

HEALTHCARE

BUSINESS ACUMEN
FOR HEALTHCARE ORGANIZATIONS



HEALTHCARE

“We’ve been able to reach a significant number of people with Zodiak—a program that enabled us to explain financial concepts to nonfinancial people. It’s a difference that’s a benefit to the patient and to the bottom line.”

— Premier Health Partners

A Powerful Organization-Wide Approach to Strategy Execution and Achievement of Results

The hard truth: A hospital's strategies drive the achievement of financial results. Yet, if people fail to grasp, commit to and take action to make those strategies succeed, they are certain to fall short of expectations.

It's just that simple. And that complex.



The world of healthcare is changing faster and faster. Today, providing high levels of quality patient care must occur amid a whirlwind of issues—from healthcare reform, capital expenditures and physician shortages to readmission penalties, Medicare/Medicaid reimbursements, mergers and acquisitions, and more.

Too often, leaders, managers and staff fall back on what worked in the past. They deny. They resist change. With so many challenges swirling around them, many feel overwhelmed, confused, angry or sad. When keenly attuned to these external and internal factors, senior leaders have more than enough incentive to pursue new strategies, new initiatives and a new vision.

Paradigm Learning has the industry-focused tools, systems and solutions to make that vision a reality.

Your people need to become focused, engaged, positive and energized for your organization to go from where it stands today to where you need it to be tomorrow. Bridging this gap is the key to successful strategy execution.

We can help you get there.

Zodiak Simulation: A Powerful Business Acumen Approach

Paradigm Learning works with healthcare organizations to encourage and empower people by improving their business acumen. Our multistep process ensures that they clearly understand the common issues that leaders within the industry face every day, as well as the uncommon circumstances that are unique to your hospital. When staff at all levels receive help in becoming aligned with your strategic and financial goals, and learn where they fit into the big picture of success, they can—and will—take quicker, more effective actions in support of the bottom line.



Our solutions drive well-defined strategies of senior leaders into the organization for effective execution. At the heart of the approach is **Zodiak®: The Game of Business Finance and Strategy for Healthcare Organizations**—a one-day, customized learning experience for hospitals, tailored to the nuances of each organization and its business strategies.

*During the **Zodiak experience**, an engaging hospital simulation closely connects learning to critical healthcare issues. This story-driven approach, using game boards and iPads, is fun, fast-paced, relevant and action-oriented. It's an experience that fuels a dramatic shift in mindset even while the session is in motion—a process that helps learners visualize doing things in different ways than before. It challenges their thinking, leads them to understand organizational strategies in a new way and guides them to develop a plan (Z-Plan™) that will incorporate new behaviors and decision-making approaches back on the job.*



Z-PLAN™

The **Zodiak experience** significantly elevates learners’ understanding of the healthcare environment and commitment to the vision and strategies of the organization. It also inspires the development of new thinking and new behaviors. But the key to success is the translation of this new energy into action when learners return to work. As part of the overall business acumen methodology, learners are introduced during the one-day session to a unique planning and decision-making approach (the Z-Plan) that will be extended into the workplace. The Z-Plan is designed to be supported by customized “post-session” tools and coaching. Customized in partnership with clients, the Z-Plan implementation and follow-up processes quickly generate real action in the workplace to bridge the gap from insight to results.

A Methodology for Developing Business Acumen to Achieve Results

Paradigm Learning works to help turn your organization’s strategies into the day-to-day actions you want—to get the results you need. By engaging multiple levels of managers and employees with a tailored solution, at the right time with the right messages, we’re able to align your people and provide them with the processes and skills that translate to desired outcomes. Breaking down silos and getting staff to go beyond traditional ways of doing things happen when these realities are addressed, critical objectives are clarified, and new practices and behaviors are introduced that allow everyone in the workplace to quickly get on the same page.

It’s a comprehensive, customized systems approach that’s greater than the sum of its individual parts, and it is held together by each step in our methodology:



1. **THE EXECUTIVE PERSPECTIVE: SENIOR LEADERS’ STRATEGY CLARIFICATION AND EXPECTATION SETTING.** Prior to the customization of materials for the Zodiak experience, we solicit input from executive managers regarding their vision for the hospital, defining key strategies and financial goals, and guiding discussions on strategy messaging and other criteria that surround the business-acumen implementation. This could include one-on-one interviews, senior management strategy clarification sessions or both.
2. **TARGET AUDIENCE ASSESSMENTS.** We work with you to determine the best assessment approach for targeted learners related to business acumen issues, including current understanding of key strategies and financial concepts. This could include online surveys, phone interviews or both.

3. **ZODIAK LEARNING EXPERIENCE MATERIALS' CUSTOMIZATION.** We work with a team of subject matter experts (SMEs) from your organization to zero in on the learning exercises, customized materials, and the pre- and post-behavior indicator profiles, processes, tools and resources required to leverage the learning experience. Customization occurs over several weeks, moving from an initial meeting to phone interviews and throughout the process from concept to completion.

4. **FACILITATOR PREPARATION.** Paradigm Learning healthcare consultants will deliver all sessions. Prior to each session (if required), the facilitator(s) will participate in a phone discussion with the key project leader(s) to discuss logistics, audience composition and any supplemental information necessary to ensure that the experience is impactful for all participants.

5. **ZODIAK SIMULATION SESSIONS.** Sessions will be conducted for groups of 12 to 24 participants (three to four learners per learning station) over the course of an eight-hour time frame (typically delivered in a single day or two half-days). The Zodiac simulation engages learners in a realistic but fictional storyline, in which they assume roles as part of the new executive team at Zodiac Hospital. Game boards, iPads and other materials guide the action. During the simulation, teams are challenged to implement new patient-care, staffing, resource-management and investment strategies that will improve financial results amid a climate of unforeseen risks and unpredictable events.

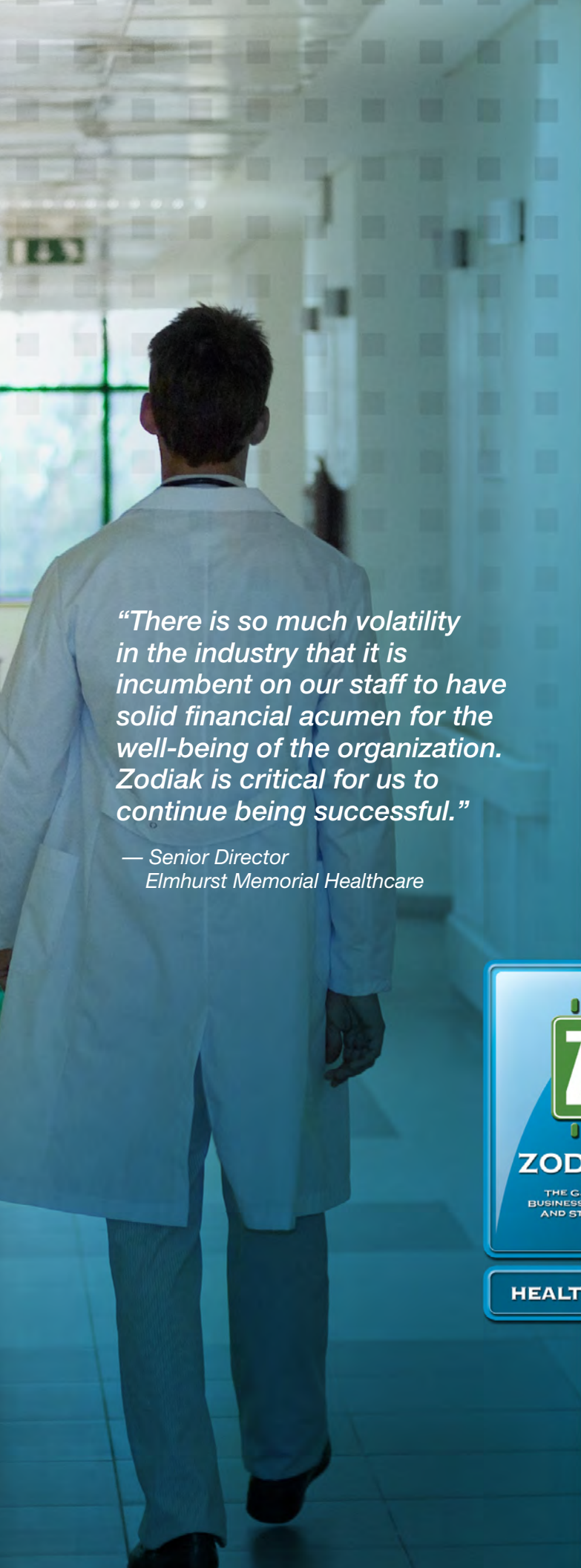
As a result, learners make connections from the simulation to their own organizations and departments, drawing on personal experiences. At the end, they are ready to explore ways to implement new ideas and best practices back on the job.

6. **POST-SESSION Z-PLAN REINFORCEMENT, TOOLS AND RESOURCES.** After the session, learners receive follow-up reminders, reinforcement and coaching (as determined in consultation with your organization) to drive timely implementation of their Z-Plans. These reminders may take the form of emails, online portals/tools, one-on-one or group coaching sessions, and other tools and resources as needed or a combination of several of the preceding.



Although using all the steps in this process is generally recommended for maximum results, Paradigm Learning will work with you to determine the need for and extent of all components.

7. **EVALUATION AND EXECUTIVE MANAGEMENT REPORT.** Within three to six months of the Zodiac learning event(s), Paradigm Learning will conduct Z-Plan implementation evaluations, compiling quantitative and qualitative results from learners about their comprehension of hospital strategy, patient-care objectives, financial goals and other business imperatives, as well as progress and results related to Z-Plan actions. Evaluation processes can include online surveys, observation of individual plan presentations to managers and/or senior leaders, critical incident interviews with learners or their managers, or a combination of two or more of these strategies. The findings are presented to your senior leadership via a face-to-face meeting.



“There is so much volatility in the industry that it is incumbent on our staff to have solid financial acumen for the well-being of the organization. Zodiac is critical for us to continue being successful.”

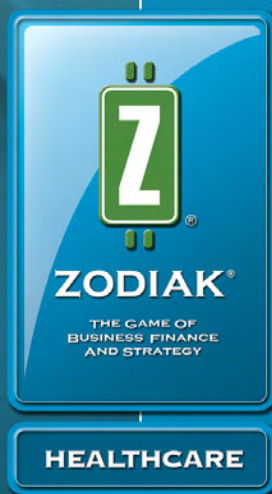
— Senior Director
Elmhurst Memorial Healthcare

Solutions for Engaging Staff in Strategic Execution and Bottom-Line Results

What worked in the past is no longer relevant for success in the future. In its place, new thinking is emerging as the underlying force for a quantum shift in healthcare leadership. Paradigm Learning’s business acumen solutions help senior leaders ensure the engagement of staff at all organizational levels around new strategic initiatives and financial imperatives.

Isn’t it time to develop an organization-wide focus that integrates patient health and financial health to drive success? Contact us to learn more.

Business Acumen for Healthcare Organizations





ParadigmLearning.com

For 20 years, **Paradigm Learning** has been a leader in helping client organizations align employees around their strategic vision and develop the business-critical skills needed to execute on that vision.

Along the way, we have designed award-winning business games, simulations and Discovery Maps® that engage employees, accelerate learning and create new behaviors on the job. Our flagship business acumen development solution, **Zodiak®: The Game of Business Finance and Strategy**, has been implemented with over one million managers and employees worldwide. In addition, our powerful discovery learning approach has been used to address leadership accountability, project management, team effectiveness, talent leadership, change implementation, employee orientation and more.

In healthcare, we work with hospitals and health-related businesses to drive strategic execution and financial results through the engagement and development of people. To learn more about our unique solutions for healthcare organizations, call **727.471.3170** or visit **ZodiakHealthcare.com**.

