

# Turning complex operations into a coordinated system of action

## How a governance-driven approach accelerated value in high reliability transformation

### Summary

To achieve its vision of becoming a High Reliability Organization, a 4,000+ bed, multi-hospital academic health system prioritized governance over technology. A cross-functional Governance Committee aligned legal, clinical and operational leaders to ensure a safe, scalable rollout of the LENS platform. This structure accelerated deployment, mitigated risk, and empowered frontline teams—resulting in rapid systemwide adoption and a measurable cultural shift toward transparency, accountability and continuous improvement.

### Highlights

- **75% faster deployment** than peer organizations
- **250+ LENS boards** embedded in daily operations
- **59,000+ HRO huddles** driving daily risk awareness
- **67,000+ voice cards** (a digital suggestion box) submitted and resolved by frontline teams
- **Zero compliance issues** due to strong governance

### A vision rooted in reliability

A leading university medical system set out to become a High Reliability Organization (HRO), where daily decisions are guided by transparency, safety and continuous improvement. But their path to transformation was blocked by a critical gap—there was no unified, system-wide platform to visualize and manage operations in real time.

Leaders recognized that scalable visual management was essential to achieving their HRO vision. However, concerns over legal and compliance risk, unclear platform ownership and inconsistent deployment practices presented significant obstacles. The team also faced questions about what information belonged on LENS™ (Learning and ENgagement System), their chosen digital visual management platform.

### Governance as the catalyst

Rather than leading with technology, they led with governance. The organization formed the LENS Governance Committee—an empowered, cross-functional team responsible for establishing standards, streamlining implementation and ensuring legal and operational alignment across the enterprise.

The committee included leaders from legal, compliance, risk, quality, nursing and physician leadership, as well as subject matter experts from Kaufman Hall, a Vizient company. It was further supported by IT, Information Security, Communications and Project Management teams to ensure holistic readiness.

Their clear mission: implement LENS safely, swiftly and sustainably, with frontline usability and compliance as top priorities.

### Structured to accelerate

Governance wasn't an afterthought—it was the enabler for rapid value realization. The committee quickly established a charter and codified system-wide deployment protocols. Protected Health Information (PHI) and access standards were defined early. Consistent templates and a measured rollout strategy ensured teams were both confident and prepared.

Communication planning was integrated into governance efforts to ensure system-wide alignment—from bedside to boardroom. Stakeholders were kept informed, engaged and aligned throughout the process.

## Early alignment turned barriers into breakthroughs

By leading with governance, the organization turned early hesitation into enterprise momentum. Initial concerns around legal, compliance, access and ownership were addressed through clear planning and cross-functional alignment. No negative consequences were reported. What once felt like risk became the foundation for sustainable, scalable change.

- Standardized policies and access models created the structure needed for safe, systemwide deployment
- Cross-system transparency and accountability became daily operational norms

Risk didn't slow progress. It set the stage for confident, accelerated transformation.

## The metrics behind the momentum

The medical system translated governance into measurable impact, with adoption metrics that demonstrate how teams embraced the platform and reshaped the way they work together. These numbers represented more than adoption; they were signals of cultural change, made visible through a centralized dashboard that equipped leadership with the insight to act quickly and meaningfully.



### Integration at scale

**250+** LENS boards embedded real-time performance improvement into daily workflows and governance routines



### Culture of reliability

**59,000+** HRO huddles reinforced daily learning, proactive risk identification and cross-functional alignment



### Unprecedented speed

**75%** faster enterprise-wide deployment than peer benchmarks in 24 months, proving readiness and commitment to value



### Frontline activation

**67,286** voice cards were resolved at the team level, reflecting a safety culture of transparency and accountability



### Systemwide engagement

Voice card themes were resolved at the point to **broad engagement**, with frontline teams surfacing trends in clinical, operations and safety

## Lessons in speed and scale

This medical system's journey offers clear takeaways for healthcare leaders pursuing operational transformation:

**01**

### Start with governance

Align stakeholders early to streamline execution

**02**

### Standardize to scale

Use shared tools and policies to reduce complexity

**03**

### Mitigate risk early

Resolve legal and compliance concerns before rollout

**04**

### Elevate frontline voices

Empower staff with feedback loops that lead to action

## Why governance—and LENS—matter

LENS is more than a platform. It serves as a framework for transformation, activated through strong governance. The Governance Committee established clarity, accountability, and structure, enabling rapid scale, reduced risk, and measurable results.

Through learning, trust, and aligned execution, the organization strengthened its culture and built a sustainable path to high reliability.

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