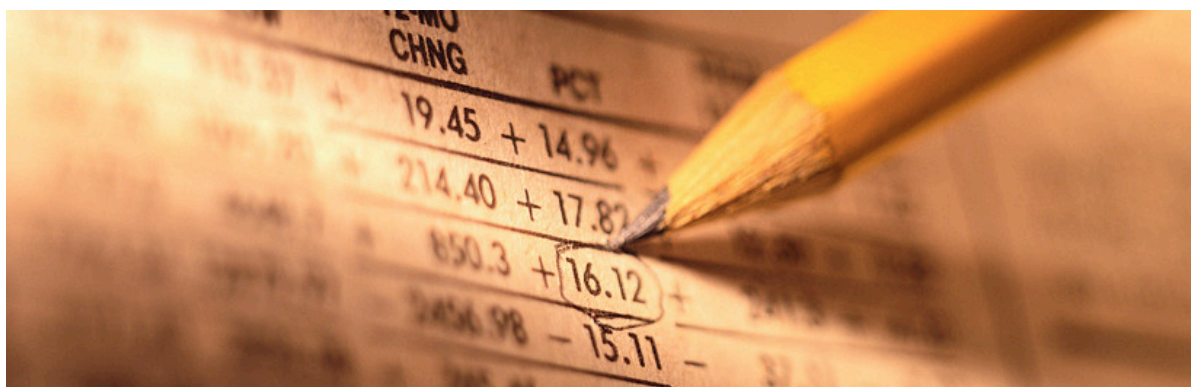


Organizational Capacity for Change

Christopher E. Johnson, Principal Investigator



PROJECT DESCRIPTION: The focus of this project is to measure the level of organizational capacity for change (OrgCap), this is accomplished through evaluating multiple interventions that the participating organization's identify. This allows for discovery and analysis of the two-way relationship between OrgCap and transformative change, and the contributions of OrgCap and other factors to continuing, multiple transformation efforts. Project goals include:

1. Determining the relationships among transformational interventions and existing strategies and priorities?
2. Analyzing the level of OrgCap in the organization before, during, and after a transformational effort?
3. Exploring how one transformational effort affect the OrgCap for other transformational initiatives?

HOW THIS PROJECT IS DIFFERENT: This project seeks to determine the organizations ability to manage multiple projects simultaneously, and measures key dimensions relating to an organizations ability to do so. This project also provides a wide scope of initiatives to be analyzed. One of the participating organizations is pursuing broader strategic initiatives while the other is focusing on initiatives instrumental to future success. In addition, this project will help to identify areas within the organization that may be constraining it from realizing success with transformational initiatives.

POTENTIAL MEMBER COMPANY BENEFITS:

- Comparison of profiles among partners

- Informed decisions about the timing and selection of transformation projects based on what we learn from profile/transformation matches
- Decisions about the continuation or contraction of specific transformation efforts within specific programs, teams or entire system
- Evidence-based management decision maps related to transformational efforts
- Benchmarking

MILESTONES ACHIEVED TO DATE: Scope of study has been defined; Key contacts for qualitative study identified in both health systems, 150 interviews conducted between the two participating health systems; data from interviews entered, coded and analyzed; validity testing of the quantitative survey instrument completed; health system specific survey question for each organization developed; two rounds of surveys collected at TCH, and one round of surveys collected at THR. Reports on initiatives have been completed and sent; reports on all completed surveys have been completed and sent; reports relating to latest rounds of qualitative interviews are forthcoming. Next steps involve additional rounds of surveys to be sent to each organization, as well as completion of qualitative components including coding and analysis.