



### **Strategic Decision Making**

There is perhaps more uncertainty in where your health care organization is headed today than at any other time in recent memory. Yet major decisions still need to be made. Should you construct a new hospital wing or establish a health care home? How will federal health care reform affect your organization? What are all the implications you need to consider so you are less likely to make a costly mistake?

We can help you gather the information and insights needed to make your strategic planning process easier, faster and more effective through Professional Partnerships, the consulting arm of the Institute for Clinical Systems Improvement (ICSI). Our staff is certified to use an Implications Wheel<sup>®</sup> tool that enables strategic exploration of an issue before concrete strategic planning begins.

### **An Approach for Today**

Most senior executives today have been trained in “cause and effect linear thinking,” and make decisions by looking at the chain of events they expect to happen. Today’s world doesn’t work that way. Change affects the world like ripples in a pond.

The Implications Wheel<sup>®</sup> uncovers issues that usually remain hidden. It enables decision makers to get a larger view of possible events over a longer horizon of time. As a result the tool can:

### **The Implication Wheel<sup>®</sup> approach:**

1. Enlists teams of diverse stakeholders for strategic exploration
2. Focuses team efforts on finding and evaluating long-term possibilities of a planned change
3. Creates a map of possible implications which shows connectivity of the implications
4. Identifies significant implications through a scoring system

- Uncover the potential impact of decisions, changes, or ideas before they occur.
- Reduce uncertainty by:
  - Identifying opportunities well before they happen.
  - Spotlighting potential negative unintended consequences.

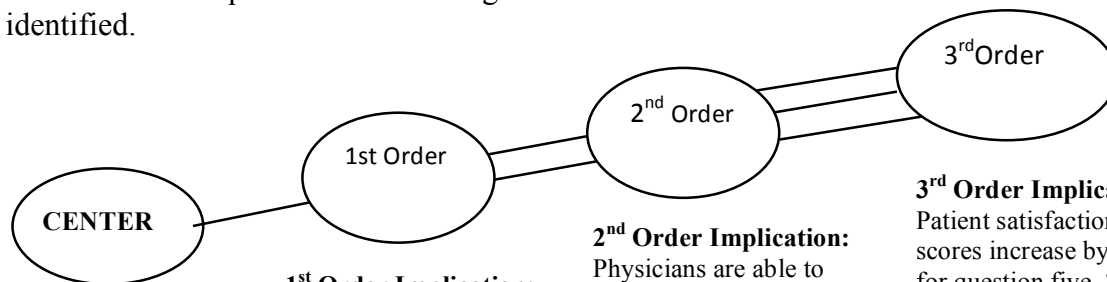
### **Taking You Through the Process**

Once we know your strategic desire, our certified facilitators will work with you to apply the four components of the Implications Wheel<sup>®</sup>:

- Leadership-provided direction to determine the issue or triggering event (the “Center”)
- Exploration to identify the multitude of possibilities (implications)
- Valuation (scoring) to identify the significant implications

- Decision strategies and implementations that create actionable tasks

In other words, the key question (or center) is identified. This center, much like a stone tossed into a pool of water, lays the foundation for identifying numerous implications (or ripples) and how they might sequentially play out over time. There could be numerous implications stemming from the center of the Implications Wheel®. Below is just one “spoke” that might stem from the key question of, “What are the implications of implementing Advanced Access principles to reduce delays and cycle times.” These are then scored for significance and implementation strategies are identified.



**Keynote Question:**

What are the implications of implementing Advanced Access to reduce delays and cycle times?

**1<sup>st</sup> Order Implication:**

Physician panel size decreases by 10%.

**2<sup>nd</sup> Order Implication:**

Physicians are able to spend five additional minutes with their patients

**3<sup>rd</sup> Order Implication:**

Patient satisfaction survey scores increase by 30% for question five, “Would you recommend?”

**Benefits**

By addressing the possible implications to your planned strategic action, this service can:

- Help you identify and avoid costly implications to your actions
- Greatly enhance and speed up your decision-making process
- Increase your ability to get your strategic action approved internally
- Increase the likelihood that you’ve made the right decision and your action succeeds
- Save your organization money in both the short- and long-run.

**For More Information**

No matter what kind of health care organization you are, if you’re considering an important decision, and need a certified source for help, contact Lynette Wheelock, Director, ICSI Professional Partnerships, at [Lynette.Wheelock@icsi.org](mailto:Lynette.Wheelock@icsi.org), or (952) 814-7090.

**About ICSI Professional Partnerships**

ICSI Professional Partnerships offers providers, health plans, employers and policy makers clinically proven services, unique collaborative processes, and innovations required by organizations to redesign their care delivery and payment

models. It is the consulting arm of ICSI, a non- profit, independent organization that serves 50+ medical group and hospital members in the Upper Midwest. Sponsored by six health plans, ICSI is a leading collaborative driving health care system transformation at the national level. [www.icsi.org](http://www.icsi.org).



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