



Organisation Design

Building a New Operating Model for a Health Care Provider (State Government)

Challenge and Objectives

This state government provider of Health Care strategy and services was seeking to create new capability in order to deliver on their strategic purpose.

Their purpose, based on research, is to investigate both internal and external health and disability trends to inform policy and develop strategy. Their plan was to bring in new international "best in class" practices and translate these into a new operating model for their organisation that would improve scheme performance, enhance service to their clients and improve return-to-work outcomes.

How Generator Talent Helped

Over an engagement period of six months, our Partners led a redesign and subsequent implementation of the organisation's fundamental operating model. Following a recent history of this team experiencing an adverse redesign process with another consulting group, our focus was on:

- Engagement of the senior team and critical stakeholders
- Ensuring the redesign included all aspects of an operating models' success including; the capability of the people, the processes that support them, the structure they work in and the reward systems that motivate them.

DISCOVER

In this phase we worked with the client to re-establish their purpose, role and outcomes they needed the operating model to deliver. We then established all key processes, systems and policies that were owned by the group. We set up their change plan and developed success indicators, captured limits and assumptions for the design. For this client, it was critical to have a well-developed change, engagement and communications plan, which we focused on early in the work.

DESIGN

This phase of the engagement was effected in two parts:

- Finalising a "Macro-design" which included new options for structure, key processes and determining how best to work across integrated business units; looking at reward systems and also how to select/assess and deploy people into new roles, manage their performance and support their development
- Conducting the "Micro-design" which included analysing and defining the specific work so that the roles and responsibilities of individuals could be set; identifying core organisational capabilities and individual competencies needed for key and critical roles.

DELIVER

We were also engaged to oversee the implementation of the new operating model. This phase of the project included us developing a consultation plan, a staffing plan, and an approach to address the differences between employee terms and conditions across the new group. Also needed were training plans, highlighting any critical path work streams and of course, change engagement and communication planning, as well as writing relevant communications content.

SUSTAIN

This stage of the project was ensuring the new organisation rapidly developed capability and operating efficiency. We included activities such as a launch event, conducting "process and solutions workshops" to clarify any changes and discussing how the organisation operated from the perspective of the team and key stakeholders; creating a common purpose around aligned goals and metrics; visibly demonstrating Board sponsorship and getting some early wins in the collaboration space.

Results

The organisation has tracked their progress through a survey that measured the effectiveness of the communications and their readiness to adapt to the new ways of working, and indications are that the change process is on track. We remain in touch with the client and have since been engaged by them to lead an organisation redesign process in an associated organisation.