

Organizational Development & Leadership Healthcare Provider

Introduction

Public sector organizations are under increasing pressure to improve services and establish more innovative working environments. The relentless need for improved service places an unprecedented demand on staff, organizational processes and budgets. Within this context, Nucleus has recently undertaken a strategic initiative, with a major acute hospital specializing in cardiology, cancer research and osteopathy.

Case Study

With the need for fundamental change to its culture and business processes, the healthcare provider commissioned Nucleus to establish an Organizational Development (OD) program. A key focus of the program was placed on transforming culture, processes and information provision.

The key drivers of the OD program were to address the following.

- Deliver strategic change within the trust for senior stakeholders.
- Deliver process and productivity improvements.
- Establish a best of breed and cost effective service in line with industry best practice.

The first phase of the OD assignment was to initiate meaningful dialogue with stakeholders. The objective of this collaboration in dialogue was to develop a deeper understanding of the core values and strategic objectives which would underpin the overall strategic framework.

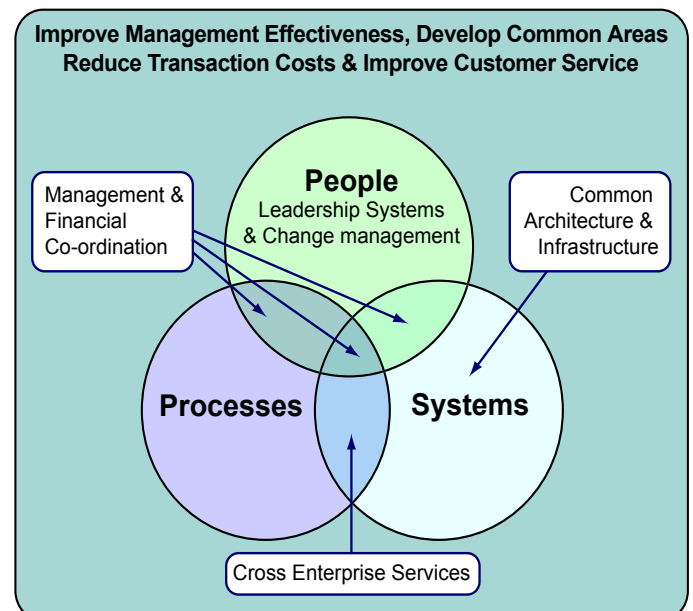
Prior to implementing any changes, Nucleus identified the extent of the potential benefits that could be achieved and the impact of the changes. This was done by reviewing the existing culture, processes, systems and core competencies.

The above was carried out by working through a series of integrated initiatives throughout the organization and its stakeholders. This included resolving divergent views, program audits, reviewing performance measures and more. Creativity techniques were also applied to support the potential new processes. Throughout all phases, the Nucleus process of ‘inclusivity’ with all parties, provided on-going feedback and cross validation.

The deliverables of Phase 1 provided the ‘organizational picture’ from which Nucleus used its expertise, skills and tools to create the strategic OD framework to be deployed across all levels of the organization. From this, the “Program Brief” was developed leading to the creation of an Integrated Execution Program that outlined the strategic benefits at the very beginning.

The management of expectations, cultural change and general acceptance was incorporated in the OD process and Toolkit used by Nucleus. All developments were aligned with the strategic objectives and incorporated within a ‘Balanced Scorecard’ framework. The incorporation of a multiple strategic criteria ensured effective alignment of strategy.

The diagram below illustrates the integration that was required to facilitate improved operations and ultimately improved service provision.



Nucleus successfully managed the OD program through the effective implementation of its program, and project processes. This work included the introducing of:

- New roles, new skills and competences,
- New processes and
- New integrated systems based on strategic architecture design.

The Nucleus program included Leadership Systems, Program Office rollout, and more. Overall the benefits achievement

criteria that were employed delivered the mechanism by which all stakeholders were involved and empowered. Thus leading to improved decision-making and implementation initiatives.

The two-year program implementation was also supported by a strong change and communications management process. This process controlled the rate of development and the scope of the change. The change and communication program simultaneously addressed the cultural implications including the impact on people and their readiness to accept and support the overall developments.

Results

Nucleus collaborated closely with senior management helping them to take full cognizance of organizational dynamics and the key role of the feedback system. Through this the OD program delivered the following benefits to the client:

1. Benefits and savings of over \$14,000,000 in the first year of the program. The establishment of a positive feedback system.

2. The establishment of an effective HR policy reflecting changing market conditions.
3. The effective evolution and implementation of strategic policy.
4. Effective internal change management.
5. Achieve widespread support and acceptance for the overall development.
6. Applications Integration and management of Third Party suppliers.

Conclusion

The introduction of OD needed a clear strategic context to ensure full senior management buy-in to support and legitimize the necessary changes throughout the organization. Nucleus identified that its success was due not only to appropriate and effective business models and processes, but also to the management of change and to the culture of the organization.

At the heart of OD was a vision of how the development enabled the organization to move forward and serve the needs of its stakeholders and customers. This unity of purpose, shared values and responsibility are the elements that Nucleus facilitated and developed so that the organization, the groups and individuals grew to attain higher levels of effectiveness.