

*Accelerating decision-making with dynamic group processes and state-of-the-art systems.*

## Case Study

### Mercy Health System

“Our success depends on the ability of all Mercy Health System colleagues to support the objectives set forth by our strategic plan. The Concept System<sup>®</sup> provided information from colleague focus groups essential to developing a plan that addresses issues deemed important to the future success of the system by those who contribute to that success.”

Mark T. O’Neil, Jr., CEO of Philadelphia’s Mercy Health System

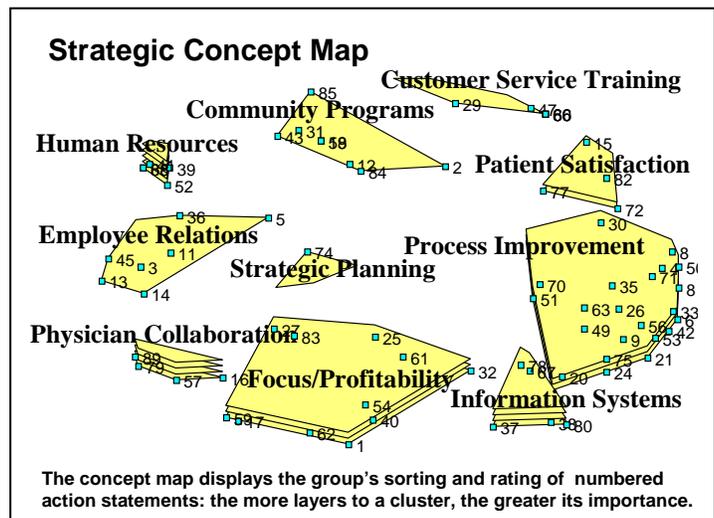
Mark O’Neil wanted to begin a dialogue with his stakeholders regarding the future of the Mercy Health System (MHS). Little did he suspect that the ensuing Concept System<sup>®</sup> focus group study would provide much more: the detailed foundation for a long-range plan.

### The Concept System<sup>®</sup>

Over a two-day period, focus groups met and contributed 372 statements describing specific actions MHS needed to take to fulfill its mission and excel as a community-based health system. Prism and MHS analyzed the results to eliminate redundancy.

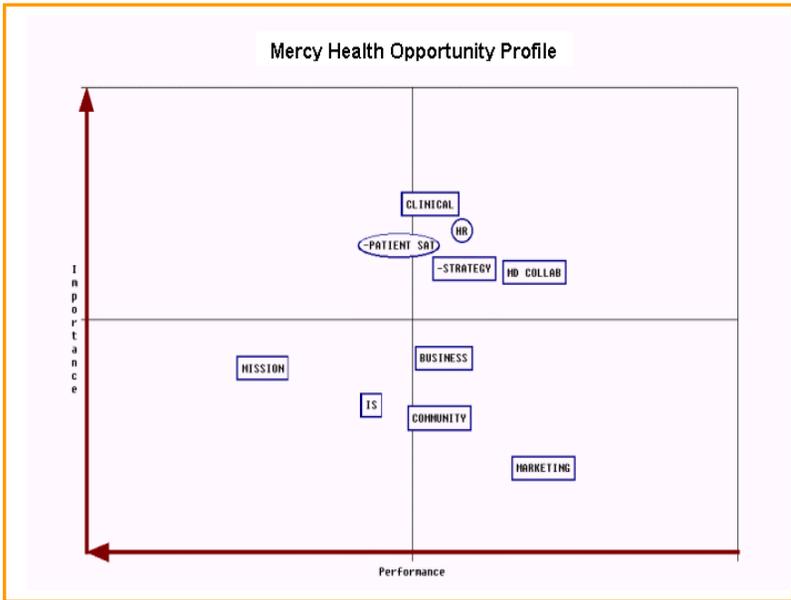
Ten MHS colleagues volunteered to sort the final set of 90 action statements into named clusters.

The focus group participants rated the importance of each action statement. Powerful algorithms within the Concept System<sup>®</sup> analyzed all participant sorting and rating data. The resulting concept map defined 10 clear strategic clusters in order of priority. (See Map above.)

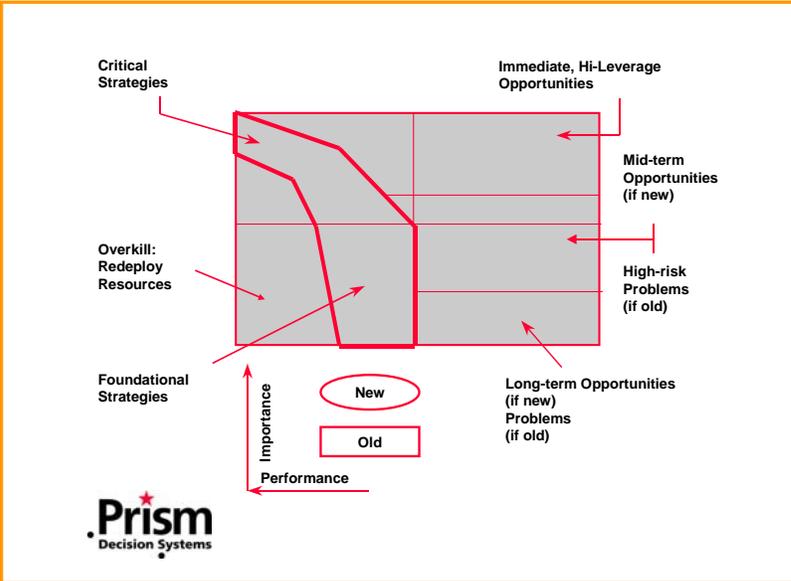


### CoNexus<sup>®</sup>

The Mercy Health executive team used the strategic concept map developed by the focus group participants as a key input into their strategic planning retreat. They reviewed the strategies, modified some, combined others and added a few. The team then voted the CoNexus<sup>®</sup> opportunity profile to agree to five high-leverage,



high-impact strategies that would become the organization’s immediate priorities and that would drive the subsequent year’s operating plan (see left). And they had a great jump on implementation planning—the detailed action statements from the Concept System® study supported each of the five priority strategies. They emerged from the retreat ready to hit the ground running.



**Profile Interpretation**

The executive team used the CoNexus® radio response keypad system to assess each of the ten strategies in terms their importance to the Mercy Health System’s great success, current performance and whether the strategy was old or new. Their voting results were displayed in the “opportunity profile” (upper left). As the profile interpretation (left)

suggests, MHS had five high-leverage opportunities—that is, very important strategies that were currently under performing.