

NAVIGATING ORGANIZATIONAL CHANGE

Huron’s clients are experiencing an unprecedented rate of business change because of performance pressures in the healthcare industry. These include diminishing reimbursements, clinical/IT integrations, reduced research funding, and an increasingly complicated and burdensome regulatory environment. These changes are producing high levels of organizational stress – with many initiatives competing for scarce resources. Research shows high failure rates for all types of strategic change are often driven by significant employee resistance. This occurs when organizations fail to establish and communicate the “Why?” behind the change, which stops organizations from actually achieving sustainable change.

Huron designed its flexible organizational change management (OCM) solutions to help you navigate the challenges and opportunities of the evolving healthcare industry. As a trusted strategic partner, Huron is equipped to apply its proven individual and OCM methodology, in phases or in its entirety, to help you realize and maintain financial and performance excellence.

THE HURON APPROACH

ALIGN GOALS	ALIGN BEHAVIORS	ALIGN PROCESSES
<p>Assess Current State</p> <ul style="list-style-type: none"> Assess current-state operations and create a risk mitigation plan Assess organizational readiness for change Provide journey map and transition plan to achieve future state 	<p>Engage and Communicate with</p> <ul style="list-style-type: none"> Stakeholders Create communication plan that clearly articulates the need for change Develop a timeline for distributing clear, targeted messaging at all levels Create avenues for involvement and feedback 	<p>Address Organizational Implications</p> <ul style="list-style-type: none"> Establish a clear set of performance metrics to monitor throughout the change process Strengthen the organization’s accountability structure Align performance management goals and rewards
<p>Establish Governance Framework</p> <ul style="list-style-type: none"> Establish leadership structure to drive accountability and change Outline a plan for cascading levels of sponsorship throughout the organization Outline a common vision and sponsor expectations Build awareness and support 	<p>Prepare and Equip the Workforce</p> <ul style="list-style-type: none"> Identify impact to employees’ roles and responsibilities Equip managers with tools to train and reinforce employees’ learning Work interactively with staff on changes to day-to-day processes 	<p>Maintain Sustainability and Enhance Performance</p> <ul style="list-style-type: none"> Monitor and track performance against stated goals Ensure managers are focused on quality, not simply quantity Introduce feedback mechanisms to monitor permanence of solutions Implement framework to support future organizational change
Build OCM Foundation		Implement an Ongoing OCM

STRATEGIC COMPONENTS FOR BUILDING AND IMPLEMENTING OCM



Flexible: By understanding the organization’s specific needs, Huron works with your established processes and resources to create a cultural fit when building new leadership skills



Implementation: Through unique partnerships, we use roadmaps to deliver rapid and sustainable results in your priority areas and quickly target high-impact areas



Collaborative: From the highest leadership level to support staff, sponsors must be dedicated to their role in demonstrating ownership of the change and communicating the urgency



Sustainable: By leveraging smart staffing and other resources under your control, we use cost-effective approach to create a partner-led, Huron-supported training model, ensuring sustainability of transformation amid continuous change

ABOUT HURON

Huron helps clients navigate the challenges and opportunities created by industry transformation while satisfying today's business and operational needs. Committed to achieving sustainable results, its team of more than 1,200 dedicated consultants develop robust solutions that realize and maintain exceptional financial, organizational, and operational performance. As one of the largest healthcare consultancies in the country, Huron partners with clients to transform large-scale, multi-facility health institutions into high reliability organizations. Huron has:

- Improved revenue operations, developed a workforce optimization model, and completed a feasibility study of VistA as part of its 11-year relationship with the Veterans Health Administration
- Partnered with the Department of Defense (U.S. Army) to help it achieve high reliability
- Provided leadership development and coaching to the U.S. Department of Health and Human Services (IHS)
- Advised more than 450 commercial hospitals, ranging from community hospitals to national health systems

CORE CAPABILITIES

- Clinical Documentation Improvement
- Clinical Operations Management
- Continuous Process Improvement
- Leadership and Engagement Coaching
- High Reliability Organization
- Organizational Change Management
- Revenue Cycle Improvement
- Supply Chain Optimization
- Strategy
- Technology

THE TEAM



Comprehensive academic credentials in public health, supply chain, public policy, operations, research, multiple engineering disciplines, and business management



Clinically trained and credentialed in nursing, physical therapy, and other clinical areas



Certifications in health administration, lean principles, and business administration



Experienced in applying private-sector best practices to the public sector

COMPANY INFORMATION

- Limited Liability Corporation
- Large Business
- NAICS
 - 541219 Other Accounting Services
 - 541611 Administrative Management and General Management Consulting Services
 - 541612 Human Resources Consulting Services
 - 541614 Process, Physical Distribution, and Logistics Consulting Services
 - 541618 Other Management Consulting Services
 - 541690 Other Scientific and Technical Consulting Services
 - 541990 All Other Professional, Scientific, and Technical Services
 - 611430 Professional and Management Development Training
- DUNS - 111367897
- CAGE - 3KVQ9

CONTRACT VEHICLES



Prime Contractor

Professional Services Schedule
SINs 874-1 & 874-7

Subcontractor

VA Transformation Twenty-One Total Technology (T4) Next Generation (NG) • Navy Seaport-e • GSA AIMS Schedule 541 • VA EPES BPA • CDC Global Data and Technical Assistance (G-DATA) BPA • CMS SPARC

DIFFERENTIATORS

- **Side-by-side** implementation approach with a focus on all levels of the organization
- **Deep bench strength** of more than 1,200 highly qualified personnel
- **Innovative solutions** that are comprehensive, customized, and sustainable
- **Efficient execution** as projects are completed on time and within budget
- **Successful teaming** with small and large organizations, including SDVOSB, VOSB, WOSB and other minority-owned small businesses

CONTACT

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