

SYMPHONIC STRATEGIES

Seminar Series



LEADING THE FUTURE OF HEALTH

A Blueprint for Constructing Collective Action

Great Achievement and Great Strategies



Nelson Mandela
1918-2013

Increasing Complexity and New Opportunities

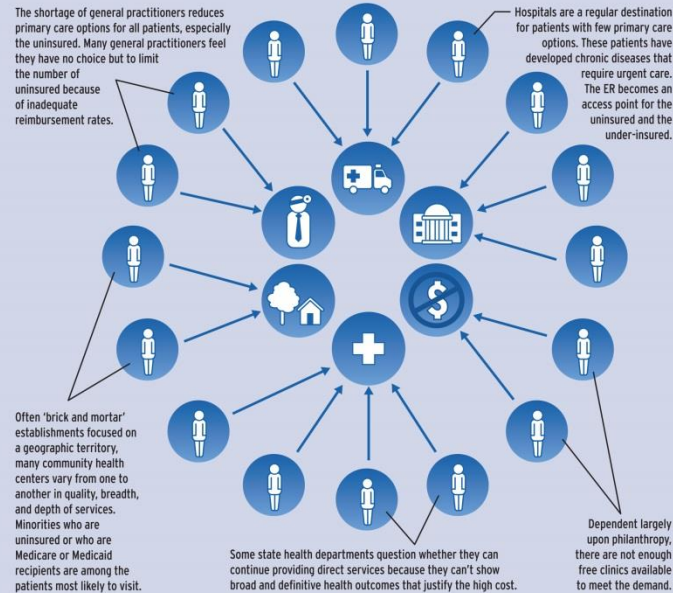


Understanding the Health Care Ecosystem

The Old-World System

The old world is a system of health care that is fragmented with the key players looking out for their own self-interest. It is a system that is disjointed and hard for patients to navigate. In this environment, the patient is last and access to affordable, quality health care is difficult for the poorest residents.

The shortage of general practitioners reduces primary care options for all patients, especially the uninsured. Many general practitioners feel they have no choice but to limit the number of uninsured because of inadequate reimbursement rates.



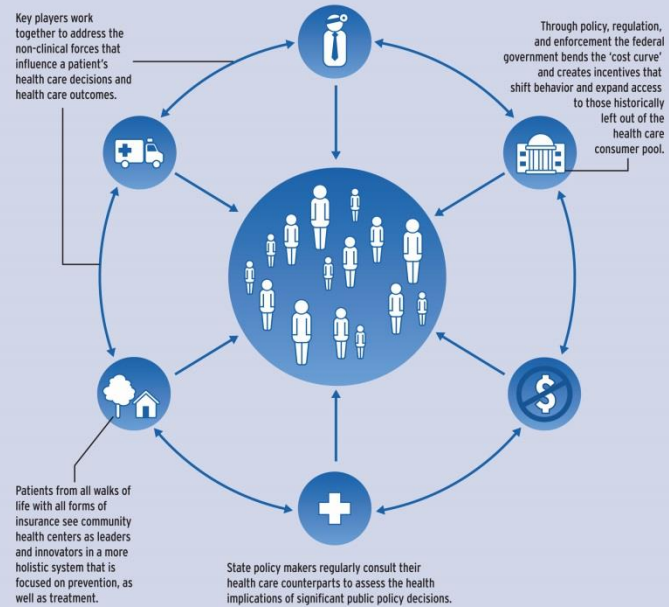
The New-World System

The new world is a system that levels the playing field for the patient, who now sits squarely in the center of the ecosystem. Most patients will have access to affordable insurance, and all patients are treated equally because all of the players in the ecosystem have a greater incentive to go after their business.

KEY PLAYERS

- PATIENT
- DOCTORS
- FEDERAL AGENCIES
- FREE CLINICS
- STATE HEALTH DEPARTMENTS
- COMMUNITY HEALTH CENTERS
- HOSPITALS

Key players work together to address the non-clinical forces that influence a patient's health care decisions and health care outcomes.



KEY ISSUES



RISING COSTS
There are storms brewing in the old world - driven by rising health care costs, fewer places for people to go to get primary care, increasing numbers of companies who can no longer afford Cadillac health care policies, etc.

CHRONIC ILLNESS
The rate of chronic illnesses and diseases that are preventable continues to increase, placing additional strain on a system already at capacity.



LEFT BEHIND
Some people in the old world are making their way to the new world. But, there will be people in the ecosystem who are left behind. They either don't see the need to change or they don't have a path to change.

KEY ISSUES



PREVENTION
The focus is on altering the system for patients in ways that prevent illness and curb chronic disease rates. Employers, government agencies, and insurance companies all support prevention as a form of primary care.

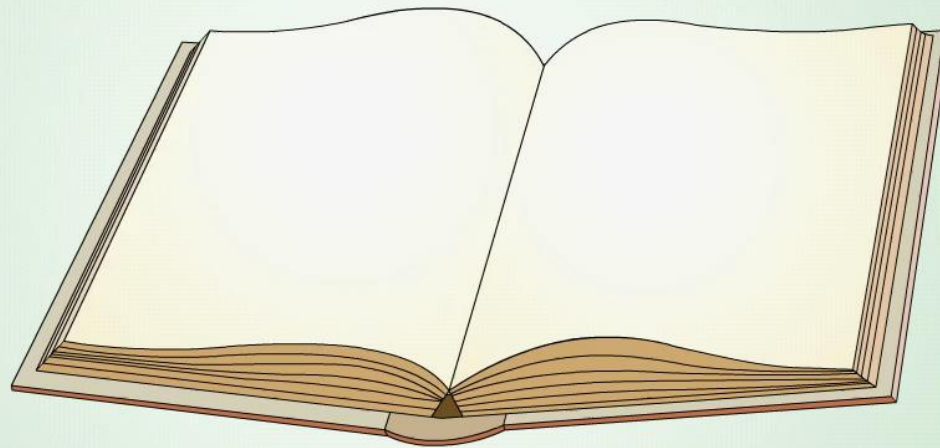


A HOLISTIC APPROACH
Our understanding of health expands to encompass mental health, as well as the role of family and friends on health care outcomes. Patients and their ecosystem are diagnosed and treatment is designed to be comprehensive and balanced.



GREATER COMPETITION
New business models that are customer focused and centered on providing innovation and exceptional services that differentiate your health center in the marketplace are a must.

About Us



The Symphonic™ Model



1 Symphonic Mindset. Develop a new way of **thinking** about leadership that is based on seeing the impossible, playing from the soul, and moving the crowd.

2 Symphonic Leadership. Develop leadership **behaviors** that inspire loyalty beyond reason.



4 Symphonic Strategies. Implement tactics and **strategies** that mobilize people toward extraordinary collective achievements.

3 Symphonic Performances. Design flexible **blueprints** that construct theaters that are conducive to collective action.

Playbooks



SYMPHONIC PLAYBOOKS

“Behind every great achievement, there is a great strategy.”

After years of research, observation, and practice we know what gets in the way of collective achievement. Each Symphonic Playbook consists of bundled sets of tactics and strategies we've designed to help you overcome these challenges.

CHALLENGES

THE FIT CHALLENGE	THE ENGAGEMENT CHALLENGE	THE CULTURE CHANGE CHALLENGE	THE COLLECTIVE CONVERSATION CHALLENGE
<p>1</p> <p>Problem: “Please help me...”</p> <p>...recruit people who are a good fit for us.</p> <p>WHAT WE DO:</p> <ul style="list-style-type: none"> -Define and quantify “fit” -Design tools to assess “degree of fit” -Assess fit and establish “fit profiles” -Analyze links between fit and performance -Monitor fit over time 	<p>2</p> <p>...identify practical ways to keep my people engaged.</p> <ul style="list-style-type: none"> -Quantify current engagement levels -Map the impact of engagement on behavior -Identify critical “engagement triggers” -Design engagement strategies -Monitor engagement over time 	<p>3</p> <p>...change the culture.</p> <ul style="list-style-type: none"> -Assess “cultural variance” -Map political and social “hot spots” -Anticipate likely forms of resistance -Design “transition strategies” -Measure change over time 	<p>4</p> <p>...engage a diverse audience in a focused conversation.</p> <ul style="list-style-type: none"> -Evaluate existing narratives and agendas -Anticipate “conversation blockers” -Map “conversational pathways” -Design conversation strategies -Facilitate complex conversations
THE STRATEGIC DESTINATION CHALLENGE	THE MOBILIZATION CHALLENGE	THE STRATEGIC EXECUTION CHALLENGE	THE COLLECTIVE IMPACT CHALLENGE
<p>5</p> <p>...figure out where we should be heading.</p> <ul style="list-style-type: none"> -Assess your current location -Identify viable destinations -Map your “strategic ecosystem” -Evaluate critical choices and decisions -Develop strategic plans 	<p>6</p> <p>...figure out the best way to communicate with people so it persuades them to act.</p> <ul style="list-style-type: none"> -Assess your current mobilization process -Identify “behavioral triggers” -Design “persuasion models” -Map key touch points -Design mobilization strategies -Monitor mobilization rates over time 	<p>7</p> <p>...ensure people understand our strategy, internalize it, and are acting on it.</p> <ul style="list-style-type: none"> -Assess your current process and outcomes -Isolate key disrupters -Anticipate and map “operational hazards” -Design “operational dashboards” -Monitor execution over time 	<p>8</p> <p>...document our impact and outcomes.</p> <ul style="list-style-type: none"> -Assess existing outcomes and impact -Identify “key performance indicators” -Map “opportunities for impact” -Design “impact strategies” -Monitor impact over time

Other Challenges: THE RETENTION CHALLENGE / THE STRATEGIC CHOICES CHALLENGE / THE SOCIAL INTERACTION CHALLENGE / THE LOW PERFORMER CHALLENGE / THE KNOWLEDGE TRANSFER CHALLENGE / THE EMERGING LEADERS CHALLENGE / THE EXECUTIVE LEADERSHIP CHALLENGE.

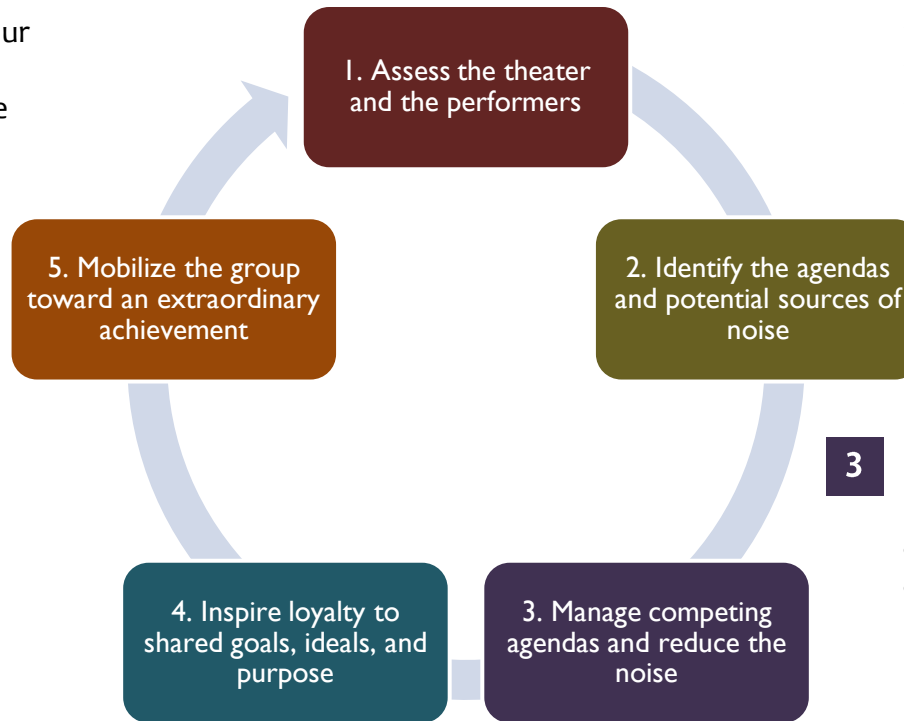
We have developed Playbooks to address 16 specific challenges to collective action and collective achievement. You can purchase a Do-It-Yourself Guide, you can let us teach you how to tackle a specific challenge, or you can hire us to work side-by-side with you on a specific challenge.

The Symphonic Performances™ Framework



1 Context matters. Human behavior is influenced by our environment. In most cases, our behavior is a response to our theater (context) and to those (performers) around us.

2 Identity matters. The context in which we perform and the individuals with whom we have to perform shape our social identity in powerful ways.



5 Achievement matters. Achieving something extraordinary with others is contagious and reinforces the value of collective action.

3 Interaction matters. The manner by which we negotiate our agendas is influenced by written and unwritten rules.

4 Loyalty matters. Loyalty affects everything else: motivation, effort, achievement, outcomes, and impact.

Context matters

The characteristics of the surrounding environment influence human behavior and collective action.



Example: EDIE (Emergency Department Information Exchange)

Before 2012, the context for collaboration and partnership in Washington was hostile and tumultuous. After a series of contentious battles, the State of Washington, the Washington State Hospital Association, the Washington State Medical Association, the Washington Chapter of the American College of Emergency Physicians, and others found a way to come together to implement a mandatory, statewide EDIE that appears to be improving performance and delivering results.

How to assess your theater and its performers

Step 1

Know your history

How has history shaped where we've been and where we are?

- Seminal moments
- Past battles

Tools: The Historical Timeline

Step 2

Observe the rules of the "game"

How are the rules communicated and reinforced?

- Written vs. unwritten
- Word choice
- Tone, emphasis, style

Dos and Don'ts List

Step 3

Pay attention to symbols and rituals

How are symbols and rituals used to convey meaning?

- Meaningful occasions, events, and activities
- Costumes and masks

Seasonal Calendar

Step 4

Listen to the narration

What messages are playing in the background?

- Cultural narratives
- Influential narrators

Contextual Storyboard

PROFILE



In an effort to reduce the number of patients who die, unnecessarily, due to infections acquired as a result of hospital visits, Johns Hopkins Hospital attempts to implement a simple, cost-effective solution—a checklist that reminded physicians to wash their hands.

But before doctors and nurses would embrace the intervention, they had to do some work to reconstruct the social context in which they interacted.