

GE
Healthcare Financial Services

At The Customer, For The Customer
Case Study

“GE helped us do exactly what we wanted – to transfer its tools and processes to us, so we can adapt them and apply them ourselves.”

Brenda Bowers, Ph.D.
Vice President – Organization and Leadership Development
Wheaton Franciscan Healthcare



Wheaton Franciscan taps GE to enhance its change management and leadership development processes

While pursuing several major organizational initiatives, from rolling out an electronic health record system to consolidating some of its medical groups, Wheaton Franciscan Healthcare turned to GE Healthcare Financial Services for help in developing an effective model for managing change and training its leaders in this new process.

“The GE approach has been foundational. We are hardwiring it into our approach for dealing with change and leadership development.”

Through GE Healthcare Financial Services' *At The Customer, For The Customer* program, Wheaton Franciscan incorporated some of GE's best practices in leadership development as well as principles and tools from its change acceleration program (CAP). CAP addresses how to create a shared need for the change, understand and deal with resistance from key stakeholders and build an effective influence strategy and communication plan for the change.

“The team really understood what our needs were,” said Brenda Bowers, Ph.D., Wheaton Franciscan's vice president of organization and leadership development. “They didn't insist that we do it the GE way. They helped us adapt and customize these lessons to our own environment.”

After several planning meetings with senior leaders at Wheaton Franciscan, GE experts led two half-day sessions for 26 high-potential executives who were completing a two-year leadership development program. “These sessions connected the dots, bringing together all of the areas they had been exposed to,” explained Bowers.

During the sessions, the participants developed plans for tackling real-life challenges confronting Wheaton Franciscan. For instance, one team focusing on the hospital's medical group consolidation recommended that the company create new positions, one for a physician leader and one for an operational leader, to manage the process. Wheaton Franciscan has adopted the proposal and recently appointed a president and a chief operating officer of its medical group.

“What's really valuable is the customer focus. GE helped us do exactly what we wanted – to transfer its tools and processes to us, so we can adapt them and apply them ourselves,” Bowers added. “The GE approach has been foundational. We are hardwiring it into our approach for dealing with change and leadership development.”

For more information on how we can help you successfully meet your business objectives, contact us at 1-800-598-6201 or visit us at www.gehealthcarefinance.com.



Wheaton Franciscan Healthcare

Customer Profile

Wheaton Franciscan Healthcare
Wheaton, Illinois

Wheaton Franciscan Healthcare is a Catholic, not-for-profit organization with more than 100 health and shelter organizations in Wisconsin, Iowa, Colorado and Illinois. Started by the Wheaton Franciscan Sisters more than 125 years ago and formally incorporated in 1983, Wheaton Franciscan Healthcare is headquartered on the Wheaton Franciscan Sisters' campus in Wheaton, Illinois and has its major operations center in Glendale, Wisconsin.



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