The Imperative of Strategy and Planning

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• DOES EVERYONE WANT YOUR ORGANIZATION TO WIN?
• WILL YOUR ORGANIZATION’s STRATEGY ADD VALUE TO SOCIETY?
Companies that failed

Toys R Us, Sears, Circuit City, HUMMER, Blockbuster, palm, Borders, Kodak
Ringling Bros. and Barnum & Bailey Circus to End Its 146-Year Run
Chart: Survival rates of establishments, by year started and number of years since starting, 1994–2010

Source: U.S. Bureau of Labor Statistics
ACCELERATING RATE OF COMPANIES FAILING

Dane Stangler and Sam Arbesman
Ewing Marion Kauffman Foundation
June 2012
429 of the original Fortune 500 companies (1955) are no longer in business today. Adapt or die.
Are you too busy to see change coming?

"No, I don't have time to see a crazy salesman - we've got a battle to fight!"
STRATEGY = SURVIVAL
THE VICTOR OR VICTIM MINDSET
RESPONSIBILITY + ADAPTABILITY

How did I contribute?
What can I do about it now?
What can I learn from this?
• How adaptive is your dept.?
• How adaptive are you?
ORGANIZATIONAL STRATEGY
FUTURE CHANGES

- GDP and national debt
- Increasing Longevity
- New Presidential Administration
- Affordable Care Act – Repeal/Replace
- Medicaid Expansion
- Megamergers
- Rising pharmacy costs
- MACRA
- Lifestyle behaviors
- Rising consumerism for health care
- Apps, retail, social media
1. How much is convenience worth?

Is it worth 1000 times more?

http://www.storyofstuff.org/movies-all/story-of-bottled-water/
... and in the use of wellness wearables, which could ~30-50% of consumers in the next decade

Already, 15% of consumers own or have owned a wellness tracking wearable...

Uptake of wellness wearables

Percent of total US consumers (installed base/total population)

 SOURCE: Historical and current data: McKinsey & Company, Consumer Health Insights 2014, Credit Suisse, Forrester
Adapt - Quick
“It is not the strongest of the species that survives, nor the most intelligent. It is the one that is most adaptable to change.”

Charles Darwin
Organizational Purpose

• Mission
• Vision
• Values/ Culture
• Strategy
• Goals
Victor
Develop Your Strategy for Winning

• Your Environmental Imperatives
• Vision, Mission, Goals and Objectives of your Institution
• Department Goals
• Map out the Strategic Elements
• What are your short term Goals and Long Term Goals?
• Are incentive systems aligned?
• Do you have a budget, strategic plan, funds source?
Leaders

- **Determine/clarify goals for a group of individuals**
- Mobilize energies of group to accomplish these goals:
  - Articulate a vision.
  - Devise and implement strategies.
  - Think ahead; decisions are not in isolation.
  - Assemble resources and deploy incentives.
  - Adjudicates conflicts.
  - Leadership is contextual. In urgent circumstances, people follow certainty versus deliberation.

Nannerl Keohane: Leadership
What Do Colleagues Want/Need?

• A good supervisor
• To know the organization has purpose and is moving in the right direction
• Opportunity for personal development
• Appreciation
• Good interdepartmental relationships
• Efficient work systems
• Tools and equipment or know why not available