

HEALTHCARE INDUSTRY STRATEGY MAP



HEALTHCARE INDUSTRY STRATEGY MAP



	GOAL	STRATEGY
GROWTH GOAL	DELIVER REVENUE INCREASE	BROADEN MARKETS EXPAND CAPACITIES & SERVICES INITIATE COLLABORATIONS & PARTNERSHIP LEVERAGE & OPTIMIZE TECHNOLOGY
FINANCIAL GOAL	REDUCE OPERATING COSTS	ENHANCE EFFICIENCY REDUCE COSTS
CUSTOMER GOAL	PRODUCE EXCEPTIONAL PATIENT EXPERIENCE	DELIVER QUALITY-DRIVEN CARE DELIVER COMPREHENSIVE SERVICE
INTERNAL PROCESSES	MITIGATE ORGANIZATIONAL RISKS	IMPROVE PATIENT SAFETY REDUCE OPERATIONAL RISKS ESTABLISH CYBER-THREAT RESILIENCE

HEALTHCARE INDUSTRY STRATEGY MAP

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GOAL	STRATEGY	LOB
DELIVER REVENUE INCREASE	BROADEN MARKETS	SALES & MARKETING OPERATIONS
	EXPAND CAPACITIES & SERVICES	CORPORATE - CFO
	INITIATE COLLABORATIONS & PARTNERSHIP	SALES & MARKETING CORPORATE - CFO
	LEVERAGE & OPTIMIZE TECHNOLOGY	IT

HEALTHCARE INDUSTRY STRATEGY MAP

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LOB	STRATEGY	INITIATIVE
<p>SALES & MARKETING</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Net patient revenue growth • Revenue from new services • Inpatient/outpatient revenue mix • Number of partners • Net Promoter Score (NPS) 	<p>BROADEN MARKETS</p>	<ul style="list-style-type: none"> • Expand presence in existing markets • Direct efforts toward on fast-growing markets with expanding populations • Develop content-marketing initiative • Increase market penetration of existing managed care programs
	<p>INITIATE COLLABORATIONS & PARTNERSHIP</p>	<ul style="list-style-type: none"> • Collaborate with outpatient facilities to broaden the scope of services and increase outpatient revenues • Partner with the physician community

HEALTHCARE INDUSTRY STRATEGY MAP

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LOB	STRATEGY	INITIATIVE
<p data-bbox="142 634 491 678">OPERATIONS</p> <p data-bbox="142 756 491 824">KEY PERFORMANCE INDICATORS</p> <ul data-bbox="75 878 562 1398" style="list-style-type: none"> • Net patient revenue growth • Fixed asset utilization • Revenue from new services • Inpatient/outpatient revenue mix • Revenue per equivalent admission • Net Promoter Score (NPS) • Net Patient Revenue/Fixed Assets 	<p data-bbox="737 984 1094 1011">BROADEN MARKETS</p>	<ul data-bbox="1283 721 2039 1279" style="list-style-type: none"> • Develop innovations in operations and technology to support leading-edge healthcare models • Establish diverse outpatient service sites - e.g., urgent care and walk-in clinics • Recruit and retain physicians to meet growing demand • Cultivate services that enhance community presence - e.g., emergency and women's services

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LOB	STRATEGY	INITIATIVE
<p>CORPORATE-CFO</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Net patient revenue growth • Fixed asset utilization • Revenue from new services • Number of partners • Net Promoter Score (NPS) • Net patient revenue/fixed assets 	<p>EXPAND CAPACITIES & SERVICES</p>	<ul style="list-style-type: none"> • Explore technological advancement acquisitions • Develop capital allocation and gearing level strategy to manage growth • Invest in outpatient, step-down, and urgent care services • Strategize acquisition of new hospitals, service providers, and outpatient facilities • Invest in operations and technological innovations • Invest in improvements to the current quality of care
	<p>INITIATE COLLABORATIONS & PARTNERSHIP</p>	<ul style="list-style-type: none"> • Collaborate with technological partners to develop health care service innovations • Reassess existing partnerships to expand health care service management

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LOB	STRATEGY	INITIATIVE
<p>IT</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Net patient revenue growth • Total revenue growth • Fixed asset utilization • Revenue from new services • Number of partners • Net Promoter Score (NPS) • Net patient revenue/fixed assets 	<p>LEVERAGE & OPTIMIZE TECHNOLOGY</p>	<ul style="list-style-type: none"> • Explore technological enhancements to support virtual visits and telehealth • Innovate solutions for patient safety, and health information technology • Connect health care systems with the community of providers to generate additional revenue • Develop digital health care systems to expand community services

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GOAL	STRATEGY	LOB
<p>REDUCE OPERATING COSTS</p>	<p>ENHANCE EFFICIENCY</p>	<p>CORPORATE - CFO SALES & MARKETING OPERATIONS IT PURCHASING CUSTOMER SUPPORT MEDICAL OFFICER</p>
	<p>REDUCE COSTS</p>	<p>CORPORATE - CFO OPERATIONS</p>

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LOB	STRATEGY	INITIATIVE
<p>OPERATIONS</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Operating profit margin • Staff expense • Re-admission rates • Cost per admission/procedure • Average length of stay • Discharges per bed • Number of emergency visits • Staff-to-patient ratio 	<p>ENHANCE EFFICIENCY</p>	<ul style="list-style-type: none"> • Enhance physician engagement to improve performance • Create a diverse portfolio of assets and capabilities • Deliver smooth health care data exchange with centralized patient transfer process
	<p>REDUCE COSTS</p>	<ul style="list-style-type: none"> • Reduce service and administrative waste and inefficiencies • Increase the use of outpatient settings with reduced costs • Generate digital healthcare centers to provide virtual services • Utilize predictive analytics to improve traditional workforce planning

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LOB	STRATEGY	INITIATIVE
<p>CUSTOMER SUPPORT</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Operating profit margin • Customer service expense 	<p>ENHANCE EFFICIENCY</p>	<ul style="list-style-type: none"> • Enhance customer self-serve options - i.e. reduce incoming call necessity • Reduction in issue resolution time • Increase in patient and customer satisfaction through customer service training • Digitization of customer service processes

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LOB	STRATEGY	INITIATIVE
<p>CORPORATE-CFO</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Operating profit margin • Patient receivables in days • Fixed asset utilization • Staff expense • Compliance expense • Cost of claims • Bad debts expense • Net patient revenue/fixed assets 	<p>ENHANCE EFFICIENCY</p>	<ul style="list-style-type: none"> • Advance legacy system infrastructure • Improve response to regulatory demands through improved quality and transparency • Divest under-performing ventures and service lines
	<p>REDUCE COSTS</p>	<ul style="list-style-type: none"> • Innovate staffing models with reduced costs • Invest in low-cost, flexible, and efficient facilities • Negotiate alternative payment models with insurance companies

HEALTHCARE INDUSTRY STRATEGY MAP

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LOB

STRATEGY

INITIATIVE

PURCHASING

KEY PERFORMANCE INDICATORS

- Operating profit margin
- Procurement cost
- Inventory carrying costs
- Inventory obsolescence
- On-time delivery of supplies
- Number of suppliers

ENHANCE EFFICIENCY

- Optimize inventory management to improve fulfillment
- Consolidate vendors throughout supply chain
- Initiate strategies to improve procurement performance

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LOB	STRATEGY	INITIATIVE
<p data-bbox="289 706 340 747">IT</p> <p data-bbox="136 816 495 881">KEY PERFORMANCE INDICATORS</p> <ul data-bbox="73 938 567 1255" style="list-style-type: none"> • Operating profit margin • Number of patients with remote access • Re-admission rates • Net Promoter Score • Cost per admission/procedure • IT expenses 	<p data-bbox="716 1019 1115 1044">ENHANCE EFFICIENCY</p>	<ul data-bbox="1266 626 1997 1474" style="list-style-type: none"> • Utilize digital health technologies and analytics • Develop alternative payment models • Reduce costs by utilizing telehealth and virtual care services • Centralize and optimize accessibility to patient data • Maximize security of patient data • Modernize legacy technologies • Update technologies to improve claims management • Optimize automation of healthcare delivery by utilizing robotic process automation (RPA) and AI

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LOB	STRATEGY	INITIATIVE
<p>MEDICAL OFFICER</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Operating profit margin • Average length of stay • Total discharges per bed • Medication errors • Readmission rates • Number of emergency visits • Cost per admission/procedure 	<p>ENHANCE EFFICIENCY</p>	<ul style="list-style-type: none"> • Reduce costs utilizing clinical integration initiative • Provide care guidance to reduce hospital readmissions • Reduce unnecessary clinical variation • Lower inpatient cost using evidence-based and effective care methods • Optimize healthcare agility through collaboration of clinical management, enhanced case management, and care quality • Develop physician collaborations to improve outcomes and reduce health care costs

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GOAL	STRATEGY	LOB
PRODUCE EXCEPTIONAL PATIENT EXPERIENCE	DELIVER QUALITY- DRIVEN CARE	MEDICAL OFFICER NURSING OFFICER IT
	DELIVER COMPREHENSIVE SERVICE	CUSTOMER SUPPORT IT

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<p>MEDICAL OFFICER</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Net patient revenue growth • Operating income margin • Number of equivalent admissions • Net Promoter Score (NPS) • Average length of stay • Total discharges per bed • Staff-to-patient ratio • Medication errors • Readmission rates 	<p>DELIVER QUALITY-DRIVEN CARE</p>	<ul style="list-style-type: none"> • Leverage clinical data to improve quality and patient safety • Concentrate on prevention and holistic health • Modernize medical devices and machines • Standardize care processes to reduce clinical variation of care • Develop metrics to Assist with analytics and improve value-based care payment • Innovate techniques to empower physicians to intervene rapidly • Provide optimized facilities to boost physician retention • Provide care guidance to reduce hospital readmissions • Establish partnerships in biotech and research to personalized therapies

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<p>NURSING OFFICER</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Net patient revenue growth • Operating income margin • Number of equivalent admissions • Net Promoter Score (NPS) • Average length of stay • Total discharges per bed • Staff-to-patient ratio • Medication errors • Re-admission rates 	<p>DELIVER QUALITY-DRIVEN CARE</p>	<ul style="list-style-type: none"> • Utilizing telehealth and virtual care technologies to provide convenient access to care • Invest in quality improvement programs • Develop a patient-centered care model of care coordination • Concentrate on prevention and holistic health • Provide high-risk patients intensive care coordination • Implement evidence-based care practices

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<p>IT</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Net patient revenue growth • Operating income margin • Fixed asset utilization • Revenue from new services • Net Promoter Score (NPS) • Revenue per equivalent admission • Cost per admission • Re-admission rates • Net patient revenue/fixed assets 	<p>DELIVER QUALITY-DRIVEN CARE</p>	<ul style="list-style-type: none"> • Implement cloud-based Electronic Health Record (EHR) system for improved data transfer • Leverage healthcare robotics • Enable remote, real-time patient monitoring • Leverage big data and predictive analytics to expose and reduce variances in care delivery • Incorporate cognitive computing and natural language processing technology • Utilize Internet of Medical Things (IoMT) to manage monitoring and preventive care • Leverage Augmented Reality (AR) to enhance physician-patient communication • Implement point of care technologies to optimize data analytics • Invest in social listening
	<p>DELIVER COMPREHENSIVE SERVICE</p>	<ul style="list-style-type: none"> • Leverage wearable health technologies, analytics, and medical devices to improve wellness programs • Utilize telehealth technologies to provide virtual healthcare services • Implement technologies to improve predictive health maintenance program • Develop and support consumer health IT apps

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<p>CUSTOMER SUPPORT</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Net patient revenue growth • Operating income margin • Number of equivalent admissions • Net Promoter Score (NPS) • Average length of stay • Total discharges per bed • Staff-to-patient ratio • Medication errors • Re-admission rates 	<p>DELIVER COMPREHENSIVE SERVICE</p>	<ul style="list-style-type: none"> • Effectively capture, evaluate and measure patient experience • Provide self-service tools - e.g., online appointment booking and healthcare record access • Provide support for telehealth services • Leverage technology to reduce patient wait times

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GOAL	STRATEGY	LOB
MITIGATE ORGANIZATIONAL RISKS	IMPROVE PATIENT SAFETY	RISK MANAGEMENT IT
	REDUCE OPERATIONAL RISKS	RISK MANAGEMENT
	ESTABLISH CYBER- THREAT RESILIENCE	RISK MANAGEMENT IT

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LOB	STRATEGY	INITIATIVE
<p>RISK MANAGEMENT</p>	<p>IMPROVE PATIENT SAFETY</p>	<ul style="list-style-type: none"> • Implement infection prevention programs • Employ lifecycle management of medical devices and machines to prevent breakdown • Ensure compliance with federal mandates for patient health data disposal • Implement quality and patient safety programs • Ensure safety regulation compliance • Prevent falls and injuries through infrastructure improvements
<p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Operating income margin • Compliance expense • Medication errors • Fraudulent claims • Number of breaches • Cost per breach 	<p>REDUCE OPERATIONAL RISKS</p>	<ul style="list-style-type: none"> • Optimize regulatory compliance with risk-based performance • Provide risk heat maps and dashboards with key performance indicators • Implement a comprehensive response and recovery plan to minimize patient litigations
	<p>ESTABLISH CYBER- THREAT RESILIENCE</p>	<ul style="list-style-type: none"> • Implement controls to prevent patient data breaches • Ensure cyber security standards compliance • Develop cyber security partnerships to enhance network defense • Keep abreast of new and changing data privacy and protection regulations

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<p>IT</p> <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Operating income margin • Compliance expense • Medication errors • Fraudulent claims • Number of breaches • Cost per breach 	<p>IMPROVE PATIENT SAFETY</p>	<ul style="list-style-type: none"> • Leverage new technologies to improve effectiveness of patient communication • Utilize technologies to assist with predictive health maintenance • Enable remote, real-time patient monitoring
	<p>ESTABLISH CYBER-THREAT RESILIENCE</p>	<ul style="list-style-type: none"> • Use predictive analytics to detect future attacks and breaches • Automate incident response and mitigation processes • Improve network visibility to recognize potential threats • Improve data security and privacy • Ensure software scalability and adaptiveness • Utilize Big Data for fraud protection

KEEP YOUR IT SIMPLE

TO OPTIMIZE EFFECTIVENESS

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maximum capacity!

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JASON BUSCHE
Founder, Carbon Networks



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