



Navigating UNCHARTED WATERS

A Top Pediatric Hospital Cascades a Transformational Strategy to Change Patient Outcomes

The Business Case for Change

Like all U.S.-based healthcare providers, we are facing unprecedented change at our premier pediatric medical center. Although we have consistently ranked among the top pediatric hospitals in the country, we know there is more we can do to address the challenges and opportunities of the future. That's why we are intensively focused on transformational improvement.

Our employees are highly engaged in and supportive of our strategic goal to "change the outcome" by helping the children of our community become the healthiest in the nation and accelerating discovery that focuses on improving child health. However, while the strategy to get there is well understood by our executive team, some frontline managers have struggled to effectively find ways to communicate and implement the strategy with their associates.

We asked Advantage Performance Group to help us identify an impactful way to cascade the business case for change throughout the entire organization, to all levels of leadership and across all functions.



Navigating the Future

Advantage brought in long-time strategic partner Root Inc. to create an engaging, interactive half-day experience called "Navigating Our Future." The program uses the metaphor of a boat crossing treacherous waters in a colorful, highly detailed illustration that was created specifically for us. The visual inspires thoughtful dialogue around the challenges and opportunities that the hospital faces in the coming years.

Through the facilitated exercise, the participants gain deeper understanding of external market drivers, both national and regional, that impact the pediatric healthcare landscape. They explore how these drivers are changing the delivery of care and provider reimbursement, and discuss links between the company strategy and the external and internal challenges we face. Building on that knowledge, participants drill down to discuss what is in their control as leaders and ways that they can respond to and implement the strategy throughout the organization.

“Advantage helped our leaders better understand the dramatic changes in the pediatric market and how our strategy is intended to respond to the dynamic market conditions. As healthcare providers, many of our leaders do not understand the 'business of healthcare.' This experience brings this to life and helps them understand their role in strategy execution.”

— Learning and Development Director

The Kids Are All Right

Leaders who have gone through the experience report that they have greater appreciation for the hospital's strategic direction and a better holistic understanding of the challenges they face. They leave the workshop with an overview of the pediatric healthcare business that most clinical and research professionals never get. Table groups are organized to be cross functional, fostering dialogue between clinical, research, and administrative functions that helps break down existing silos and barriers and promotes greater understanding of the full picture.

Based on the success of early runs of the workshop, we plan to cascade the experience to more than 500 leaders across all functions of the organization. Ultimately, our leaders will leave the program with a pathway forward through the change.

4-hour workshop

500+ leadership cascade

2020 strategic plan