# Healthcare Organization Change Heat Map: Impact of Change on Stakeholders During COVID-19 Recovery Initiatives

## Problem/Background

Freudent Health and The Medical College of Wisconsin collaborated on COVID-19 organization recovery tactics. To successfully transition to a "new normal," thirty-five changes (including 18 performance improvement tactics) were implemented in 90-days, causing change saturation (more change than can be absorbed) and change collision (multiple changes piling up).

## Current State/Goals

Implementation of the 35 tactics requires a system-wide view of the changes and impact on stakeholders.

- **Goals:**
  - Create a heat map to identify stakeholders impacted by changes.
  - Utilize heat map to identify opportunities for efficiencies.
  - Determine where resources should be deployed based on stakeholder impact.
  - Identify opportunities to pace, sequence, or scope changes differently.

## Future State

- **Heat map represents 35 changes, 54 stakeholder groups, and 64,500 faculty & staff.**
- **Impact changes by stakeholder group are determined by stopping at a high, medium, or low impact rating based on 35 change impact variables.**
- **Change consultants use the heat map to capture the perspective of sponsors and leaders.**
- **Risk mitigation actions are implemented based on feedback.**

<table>
<thead>
<tr>
<th>Heat Map Details</th>
<th>Stakeholder Impact</th>
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</thead>
<tbody>
<tr>
<td><strong>90</strong> Options</td>
<td><strong>35 Changes</strong></td>
</tr>
<tr>
<td><strong>54 Changes</strong></td>
<td><strong>16,500</strong></td>
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## Results

- **34 of 35 changes were installed or implemented.** One final change remains on track for future implementation.
- **Leaders assigned resources to support the highest impacted groups (patients, physicians, nurses).**
- **Under-resourced stakeholder groups were highlighted and allocated support.**
- **Some changes were removed to modify pacing.**

## Key Learnings

- A view of the organization’s change portfolio enabled proactive management of resources including adjustment of the sequence and pace of changes for positive outcomes.
- Organizations can quickly and imperceptibly reach change saturation and collision when there is no high-level view of the entire portfolio.
- Visibility of the impact of changes across the enterprise and areas of opportunity in outcomes, processes, and performance.

## Sponsor Feedback

- "I’m changing how I lead my organization through it. It felt like a tsunami of change. Now I can see the whole picture."
- "We have other changes we are implementing too. This helps me figure out how to sequence projects to help my team implement."
- "The map and our conversation have been really helpful. It helps reduce anxiety."