



**Canterbury**

District Health Board

Te Poari Hauora o Waitaha

# An *Rx* for Ex: Work that Works Better

**Michael Frampton**  
Chief People Officer

Winsborough Future Trends  
2018

**I want to start by  
telling you  
something of life  
in our world...**





# At the heart of transforming our health system was rethinking how we come together to *Make it Better*



Focusing on the patient at the centre



Alliancing as a way of working



Distributing leadership and decision making



Creating simple messages – no wait/waste/harm



Applying empathy and design thinking

**More recently, thousands of our people have challenged us to make work, work better for them**



Value and Appreciate Me



Make It Easy For Me



Design the Future With Me



Technology-Enable Me



Equip Those Who Lead Me



Communicate With Me

# We've responded by building a People Strategy that delivers on what our people have told us matters most



Everyone understands their contribution

A culture of connectedness

*I have a sense of purpose and value*



Everyone is supported to take the lead

Widely distributed leadership

*I can take the lead with others*



Everyone can get stuff done

People-friendly ways of working

*I have what I need to do my job well*



Everyone is supported to be their best

Continuous capability growth

*I can do and be my very best*



Everyone is supported to *Make it Better*

Innovation through co-design

*I am part of shaping the future*

# GOODBYE

Same old...

Clunky...

Meh...

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# HELLO

Employee experience

# To deliver the new work and the new experience the People Strategy demands, we need to work differently

Target % of query resolution per level

All Staff  
Line Managers  
HR

Self Service	Service Hub	Specialist Services	Strategy and Partnering
60-70%	20-30%	5%	1%
			

Information Enquiries Transactions

Enablers: Strategy | People | Process | Data | Technology



PAYMENTS +  
ROSTERING



**100,000+** payroll items  
administered each week

**10,500** people  
paid each fortnight



**40,000+**  
tasks rostered  
per week

ADMIN + HRIS



**21,000** health system employees  
on a common e-learning platform  
across the South Island

**8,000+** changes  
to employment  
records each year



**Eight** people  
IT systems

IR + ER



**54** collective and mirrored  
employee agreements

Partnerships with **14** unions  
representing **93%** of our workforce



HEALTH +  
SAFETY



**221** health and safety risk  
registers managed across  
over 200 facilities

RECRUITMENT

**1,900** new hires  
onboarded each year



**30,000** recruitment  
applications processed  
each year

CHANGE

**One** change  
proposal every  
**10 days**





Haere mai - how can we help?

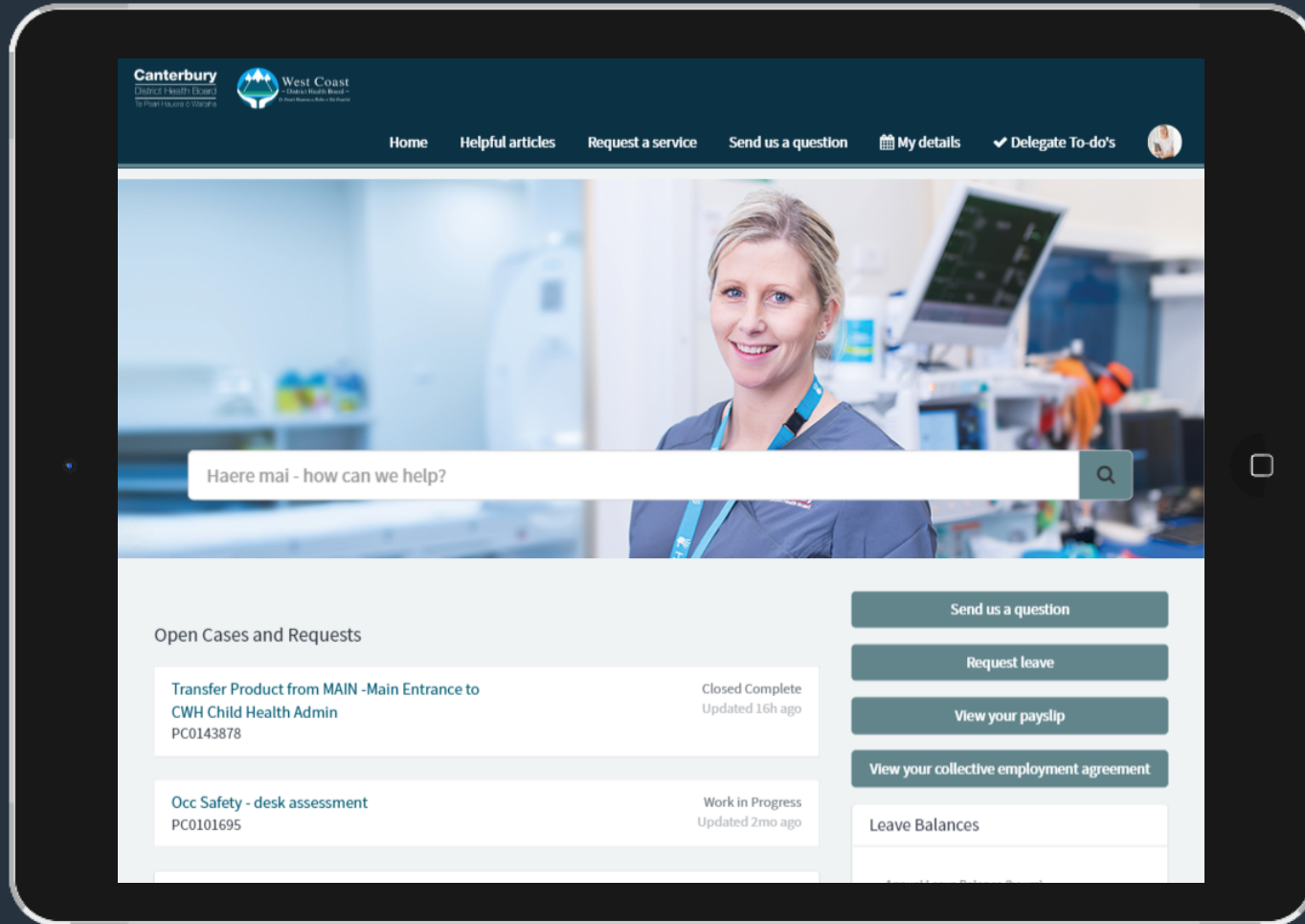
Open Cases and Requests

Transfer Product from MAIN -Main Entrance to CWH Child Health Admin PC0143878	Closed Complete Updated 16h ago
Occ Safety - desk assessment PC0101695	Work in Progress Updated 2mo ago

- Send us a question
- Request leave
- View your payslip
- View your collective employment agreement

Leave Balances

# Everyone's talking about Max!



“Never heard of Max – but have now, and took a look. It is excellent – simple but relevant, intuitive and integrated with other systems”

*Senior Doctor, Emergency*

“Max is evolving quickly, and it's evolving based on what we've actually been telling you. Thanks for listening – we're really seeing the value”

*Director of Nursing*

“You guys are actually listening to what we want. We can see that the enhancements, the new services, developments are all based on what our people are saying, you're doing great”

*General Manager*

# More than 80% of staff are now using Max to take charge of their own experience at work

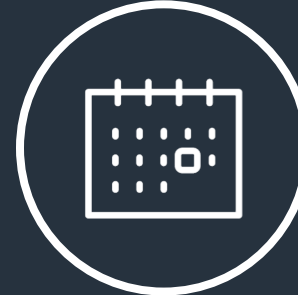
In just 43 weeks, Max has processed:



**78,789**  
HR  
cases



**1,741**  
profile  
updates

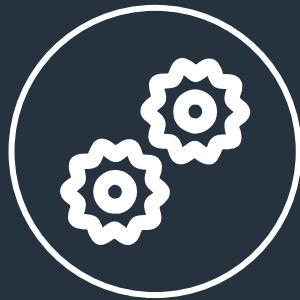


**13,897**  
leave  
requests



**8,326**  
unique  
users

# There's plenty of evidence that suggests that the way we're working is changing for the better



**~4,000**  
fewer emails  
received each  
month



**Ten** email  
addresses for  
HR services  
reduced to  
**one**



**200+** new  
knowledge  
articles  
delivered



**55%** cases  
resolved in 24  
hours



# Bringing to life the *Now of Work*

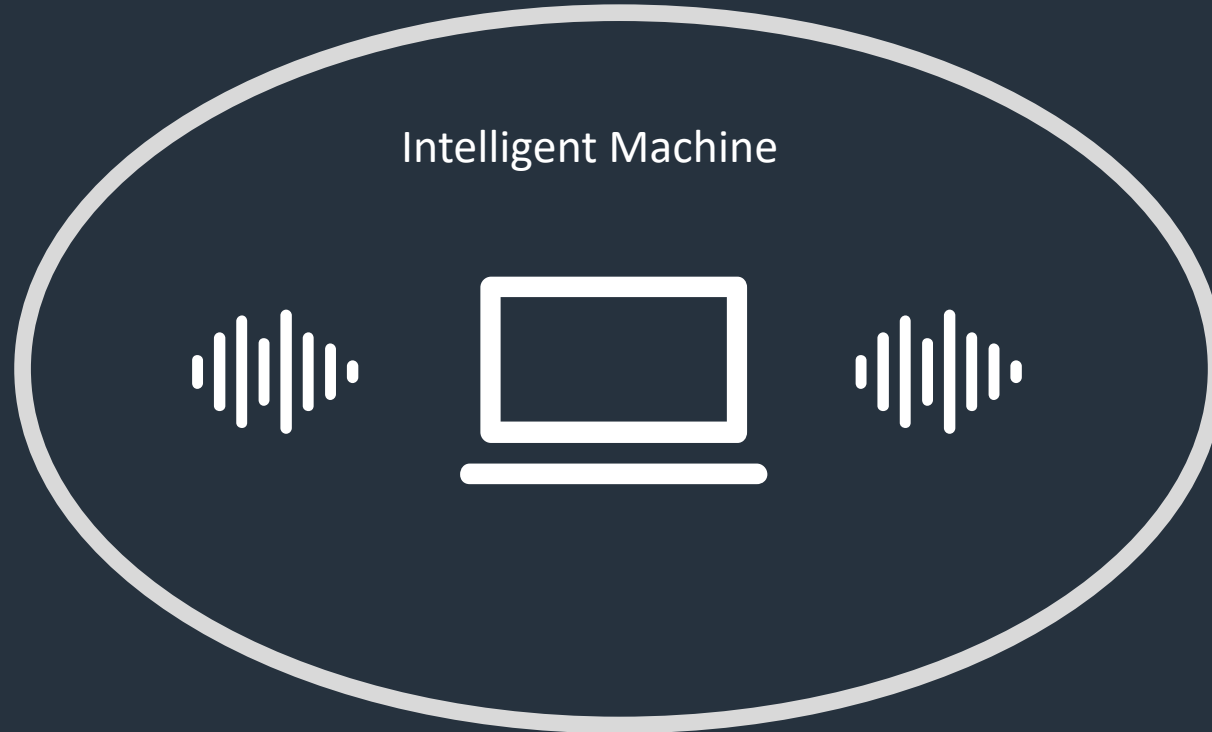
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# We're already onto the next thing as we continue to reinvent HR to support the changing world of work

Human Request



Intelligent Machine



Human Fulfilment



# We've brought teams from across the organisation together to design a new orderly request service...

**Orderly Requests by Status**  
Guided Board

**Legend:** Patient (Red), Notes (Green), Equipment (Yellow), Specimen (Orange), AT (Aaliyah Tangira), AE (Aaron Everton), AF (Aaron Franks), AF (Aaron Fraser), AG (Aaron Gunn), AH (Aaron Henderson), AK (Aaron Keown), AC (Aileen Cross), AK (Anthony Knights), BF (Bonnie Fraser), DM (Daniel Mayers), DN (Darren Norriss), DS (Dylan Summers), EP (Ewen Pycroft), GL (Gavin Leigh), GP (Gaylene Payne), GP (Gerald Parke), JE (Jared Edlin), KA (Kate Admin), NH (Nathan Hopkins), NM (Neha Mishra), NG (Nicolao Georgiadis), NP (Noel Prisk), RA (Rob Armstrong), RW (Russell Ward), SD (Sammi Donaldson), T (Test), TH (Thom Harrison), TM (Trace Mclvor), TB (Trevor Brookes)

Status	Count	Task Title	Requestor / Contact Name	When Required	Request Type	Request ID	Time Ago
Ready	446	Transfer Equipment from Other to Other	Neha Mishra	29/08/2018 16:02:18	Equipment	PC0049386	6d ago
		Transfer Equipment from A2-Ambulatory Two to A6-Ambulatory Six	Neha Mishra	29/08/2018 15:58:45	Equipment	PC0049385	6d ago
		Transfer Equipment from A2-Ambulatory Two to A2-Ambulatory Two	Neha Mishra	29/08/2018 15:52:15	Equipment	PC0049381	6d ago
Work in Progress	2	Transfer Patient from WD12-Cardiology to A3-Ambulatory Three	Neha Mishra	27/08/2018 13:56:20	Patient	PC0049235	8d ago
		Transfer Patient from A2-Ambulatory Two to WD16	Neha Mishra	27/08/2018 14:14:11	Patient	PC0049236	8d ago
Closed Complete	100	Transfer Patient and Equipment fromCCPU to SARA	Neha Mishra	17/08/2018 11:08:29	Patient	PC0048597	18d ago
		Transfer Patient fromAMAU to WD27	Kate Admin R...	20/08/2018 15:38:14	Patient	PC0048737	7d ago
		Transfer Patient from A3-Ambulatory Three to A4-Ambulatory Four	Neha Mishra	27/08/2018 13:23:52	Patient	PC0049233	8d ago
Cancellation Reques...	3	Specimen pick up from WD16	Neha Mishra	10/08/2018 11:28:55	Specimen	PC0048179	20d ago
		LINEN-TSU	Kate Admin R...	20/08/2018 15:38:14	Specimen	PC0048397	20d ago



## ... and we're partnering across the business to bring the *Now of Work* to life for a range of other services and teams

- We're working with finance to design an IT service management solution and way of working to support the Oracle finance + procurement system
- We're alongside clinical + operational teams designing outpatient scheduling for the new Outpatients facility [which includes looking at the design and flow of work]
- We're supporting clinical and operational teams at Burwood to explore a new voice-activated patient call system for intelligent routing of patient requests
- We're about to work with Communications to deliver a new solution for managing all inbound communications [including media] requests

# Progress at the pace of trust



# We're listening to really 'hear' what people want, and we're committed to delivering a very different kind of HR



We're agile – fast, small, incremental improvements



We deliver value early and often



We're ok about risk



We focus on the employee experience through intelligent co-design with the people who actually do the work



We make decisions quickly

**When people work better,  
care works better**





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