

Accelerating Change Requires Courage. How Courageous is Your Organization?

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Simple But Powerful Solutions That Produce Results has championed a central theme: **FOCUS (Strategy) + EXECUTION + LEADERSHIP = RESULTS**. In this issue, we suggest increasing **Courage to Accelerate Change**.

Building the *Courage* to Act

Healthcare leaders recognize that to thrive, not just survive, in the post-reform world they must be able to act quickly and effectively in the face of uncertainty. Responding to tougher challenges, complex arrangements, diminished resources, changing rhythms, and a faster tempo requires courage. Good plans are not sufficient; ***execution produces sustainable results***.

Being effective in this uncertain environment may require leaders to move their organizations beyond traditional practices. They may need to:

- Form partnerships rather than fostering adversarial relationships.
- Deploy new models of care.
- Adopt new technologies.
- Build and rely on a network of providers.
- Operate with a higher level of transparency and accountability.
- Foresee and mitigate risks.
- Make better use of limited resources, space and facilities.

Leaders have two choices to accelerate change when speed is essential:

- Help leaders, managers, and employees develop the courage and skills to act quickly and deliberately, or
- Implement at a pace that is comfortable to those most resistant to change

Which approach is required in your circumstance?

What is Courage?

Regardless of what happens with Obamacare, Healthcare Reform will gather speed and will require us to ask tougher questions about every facet of our business. No doubt, this will create fear and discomfort – for caregivers, patients, payors and for the CEOs, CFOs and other administrators who manage healthcare enterprises.

In a complex organization, Courage is ... ***the capacity to equip yourself and others to face new challenges, work through contentious issues, make your voice heard and execute change***. **How Does Increasing Courage Accelerate The Change that Produces Results?**

Courage flips the switch — and activates new thinking and unlocks the potential for new or modified ways to do things when:

- It seems scary.
- The “right” answer is not evident.

- Some influential stakeholders — who hold the success of the institution in their hands — are intent on resisting, rather than shaping, change.

Does *your* system have the Courage to execute change? To thrive, not just survive?

How Do We Measure Courage?

The **Courage Assessment** and associated strategy-execution and change management tools have been used for years by business and industry and healthcare organizations to aggressively execute game-changing strategies.

A **Courage Index**[™] uses a combination of on-line surveys and interviews to measure readiness for change throughout an organization, in specific operating units or at different levels of leadership and management. The index measures 5 key well documented change readiness factors:

- Purpose: ~ the clarity and strength of the compelling reason(s) to act
- Candor: ~ addressing the tough issues with transparency
- Rigor: ~ disciplined adoption of needed practices to ensure success
- Risk: ~ partnering with others to achieve desired outcomes
- Will: ~ dedication/tenacity to mobilize stakeholders

The Courage Assessment Will Tell Your Executives Whether Your Strategy Is...

- ...**articulated** well enough to inspire key opinion leaders in your healthcare enterprise ...
- ...**actionable** with practical initiatives and actions that tie directly to the intended result
- ...**achievable** based on the talent in your system and the courage to optimize their performance, and can be
- ...**accelerated** with orchestration that builds the courage to act

You can infuse the courage to lead change into the DNA of your entire healthcare system or into a small team that is leading change. Let us show you how.

Has Increased Courage Affected Performance?

Some examples of outcomes from the application of the Courage Assessment and related execution strategies:

- accelerated adoption of new patient scheduling systems in a network of hospitals in the SW USA – controlling costs while improving patient satisfaction.
- improved telephone follow-up with chronic patients, by increasing adherence to prescribed treatment regimens, with a new focus on “solving problems with patients and families” while driving adherence to treatment regimens and improving protocols and systems.
- integrated systems and practices in newly-merged consortium of healthcare enterprises.

Next Steps

To learn more about conducting a Courage Assessment please call 201 656 1004 or email ehindin@hhadvisors.com. More information about the newly created Courage Institute for Healthcare Leaders or the Courage Index assessment visit: [Courage Institute for Healthcare Leaders](#)



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