

CASE STUDY



Executive Coaching

1. Company Overview:

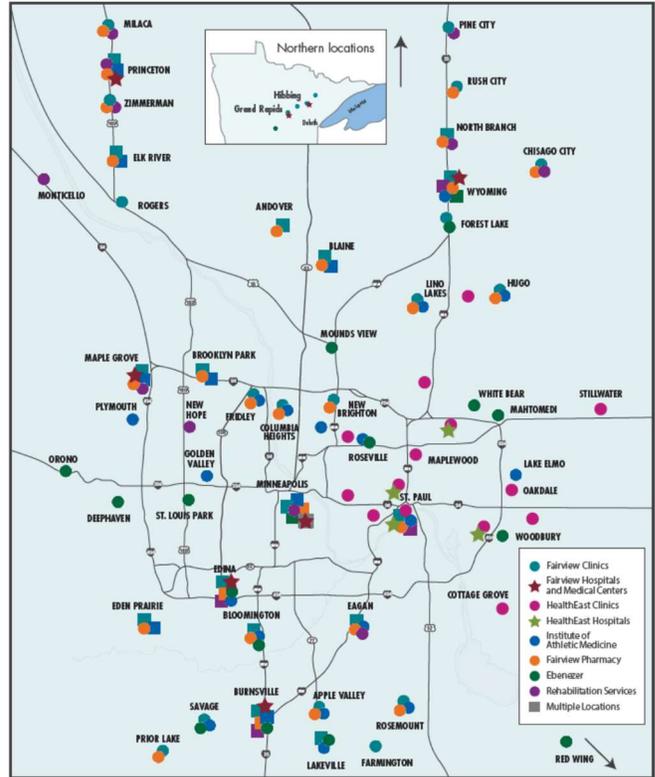
Fairview Health Services is a nonprofit, integrated health system based in Minneapolis, Minnesota. It provides health care across the full spectrum of health care services.

Key Figures:

- 32,000 employees
- 2,400 affiliated providers
- 12 hospitals and medical centers
- 56 primary care clinics, 100+ specialties
- 54 senior housing locations
- 36 retail pharmacies, specialty pharmacy
- Health plan, PreferredOne
- Transportation service
- USD \$5 billion revenue

Lean Story:

2017: After the combination with HealthEast, HealthEast's "Value Based Improvement" becomes "Fairview Operating System." Strategy deployment, A3 thinking and leader standard work are adopted by Legacy Fairview



2. Original Situation:

Strategy deployment with A3 thinking are the first two Lean systems adopted by legacy Fairview. Fairview executives do not have the knowledge and skills to use these two Lean systems. They cannot fulfil their teaching and coaching roles.



