

# Judge's Choice Poster Award

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



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### PROBLEM/BACKGROUND

Froedtert Health and The Medical College of Wisconsin established 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.

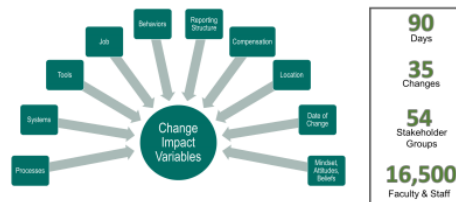
#### Goals:

- 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.

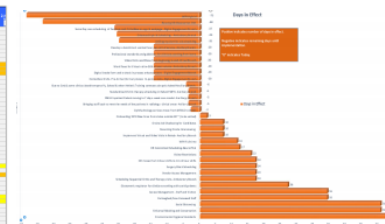
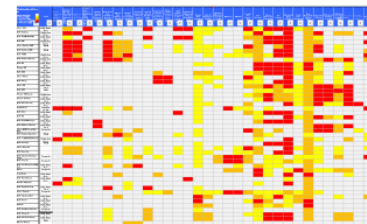
### FUTURE STATE

- Heat map represents 35 changes, 54 stakeholder groups, and 16,500 faculty & staff.
- Impact of changes by stakeholder group are determined by assigning a high, medium, or low impact rating based on 10 change impact variables.
- Change consultants vet the heat map to capture the perspective of sponsors and stakeholders.
- Risk mitigation actions are implemented based on feedback.

### OUR PRODUCT



90 Days  
35 Changes  
54 Stakeholder Groups  
16,500 Faculty & Staff



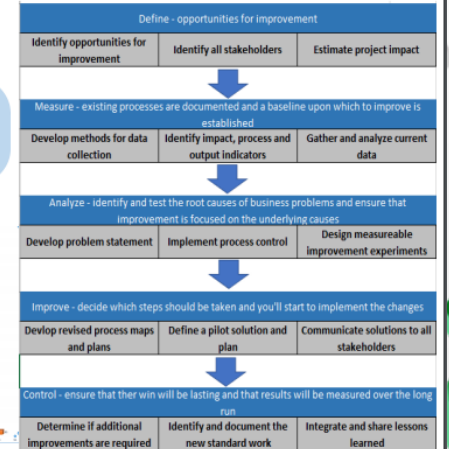
### RESULTS

- 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 reexamined 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 outcome, processes, and performance.

### ROADMAP



### 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."