



Developing Strategy in the Health Services

Curtin Business School

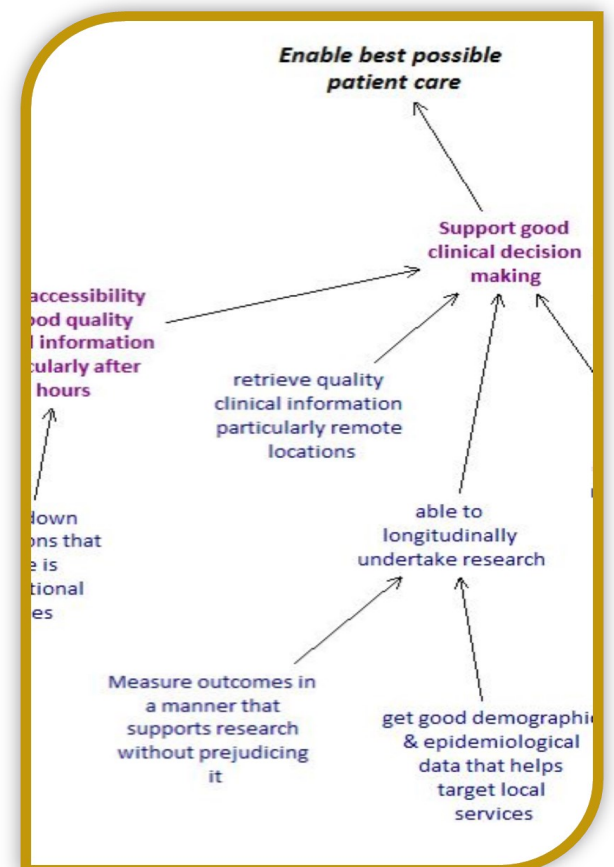
Fran Ackermann and Caleb Goods

Project undertaken on behalf of the North Metropolitan Health Service– Mental Health

Project Overview

The project focused on investigating the strategy of a health service provider through a series of in-depth interviews – revealing how strategy was viewed by staff, whether staff knew what the strategy was, what particular strategic issues existed and how staff perceived the future of the organisation. Building on this information, a series of group workshops were held with the intention of developing a new strategy which both acknowledged the existing strategy and the changing external landscape.

The workshops were supported by special purpose software providing staff with the ability to contribute simultaneously and anonymously in a very productive and 'safe and open' environment. The contributions were then reviewed enabling a better understanding of the complexity of the service to be gained, scope for negotiation re direction and consideration of possible actions. Anonymous prioritisation of actions was also undertaken recognising the resource limitations facing the organisation and ensuring outcomes that were both practical and politically feasible. The results of each workshop were then integrated into a single strategy model providing a robust, coherent and shared strategy.



Outcomes

The project resulted in a robust and comprehensive strategy constructed from contributions across the organisation. It also:

- recognises the need to take a systemic view and understand how actions in one area will impact actions in another
- is understood and owned by a wide range of staff
- Actively acknowledges the changing environment and stakeholder impact and management

