

# Opportunity to Sustainability:

## How a Nonprofit Health System Embedded Change Management to Advance Financial Performance Improvement



### The Client Challenge

Leaders of a nonprofit regional health system were focused on rapidly elevating system performance in the context of significant financial pressures—yet recognized the need for organizational alignment and stability for their providers and workforce. As a result, they prioritized embedding change management throughout the planning, approval, and implementation process across every performance improvement initiative. Long-term sustainability of the change was just as important as the change itself.

### Navigating to Next: The Solution

While implementing immediate changes in response to financial pressures, the health system’s leaders also began to assess a broader array of transformational changes that would be required to achieve their goals. Chartis partnered with them throughout this process and, with alignment on sustainability as a key measure of success, promptly began identifying opportunities for organizational transformation and creating plans to help the organization achieve long-term success.

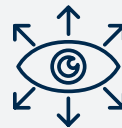
The team quickly realized there was additional opportunity through this work by having leaders apply change management concepts and tactics within the context of implementation to enhance cultural development. This work included, for example, creation of unified “why” statements; refinement of the implementation plan with feedback from “the frontline”; and addressing policy, training, job aids, and other key needs. Meaningful engagement and participation of both the clinical and nonclinical workforce would be key success factors, as would training, education, and supportive tools.

Each initiative work plan required integrated change management elements prior to its approval and implementation. Chartis helped develop and pilot this thoughtful approach and guided leaders through facilitation of the change—ultimately driving acceptance, adoption, and achievement.

#### THE RISKS OF NOT PRIORITIZING CHANGE MANAGEMENT PLANS INCLUDE:

- ⦿ Teams of caregivers unaware of the reasons for change
- ⦿ Leaders failing to gather and incorporate feedback from those most affected
- ⦿ Employees hearing mixed messages about what’s happening and when
- ⦿ Providers unprepared to adopt new processes
- ⦿ Public and private resistance to the changes
- ⦿ Lack of real impact; anticipated gains never achieved across the organizations

#### NAVIGATING TO NEXT: KEY COMPONENTS



#### CREATE & ALIGN

Identify stakeholders and create change alliance



#### LISTEN & ENGAGE

Prioritize bi-directional communication



#### EMPOWER & EXECUTE

Promote organizational values and provide adequate training to be successful



#### MEASURE & SUSTAIN

Reinforce and regularly measure the impact of change

## Client Impact

By “hard coding” change management concepts into the implementation of financial improvements, the Health System is better equipped for long-term sustainability. The organization improved its financial position, achieved targets, and, as a result, has been able to maintain focus on critical strategic investments and growth. Supporting accelerated and comprehensive performance improvement while upholding organizational values and supporting the people (leaders, providers, and workforce) through the myriad of changes has set the organization up for improved adoption of future changes in this dynamic healthcare environment.



## How We Are Making Healthcare Better

“Integrating change management in this work was an imperative. It elevated adoption of transformational change while actively demonstrating leadership’s commitment to the people.”

—Jodi Capistrant, Director, Chartis

Positive results from the broad-scale change management approach included:

**134%**  
of financial target met

**50+**  
approved initiatives  
and work plans

**12K**  
providers, employees,  
and leaders affected

## NEXT INTELLIGENCE:

Success factors for greater sustainability of performance improvement include:

**A consistent process** to ensure change management activities are prioritized.

**Leadership commitment** to supporting change management.

**Reliable measurement methodologies** that ensure changes are having the desired effects.

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