

Development of an Enterprise-Wide Strategic and Operational Plan

Published: April 2021



» CLIENT OVERVIEW

MUSC Health The Medical University of South Carolina [MUSC] refreshes its enterprise strategic plan every five years, and in turn, each aligned entity does so as well. MUSC Health, MUSC's clinical delivery arm, had significantly expanded since the last plan was completed in 2016, growing from a single Academic Medical Center primarily focused on the Charleston region to a state-wide system that included four acquired community hospitals, new joint ventures, and an increasing list of affiliates. Given this hyper growth, MUSC Health's executive leadership was keenly focused on enhancing integration across its expanded footprint and sought insight and implementation support from KCG to ensure 'systemness' was a key element in its 2025 plan.



17
Integrated Centers of
Clinical Excellence



150
Unique System-
Wide Stakeholders

180



180
Identified Projects
to be Completed in
the Next 18 Months



350+
Strategic Initiatives

\$100M

Identified CapEx
investment

» THE CHALLENGE

Clinical delivery at MUSC Health is built on 17 distinct Integrated Centers of Clinical Excellence [ICCE] which oversee all aspects of patient care across the health system. MUSC Health's executive team determined that each ICCE would develop its own five-year strategic plan to align with the enterprise plan. Furthermore, the executive team needed a way to hold leaders accountable for executing their newly developed plans. Strategic planning on this scale had not been previously done at MUSC Health, and it provided an opportunity to engage physician and operational leaders across the system.

» THE SOLUTION

KCG, in collaboration with MUSC Health's Strategic Planning Office, utilized a two phased planning approach to govern the work.

Phase 1: Strategic & 'Systemness' Planning

To kick off the process, KCG and the internal strategy team facilitated a series of meetings with each ICCE's leaders and key system stakeholders to share market and operational data and identify 4-6 overarching strategies that would guide their work over the next three to five years. Development of supportive operational initiatives and metrics / KPIs followed – all of which were presented to MUSC Health's executive team for review and final endorsement.

Phase 2: Near-Term Operational Plan

Acknowledging that strategy without tactics impedes results, KCG worked with each ICCE to develop a set of near-term operational projects that were identified as needing to be completed within the next 12-18 months. KCG then worked with ICCE leaders to create a robust database to track project details, including timelines, stakeholders, financial / resource requests, KPIs, etc.

As in Phase 1, ICCE leaders then presented their operational plans to MUSC Health's executive team for feedback and endorsement – which was memorialized in a set of 'memos.' The memos then guided the work and set the stage for quarterly assessment and accountability meetings which served as a forum to discuss progress on projects, address any implementation barriers, and highlight new opportunities. MUSC Health's executive team now had insight into all strategic and operational plans to ensure ICCE leaders were realizing the goal to drive integration across the entire health system.

» THE IMPACT

"Despite the challenges we faced in 2020 with the COVID-19 pandemic, KCG helped our leaders continue to focus on their strategic goals and how to operationalize them. This will undoubtedly set our health system up for continued success in the future. I confidently recommend KCG to other health system leaders who are looking for a collaborative thought partner to help drive alignment and integration in their organizations."

– Dr. Eugene Hong
Chief Physician Executive, MUSC Health



KCG is a boutique healthcare consulting firm specializing in strategy and organizational transformation. We partner with hospital & health system leaders to devise innovative solutions to their toughest challenges converting issues into opportunities, inefficient processes into best practices, and marginal outcomes into sustainable results.