



PRAXIS CASE

REALIGNMENT OF AN ORGANISATION WITH ITS REGULATORY DUTIES

ORGANISATION PROFILE: REGULATOR, HEALTH SECTOR

CONTEXT, STRATEGIC GOALS AND EXPECTATIONS:

Following a strongly worded evaluation by the Professional Standards Authority (PSA), a health regulator needed to realign its organisation and functioning to fulfil regulatory duties. This meant realigning processes, organisation, roles and especially reporting, analytics and information management systems with government and PSA's expectations on Standards.

PRAXIS FIELDS MOBILISED TO ACHIEVE BUSINESS EXCELLENCE

Vision and Strategy - Design and Delivery - Challenges

In order to know where the organisation stands and shape the path towards its goals, an audit of the initial situation and professional standards was undertaken, alongside listing business issues and areas needing urgent attention. Strategy and operational plans were designed and validated, then subsequently delivered.

Challenges: resistance to change and resistance to compliance with regulation, essentially due to internal politics interfering with the regulator's public service mission. Several areas of the organisation felt in the trap of business as usual (BAU) tediousness and a tick the box culture. Status quo had to evolve, as a new and positive energy was much needed.

Business Continuity and Risk Governance

Alongside implementing the new strategy and introducing major changes, it's been crucial to preserve the balance of Business Continuity and BAU to ensure the delivery of the regulator's public service. This led to design and implement flexible and innovative interim solutions tailored to the duration of each increment of change.

Continuous Improvement

An endogenous and iterative approach between strategy expectations and current deliveries and BAU combined with a continuous review of what doesn't / what works.

Performance and Outcomes Management | Making the invisible, visible

An integrated performance management framework wrapping the whole organisation's functioning and strategic areas was designed and implemented from board level down to first line case workers: Balanced Score Card, updated or new SOPs, high-level reporting, Lean for Services, Service Level Agreements, new metrics and intelligent KPIs.

OUTCOMES

For the first time in its history, ad-hoc insights supporting strategy and operations delivery monitoring, as well as policies deploying consistent guidance and directions became available at the fingertips of executives and caseworkers, bringing the regulator on a much healthier path within 1.5 years.