the most strategic initiatives increase value
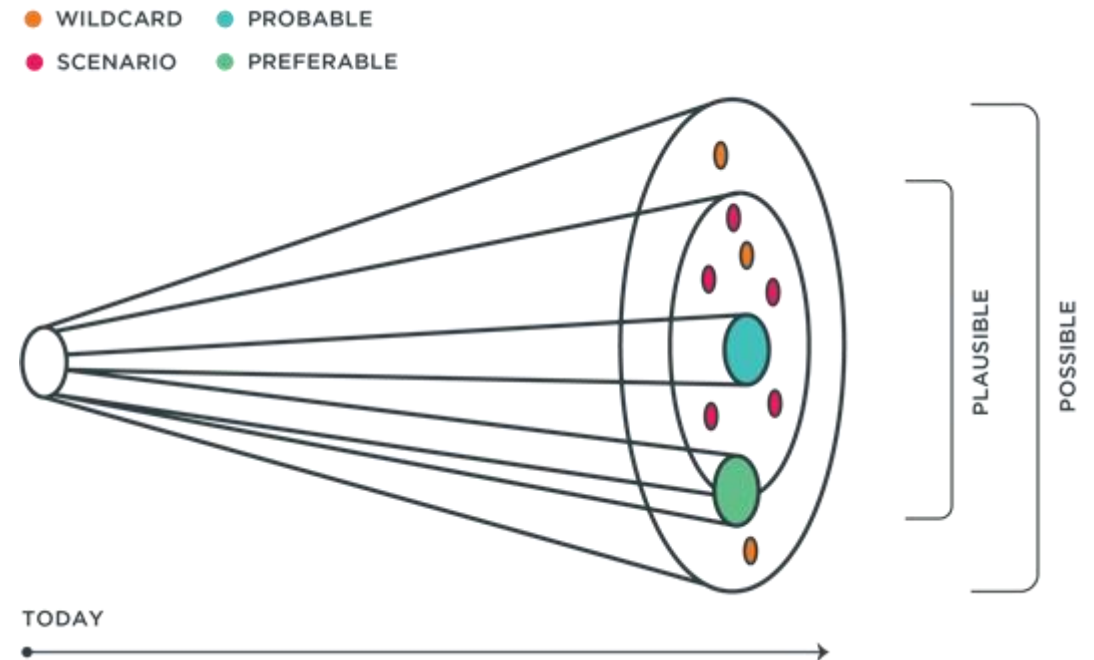
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Other Inputs: Scenario Planning

Why Scenario Planning?

In a world of great uncertainty, we need a tool to help us take the long view.

Scenario planning is about making choices today with an understanding of how they might turn out tomorrow.

It gives us the freedom to act with confidence and knowledge of uncertainties. It prepares managers for whatever happens.

● WILDCARD   ● PROBABLE
● SCENARIO   ● PREFERABLE

PLAUSIBLE

POSSIBLE

TODAY

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What is Scenario Planning?

What it is	What it isn't
Stories about alternative outcomes	Predictions of the future
Reveal significant but surprising forces	Extrapolate present trends
A tool for learning and influencing decisions	A tool for forecasting and reporting
A way to change perceptions of reality	A way to control reality
Many answers; asks 'what if'	Single answer; asks 'what was or will be'
What we feel, hope, expect and fear to be true	What we know or wish to be true
More art, less science	More science, less art

Scenario Planning Basics

Mental Models

Optimist

Pessimist

Status Quo

Driving Factors

Predetermined Elements

Critical Uncertainties

Wild Cards

Scenario Stories

Simple

Dramatic

Bold

Peter Schwartz's 'Long View' Methodology

UNCOVER DECISION	HUNT & GATHER INFORMATION	CREATE SCENARIO BUILDING BLOCKS	COMPOSE SCENARIO PLOT	REHEARSE FUTURE
What issue or decision are we trying to influence?	What questions should we be asking?	What driving forces are important and uncertain?	What are plausible and surprising scenarios?	How might we recognize and prepare for a given scenario?
————	————	————	————	————
Identify focal decision	Hunt-and-gather info	Rank driving factors	Imagine plot types	Influence decisions
Articulate mindset	Refine questions	Select driving factors	Identify implications	Sense signposts
Refine focus	Identify critical factors	Select scenario logic	Create stories or myths	Consider context

What's going on...

Healthcare is at a tipping point.

What we know

- **Fragile Economics:** Economic factors causing massive losses for hospitals and health systems

- **Unbundling of Care Models:** healthcare value chain being rewired away from one-size-fits-all models

- **New Care Setting:** virtual visits embraced in pandemic but is it long term default

- **Rising Consumer Expectations:** loyalty being shaped by experiences that transcend industry lines

What we don't know

- Direction of key economic factors shaping the future

- Level and speed of value-based adoption

- Care setting and provider preferences

- Shifts in payor mix
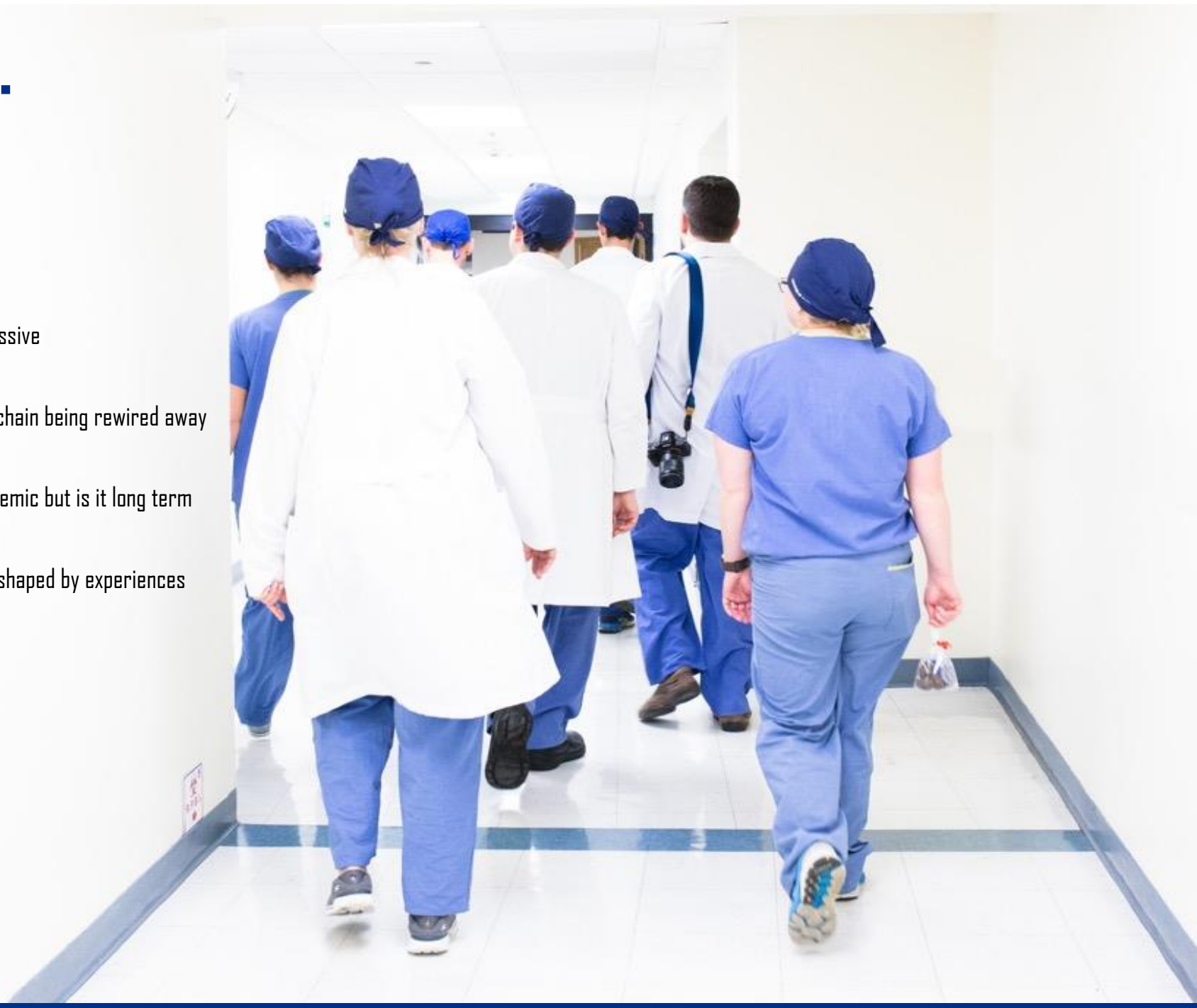
The key question is not what, but how?
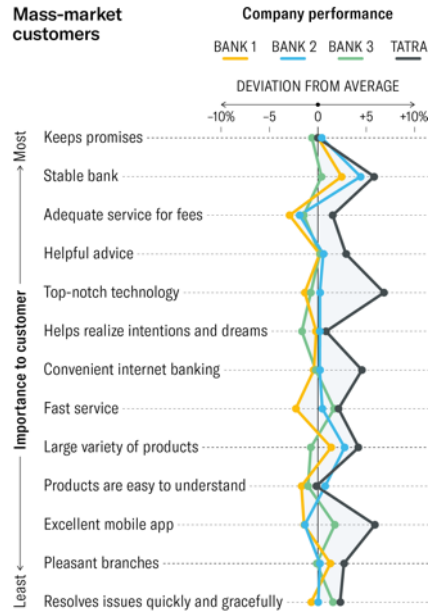
Assessing the External Market for Opportunity

External Assessment

- Identifies and assesses external forces and trends synthesizing them into opportunities and threats to the organization from both the general environment and health care environment

- Assess how forces most likely will impact marketplace evolution in the next 3-5 years; demographic, economic, health status, technology, delivery systems, consumer behavior, reimbursement and regulatory etc.

- Analyzes competitor strategic responses and actions

- Assesses market forecasts and strategic implications

- National, Regional, Local Perspectives

- Leads to understanding of "environmental and organizational context" – *this is where the critical problems to be solved originate*

Tatra's Customer Value Maps

As these value maps demonstrate, Tatra banka's value proposition is better aligned with the preferences of premium customers than its competitors'. It has more room for improvement with its mass-market customers.

Premium customers

Company performance

BANK 1 · BANK 2 · BANK 3 · TATRA

DEVIATION FROM AVERAGE
-10% · -5 · 0 · +5 · +10%

Importance to customer (Most → Least)
- Excellent mobile app
- Products are easy to understand
- Adequate service for fees
- Saves time and effort
- Convenient internet banking
- Keeps promises
- Resolves issues quickly and gracefully
- Better products than competitors'
- Stable bank
- Top-notch technology
- Access from home or work
- Helps realize intentions and dreams
- Easily accessible

Mass-market customers

Company performance

BANK 1 · BANK 2 · BANK 3 · TATRA

DEVIATION FROM AVERAGE
-10% · -5 · 0 · +5 · +10%

Importance to customer (Most → Least)
- Keeps promises
- Stable bank
- Adequate service for fees
- Helpful advice
- Top-notch technology
- Helps realize intentions and dreams
- Convenient internet banking
- Fast service
- Large variety of products
- Products are easy to understand
- Excellent mobile app
- Pleasant branches
- Resolves issues quickly and gracefully

Source: Tatra banka and Kantar Slovakia   HBR

Value Mapping the Competition to Assess Externalities
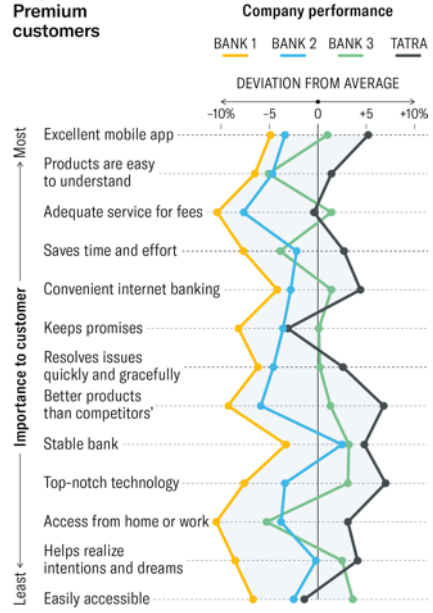
Key Take-Aways

- Strategy comes from competitive asymmetries that are best understood by mapping and organization's unique value then leveraging it for outsized gain

- Value is created in two fundamental ways: increasing willingness to pay or decreasing willingness to sell

- Assessing value creation opportunities comes from a specific set of activities: consumer need finding, market assessments and competitive scans and value mapping

- Dual advantages, network effects, complements, scope of differentiation and selection effects are key plays to create value in nearly any scenario

Questions?

Please be sure to complete the session evaluation!

David's contributions to healthcare span more than 25 years, beginning with a progression of health system leadership positions, followed by a career in management consulting focused on innovation.

David Grandy, FACHE

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David's work as a thinker, teacher, explorer and partner has taken him to five continents as a strategic advisor in board rooms and cabinet rooms alike. He has worked with world-renowned organizations like Google, GE, MD Anderson, the American Medical Association, the American Hospital Association and the US Department of Defense, as well as with various international healthcare entities like numerous Canadian Ministries of Health, Jordan's Royal Medical Service, and the National Health Service of Trinidad and Tobago. David also serves on the SHSMD Advisory Board.

At KP, David works to transform our delivery system. His team's work includes efforts to address food security, adverse childhood events, personalized digital health, digital equity, care in the home, excellence in cancer care and other enterprise-wide initiatives. During the COVID-19 pandemic, David led KP's alternative PPE production initiative, design and implementation of a Home Prevention Program, and a vaccine confidence research effort picked up by the White House and CDC. He previously co-led the Innovation Workstream for Governor Newsom's statewide Testing Task Force. Today, David is a key contributor to Risant Health, KP's value based care venture.

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Bibliography/References

The following sources are referenced in this work:

Top resources (external):

- HBR

- a16z

- CB Insights

- Better, Simpler Strategy

- Scenario Planning, Peter Schwartz

- Future Scan

- Bridging Worlds, SHSMD

- IDEO

- Innocite

Top resources (internal):

- KP Enterprise Strategic Plan Summary

- kp.org

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