

The next question asks what results leaders expect over the next five years if the organization continues as it is today. The findings below show that 54 percent of senior leaders believe results will be worse or much worse. More physicians and department directors than senior leaders said results will be the same or better. A majority of front-line supervisor managers, 63 percent, say they’ll be the same, better, or much better.

An organization that’s not aligned at the senior leadership level will certainly never be aligned on other levels. And the problems caused by the misalignment at the top will multiply as they cascade down through the hierarchy.

Organizational Assessment

If your organization continues as it is today (with the same processes, cost structure, efficiencies, patient care volume, productivity, and techniques), the results over the next five years will be:

		Much Worse 1	Worse 2	Same 3	Better 4	Much Better 5
Senior Leader	38.5	5	21	13	9	0
Physician	44.2	1	10	14	5	0
Department Director	43.0	7	59	57	30	0
Manager	46.1	7	107	125	63	5
Other	44.7	0	9	6	3	1
Total	44.4	20	206	215	110	6

* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100