Transformation – the start of the journey

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Client Need

Capability

Challenge – help to make the right change happen

Provider Transformation

Organisational Delivery

Back Office/CRM

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Workforce

Voice of Customer/SLA's

	Organisational Delivery		**Back Office/CRM**
Unscheduled Care	A&E Performance	Community Interface	System wide Integration
	Leadership and Transformational Capability Build	Continuous Improvement e.g. Cost/TATs	
Performance Improvement	QIPP	Evidenced based change	Focussed delivery
	Focus on Execution	CHKS Insight for better healthcare CAPITA	Market Test/Outsource
5 year transformation plan	Demand Capacity and Income Planning	Product Portfolio Management	Innovation, Investment & Income
	Service Line Management	CRM	

Engagement and Authenticity

Governance

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Urgent versus Important

Job 1 – Deliver Care   **Job 2 – Improve Care**

Importance

The amount of time not spent in quadrant 2 is the amount of time not spent working towards your vision

1. Urgent and Important Tier 1 = 20 to 25% Normal = 25 to 30%	2. Important Not Urgent Tier 1 = 65 to 80% Normal = 15%
3. Urgent Not Important Tier 1 = 15% Normal = 50 to 60%	4. Not Important, Not Urgent Tier 1 = Less than 1% Normal = 2-3%

Urgency

Reference "The seven habits of highly effective people – Stephen Covey"

How can we help individuals and teams to spend time in quadrant 2?

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The seven steps of empowerment

Trust and competence

Just Do it

Do it and report periodically

Do it and report immediately

In intend to

Suggest

Ask permission

Wait to be told

Reference "The seven habits of highly effective people – Stephen Covey"

What steps are leaders really taking to empower their teams?

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Understanding levels of trust and how to increase them

4. Results

3. Capabilities

2. Intent

1. Integrity

COMPETENCE

CHARACTER

Reference "The Speed of Trust – Stephen MR Covey"

You may trust someone's character but not their competence. If so, are you prepared to have the conversation and agree how to support?

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Competence - Changing Mindsets

Reference "Open Water"

Do you really understand what is driving people's behaviour and how to transform them?

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http://www.youtube.com/watch?v=ahH2WdrovPg&feature=youtube_gdata_player

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Executing Change

Knowing the Goals

- 65% of organisational change initiatives require significant behavioural change on the front line, something that managers often fail to recognise;

- **Only 15% of employees could name even one of their organisations most important goals;**

Commitment

- Only 51% of employees could say they were passionate about the teams goals;

Accountability

- 81% of employees said they were not held accountable for regular progress on the organisations goals;

Clarity

- 87% of employees had no idea what they should do to achieve the goals.

Reference – The 4 disciplines of Execution (McChesney, Covey and Huling)

Number of goals (in addition to Whirlwind)	2-3 ⬇	4-10 ⬇	11-20 ⬇
Goals achieved with excellence	2-3	1-2	0

The more goals you try to achieve with excellence, the less likely you are to achieve them

Are people clear what we are trying to achieve and how they can help?

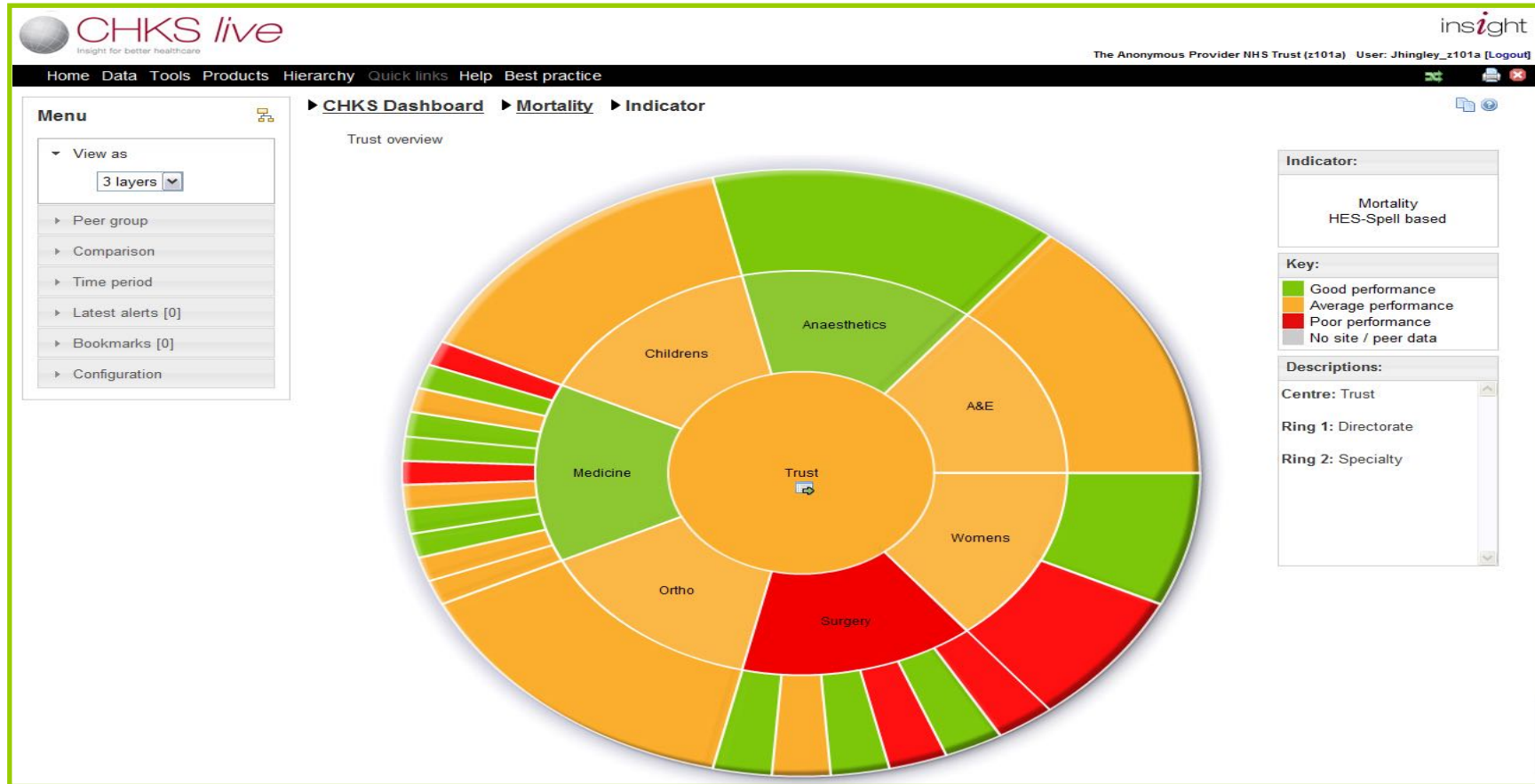# The Four Disciplines of Execution

4 Disciplines of execution

1. The people know the goals

2. The people know what they need to do to achieve the goals

3. Keep score

4. Create a framework of accountability

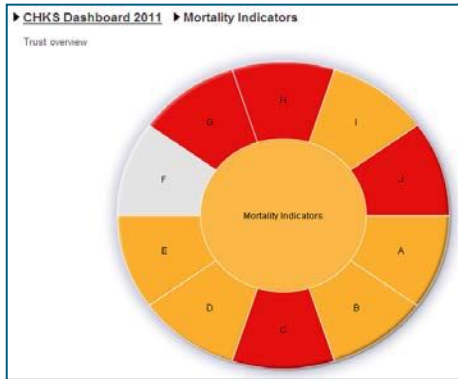Reference – The 4 disciplines of Execution (McChesney, Covey and Huling)

Simple to understand – hard to implement?
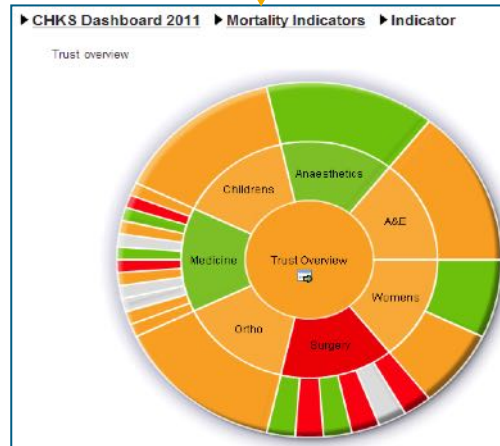
CHKS - Pinpointing localised change initiatives

Visibility in a few clicks

CHKS Insight: from Board to Ward

Visibility of all indicators in a dashboard e.g. Mortality

Choose one indicator and look through organisational structure at specialty level

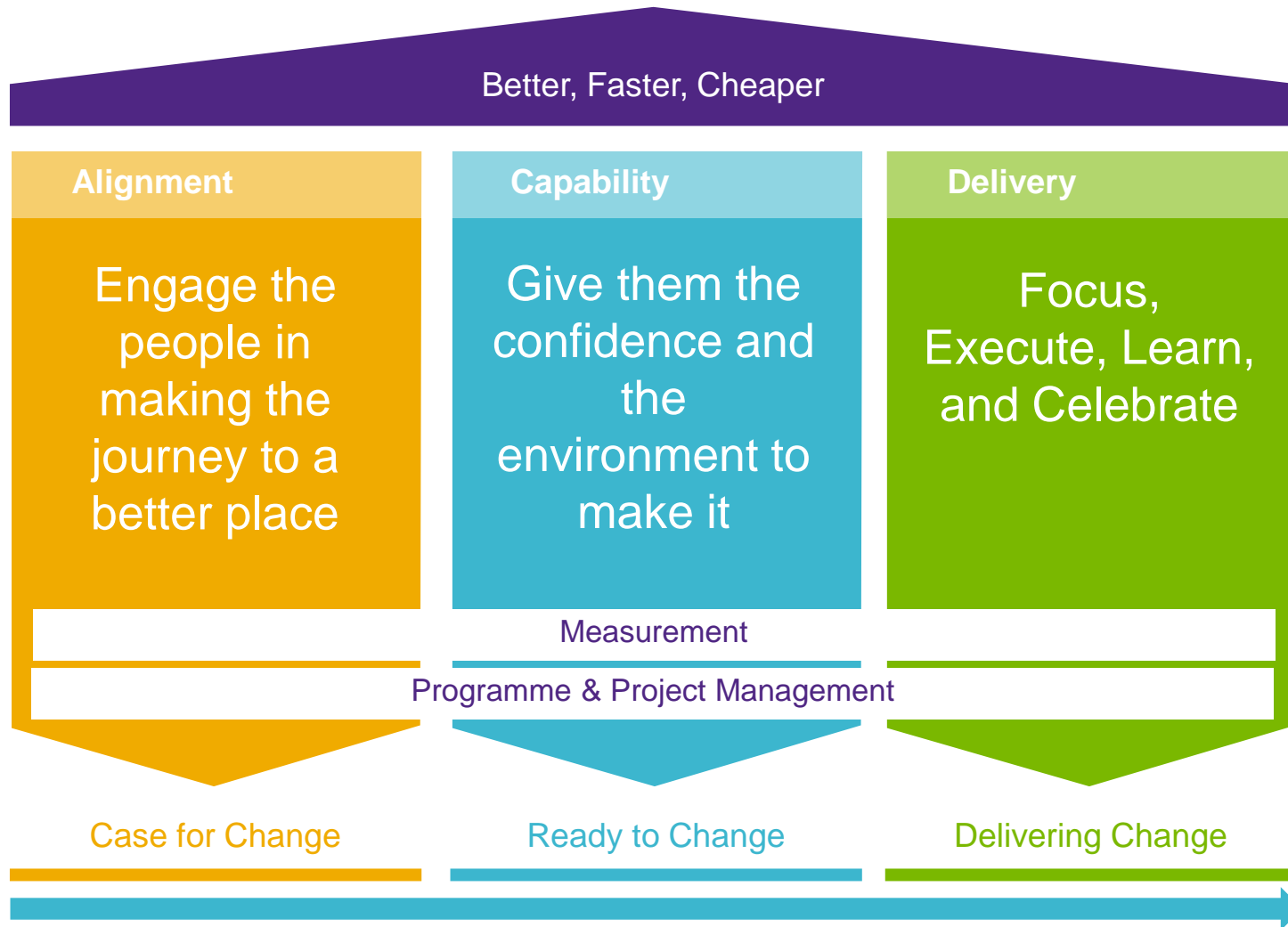**Further visibility at HRG level, Consultant level..by site etc**

Helps organisational goals become local objectives

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Sustainable transformation

Better, Faster, Cheaper

Alignment	Capability	Delivery
Engage the people in making the journey to a better place	Give them the confidence and the environment to make it	Focus, Execute, Learn, and Celebrate

Measurement

Programme & Project Management

Case for Change | Ready to Change | Delivering Change

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Critical success factors of transformation

- Create a compelling reason for change (burning platform)

- Know where you are...and where you want to get to

- Engagement and alignment from ward to board to system

- Focus on doing a few things well

- Learning is key – don't be afraid to fail

- Measure the impact…and celebrate achievement

- Keep an eye on the future – it's a journey, where next?

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Final thoughts – what does this mean to you?

Soft Metrics
(Root Cause?)

Hard Metrics
(Symptoms?)

It seems that wherever we look balance is key

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