

# Change Management | Shared Services Model Launch



### Situation

A national healthcare provider invested in a new operating model that included shared services for the entire organization. The shared services implementation would be phased-in over several years by transitioning one part of the operation at a time. The client’s change management team recognized the complexity and risks associated with the initiative and sought outside expertise.

The client’s change management team was responsible for integrating the shared services model with the organization’s existing business processes. As part of the plan, each regional center would be responsible for adopting the new model, and thus each region required tools, processes and information to be successful. The client wanted a repeatable, scalable change management plan that would be appropriate for each unit and region.

### Solution

SolomonEdwards provided a change management expert who guided the client by identifying gaps in the existing methodology, locating risks of the initiative, and recommending a framework with a focus on four key areas: strategy, structure, integration and competencies.

The recommendation included input from key stakeholders who would be impacted by the transition. With the solution defined, the consultant helped the client team build out the framework and successfully implement the new shared services operation.

### Results

The result was a successfully implemented shared services model that integrated with the client’s current processes. Users had a toolkit that included templates, readiness exercises, milestones, and roles and responsibilities analysis. The toolkit could be leveraged by each region, on its own timeline, adapted to the size and scope of the need.

The SolomonEdwards consultant also developed messaging and guided the client with Change Impact Forums that were used to socialize the plan to gain user buy-in.



**INDUSTRY:**  
Healthcare



**DEPLOYMENT:**  
Individual

**SERVICES:**



**Business Transformation**  
*Organizational Effectiveness*  
*Change Management*