

# Sustaining Studer

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**PROJECT DESCRIPTION:** This project focuses on if, why, how well, and how long a leading managerial innovation works. More specifically the purposes are:

- to specify the science of the StuderGroup approach, “Hardwiring Excellence” (Studer, hereafter), and its linkages to improved patient satisfaction, employee engagement, quality outcomes and financial results;
- to assess from a 360 degree perspective the degree to which key processes of Studer have been attained in the organization; and
- to identify important factors contributing to sustainability and optimization of Studer for the health system.

**HOW THIS PROJECT IS DIFFERENT:** The published research on Studer has focused on results, but like much health management research, most falls short of meeting scientific standards for study of evidence-based interventions. This work develops and applies a complex adaptive systems (CAS) derived framework that attends to factors and relationships among them across multiple levels and units within the system. It also addresses variation in duration of use and impacts of individual and organizational variables.

**POTENTIAL MEMBER COMPANY BENEFITS:**

- Knowledge of the current degree of penetration of Studer processes within the system

- Understanding of the roles of specific organizational technologies in sustaining and optimizing the Studer approach

**MILESTONES ACHIEVED TO DATE:**

- Gaining cooperation of all leader interviews and completion of over two-thirds of 31 leader interviews
- Design of a valid and reliable Studer-specific survey of staff to assess organizational climate and Studer use
- Analysis plan for secondary data on employee satisfaction and patient satisfaction
- Design of research proposals for expanding the research to other sites employing Studer