

Field Reference Sheet

Service:	Strategic Alignment & Roadmap	Industry:	Healthcare Services
Company Profile	A state-wide agency responsible for the healthcare of children and foster families across the state, including preventive and acute care, counseling and interventions		
Business Problem:	The Agency was struggling making strategic decisions and had not been able to run a successful strategic planning for years, creating both regulatory and internal tensions. The new Healthcare reform was transforming radically the way care was provided and paid for, creating a high pressure on cash flow and investments.		
Solution:	<ul style="list-style-type: none"> • A field based intervention proceeded with interviews and work sessions with every department and executive, providing raw material for analysis and a direct read of the issues and pain points • A summary of the findings and analysis was presented to the Executive Team and Board Members, from which a plan of action / roadmap was created • A series of Executive work session involving heavy facilitation allowed to perform a complete strategic breakdown and mapping, with a scoring against multiple dimensions including strategic goals contribution, NPV, contribution to the cash flow inflow improvement and to the Capital Plan • From the Mapping a roadmap was created over 3 years, plotting the initiatives and their dependencies in order to balance the investments + optimize returns • During the process a recommendation was made and implemented to change the structure and charter for the executive team. Once the new structure was in place a new decision making process based on facts and scoring levels was deployed; the first runs of the process were facilitated until the Executive team felt comfortable running the process by themselves. 		
Benefits:	<ul style="list-style-type: none"> • The Agency was able to both comply with the new regulations, transform its payment and funding mechanism to adjust the new mandate, and the Executive team was able to make prompt decisions fully substantiated that were approved by the Board. 		
Additional Content:	The use of a Force-Field Analysis based work session created congruence within the Leadership team and linked together the tactical imperatives and the strategic direction into a consistent roadmap. A collateral benefit was the tighter alignment between the Strategic Plan and the Mission + Charter.		