

OCI Executive Report

Operational Coherence Index™ — Cresta

9 participants · July 2, 2026

EXECUTIVE SUMMARY



Cresta is operating within a demanding landscape characterized by the cumulative strain of ongoing transformation efforts, leading to a systemic risk

of change fatigue and adaptation bottlenecks. The assessment uncovers a foundational instability rooted in insufficient information flow, fragmented decision authority, and erratic execution cycles. Persistent weaknesses across these architectural domains have reduced both Cresta's ability to

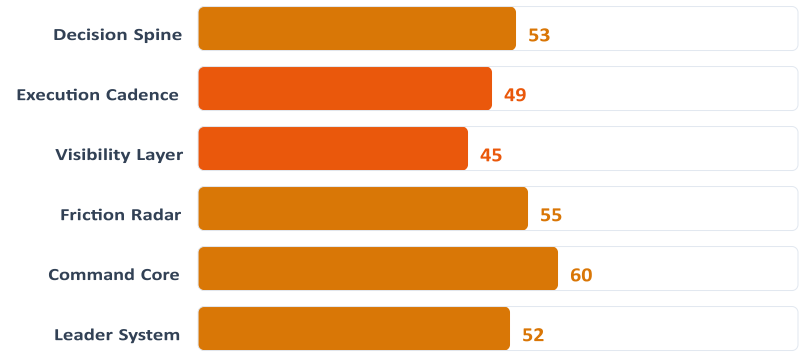
adapt proactively and its overall organizational reliability. To ensure sustained **At Risk** transformation success, it is imperative for Cresta to address these systemic issues and restore the core mechanisms required for coordinated, resilient performance.

ORGANIZATIONAL PROFILE: TRANSFORMATION SATURATED

As a Transformation Saturated organization, Cresta is operating in an environment where repeated change initiatives have outpaced the institution's absorptive and adaptive capacity. This profile indicates that while the organization is intent on transformation, it is currently overextended and lacks the core architectural stability required to realize change outcomes.

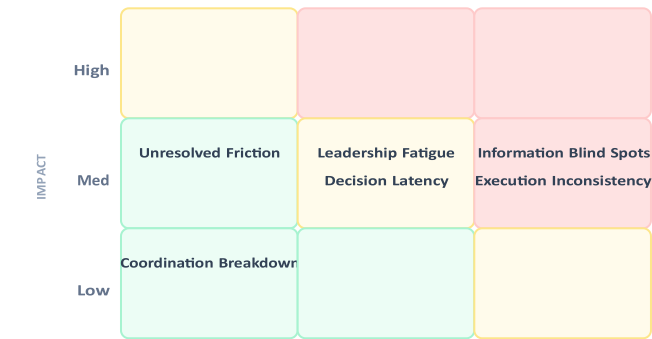
- Too many initiatives compete for finite execution capacity
- Operating rhythm is disrupted by constant reprioritization
- Accountability mechanisms cannot keep pace with change volume
- Teams experience initiative fatigue and diminished throughput
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CONTROL POINT PERFORMANCE



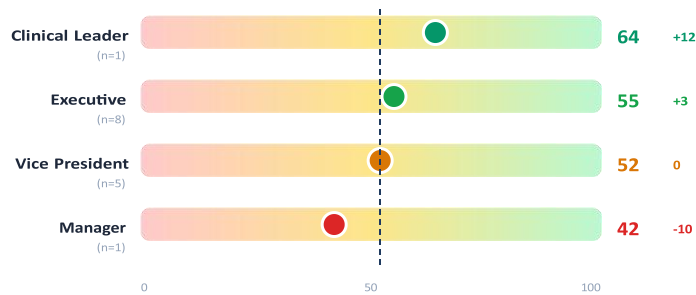
Review of the control points reveals chronic underperformance in key architectural pillars—particularly in information visibility, coordinated execution, and decision clarity. Feedback indicates that these deficits are mutually reinforcing, at times creating operational silos and impeding organizational learning. There is a clear interplay between inadequate cross-functional collaboration and inconsistent follow-through on decisions, which collectively undermine effective transformation execution. Across the system, adaptive capacity is further diminished by an absence of routine feedback loops and shared accountability models.

RISK HEAT MAP



The risk profile highlights that information blind spots and execution inconsistency present the most acute challenges due to their high likelihood of occurrence. Leadership fatigue and decision latency remain persistent risks as the cycle of change continues unabated, signaling that capacity constraints are being felt across levels. While coordination breakdown and unresolved friction currently pose lower threats, these risks may escalate if the primary issues with visibility and execution are not addressed effectively.

PERCEPTION GAPS BY LEADERSHIP LEVEL



Analysis of perception gaps reveals that clinical leaders have a significantly more optimistic view of core processes compared to managers, who report substantial challenges at the operational level. Executives and vice presidents maintain a perspective that is only slightly more positive than front-line managers, suggesting partial awareness of systemic barriers but limited direct exposure to day-to-day friction. This distribution implies potential disconnects in experience and expectations between leadership tiers and operational teams, which may be contributing to misaligned priorities and communication breakdowns.

TOP IMPROVEMENT PRIORITIES

- 1 Rebuild visibility mechanisms for reliable, cross-functional information flow and early warning
- 2 Reinforce decision integrity with clear ownership, closure practices, and authority structures
- 3 Establish coordinated operating rhythms that embed adaptive learning across teams

Cresta's top priorities should focus on restoring fundamental architectural stability to enable transformation with reliability. Immediate attention should be given to reconstructing the visibility infrastructure—implementing regular, transparent forums for sharing leading indicators, and ensuring real-time flow of actionable data across functions. Decision-making protocols require reinforcement by clarifying ownership, defining explicit closure standards, and mapping clear authority for timely, coordinated action. Concurrently, a reset of the execution cadence is required; this entails formalizing regular operating routines that prioritize shared learning, adaptive feedback, and continuous improvement at all levels. Addressing these pillars will build adaptive capacity, close cross-functional gaps, and ensure transformation initiatives are both sustainable and effective.