**[[u09a1] Unit 9 Assignment 1](https://courserooma.capella.edu/webapps/assignment/uploadAssignment?content_id=_6446766_1&course_id=_121989_1&group_id=&mode=view)**

**Please work on this as a 5-7 page essay. You should have all previous articles to finish this final project.**

**Course Project: Final Project**

The final course project assignment, a presentation of your analysis of the case study, "**Ellen Zane: Leading Change at Tufts/NEMC**" is due at the end of Unit 9. In order to have sufficient time to successfully complete this presentation by its due date, you will need to begin your work in this unit. Refer to the assignment description and the scoring guide in Unit 9 for a complete overview of the assignment (Found Below).

During this unit, it is suggested that you complete the following portion of your presentation:

* Review the balanced scorecard approach from your readings this week. By summer 2006, Ellen Zane had brought about a dramatic turnaround of one of America's oldest hospitals through meeting a series of efficiency goals, recruiting doctors, and negotiating with Massachusetts' health insurance providers. Zane must now take the hospital to the next level of sustainability in a highly competitive health care marketplace. How should she do this?
* Conduct benchmarking research to identify best practices to improve both the clinical and nonclinical practices of the organization.
* Analyze the customer service and satisfaction drivers present in this case study and apply those drivers to the customer facet of the balanced scorecard.
* Consider the costs and revenue implications in the case study and apply those considerations to the financial facet of the balanced scorecard.
* Assess the organizational success, timeliness, effectiveness, and efficiency of services after the change was implemented.
* Describe measures you will use to make this assessment, and provide your rationale for selecting these measures.

### Organizational Change Summary

### Introduction

This week you will have the opportunity to finalize your course project by integrating peer feedback and instructor feedback in your Unit 5 and 7 assignments. You will append your Unit 8 study activity and present a complete, cohesive final presentation that applies the Beckhard and Harris change-management process to the case study for this course.

You should synthesize all of the theories, models, and principles through the planning, action, and measurement phases.

**Your final course project assignment is due at the end of this unit. In order to complete this presentation, you must:**

* Conducts benchmarking research to identify best practices to improve both the clinical and nonclinical practices of an organization. Provides an explanation as to why the identified practices will result in the improvement of both the clinical and nonclinical practices of an organization, supported with academic research.
* Analyzes customer service and satisfaction drivers and explains how those drivers influence assessment criteria.
* Describes measurements selected to assess organizational success post-change and provides and explains how the information gathered can be used to improve practices.
* Analyzes costs and revenue implications of proposed best practices.
* Compares and contrasts methodology to assess organizational success, timeliness, effectiveness, and efficiency of services post-change.
* Provides a rationale for the selection of specific measurements designed to assess success post-change and includes an explanation as to how the measurements will be used to maintain success or further improve processes.