

Current research agenda for strategy leaders

Topic	What we're researching	Why it matters
Geographic market archetypes	<ul style="list-style-type: none"> How do different healthcare markets compare based on demographic, population, and healthcare supply factors? 	<ul style="list-style-type: none"> Strategy leaders need to understand forecasts in their markets to plan for growth.
Service line market trends	<ul style="list-style-type: none"> What key changes in each of the major service lines -- oncology, cardiovascular, neurosciences, orthopedics, women's health, and infusion -- are the most impactful to care delivery and service line strategy? 	<ul style="list-style-type: none"> Strategy leaders need to understand specialty care market dynamics to anticipate disruption, identify opportunities, and grow their services more effectively.
Service line growth	<ul style="list-style-type: none"> How do health systems compete to capture and retain patients and partners? How can health systems improve the capacity of their workforce, infrastructure, and access points? How can health systems drive and align the vision, mission, leadership, and culture of their service lines? 	<ul style="list-style-type: none"> Health systems rely on service lines to drive growth, but they're finding that growth feels increasingly unattainable when relying on traditional strategies. Strategy leaders need examples of service line growth strategies that solve common problems, work around common barriers, or involve innovative approaches to growth.
Strategic planners survey	<ul style="list-style-type: none"> What are the intentions of health system strategy leaders related to spending, growth, operations and partnership? 	<ul style="list-style-type: none"> Strategy leaders need to understand where the market is going and what their peers are prioritizing related to spending, growth, operations and partnership.
Site-of-care shifts	<ul style="list-style-type: none"> What are the latest trends in site-of-care shifts? Where are site-of-care shifts having the biggest impact? How is care shifting for key procedures and outpatient services? 	<ul style="list-style-type: none"> Strategy leaders need up-to-date data and information to understand the impact of care shifts in their markets.
AI use in strategy and service lines	<ul style="list-style-type: none"> How is AI informing strategic decision making and being used to unlock new growth? How are early adopters using AI across different service lines to advance their goals? 	<ul style="list-style-type: none"> AI utilization varies widely across organizations, and even across individuals within an organization. All our 2026 service line research will include an exploration of if/how AI is being used today to help service line leaders identify opportunities to use new tools to advance their strategic and operational goals.

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10 trends impacting health systems	<ul style="list-style-type: none"> What are the major highlights, messages, and data points about and impacting health systems? 	<ul style="list-style-type: none"> Strategy leaders need to understand the trends impacting their systems so that they can adapt and respond.
Cancer patient travel analysis	<ul style="list-style-type: none"> How many cancer patients leave their market to receive cancer care? What other care do they travel for? How far are they willing to go? Which patients are most likely to travel? 	<ul style="list-style-type: none"> Strategists need to understand what services patients are leaving their markets so that they can address leakage points. This claims-based analysis will also help strategy leaders understand the geographic scale on which they may be able to compete for cancer patients.
Radiopharmaceuticals	<ul style="list-style-type: none"> Which health systems should deliver radiopharmaceuticals? How should health systems approach radiopharmaceuticals delivery? <ul style="list-style-type: none"> How should they prepare to launch a radiopharmaceuticals program? What are best practices for delivering radiopharmaceuticals? What are the considerations for expanding an existing program? 	<ul style="list-style-type: none"> Strategy leaders need to understand the complexities of radiopharmaceutical delivery to decide whether – and how – to invest in this growing aspect of cancer care.
CV cath and EP lab efficiency and growth	<ul style="list-style-type: none"> What are the root causes of inefficiency for cath and EP lab procedures? How can strategy leaders close those efficiency gaps while preserving quality of care and not overburdening their workforce? 	<ul style="list-style-type: none"> Demand for CV procedures that run through the Cath and EP labs is growing faster than any other category of CV services. Strategy leaders must identify how to grow and increase efficiency in order to meet the demand, capture revenue, and outcompete neighbors who are also looking to grow.

The strategy questions you can answer with our data and analytics tools

Tool*	Strategy questions you can answer
<u>Market Scenario Planner*</u>	<ul style="list-style-type: none">• What will volumes look like in five years?• What services have the most growth potential in my market?• How does growth compare across my service areas?
<u>Demographic Profiler*</u>	<ul style="list-style-type: none">• How are population demographics in my market changing?• Where should I target service investments to reach high-priority demographics?
<u>Cancer Incidence Estimator</u>	<ul style="list-style-type: none">• What are the current and forecasted volumes of cancer cases in my market?
<u>Clinician Supply Profiler*</u>	<ul style="list-style-type: none">• Which clinical specialties are undersupplied in my market?

**tools updated at least annually*