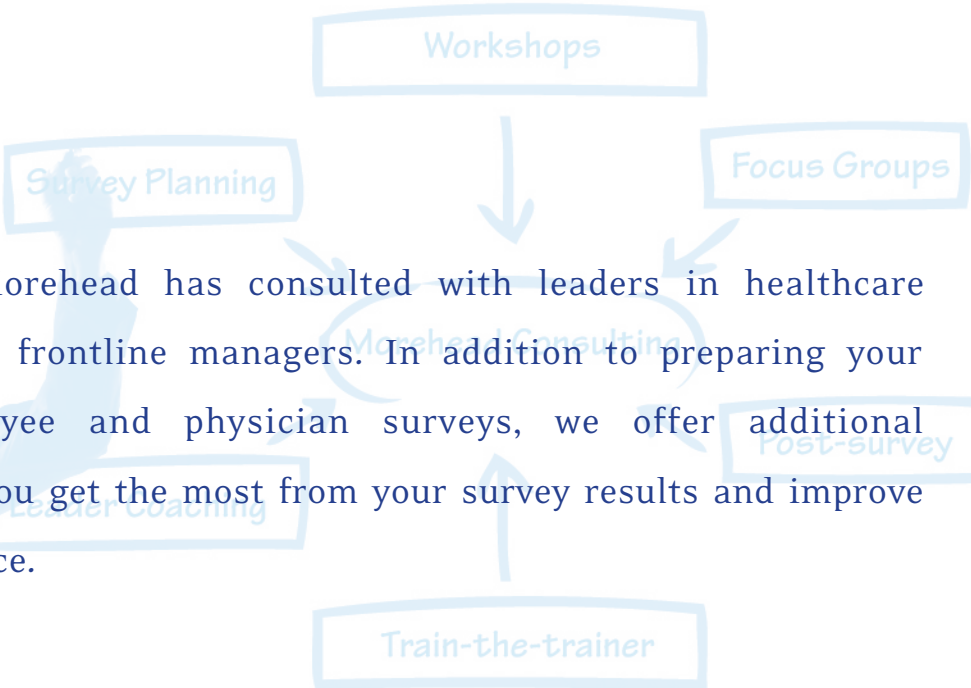


MOREHEAD

Performance Consulting Solutions



Morehead delivers human capital *surveys*, *metrics*, and *solutions* to help leaders make better decisions, retain talented employees, and drive the performance of critical outcomes.



For more than 30 years, Morehead has consulted with leaders in healthcare organizations, from CEOs to frontline managers. In addition to preparing your organization for its employee and physician surveys, we offer additional consulting solutions to help you get the most from your survey results and improve your organization's performance.

Morehead's performance consulting solutions, shown in Figure 1, provide a comprehensive approach for integrating surveys, customized analyses, and other best practices with your existing human capital strategy. This approach also allows your health system to make human capital metrics an integral part of your organization and to drive alignment and accountability.

This integrated approach includes:

- **Survey Planning and Strategy Consulting** enables us to integrate your survey with the organization's overall strategy and goals
- **Manager's Workshop for Feedback and Action Planning**, facilitated by Morehead consultants, provides work unit managers additional support for reviewing survey results, preparing them to share results with their employees, and developing work unit action plans
- **Train-the-Trainer Post-Survey Workshops** help prepare your Human Resources and OD professionals, or other designated trainers, to facilitate Morehead's Manager's Workshop for Feedback and Action Planning
- **Coaching for Leaders** is offered for leaders at all levels of the organization and can be conducted in-person or by phone to improve their leadership skills, including communication, goal-setting, and action planning
- **Focus Groups**, facilitated by Morehead consultants, help you gather additional qualitative employee feedback to get behind the data and determine the root causes of organizational issues
- **Goal Setting Consultation** provides a proven approach and customized guidance on system-wide, facility-level, and work unit goal setting for improving performance

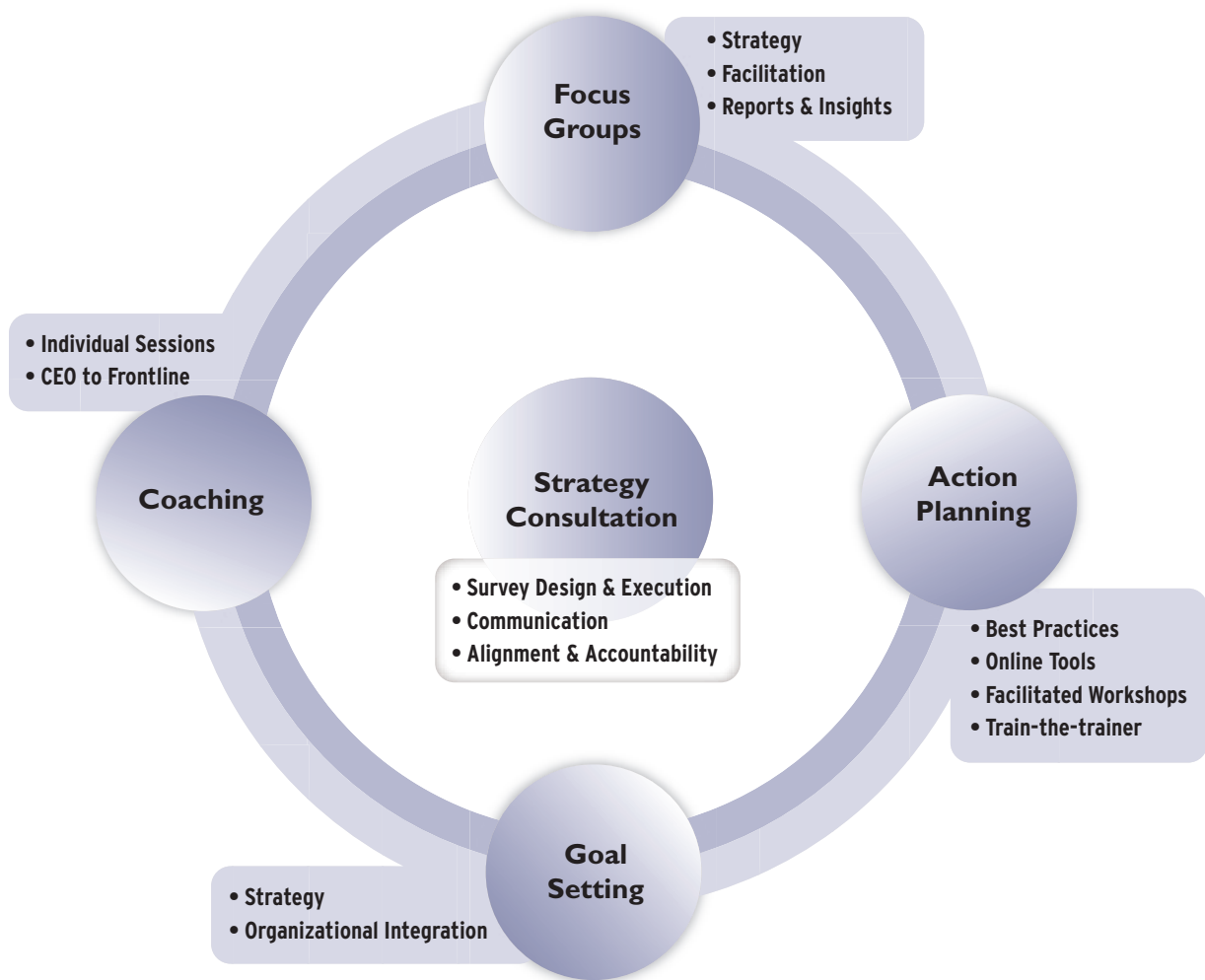


Figure 1 | Morehead’s Performance Consulting Solutions provide a comprehensive approach to improving your organization’s performance. We help you integrate your surveys with existing human capital metrics to drive alignment and accountability.

Survey Planning and Strategy Consulting

Surveys often represent a significant portion of an organization’s human resources budget. Planning and administering surveys also require a significant time commitment. Our experienced consulting staff engages with your senior management team, human resources leaders, and others who are responsible for survey programs and overall human resources strategy. By tailoring surveys and other solutions to your organization, we help you improve your return on investment and increase the effectiveness and efficiency of the employee feedback process.

While each consulting engagement is tailored to meet your unique requirements, the core areas typically addressed include:

- Interviewing key stakeholders in your organization to ensure the employee and/or physician survey is aligned with your needs and expectations
- Blueprinting the survey's focus, target participants, data to be used in the analysis, and overall survey timeline and milestones
- Monitoring survey activities against the blueprint and recommending adjustments, if needed
- Sharing best practices for:
 - communicating key messages to your leaders and employees about the survey project
 - maximizing response rates
 - facilitating manager orientation sessions
 - using Morehead's Survey Ambassador Program™
- Integrating your survey project with larger organization goals
- Reducing your staff's administrative tasks

Clients may also choose additional Morehead consulting solutions to address unique situations, including:

- Transitioning from other survey vendors or from less structured survey programs like internally developed opinion surveys
- Integrating Morehead survey data and other external data into existing dashboard metrics
- Combining data from merged or acquired organizations

After the survey administration period, your Morehead consultant will meet with you to help identify successes to celebrate and improvement opportunities to address in future surveys.

Consulting engagements are typically conducted using a combination of on-site sessions and WebEx sessions.

Manager's Workshop for Feedback and Action Planning

Morehead's consultants will facilitate meetings with a group of work unit managers to review the survey results, prepare them to share results with their respective employees, and develop the work unit action plans. We work with you to identify the work unit managers who should participate in these meetings.

Each workshop session is approximately one hour in length. A typical agenda includes:

- Analyzing work unit survey results
- Reviewing manager-focused survey items (e.g., strengths and concerns)
- Communicating objectively
- Handling negative feedback from employees
- Acknowledging positive results
- Using Morehead's Web-based Action Planning system
- Selecting priority items for action planning
- Generating possible solutions
- Completing the action plans
- Planning for follow-up
- Sharing best practices from other organizations and from other managers within your organization

These sessions prepare your managers to address any concerns or questions the managers may have in understanding survey results, communicating the results objectively, and creating goals and action plans.

Train-the-Trainer Workshops

Train-the-trainer sessions for the Manager's Workshop for Feedback and Action Planning prepares your facilitators to train work unit managers on Morehead's online action planning tools and process. Developing internal experts eliminates the additional cost of external facilitators and creates valuable organizational resources. Participants will be able to provide assistance to managers who need support with results analysis, effective communication of results, goal setting, and action planning.

The Train-the-Trainer Workshop can be conducted as a single four-hour session on-site session or as two WebEx sessions, each two hours in length.

Coaching for Leaders

Morehead's research shows that confidence in senior leadership is one of the key predictors of employee commitment. Coaching sessions provide an opportunity to develop leaders in an intensive one-on-one format. Coaching with senior leaders will help them sharpen their leadership style, improve communications, and develop high-performing teams.

Frontline managers are coached to further develop different aspects of relationships with employees, like communicating clearly, developing mutual respect, holding employees accountable, and enhancing teamwork. Experience has shown that improved relationships will boost productivity, quality, and the overall level of commitment among the team.

During the coaching sessions, Morehead consultants provide insights into the effective use of survey results to achieve systemic and work unit improvements. Our consultants work with senior leaders and human resources professionals to identify the appropriate candidates for coaching, the desired areas of focus for each coaching candidate, as well as the length and duration of sessions.

Coaching can be delivered on-site or by phone. Our consultants will work with you to design coaching engagements that meet your needs and budget. Each coaching session is 45 to 90 minutes, with a minimum of three coaching sessions for each person being coached. Additional sessions may be needed for multiple areas of focus or for leaders needing extra time.

Focus Groups

After employee survey results have been delivered, organizations often use focus groups to gather additional qualitative feedback from employees. These sessions help clients better understand organizational issues or dive deeper into specific facility, division, or work unit issues. Understanding the specifics behind an issue allows for targeted and effective action planning to take place, as opposed to acting on assumptions or generalizations.

Feedback gathered from employee focus group sessions also helps an organization or a manager focus on areas that are priorities. As a result, focus groups serve as an important step prior to taking action to ensure the appropriateness and success of the action planning initiative. Using an external resource can provide objectivity and a trusted sounding board in situations in which the organization's performance scores indicate a low level of trust, poor communication, or other leadership issues.

Prior to the sessions, Morehead will develop a customized discussion guide for your approval. We ensure that the focus group design aligns with the organization's culture and needs. In addition, we will make recommendations for employee participation, invitations, and other logistical components.

Each focus group session is typically 60 to 90 minutes, depending on the size of the group. We conduct four to eight on-site focus groups, depending on the project goals and scope. Following the sessions, Morehead will analyze the findings and prepare a written report or present findings to key leaders, making specific recommendations for action.

Goal Setting Consultation

As the adage goes, “What counts is what gets counted.” Years of research confirm that change and improvement initiatives are more likely to happen when they are supported by an established goal structure. The process of goal setting also encourages consistent action planning across an organization and motivates leaders and employees to engage in action planning.

Drawing on more than 30 years experience working with leading organizations, Morehead’s consultants provide best practices for establishing, monitoring, and achieving goals. They provide specific, customized guidance and recommendations on system-wide, facility-level, and work unit goal-setting. Our consultants ensure that your goals are aligned and integrated with your organization’s key metrics, providing a more holistic view of overall performance.

Our goal-setting consultation is based on these guidelines.

- Action planning is the most effective when it follows systemic and work unit trajectories
- At the systemic level, focusing on the key drivers of commitment/engagement that are unique for the organization (or a facility within the organization) increases the likelihood that employee commitment/engagement will be positively impacted
- At the work unit level, the best way to increase employee commitment/engagement is by raising the performance level of lower-scoring managers

Goal-setting consultation is delivered either on-site or via WebEx meetings. Our consultants work with you to develop a goal strategy and timeline tailored to your organization.

Summary

Morehead’s Performance Consulting Solutions help you make better decisions, retain talent, and drive the performance of critical outcomes like quality, patient satisfaction, and financial stability. We partner with you to create an engaged workforce, prioritize systemic changes, enhance work unit performance, and align employees and physicians with business strategies.

MOREHEAD

HUMAN CAPITAL



surveys



metrics



solutions



MOREHEAD
Know. Then Decide.™

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