



HEALTHCARE

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About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the Firm primarily serves clients in the healthcare, energy and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at navigant.com.

THE NAVIGANT DIFFERENCE

SUCCESSFUL PARTNERS/COACHES

Track record of success for diverse organizations in both national and state Baldrige programs

EXPERTS IN BALDRIGE CRITERIA

Years of experience with the Baldrige criteria and framework—applications, case studies, training materials, criteria revision, award program design

ASSESSMENT EXPERTS

Leading experts in organizational assessment and recognized thought leaders and authors in healthcare growth and sustainability

EXPERIENCED IN HEALTHCARE

Physician-led team of executives, clinicians, and improvement specialists, with experience in complex healthcare, manufacturing, and service organizations

KNOWLEDGE TRANSFER SPECIALISTS

Hands-on coaches providing side-by-side client support and customized approaches

PERFORMANCE EXCELLENCE STRATEGIES

BALDRIGE AS A BLUEPRINT®: ACHIEVE ORGANIZATIONAL SUSTAINABILITY AND MARKETPLACE SUCCESS

To compete and succeed in the future, healthcare organizations must improve the quality of care, enhance the patient's experience, reduce costs, and intelligently manage risk, even as care becomes increasingly complex and resources continue to shrink. For most, dramatic and sustainable improvement organizationwide requires major organizational redesign.

Many leaders today confront additional challenges that compound the need for transformational change:

- Your organization has undergone significant cost restructuring; it's a "different" organization, and you must redesign it to perform effectively in other areas while maintaining the financial gains
- Your organization is a "system" in name only; after mergers or acquisitions, you must align and integrate diverse business units and build a common culture
- Your organization has a new senior executive team or one that needs to work together better and lead more efficiently and effectively

Navigant can support you in designing, launching, and leading an organizational transformation that creates a high-performance culture and results in marketplace success. Using Baldrige as a Blueprint®, we introduce you to the practices of role-model organizations and help you evaluate your approaches against them. We guide you in identifying, sequencing, and addressing high-leverage change opportunities—from leadership and execution of strategy to customer relationship and workforce management, patient experience and care delivery. We help you build a measurement system to track and demonstrate improvement in your results.

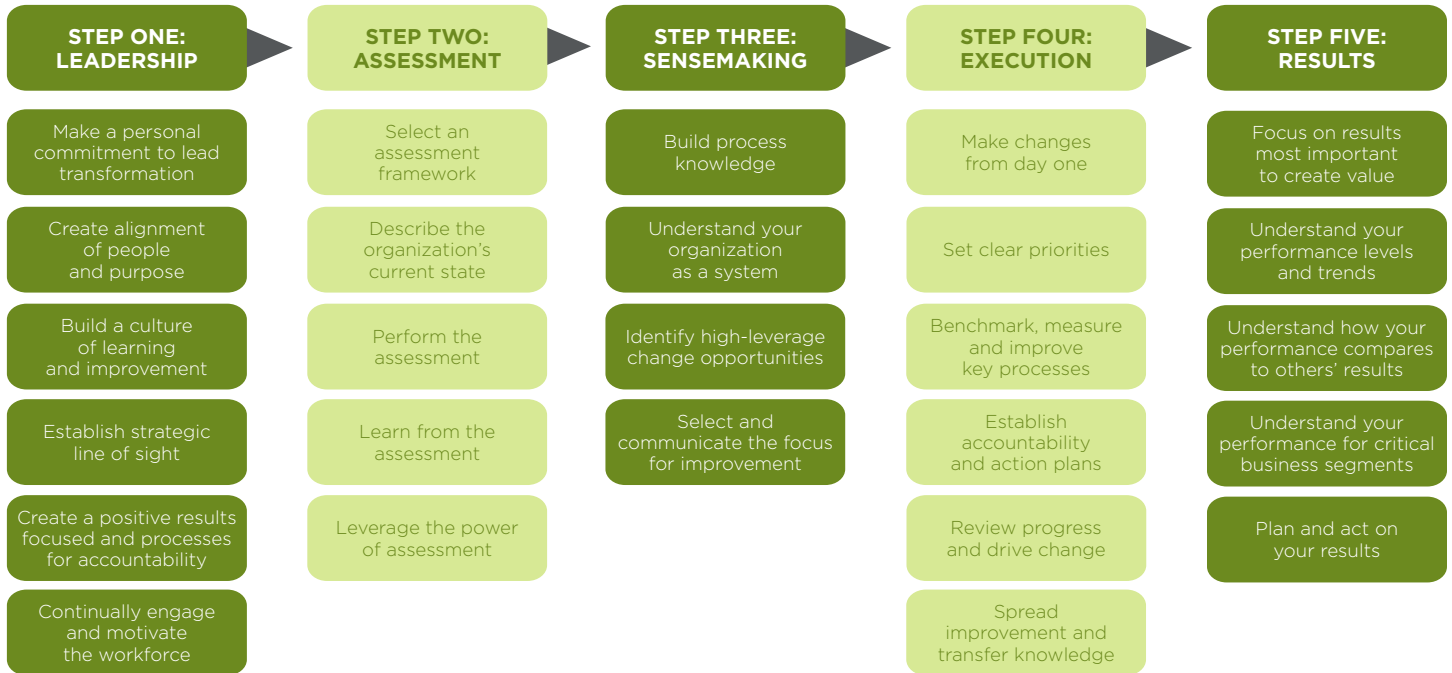
WITH NAVIGANT BALDRIGE AS A BLUEPRINT, YOU GET:

- Ongoing executive team coaching on transforming your organization, with guidance on the role, responsibilities, and techniques of effective transformational leaders
- Clear definition of your organization's strategic vision, short- and long-term strategy and goals, and the processes required for execution
- Assessment of your organization's key leadership, management, and work processes and an understanding of your strengths and opportunities
- Support for targeted high-leverage changes that align, integrate, and focus people and processes to achieve the organization's goals
- Improvement in the results that matter most

HOW NAVIGANT SUPPORTS YOUR ORGANIZATIONAL TRANSFORMATION

We partner with you in Navigant's five-step **LASER** process, delivering ongoing, customized support.

NAVIGANT PERFORMANCE STRATEGIES LASER PROCESS



LEADERSHIP: Commit to Humility and Truth-Telling

Navigant clarifies for executives and other key leaders what it takes to launch and lead organizational transformation and build a culture of high performance. We focus on key leadership behaviors, effective communication methods to align and engage the workforce, and creation of accountability and a focus on action. We coach senior leaders throughout the transformational journey to optimize the efforts of each individual leader and promote the effectiveness of the leadership team as a whole.

ASSESSMENT: Diagnose the Current State

Navigant examines how your organization operates. We assess current processes and performance against healthcare and other role models. Individual and small-group interviews enable us to share relevant best practices with your team members and together compare what's done in your organization. We actively engage senior leaders in all phases of the assessment and give you feedback on your organization's strengths and opportunities along with specific recommendations for action.

SENSEMAKING: Understand Your System and Gaps

Navigant clarifies the complex system of processes that determine organizational performance, including leadership and management processes, such as senior leader

communication with the workforce and deployment of strategy to all organizational levels. We help you understand your own organization as a system, define your organization's key processes, and use this knowledge to "make sense" of your assessment feedback and select the right focus for improvement.

EXECUTION: Deploy Robust Processes and Culture

Navigant helps you build a case for change and make the change. We help you articulate your strategy and top priorities, and put in place the mechanisms required for effective action. Specific changes are tailored to each organization's needs and might include new methods, such as processes to manage and deploy strategic projects, or new tools, such as Lean Six Sigma. Throughout the transformation process, Navigant helps you align, integrate, and focus your people and processes so that gains are sustained and improvement continues.

RESULTS: Prove it to Yourself and Others

Navigant helps you demonstrate your performance. Together we identify the most important results for your mission and vision, your customers, and your operational needs. We help you analyze your performance levels and trends, understand how your organization compares to others, and then integrate results analysis into priority-setting and planning to drive further improvement and innovation.

BALDRIGE AS A BLUEPRINTSM: A SYSTEMS FRAMEWORK FOR IMPROVEMENT



Purposefully aligned with key elements of High Reliability including:
Leadership, Safety Culture, Care Model Blueprinting

<http://www.nist.gov/baldrige/publications/builder.cfm>

Provides a Comprehensive View of the Finished Structure

The blueprint for a new house shows the different rooms the homeowner requires, their functions, and how they are connected — master suite with access to the kitchen, for example. The Baldrige framework depicts the different broad capabilities (the “Baldrige categories”) that an organization requires in leading, managing, and delivering excellent performance, and it shows with arrows and positioning how those capabilities relate to each other. For example, leadership capability drives all others; capability in measurement is the foundation for data-based decision-making and shared knowledge in all parts of the system.

Specifies Details and Serves as the Basis for Construction Plans

The house blueprint shows the location of electrical fixtures and outlets and guides the plan for the electrical system. The detailed criteria associated with each Baldrige category serve a similar purpose, pointing you to the specific processes required for new or more robust organizational capabilities and higher performance. Based on the leading-edge practices of role-model organizations, the criteria are questions that promote inquiry and discovery; they are not mandates or standards.

- How do your senior leaders, through their personal actions, build a culture of high-performance and accountability? **(Leadership)**

- What are your strategic challenges, and how do you plan and deploy strategy to overcome these challenges? **(Strategic Planning)**
- How do leaders and managers use data to drive clinical and operational excellence? **(Measurement)**

Like an architect’s blueprint, the Baldrige framework and criteria enable leaders and others to “see” what must be built or redesigned. As your transformation partner, Navigant helps you recognize specific gaps and opportunities, and provides you with proven tools and techniques to develop and execute plans while you also build the knowledge and skills of your internal resources.

Facilitates Communication

The house blueprint facilitates communication between architects, builders, and construction workers, so that all can see their particular responsibilities in relation to the whole. Organizational transformation must be launched and led by top leaders, but it requires broad workforce engagement for real progress and sustained change. Navigant supports your leaders in using the criteria questions to conduct crucial conversations about your organizational approaches and performance from the executive suite to the front line. As a blueprint for transformation, the framework and criteria create a common understanding of the capabilities the organization needs to achieve its intended results: individuals see how their personal and team efforts to perform and improve contribute to the success of the whole.

WHY BALDRIGE AS A BLUEPRINT

Associated with High Performance in Healthcare

Baldrige is a model associated with high performance in healthcare. Research in 2012 by Truven Health Analytics (formerly Thomson Reuters Healthcare) shows that 100 Top Hospitals® winners extensively use Baldrige leadership practices. These results reinforce earlier findings that national and state Baldrige award recipients are six times more likely to be 100 Top Hospitals winners and far more likely to show marked 5-year improvement trends; they outperform non-Baldrige peers on nearly every 100 Top Hospitals metric.

Builds Competency in Process Literacy

In our work with organizations pursuing higher performance and our extensive research on healthcare role models, we consistently observe that higher performance is associated with what we call process literacy — the ability to understand and manage the enterprise as a system of processes. In process-literate organizations, the leaders and workforce know how their processes operate, how they relate to and influence one another, and how they contribute to performance. They capitalize on this knowledge to get better results. When you use Navigant's Baldrige as a Blueprint — with its focus on defining, deploying, and improving the critical processes for high performance — you build process literacy and change how you lead, manage, and improve.

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Case Example

FIRST STEPS BY SENIOR LEADERS

In the late 1990s, three hospitals, a step-down facility, and a nursing home joined to form a nonprofit, urban-suburban health system. However, the “system” operated as a holding company of five largely independent units for more than a decade. Then a new executive team came on board, intent on creating an integrated regional health system delivering excellence across the care continuum.

Senior leaders launched a transformational change initiative using Navigant's **LASER** process and Baldrige as a Blueprint. They assessed their leadership and governance approaches against industry best practices and redesigned them, at the same time demonstrating to the whole organization their commitment to transformational change.

In less than two years, senior leaders reduced five different governing boards to one parent board linked to a subordinate board for each operating unit, ensuring leadership efficiency and strategy alignment, and the organization achieved national ranking in 10 key areas of governance and recognition from the American Hospital Association Center for Healthcare Governance.

NAVIGANT'S DEEP EXPERTISE

Navigant has a multidisciplinary team of experts led by Kate Goonan, MD — executives, clinicians, and improvement specialists — all experienced practitioners who bring an unprecedented level of precision and depth of knowledge to performance improvement in healthcare and related businesses.

Our team includes experts in organizational assessment; process measurement, management, and improvement; Lean and Six Sigma methods; clinical quality improvement, and enhancement of the patient experience. Our team offers best-practices knowledge and benchmarking from all industries as well as findings from our own research on high performance in healthcare. Our clients' results demonstrate our track record of success.

“As demand for high-value healthcare builds, care delivery leaders face the near-term imperative to transform the way their organizations operate.”

INSTITUTE OF MEDICINE ROUNDTABLE ON VALUE AND SCIENCE-DRIVEN HEALTHCARE, A CEO CHECKLIST FOR HIGH-VALUE HEALTHCARE, 2012