



facilitators of organisational and personal transformation

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Industry

- Health Services
- A major public health care provider in Victoria, Australia

Categories

- Strategic planning
- Organisation development and implementation

By-line

Health and healing for the future - if you want the best go west!

Context-Background

This major health care organisation began with 5000 staff and was formed by DHS in July 2000. It is located in western metropolitan Melbourne and there are an estimated 690,000 people in its catchment area. There is a predicted population growth of 4% over the next ten years and this area also has the highest level of underlying illness in metropolitan Melbourne. As a public health care provider, this organisation delivers a comprehensive range of health services from acute inpatient care to community-based programs as well as internationally recognised research and education. It has an operating budget of around \$800 million.

Employee's now number more than 7,000 across the full range of services and the health care provider manages more than 1,000 beds in the acute, sub-acute and community sectors.

During the period 2006-2007 the organisation endured a series of changes and challenges including

- Change in board chair, the resignation of three board members and introduction of four new board members
- The resignation of the incumbent chief executive and the appointment of a new chief executive
- The commitment to and progressive implementation of major capital works program
- Lack of confidence by DHS in the management and significant concern for the financial viability and capacity to deliver the health service needs to a growing and demanding regional population.

The Challenge

Key challenges included

- Sustaining and refocusing cultural transformation
- Improving the effectiveness of the working relations of the executive team, the board and strategic partners and the community
- Determining 'new direction' and gaining ownership from the board and the executive team to confidently move forward together
- Developing a vision, a strategy for the future and a plan that is owned by cascading levels of management
- Implementing the strategy and commencing the journey
- Culture - moving the existing culture from one which is disconnected, has a



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singular operational focus, lacks trust, lacks respect, accountability and business savvy, to one which embraces a whole of business approach – is cohesive and integrated, is aligned and driven by the strategy, one of accountability and one which is energised, excited, healthy and organised. The board and the executive team.

Key to leveraging synergies between the board and executive team is the progressive building of trust and respect. This would enable the board and executive team to respond to existing and changing needs and engage the community and strategic partners to work together in an environment where innovation and creativity inform decision making processes. This is also an opportunity to build on existing leadership models, build on the values of respect, caring, unity, integrity, and discovery and to think and operate 'smart'.

The Keogh Approach

The Keogh approach and methodology for the design and development process was delivered in several progressive stages and always with the intention of developing key building blocks to build a strong foundation to support the ongoing nature of the transformation process.

Key elements included

- Development of key relationships and communication processes to clarify background, scope, desired outcomes and core strategic drivers and engage and inform key stakeholders
- The design of the development plan and establishing a genuine understanding of the culture to ascertain the pace and readiness for planned change
- Conduct of workshops to focus on enhancing working relationships between the board and executive team, the staff, strategic partners and community and develop the strategic plan 2009-2012
- Implementation of the strategic plan and engagement with the staff, community and strategic partners, especially the senior clinicians on staff.

The Results

- Successful engagement and a genuine desire to continue to develop sustainable, professional relationships to enable the board and executive team to increase levels of trust, work together productively and engage with strategic partners, staff and the community
- Development, buy in and implementation of 2009 – 2012 strategy
- Development of viable 2008-2014 strategy and commitment to implement
- Achievement in 12 months of a balanced budget with recourse to government for additional funding
- Acceptance of new leadership and building an effective, cohesive executive and senior leadership team