



How to use the 2021 Environmental Scan

The 2021 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

Relief

- **Shift your strategy:** 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? Use the scan data and themes in a SWOT analysis (strengths, weaknesses, opportunities and threats).
- **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?
- **Resiliency:** 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?

Recovery

- **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.

Rebuilding and Reimagining

- **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. Additionally, explore key transformation issues through the Society for Health Care Strategy & Market Development's Futurescan 2021-2026.

Refine and execute your strategy

Key planning resources:

- **2021 Environmental Scan:** aha.org/environmentalscan
- **Futurescan 2021-2026:** shsmid.org/futurescan
- **Health Care Talent Scan:** aha.org/aha-talent-scan
- **Market Scan e-newsletter:** aha.org/marketscan
- **Market Insights reports:** aha.org/marketinsights
- **Data resources:** ahadata.com
- **Track vaccine development and distribution plans:** aha.org/covid19vaccine
- **Resources from the AHA's professional membership organizations** provide specialized tools and educational opportunities tailored for unique roles within the health care system: aha.org/pmgs

FEATURED RESOURCE

The AHA COVID-19 Pathways to Recovery guide can help you work toward a safe, orderly return to providing comprehensive health care services to your community while continuing to care for your workforce and begin longer-range planning: aha.org/pathways

Key advocacy resources:

- **AHA Advocacy Agenda:** aha.org/advocacyagenda
- **The Coalition to Protect America's Health Care:** protecthealthcare.org