

## About SPRING

**SPRING Network** bridges the worlds of organization strategy, innovation, and design. We counsel senior leaders on how to transition their enterprises from tightly managed hierarchies into flexible, distributed networks that outstrip the status quo's business results. We help companies get their parts to cohere and synchronize. Their customers enjoy superior experiences. Time to value is accelerated. Our work anticipates the future and solves complex problems to advance organizational performance in human and economic terms. For over a decade the Spring Network has been at the frontier of thought leadership in this domain.

**Our Contribution** rests on decades of hands-on, practical experience. We believe tomorrow's most successful business models will rely on value-creating networks, based on new forms of social production. Traditional organizational boundaries and typical management processes will recede to the background. We believe that winning in a world of open innovation and virtual collaboration demands new approaches to mobilize and coordinate human effort.

**Our expertise** helps senior leaders and teams identify, mobilize, solve, and execute around breakthrough innovation opportunities and current business challenges. Our 'sweet spot' skills are in enterprise strategy, design (organization, service, experience and interaction), collaborative technology, and program management. Our design approach is interdisciplinary, integrating different methods and tools from various disciplines. We combine the principles of co-creation, open-systems, evidence based practices, user-centered, and foresight-driven decision-design. We like to help clients solve big, gnarly problems – the ones keeping thoughtful executives awake at night.

**Our practice has two distinct and usually separated perspectives.** We have a strategic view of the business, seeing organizations as economic and social entities that constantly deal with demands, threats, and opportunities posed by the larger environment. We therefore begin with a senior management perspective at a strategy level. At the same time, we focus on the behavioral dynamics of organizations. This behavioral perspective is central to how we view our design approach and leadership in organizations.

**Our Industry Focus is Healthcare and Technology.** Over the last 12 years our primary focus has been in healthcare and technology sectors. We have transferred our knowledge and experience from the fast-paced innovative technology sector to healthcare, specifically management and organization science and practices.

**Our Design Studio location in the Silicon Valley** has advantaged us to provide a "Silicon Valley Outpost" for our clients – to have access to the DNA of the Valley's ecosystem, a view into the future of healthcare, and a way to bring the organizational and cultural learnings of the Valley back to their parent organizations. This also provides an ability to invest and partner in emerging enterprises that will change healthcare.

**Our Recent Clients** have included Mayo Clinic, Sutter Health, Catholic Health Initiatives (National), CHI Health (Nebraska & Iowa), Fairview Health, Cisco, Assurant, Cambia, VillageMD, Dartmouth Hitchcock Health, Bon Secours Health, Microsoft, SRI International, and the American Institutes for Research.

**Our Services and Offerings are:**

- Organization Strategy and Design
  - Organization Strategy
  - Strategic & Operational Design
  - Transformation Design
- Design Applications and Platforms
  - Service and Experience Design
  - Organization Capability Building
  - Social Innovation
- Design for Agility and Acceleration
  - Adaptive work systems
  - Decision Accelerator
  - Rapid Design Sessions / DesignShops
- Digital Technology & Organization
  - Wearable/Mobile Technology Adoption
  - Leader as socio-technical architect
  - New Work Design and Technology

**Sample of Projects**

**Technology Design**

- Electronic Intensive Care Units (eICU's)
- Call center operations
- eHealth strategy development
- Health care information technology design
- Nebraska Health Information Initiative
- IT platform selection: advanced patient centered medical home
- Ambulatory electronic medical record design
- Enterprise IT strategy development
- Data analytics Platform design
- Multiple enterprise IT integration
- Advanced analytics design
- IT and capability design scaling across P&Ls

**Strategy Design & Planning**

- Creighton University Medical Center
- Alegant-Creighton Health Basic & Translational Research Initiatives
- Post-ACA go-to-market payer strategy
- Growth - New Opportunity recognition
- College of St Mary long term plan
- Accountable care organization
- Aligning health care with the future
- Bundled payments strategy
- Clinical imaging strategies
- Regional network health care planning
- Predictive pre-natal care models
- Seamless care models
- Ovarian cancer clinical models
- End of life care
- National Association of Catholic Chaplains strategic plan
- Bundled payments design
- Physician alignment strategy
- Community health strategy & design
- Countering childhood obesity: regional plan
- Enterprise operations annual planning

**Organization, Service & Experience Design**

- Enterprise Design (multiple companies)
- Matrix design -implementation
- Neuroscience & spine service line design
- Oncology service line design
- Cardiovascular service line design
- Orthopedics service line design
- Digestive health service line design
- Rehabilitation service line design
- Hospital visitor experience design
- Retail services experience design
- Senior services design
- Behavioral health service line design
- Primary care medicine design
- The clinic of the future
- Quality accelerator design & execution
- Service center design (with IDEO)
- Consumer directed health care models
- Evidence based medicine order set designs
- Care model innovation
- Consumer engagement
- Clinical excellence frameworks
- PEDS and OB ACO
- New product development
- Occupational health innovation
- Value measurement protocols
- Total joint replacement (with Premier, Inc)
- Women & Children's ethnography study
- Medication reconciliation design

**Social Innovation/Community Service**

- Methamphetamine addiction in Western Iowa
- Homelessness Community Service Strategy
- Eliminating sexually transmitted disease
- Boy Scouts of America Mid-west Region: Strategy
- United Cerebral Palsy Foundation: National vision
- Live Well Pottawattamie community initiative
- Mental health & chemical addiction