

Strategic Priorities & Capabilities

Meeting the New Demands of Today's Healthcare



Novia Solutions is pleased to continue our multi-part series highlighting the findings of the Stuart Spencer and the American Hospital Association Leadership survey (AHA) which examines the changes healthcare organizations will need to make as they transition into the second curve of the Affordable Care Act (ACA).

In our last segment, we shared an overview of healthcare executives' top strategic priorities for their organization over the next three years. In this segment, we will look at the greatest challenges expressed by leaders to meet those priorities.

Challenges to Meet Priorities

Not surprising, the most popular response was financial constraints, followed by concerns about physician buy-in and engagement as executives develop and implement action plans to address the key strategic priorities which will enable their organizations to transition into this new state of care.

Although navigating the waters of transition may seem a daunting task, respondents indicated a high degree of faith in their senior management team's ability to rise to the challenge, with 68% saying they believed the leadership teams they had in place were capable to lead them in accomplishing their goals.

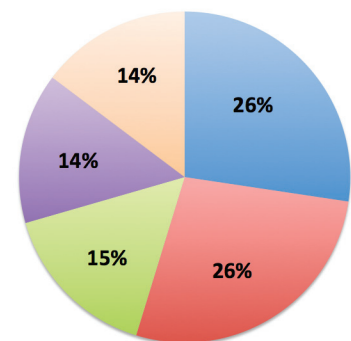
Getting Prepared

Respondents revealed many organizations have already been evolving their leadership teams and organizational capabilities in anticipation of the changes coming in healthcare, primarily focusing on the following areas:

- Recognizing and addressing critical gaps in leadership capabilities and skills
- Creating new management team positions
- Educating traditional hospital leaders on the new set of expectations required to propel their organizations into the future
- Enhancing organizational approaches to increasing collaboration, improving operational efficiency and encouraging standardization
- Assessing the structure of the Governing Board to ensure relevancy related to the shifting healthcare delivery paradigm

Although there was a strong showing of confidence in senior management teams, over half the respondents felt they would struggle with having the right talent with experience in leading non-traditional enterprises and alliances such as strategic partnerships with payers, retailers and other joint ventures. Other areas where respondents felt capabilities fell short of requirements for success included transformational change and change management along with innovative thinking and creativity in data analysis.

Challenges Facing Leaders



- Financial Constraints
- Physician buy-in and engagement
- Organizational barriers to collaboration
- Lack of talent and skill sets for key roles
- Cultural impediments within organization

Over half of respondents felt they would struggle with strategic partnerships, transformational change and innovative thinking

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New Leadership Roles

In response to the recognition that newly emerging expertise would be required to successfully make the shift into the new paradigm, new roles and titles have begun to emerge.

The shift to a value based system and the need to increase the quality of the patient experience has generated new management positions to drive innovation and manage change. Although traditional roles such as CEO, CFO and CNO still exist in 80% of hospitals that responded, executives realize the need to seek out experts in such areas as insurance and risk management to better manage non-traditional risk and chronic disease, as well as additional expertise in quality to identify ways to improve overall quality and healthcare delivery.

The growing need for leadership to analyze medical informatics coupled with the strength in technology innovation has also created new leadership roles. Integrating information systems and becoming more data savvy will be crucial to equip organizations to measure performance against quality and efficiency targets, and to identify unique new opportunities to improve the quality and efficiency of patient care and the overall patient experience.

- **44% of respondents said their senior management team includes a Chief Strategy Officer**
- **30% have a Risk Officer**
- **30% have a Chief Medical Informatics Officer**
- **15% have a Chief Patient Experience Officer**
- **10% have a Chief Population Health Manager**
- **8% have a Chief Innovation Officer**

60% of respondents indicate their senior management team had grown in the last three years

Healthcare organizations are looking at creative, out-of-the-box thinkers, bringing in talent from varied backgrounds such as the digital and e-commerce industries

In our next segment we will address the ways in which traditional C-Suite roles are evolving and how individuals are being equipped to transition and expand the parameters of their traditional role.

About Novia Solutions, Inc.

Novia Solutions is a nationwide healthcare leadership placement agency, specializing in interim leadership placement. As specialists in healthcare, Novia has cultivated an extensive team of top tier, specially trained, professional interim leaders who are committed to executing your organization's strategic priorities. Successful Interim Leadership starts with a strong partner who delivers seasoned experts at a moment's notice to stabilize turmoil, manage change, and produce results.

Our sister company, Novia Strategies, has one goal: To help hospitals and health systems improve their operations, quality and financial strength so they can continue to care for patients. As one of the longest-established clinician-owned healthcare consultancies in the country, Novia has the experience, flexibility, structure and size to implement results quickly and to create the culture of change needed to sustain those results.

Novia works within individual departments, and also delivers integrated services across the entire organization as the team partners with clients to operationalize their strategic plans. Key focus areas include:

- Care Management Transformation
- Surgery
- Safety & Quality
- Non Labor
- Labor Productivity
- Compensation & Benefits
- Revenue Cycle
- Pharmacy
- Technology