

Strategy Deployment for High Reliability Organizations

Achieve sustainable performance and organizational results through a comprehensive strategy deployment program.

Helping leaders create effective and aligned tactical implementation plans

By implementing a sustainable framework for deploying strategy, leadership teams have the ability to guide their organizations toward their unique long-term strategic objectives and intermediate goals. At the same time, key business processes and results are maintained and improved through systematic planning and organizational alignment.

The importance of alignment

When systems are not fully aligned, goals are not fully connected and the organization may be balancing too many priorities, leading to confusion and inefficiencies.

60%

of organizations have a poor strategy deployment process

90%

of organizations are ineffective in deploying strategy through all layers of the organization

Strategy deployment sets the pace of growth, improvement and innovation for an organization

A robust strategy deployment practice begins with connecting an organization's vision with its long-term strategy to identify targeted key goals and objectives to be achieved each year of a strategic plan. An organization must look at annual improvement priorities, who is responsible for those priorities, how these goals will be aligned across the organization and progress measured.

Effective strategy deployment involves all levels of an organization

Successful strategy deployment is dependent upon an enterprise-wide alignment of goals, initiatives, metrics and bi-directional communication to drive breakthrough goals and operational outcomes. In order for an organization to operate efficiently, an effective strategy deployment process must be in place and include the following across the entire organization:

- Appropriate goal setting and alignment across the organization
- Innovative thinking and problem solving
- Visibility and ability to track strategy processes and progress
- Effective communication between leadership, managers and project teams
- Process ownership and involvement of all departments within the organization
- Organizational focus and follow through on processes, not results
- Sustainable results
- Respect within the workplace

Building a management systems infrastructure to deploy improvement plans

Deploying management systems grounded in high-reliability principles provides the infrastructure for executing organizational strategy and sustaining the results of improvement. Built upon annual improvement plans, executive and workforce alignment, dashboards, huddles, and executive rounding and coaching, Vizient provides proven experience in successful management systems development and implementation for sustainable culture change and organizational efficiencies.

Vertical alignment and integration

Strategy deployment involves a management process that aligns, from top-down and horizontally, the organization's activities related to its strategic objectives. A dialogue is established between senior managers and project teams – known as “catchball” – to ensure all aspirations are understood and team members are apprised of the primary goals and all continuous improvement activities, both large and small. The catchball process is a critical part of strategy execution, cascading goals and objectives top-down, while aligning people across functions and hierarchical levels of the organization.



Vizient experts

With more than 150 years of experience in strategy deployment and high reliability coaching and consulting, Vizient advisory specialists will work with you to identify your organization's unique needs and develop a strategy for enterprise-wide improvements for sustainable results.

“Our organization struggled with determining which strategic priorities should be deployed at the entity level and how the priorities were truly aligned with the overall goals of the system. Vizient helped our organization align at the system level and determine the “vital few” priorities, which has helped our organization focus on the right things at this critical time in our industry.”

Kelly Corbi, MBA
President, MelroseWakefield Healthcare
Executive Vice President, Tufts Medicine

 To learn more, please contact reliability@vizientinc.com.

Vizient Strategy Deployment solutions

Strategy Deployment Implementation and Coaching

Assess and evaluate the effectiveness of strategy deployment throughout your organization. Align mission, vision, and values with breakthrough strategies and achieve market specific insights with Sg2 analytics. Improve your management systems through coaching and establish annual improvement priorities to sustain results. Establish process and results metrics, and a review process throughout the organization.

Strategy Implementation Office Establishment and/or Improvement

Improve and increase the reliability of organizational strategy year over year by building or enhancing your Strategy Implementation Office (SIO). Define the value-added activities and roles needed to facilitate, execute, and improve the strategic planning process.

Management Systems Deployment and Coaching for High Reliability

Improve your overall management system that will fuel and sustain high reliability. We will help your organization improve:

- Leader standard work
- Standard work
- Visual management
- Daily management
- Problem solving
- Effective coaching practice

Vizient Safe and Reliable Healthcare

Vizient's Strategy Deployment consulting solution is a component of **Vizient Safe and Reliable Healthcare**, a comprehensive solution that partners with organizations on their high reliability organization (HRO) journeys. We ground our integrated suite of consulting, analytics, professional development, and technology offerings in high reliability principles, with a focus on strengthening culture, knowledge, learning, leadership, and management systems.

As the nation's largest member-driven healthcare performance improvement company, Vizient provides solutions and services that empower healthcare providers to deliver high-value care by aligning cost, quality and market performance. With analytics, advisory services and a robust sourcing portfolio, we help members improve patient outcomes and lower costs.