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# Health System Strategy Leadership: Service Portfolio, Partnerships and Scorecard Course

12 – 16 July 2027  
Paris





## Health System Strategy Leadership: Service Portfolio, Partnerships and Scorecard Course

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### Programme Summary

Health system strategy leadership is a one-week training course for executives at strategic level, culminating in a health system strategic plan on a page with a linked balanced scorecard for their own organisation. Health systems face ageing populations, chronic disease and pressure to integrate care, yet many strategic plans remain unresourced project lists. The approach starts from population needs, makes explicit choices about services and partners, and builds the execution routines that keep strategy alive. Mars Training Centre UK delivers this programme in health system strategy leadership.

### The Business Case

Without clear strategic choices, health organisations spread capital and clinical talent across too many services and compete where they should collaborate. A disciplined strategy process concentrates investment on the services that matter most, aligns partners around shared pathways and gives boards a small set of measures to steer by.

- Service Portfolio Performance: Improves as services are grown, redesigned or exited on evidence of need, quality and sustainability.
- Access and Care Integration: Strengthen as partnerships connect hospital, primary and community services along patient pathways.
- Strategy Execution Rate: Rises as initiatives are cascaded, owned and reviewed through a balanced scorecard.

### Principles and Evidence Base

- WHO Framework on Integrated People-Centred Health Services IPCHS: Frames the partnership and integrated care network choices made in Session 3.
- Porter's Five Forces and PESTEL Analysis: Structure the external and competitive assessment in Sessions 1 and 2.
- Balanced Scorecard and Strategy Maps Kaplan and Norton: Translate strategic objectives into measures, targets and initiatives in Session 4.
- Scenario Planning: Tests the strategic plan against alternative futures for demand, funding and workforce in Session 4.



## Intended Participants

- Leaders accountable for the direction and long-term sustainability of a hospital, hospital group or health system.
- Executives who decide which clinical services to expand, consolidate or withdraw.
- Directors who negotiate partnerships, networks and joint ventures with other providers.
- Senior managers who lead strategic planning cycles and report progress to boards.

The programme serves public health systems, private hospital groups, specialist and teaching hospitals, and health funders and ministries.

## Learning Outcomes

1. Participants will be able to diagnose population health needs and market forces that shape demand for services.
2. Participants will be able to evaluate a service-line portfolio against need, quality, capacity and financial sustainability.
3. Participants will be able to construct a competitive and collaborative positioning for their organisation.
4. Participants will be able to design partnership and integrated care network options.
5. Participants will be able to construct a strategy map and balanced scorecard with cascaded initiatives.
6. Participants will be able to justify a strategic plan to a board using scenario analysis.

## Programme Structure

### Day 1: Health System Strategy and Population Needs

What needs and forces should a health organisation's strategy respond to?

- Strategic Management Cycle for Health Organisations
- Mission, Vision and Strategic Intent
- Population Health Needs Assessment
- PESTEL Analysis of the Health Environment
- Demand Forecasting for Clinical Services

### Day 2: Service Portfolio and Competitive Position

Which services should grow, change or close, and where does the organisation compete?

- Service-Line Portfolio Analysis
- Porter's Five Forces in Healthcare Markets
- Referral Flows and Market Share Analysis
- Centres of Excellence and Differentiation Choices
- Consolidation and Service Exit Decisions



### Day 3: Partnerships and Integrated Care Networks

When should a health organisation collaborate rather than compete?

- WHO IPCHS Framework Strategies
- Hub-and-Spoke and Network Models
- Public-Private Partnerships and Joint Ventures
- Integrated Care Pathways Across Settings
- Partnership Governance and Shared Accountability

### Day 4: Strategy Maps, Scorecards and Scenarios

How are strategic choices turned into measures, initiatives and resilient plans?

- Strategy Map Design for Health Organisations
- Balanced Scorecard Measures and Targets
- Strategic Initiative Prioritisation and Resourcing
- Scenario Planning for Demand, Funding and Workforce
- Strategic Risk Register

### Day 5: Applying Health System Strategy Leadership

How are the analyses combined into a plan a board can approve and track?

- Strategic Diagnostic of a Participant Organisation
- Portfolio and Partnership Choices
- Scorecard Cascade to Clinical Divisions
- Quarterly Strategy Review Routine Design
- Strategic Plan on a Page Presentation

### Methodology

The programme relies on case analysis and peer review. Participants work through cases from public health systems and private hospital groups, apply each tool to their own organisation and test their choices in executive panels playing board members, payers and partners.

- Suggested activity: Ranking a hospital's service lines on a need and sustainability matrix.
- Suggested activity: Designing a hub-and-spoke network for cardiac or cancer services.
- Suggested activity: Building a strategy map for a teaching hospital.



## Capstone Output

Each participant completes a strategic plan on a page for their organisation. It sets out the needs diagnosis, portfolio and partnership choices, a strategy map with a balanced scorecard, prioritised initiatives with owners and a quarterly review routine, ready for discussion with the board and executive team.

## Frequently Asked Questions

### **Is health system strategy leadership suitable for clinical executives new to strategic planning?**

Yes. It suits medical and nursing directors as well as chief executives and planners. It assumes senior management experience and introduces each strategy tool through healthcare cases.

### **Which frameworks underpin health system strategy leadership?**

It draws on the WHO Framework on Integrated People-Centred Health Services, Porter's Five Forces, PESTEL analysis, scenario planning and the balanced scorecard with strategy maps.

### **How is the strategic plan on a page from health system strategy leadership used at work?**

You take back a one-page plan with a scorecard that can be tested with your board, cascaded to divisions and reviewed each quarter.

### **How does health system strategy leadership differ from hospital operations programmes?**

It decides where the organisation should go, which services it offers and with whom. Operations programmes focus on running existing services efficiently day to day.