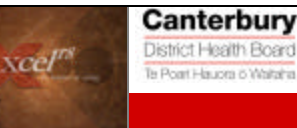
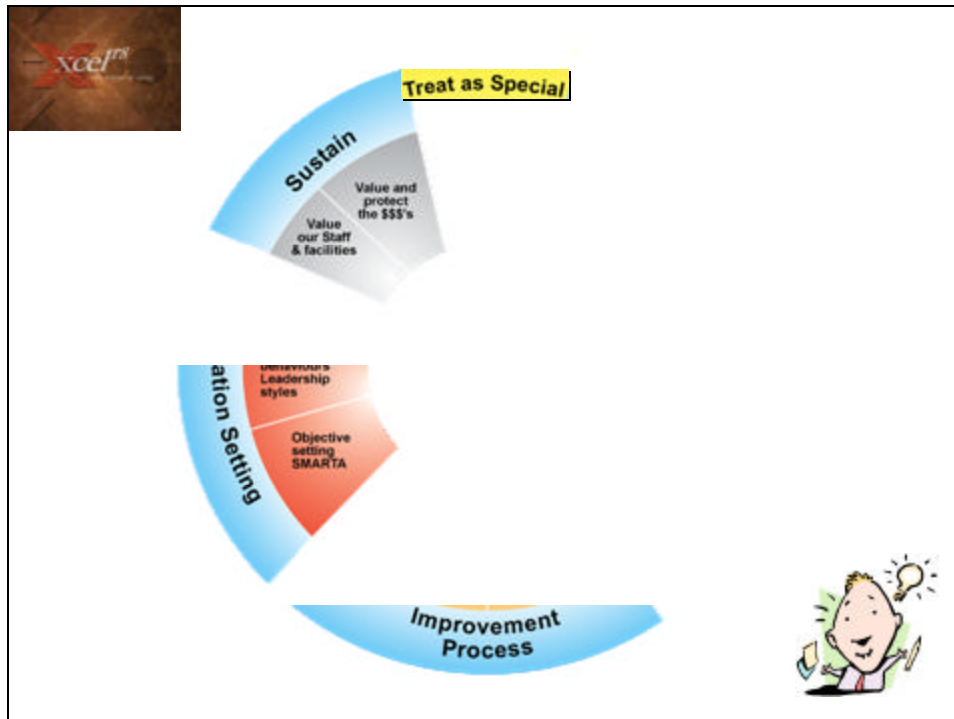




## Organisational Fitness

- Putting the patient front and centre
- Encouraging cross functional or cross silo cooperation
- Reinforcing the requirement for the health sector to "Do more with the same amount of resources"
- Introducing production management principles
- Increasing awareness and accountability

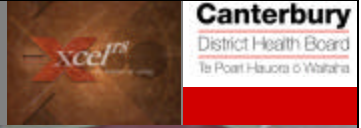




## Two Levels

- Xcelr8 – Targeted at frontline clinical and operational leaders (Part days for 1 month)
- Xcelr8 PLUS – Targeted at the senior clinical and operational leaders. (Full time for 1 week)
- Common learning materials and emphasis tailored to a different audience

## Based on Principles of Adult Learning



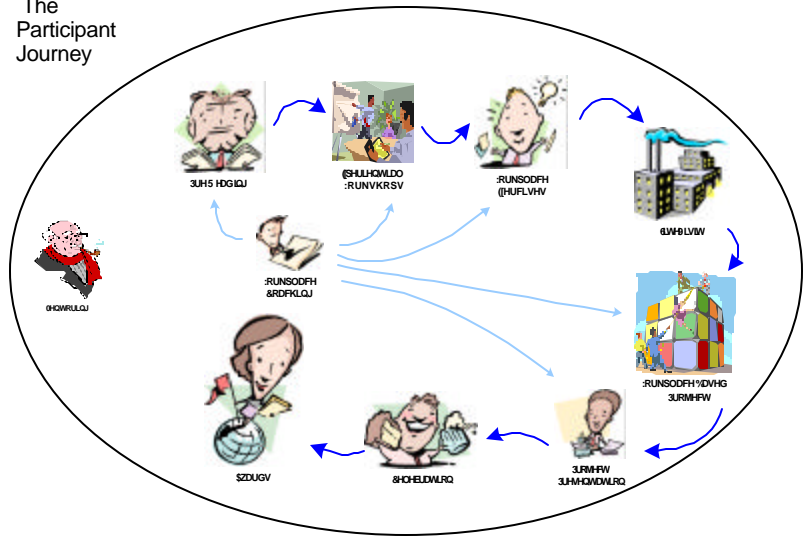
- No more than 16 in each participant group
- Action Learning
- Multiple learning styles catered for (Visual, Auditory, Kinaesthetic – Reflector, Pragmatist, Activist, Theorist)
- Focus is on problems participants experience in the workplace
- Cross-functional participant groups to promote networking, encourage a broader organisational view and alignment to organisational goals



## Overview of the Xcel8 Program



- The Participant Journey



## Program Components



- Workshops
  - Caring for our People and Culture
  - Caring for our Patients through Good Processes
  - Caring for our Resources
  - Learning to See (through the eyes of the patient)
- CEO interaction
- Internal presenters
- Coaching and mentoring
- Intranet Web Site
- Alumni program
- Permission to change the organisation

## Caring for Our Culture



- Objectives
  - To reinforce the links between people, process and change
  - To understand and appreciate different leadership styles
  - To improve individual leadership skills
  - Reinforce values





## Objectives

- Discover key business processes
- Map key business process
- Realize upstream and downstream impact of process improvement and impact on cost centre finances
- Shift managers from reactive to proactive (change of attitude)
- Applying improvement tools (LEAN, TOC) to health

**TABLE 1** Improvement Programs

Program	Six Sigma	Lean thinking	Theory of constraints
Theory	Reduce variation	Remove waste	Manage constraints
Application guidelines	1. Define. 2. Measure. 3. Analyze. 4. Improve. 5. Control.	1. Identify value. 2. Identify value stream. 3. Flow. 4. Pull. 5. Perfection.	1. Identify constraint. 2. Exploit constraint. 3. Subordinate processes. 4. Elevate constraint. 5. Repeat cycle.
Focus	Problem focused	Flow focused	Systems constraints

Reference from:

*How to compare Six Sigma, Lean Thinking and the Theory of Constraints*  
Author: Dave Nave

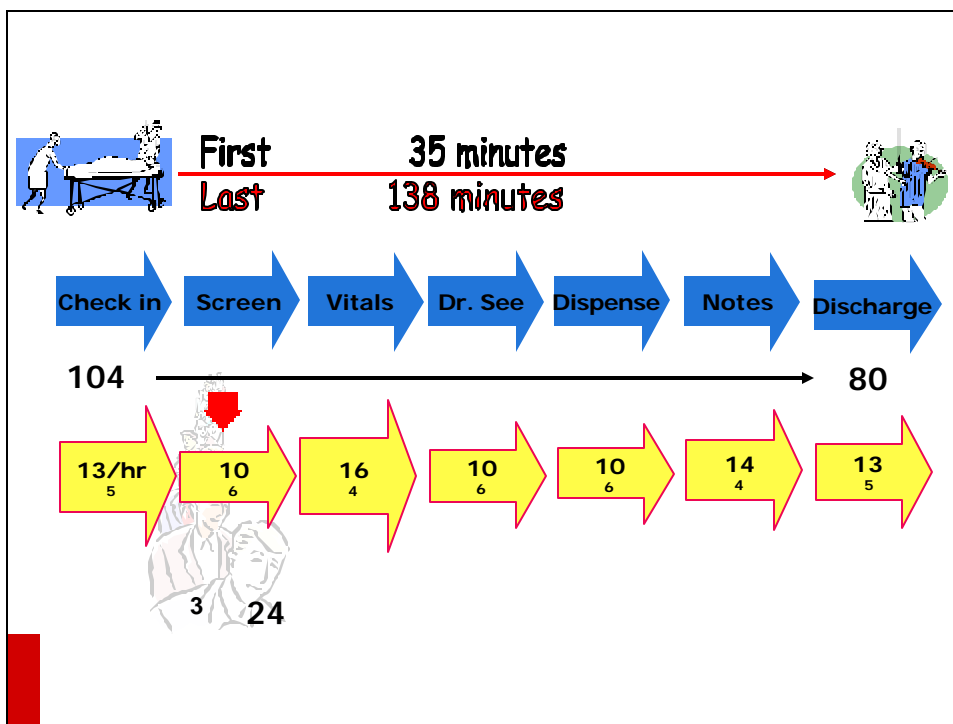
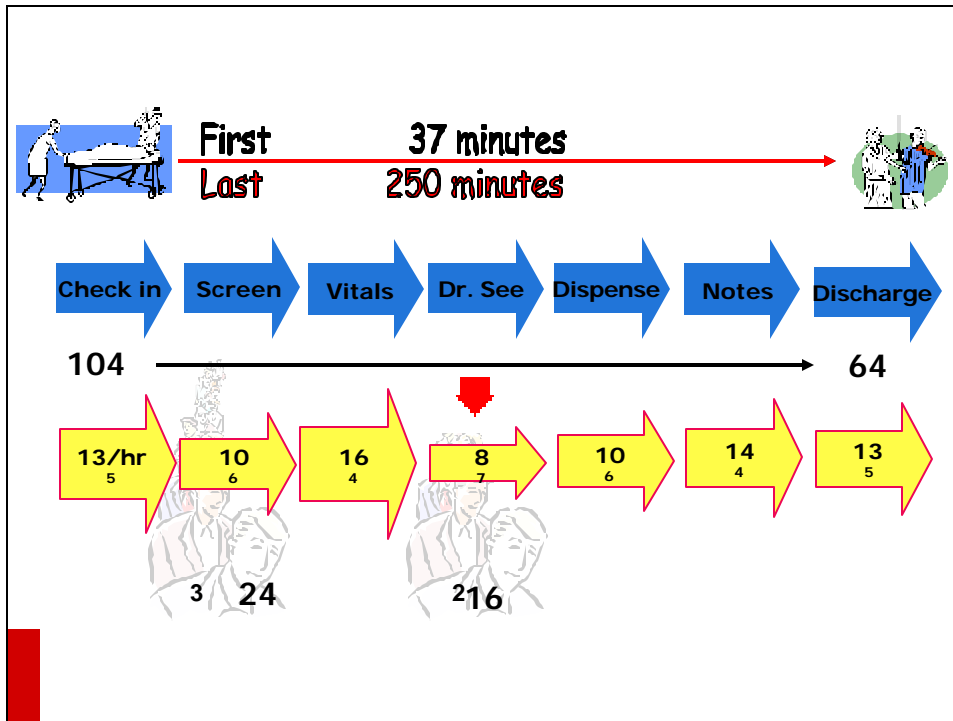
# Theory of Constraints

Like a chain with its weakest link, in any complex system at any point in time, there is most often only **one aspect of that system** that is **limiting its ability to achieve more of its goal**. For that system to attain any significant improvement, **that constraint must be identified** and the whole system must be managed with it in mind...

## Theory of Constraints: Five-Step Focussing Process

1. Identify the Constraint(s)
2. Decide how to exploit the Constraint(s)
3. Subordinate everything else to above decision
4. Elevate (lift/remove/break) the Constraint(s)
5. Return to step 1; do not let inertia become the Constraint





## Caring for Our Resources



- **Objectives**
  - To understand “I” manage or influence costs
  - To appreciate why cost management and efficiencies are important at CDHB
  - To identify and focus on key measures
- **Components**
  - What do you manage?
  - The Manager’s attitude – proactive what if every cost centre could save \$1000 p.a ?
  - How to determine / build a budget
  - The importance of Performance Management
  - How do we know?
  - My Daily, Weekly, Monthly and Yearly tasks
  - Project management - (finance, benefits, data)
  - Communicating financial Information – to whom, how and when
  - Where to get help with financial matters

## Site Visit



- **Objectives**
  - Experience someone else's reality
  - Draw links from processes in the workplace
  - Draw links from production to health
  - Practice identifying key processes, constraint points, throughput, inventory, visual workplace, sense of morale, workforce adoption of LEAN and change
- **Components**
  - Short presentation from Host on their journey thus far
  - Workplace tour
  - Debrief



## The Test



- Projects were a visible result
- Presentation to the Executive
- All participants involved
  
- The organisation is interested



Project presentation



The awards



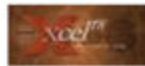
Celebration

## Permission Cards



You have permission to change the  
health care system in Canterbury!

CEO Canterbury District Health Board



Side 1

Side 2



- Value the patient's time
- Remove your rocks to improve the flow
- Create a visual workplace
- Set SMARTA performance objectives
- The people mix: popular, powerful, peaceful & perfect
- Every 'little bit over budget' adds to the cost pyramid





## So What Has it Achieved?



### Over 12 months:-

- Xcel8 standard - 10 cohorts (160 people)
- Xcel8 plus - 3 legions (41 people)
- Over 200 senior staff given permission to change the organization
- Over 50 significant projects identified some progressed
- 13 projects presented
  - with many being approved, supported and funded
- ***A significant cultural shift in the organisation***

## The Retrospectoscope's View

- This is not
  - a learning and development program in the traditional HR domain
  - about how many we can put through
- This is
  - about the big picture and cultural change
  - a change management tool
  - about participants understanding their roles and where they fit
  - networking
- This requires
  - Executive commitment
  - an operational and strategic owner
  - a long term view
  - some external perspective

# Canterbury District Health Board

**Canterbury**  
District Health Board  
Te Pōari Hauora o Waitaha



Thanks

