



How to use the 2023 Environmental Scan

The 2023 Environmental Scan can help hospitals and other stakeholders strategize and think about key issues and trends with staff, leaders and boards. Here are some ways you can use the Environmental Scan and other AHA resources to plan for today and tomorrow.

Increase engagement with key stakeholders and the community

- **Spark discussion:** Share with your board and staff at meetings and retreats. Ask: What two or three pieces of information in the Environmental Scan most concern or surprise you? What are the implications for our patients, community and organization? If you were reinventing the health care system from scratch, what kind of system would you create to respond to these issues?
- **Tell your story:** Use the information to tell your story to the community you serve. Identify vehicles for these communications, such as presentations, reports, op-eds and material you share with legislators and funders. Post relevant information to your website and link to the complete Environmental Scan at aha.org/environmentalscan.

Leadership Discussion Guide: Probing questions to inform your strategy

- **Shift your strategy:** What does this phase of COVID-19 look like to your organization and community? How have the lessons you have learned during the pandemic changed your outlook and strategies? Talk with your strategy team about the implications on your strategic plan, partnerships and business development strategy. What are the challenges and opportunities you have identified during this demanding time?
- **Review your business model:** How has COVID-19 disrupted your organization's business model? Are you reassessing your approach to value-based care? Should you make any changes to your supply chain processes? How can you improve your operational structure?
- **Assess your emergency response plan:** How can you create operating models that will be more protective and agile during times of crisis?
- **Workforce:** How can you support the health and well-being of your workforce through resources, education and structural changes? What surge staffing models or cross-training programs can you explore? What short-term and long-term strategies can address workforce capacity? What new leadership skills are needed?
- **Use data and technology:** Have you used data and technology differently during this time? What lessons have you learned, and how can you expand these tools or others now and into the future? How can patients and your workforce experience a seamless digital experience? What cybersecurity precautions do you need to institute or strengthen?
- **Communication:** How are you communicating your plans with staff, patients and the community? Determine your key messages and a multichannel communication strategy for your stakeholders. Share challenges, success stories and positive outcomes.

- **Look at market trends:** Perform competitive analyses and gather intelligence to understand what existing or potential competitors might be planning around these trends. Are there areas of collaboration that can help all parties involved and the community you serve?
- **Envision an optimal future:** Think about the larger societal inequities, health care disparities and cultural shifts that the pandemic has brought into focus. What role can your organization play to implement solutions that can make a genuine difference? What community partnerships can you explore or expand? What changes can you make or promote to improve access and address health care affordability? What care delivery model helps to achieve these goals while also addressing your unique situation?
- **Examine innovation efforts:** Talk with your chief innovation officer and chief financial officer about the implications for your investment in innovation and the prioritization of innovation projects that seem more relevant now.
- **Continue scanning:** The AHA provides regular market intelligence updates through the weekly [Market Scan e-newsletter](#) and a daily roundup of news and resources through [AHA Today](#). Additionally, explore key transformation issues through the Society for Health Care Strategy & Market Development's [Futurescan 2023-2028](#).

Leadership for today and tomorrow



MICHELLE HOOD

Executive Vice President and Chief Operating Officer

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The COVID-19 pandemic has driven hospital and health system leaders to address many unexpected challenges. They have done so with flexibility, ingenuity and compassion. As we reflect on our experiences, we know that the leadership capabilities needed to advance health care are changing. Our health care leaders must continue to evolve to ensure our health care delivery system can meet the demands of today and tomorrow. Characteristics of transformational leaders include abilities to:

1. Navigate the new health care environment and competitive landscape. Identify, compete and/or partner with new market entrants and other disruptors. Understand the complex business models of the resulting new health care ecosystem. Identify corresponding threats and opportunities.
2. Expand innovation capacity. Develop and sustain a culture of innovation and calculated risk taking. Support structures and techniques that sustain innovation within the organization.

3. Effect positive organizational change. Communicate a compelling vision and proactively manage change to empower a resilient workforce.
4. Drive digital transformation. Advocate for including the digital experience in the organization's framework of overall patient experience.
5. Lead the shift from health care to well care. Plan for the continued transition from fee-for-service to value-based payment models, and lead the organization toward effectively managing risk. Guide the organization toward achieving broader population health and equity goals.

Learn about the [AHA Next Generation Leaders Fellowship](#)

Equally important is the capacity to provide pathways for your teams to express their challenges, needs and ideas and leadership's ability to genuinely listen to and act upon what they hear. This dialogue will help create a culture and environment conducive to success.

Leaders who exhibit these competencies and nurture these in others will contribute to our journey toward a reimagined health care delivery system — one in which all individuals can reach their highest potential for health.