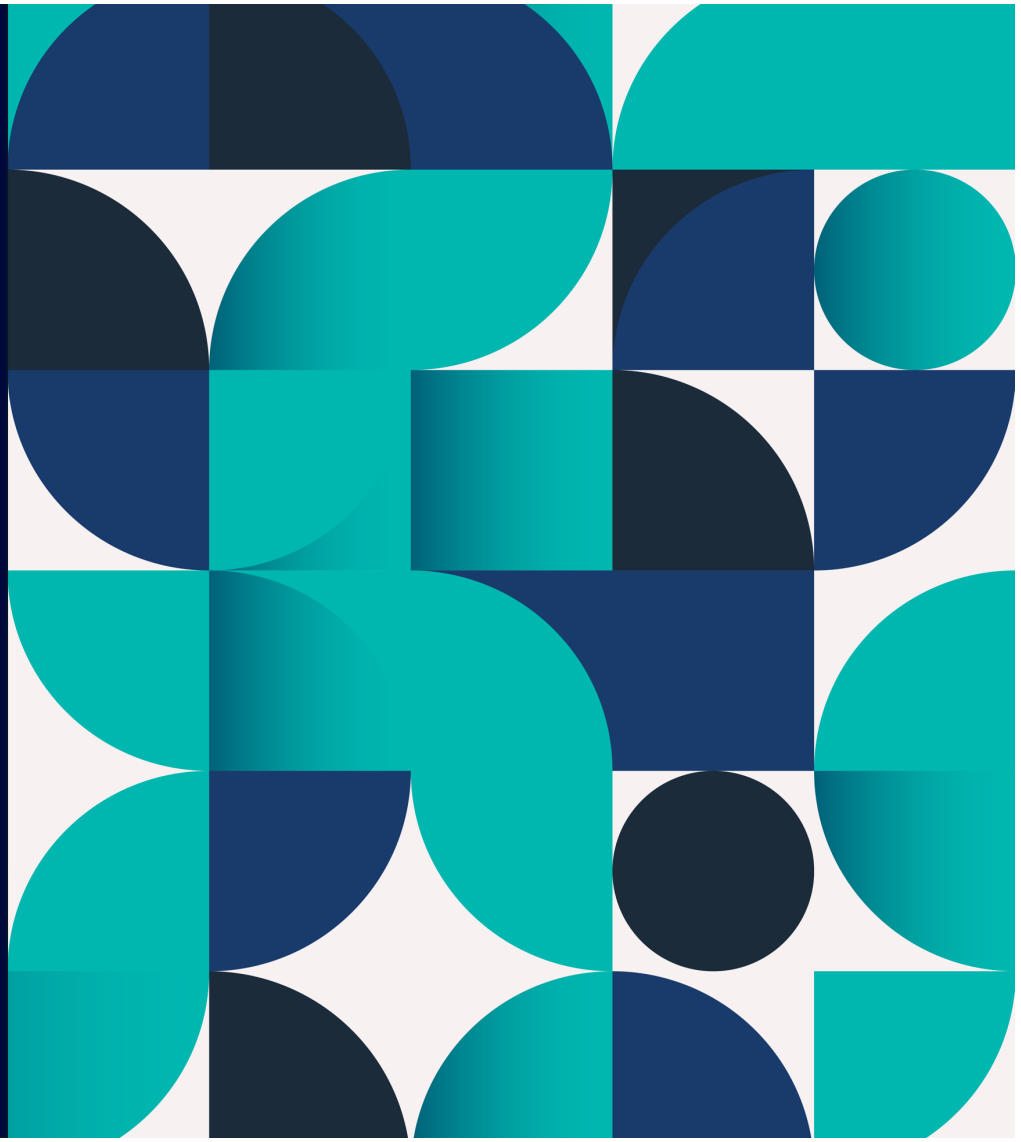
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Delivering the Results That Matter

Devon Brown, PhD · Inciting Leaders



ABC HOSTPITAL | NOVEMBER TRAJECTORY REPORT

NOVEMBER, 2026

Favorable · Near target · Unfavorable

01 VOLUME GROWTH

MONTH-TO-DATE NOVEMBER AS OF 11/13

OWNER	METRIC / VS BENCHMARK	REFERENCE	CURRENT	VAR. TO PRIOR YR.	TARGET RECOVERY
CEO	Admissions vs budget +7.6% vs PY +14.8%	NOV. BUDGET 670	NOV. PROJ. 721	+51 / 670	Q1 2027
CEO	ER visits vs budget -3.0% vs PY +7.1%	NOV. BUDGET 4,800	NOV. PROJ. 4,655	-145 / 4,800	Q1 2027
CEO	ER admissions vs budget -1.4% vs PY +18.4%	NOV. BUDGET 621	NOV. PROJ. 612	-9 / 621	Q1 2027

02 SURGICAL GROWTH

MONTH-TO-DATE NOVEMBER AS OF 11/13

OWNER	METRIC / VS BENCHMARK	REFERENCE	CURRENT	VAR. TO PRIOR YR.	TARGET RECOVERY
COO	General surgery vs PY +37.5% vs 3mo RR -3.9%	NOV. PY 24	NOV. CY 33	+9 / 24	Q4 2026
COO	Orthopedics vs PY +32.0% vs 3mo RR +22.2%	NOV. PY 25	NOV. CY 33	+8 / 25	Q2 2027
CEO	Cardiac cath volume vs PY -45.1%	NOV. PY 51	NOV. CY 28	-23 / 51	Q1 2027

05 FINANCIAL PERFORMANCE

NOVEMBER PROJECTION AS OF 11/13

OWNER	METRIC / VS BENCHMARK	REFERENCE	CURRENT	VARIANCE	TARGET RECOVERY
CEO	EBITDA vs PY –5.4% vs 3mo RR +26%	NOV. BUDGET $4,801,482	NOV. PROJ $2,963,868	-$1,837,614 (-38.3%)	Q1 2027

03 PEOPLE

MONTH-TO-DATE NOVEMBER AS OF 11/13

OWNER	METRIC / VS BENCHMARK	REFERENCE	CURRENT	VAR. TO GOAL	TARGET RECOVERY
HRVP	Hospital vacancies Jul 15 / Aug 117 / Sep 108	GOAL 0 open	OCT. ACTUAL 115 open	+115 / 0	Q4 2027
CNO	Main ER hired-to-core 6 FT / 3 PRN open	GOAL 100%	NOV. ACTUAL 88.1%	-11.9 pp / 100%	Q1 2027
CNO	Natchez ER hired-to-core 3 FT / 2 PRN open	GOAL 100%	NOV. ACTUAL 91.7%	-8.3 pp / 100%	Q4 2026
CNO	PRN utilization Jul 14.4% / Aug 13.5% / Sep 12.1%	GOAL 10%	OCT. ACTUAL 11.6%	+1.6 pp / 10%	Q4 2026
CFO	Contract labor utilization Jul 6.4% / Aug 8.2% / Sep 7.4%	GOAL 2.1%	OCT. ACTUAL 7.2%	+5.1 pp / 2.1%	Q1 2027

04 CAPACITY MANAGEMENT

MONTH-TO-DATE NOVEMBER AS OF 11/13

OWNER	METRIC / VS BENCHMARK	REFERENCE	CURRENT	VAR. TO GOAL	TARGET RECOVERY
CNO	Main ER discharge LOS Aug 176 / Sep 182 / Oct 178	GOAL 155 min	NOV. ACTUAL 180 min	+25 min / 155	Q1 2027
CNO	ER walkout rate Aug 2.1% / Sep 1.8% / Oct 2.0%	GOAL 1.0%	NOV. ACTUAL 1.7%	+0.7 pp / 1.0%	Q1 2027
CFO	Inpatient GMLOS, all-in Aug 103.5% / Sep 115.7% / Oct 106.3%	GOAL 100%	NOV. ACTUAL 103.6%	+3.6 pp / 100%	Q4 2026

Count Your Priorities

60 SECONDS · ON YOUR OWN

1. Jot down everything you're accountable for delivering.
2. Count it.
3. Circle the ones you fully control.



How likely is it that you'll achieve all of these?

WHY?

It Comes from Every Direction

Most of what lands on your list, you didn't choose.

Much of it, you can't control.



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You can’t always control the pile. YOU CAN LEAD YOUR TEAM.

WHAT LANDS ON YOU

- Budget targets
- Corporate initiatives
- Staffing levels
- New systems
- Policy changes
- Customer demand
- Scorecard metrics
- Deadlines
- Employee needs
- Performance

HOW YOU LEAD

Your Team

- How it works together
- What it’s exceptionally good at
- Where it focuses

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You can’t always control the pile.

YOU CAN LEAD YOUR TEAM.

Shift in Focus: BUSINESS GOALS to LEVERS of IMPACT

BUSINESS GOALS
*What **Has** to Be Achieved*

- Goals
- Deliverables
- KPIs
- OKRs
- Scorecard Metrics
- Targets



LEVERS of IMPACT
***How** We Achieve Them*

- How consistently we execute
- How we communicate and decide
- How we hold ourselves accountable

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THE USUAL QUESTION: “What do we need to **achieve**?”

THE QUESTION FOR TODAY

*“What does our team need to **solve for** and **do exceptionally well** to deliver on what we need to **achieve**?”*

Sample: Levers of Impact

#PromotePriorities • *Communicating strategic initiatives that strengthen patient outcomes, engagement and performance.*

#C2C (Communicate to Connect) • *Strengthen communication through a structured cadence that promotes info sharing, engages frontline participation, and supports timely decision making.*

#TimeWellSpent • *Create a disciplined meeting cadence that protects time for strategic priorities, engages the right leaders, and drives accountability & execution.*

#ElevateOurLeaders • *Develop leaders relentlessly and hold the highest standards for ourselves and others.*

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More Sample Levers

- Increase turn around time
- Get remote workers more connected
- Develop greater consistency across processes
- Ensure all internal clients have a similar experience
- Elevate accountability



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Identify 3-5 Levers of Impact

ON YOUR OWN

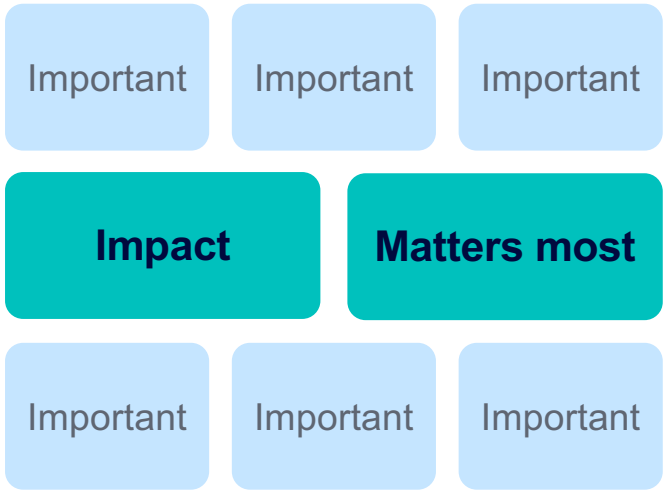
To deliver on your business goals, what does your team need to solve for or do exceptionally well?

Brainstorm a a quick list. Think about how your team works, not what it delivers.

FOR EXAMPLE:

- Greater consistency
- Stronger accountability
- Calendar management
- Communicating top priorities
- Meeting hygiene
- Consistently higher performance
- Follow-through on commitments
- Faster decisions
- Tech implementation

Important is not
the same as **IMPACT**
& what **MATTERS MOST**



Two Questions to Find Your LEVER

QUESTION 1

"If everything else on your team stayed the same, what is the one change that would have the greatest impact?"

QUESTION 2

"What is the one thing that if we don't get it right, nothing else matters?"

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Find Your Lever of Impact

ON YOUR OWN · THEN WITH A NEIGHBOR

1

Narrow to the one that matters most, above all else. Ask both questions.

If everything else on your team stayed the same, what is the one change that would have the greatest impact?"

What is the one thing that if we don't get it right, nothing else matters?"

2 Share your Lever with a neighbor

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How long have you known your team needed to get better at this?

What's your track record on supportive team goals like this one?

KNOWING YOUR LEVER OF IMPACT IS THE EASY PART.

EXECUTING ON IT IS HARD!

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The 90-day Sprint Framework

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What is a 90-day sprint?

A highly structured, disciplined process that helps organizations rapidly execute on critical priorities, achieving seemingly impossible results in 90 days.

WHAT MAKES IT UNIQUE

1. Compressed timeline
2. Prioritized work
3. Measurable, results-based goals
4. Cross-functional team
5. Disciplined execution

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What 90-day sprint can deliver

$6.3M

Annualized savings from accelerated A/R recovery

$19.2M

Revenue recovered through documentation and coding

250%

Post-merger revenue over projections

25%

Faster time to fill staff vacancies

A Framework for Accelerating our Impact

5 Lessons from 90-day Sprints

1. One measurable, outcome-based goal
2. A 90-day time box
3. Pilot & Test
4. A team close to the work
5. A simple weekly rhythm

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1. Focus on one measurable, outcome-based goal

> *Measure what is measurable and make measurable what is not.*

How will you know you've been successful?

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Activity vs. Outcome Goals

ACTIVITY: WHAT WE'LL DO	OUTCOME: WHAT CHANGES
Send a weekly priorities email	**90% can name our top 3 priorities**
Hold weekly accountability check-ins	**On-time commitments from 60% to 90%**
Train everyone on the new system	**Daily system use from 40% to 85%**

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A Good Sprint Goal Passes Two Tests

1 · MEASURABLE

How will you know you've been successful?

2 · OUTCOME, NOT ACTIVITY

Does it describe a result, not the work?

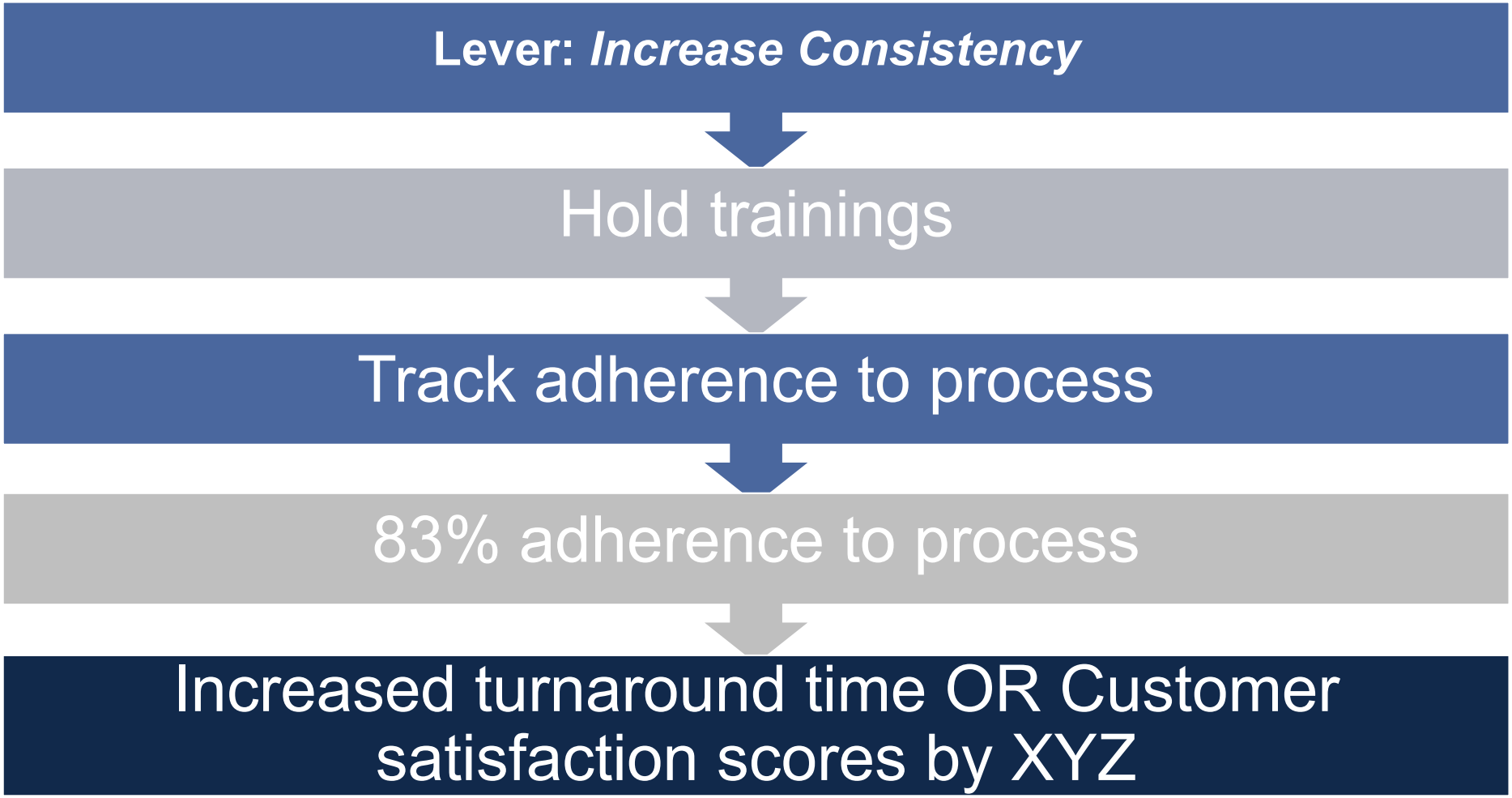
VERB	METRIC	FROM	TO	BY
Increase	Process Consistency	60%	90%	Day 90

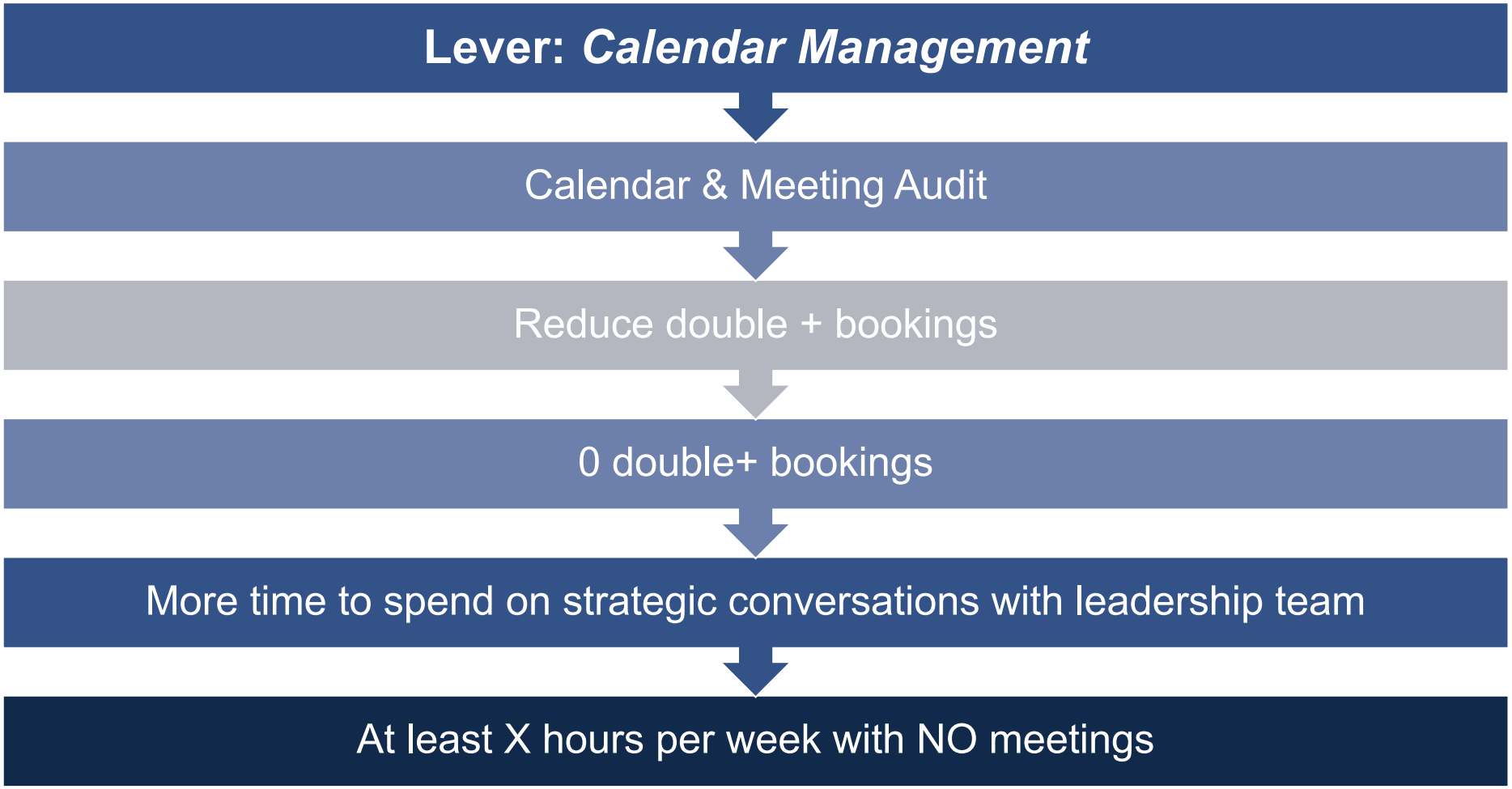
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Lever: *Increase Consistency*
Hold trainings
Track adherence to process
83% adherence to process
Increased turnaround time OR Customer satisfaction scores by XYZ


Lever: *Calendar Management*
Calendar & Meeting Audit
Reduce double + bookings
0 double+ bookings
More time to spend on strategic conversations with leadership team
At least X hours per week with NO meetings

Write Your 90-day Sprint Goal

ON YOUR OWN · THEN WITH A NEIGHBOR

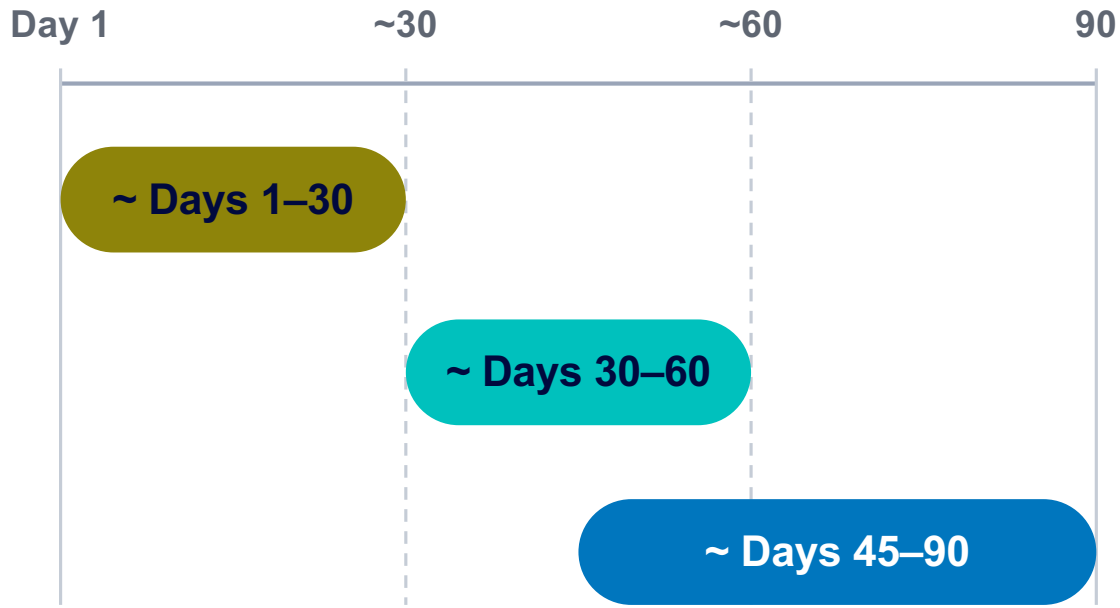
1. Brainstorm ways to make your Lever measurable
2. Draft a measurable goal
3. NEIGHBOR TEST
   Share your goal and get feedback: *Is it an activity or outcome-based goal?*

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2 & 3. 90 Days – Pilot & Test

Urgent enough to feel, long enough to matter.

1. Research and develop a hypothesis
2. Test or pilot the hypothesis
3. Evaluate, learn, iterate, redirect



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Map Your 90 Days

ON YOUR OWN

1

What is one HYPOTHESIS you have about how to solve for or achieve you Lever of Impact?

2

How might you TEST or PILOT this hypothesis?

4. Build a Team Close to the Work

- Who know the most about the work
- Who can test and implement
- Key stakeholders
- Who's missing who could block progress?
- Resources & decision-maker support

Who belongs on your sprint team?

Build Your Sprint Team

ON YOUR OWN · THEN WITH A NEIGHBOR

1. Who knows the most about this work?
2. Who can test and implement?
3. Key stakeholders (affected by, or can affect, the decisions)
4. Who's missing who could block progress?
5. Resources and decision-maker support they'll need

5. A Simple Weekly Meeting Rhythm

Meet every week to review progress toward the goal.

That means you need a simple way to track it.

1. **Progress (toward goal)**
2. **Accomplished**
3. **Challenges**
4. **Commitments**

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Set Your Rhythm and Scoreboard

ON YOUR OWN

HOW WE'LL TRACK PROGRESS

What's the one number we'll watch?

Where will it be posted?

Who updates it, and when?

OUR WEEKLY SPRINT MEETING

When:

Who attends:

Agenda:

Commit Out Loud

Share It

Share your lever and your goal.

Neighbor asks: “How will you know?”

Make the First Move

Name one action for the next 7 days and put it on your calendar.

Questions

Thank you

Coaching | 90-day Strategy Execution Sprints | Team Alignment



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