



AHLA Leadership & Career Development Program (2026)

Strategic Planning: Inception to Implementation

Tom Shorter JD, FACHE, Partner, Husch Blackwell
Jamie McIntyre, JD, CVA, Managing Director, Stout



“Plans are useless, but planning is indispensable.”

~ Dwight D. Eisenhower



Tom Shorter, JD,
FACHE
Husch Blackwell

tom.shorter@huschblackwell.com

PRESENTERS

Tom Shorter is trusted by healthcare systems, hospitals, research institutions, physician groups and health care associations for his deep understanding of how healthcare operations and the law intersect. Actively involved in numerous healthcare industry organizations, Tom has been called upon to serve as a member of the Board of Directors and President (2022-2023) of the American Health Law Association (AHLA), as well as a member, Past Chapter President and Regent with the American College of Healthcare Executives (ACHE). Tom has also been granted status as a Fellow with ACHE (FACHE), as well as the American Bar Foundation. Tom is particularly proud that he was one of only 335 attorneys in the United States to receive the 2019 BTI Client Service All-Star Award, a recognition awarded to leaders in superior client service and identified solely and exclusively by corporate counsel. Delivering optimal legal strategies and solutions to clients requires teamwork, and Tom is a recognized collaborator.

In his work for clients, Tom advocates for major healthcare organizations in sophisticated restructurings, mergers and acquisitions, affiliations and joint ventures, among other corporate and employment matters. Tom also represents independent practitioners and their investors on establishing, maintaining and growing their practices. Experienced with fraud and abuse law compliance, Tom also counsels healthcare clients of all sizes on regulatory matters as well as labor and employment issues.

PRESENTERS



Jamie McIntyre,
JD, CVA
Stout

jmcintyre@stout.com

Jamie McIntyre provides fair market value analyses and subject matter advisory support for arrangements which may have Stark and/or Anti-Kickback implications. Her primary focus involves the valuation of physician co-management and management arrangements, Hospital Quality and Efficiency Programs (HQEPs), PSAs, and laboratory and pathology arrangements. She also specializes in the development of clinical and operational quality initiatives, clinical integration, valued-based arrangements, and cost containment and gainsharing arrangements.

Prior to joining Stout, Jamie was a Partner with HealthCare Appraisers, Inc. and previously served as the contract administrator for a 425-bed hospital. She was responsible for the development and lifecycle of hospital contracting, including physician and referral-source arrangements, medical directorships, vendor agreements, research agreements, and school affiliations. In addition, she supported the financial operations of seven hospital-affiliated entities, including a specialty hospital, surgery centers, an MOB, retail pharmacy, and an LTAC. She previously served as a program manager at a Federally Qualified Health Center and completed a term of service in the National Health Corps.

Overview



1. Why strategic plans matter (and why they often fall)
2. Building the plan: the inception phase
3. Executing the plan: from vision to action
4. Adapting the plan: leading through change

What is Strategic Planning, Really?



Strategic plans only deliver value when they translate into real decisions — about priorities, resources, partnerships, and tradeoffs



What is your role in strategic planning and implementation (context matters!)?



What should you know about your organization's strategic vision?



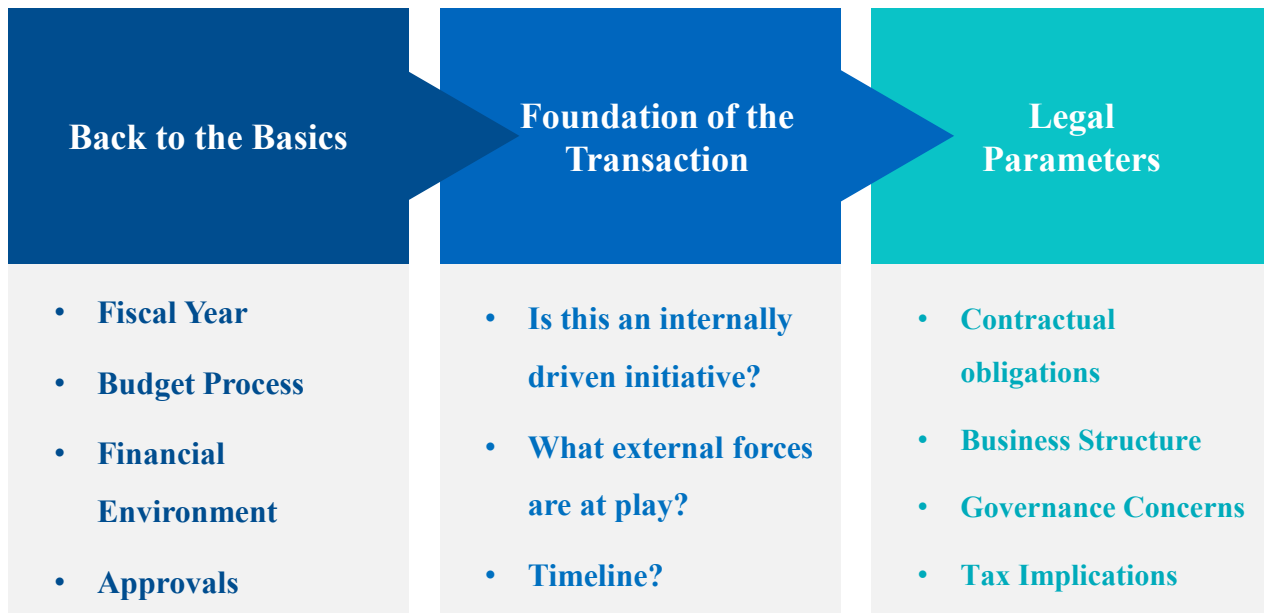
How can you get involved... and do so effectively?



What to do when things go sideways

Know the Business

Understanding these key elements will create a runway for success.

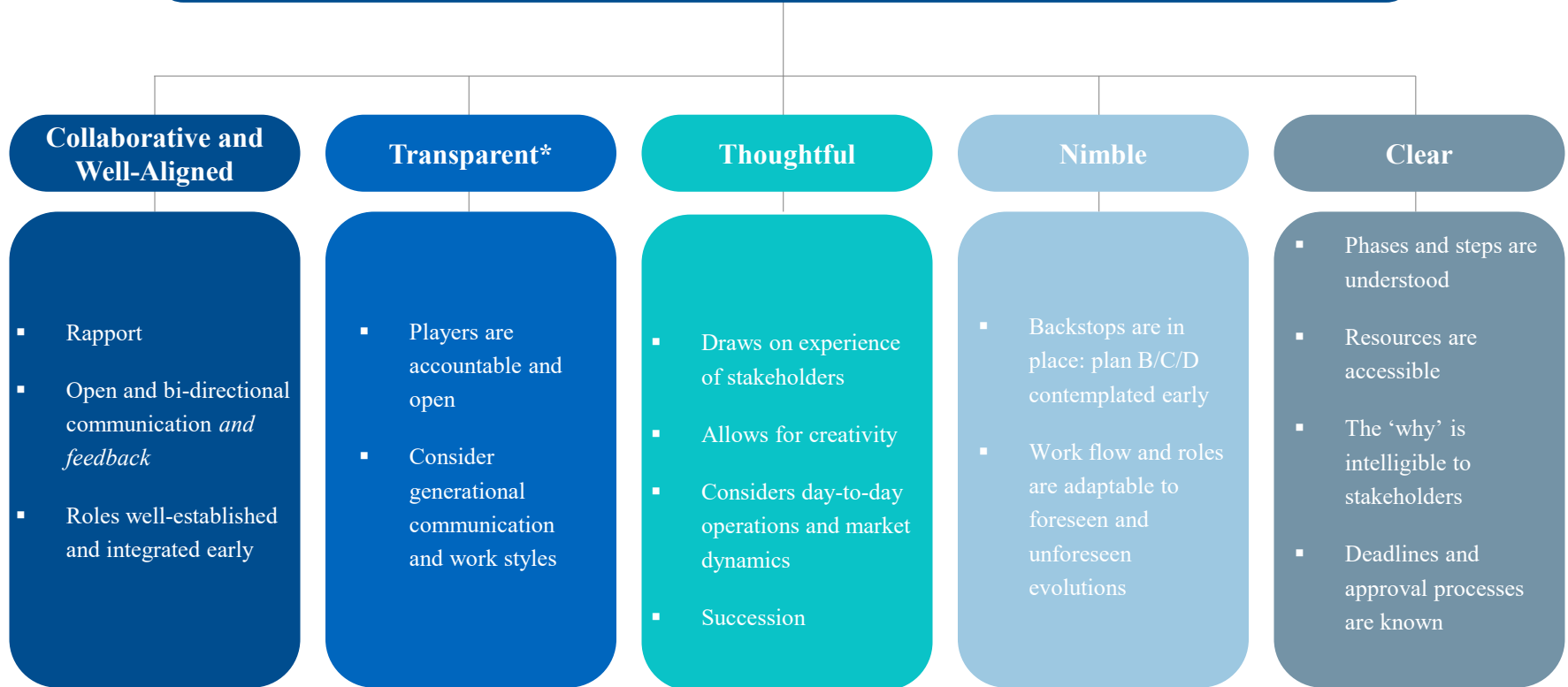




Inception – How Strategic Plans Are Born

- Who is in the room (and who should be?)
- Stakeholder alignment and executive buy-in
- Defining mission, vision, and strategic priorities
- Key tools: SWOT analysis, environmental scanning, competitive landscape
- Common Pitfalls at the inception stage

OPERATIONAL ELEMENTS OF A GOOD STRATEGIC PLAN





The Leader's Role – Connecting Daily Work to the Bigger Picture

- Translating strategy into team-level priorities and plan execution
- Leadership behaviors that reinforce strategic alignment
- Communicating “why” not just “what”
- Adapting the plan to changing business realities

Audience Q & A





Educating and Connecting the Health Law Community

americanhealthlaw.org



© 2026 is published by the American Health Law Association. All rights reserved. No part of this publication may be reproduced in any form except by prior written permission from the publisher. Printed in the United States of America.

Any views or advice offered in this publication are those of its authors and should not be construed as the position of the American Health Law Association.

“This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is provided with the understanding that the publisher is not engaged in rendering legal or other professional services. If legal advice or other expert assistance is required, the services of a competent professional person should be sought” —from a declaration of the American Bar Association.