

Changing the 'BARA' Culture

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Presentation Overview

- **This presentation strives to:**
 - **Present a holistic overview of Chris Hani Baragwanath Academic Hospital**
 - **The historical challenges and**
 - **The impact of the new management's turnaround strategy on the culture of the Hospital**

Definition of Concepts

- ❑ In order to comprehend organisational culture and change we need to understand what culture is.
- ❑ There is a myriad of definitions of what organisational culture is, but all the share common traits, namely that **CULTURE**:
 - ❑ Forms the base of a given society or an organisation
 - ❑ Is as old as one can think
 - ❑ It is universal in that it exists where human beings subsist
 - ❑ Has core values and laws (written & unwritten)

Definitions cont...

- Organizational Culture is what employees perceive and how this perception creates pattern of beliefs , values, and expectations.

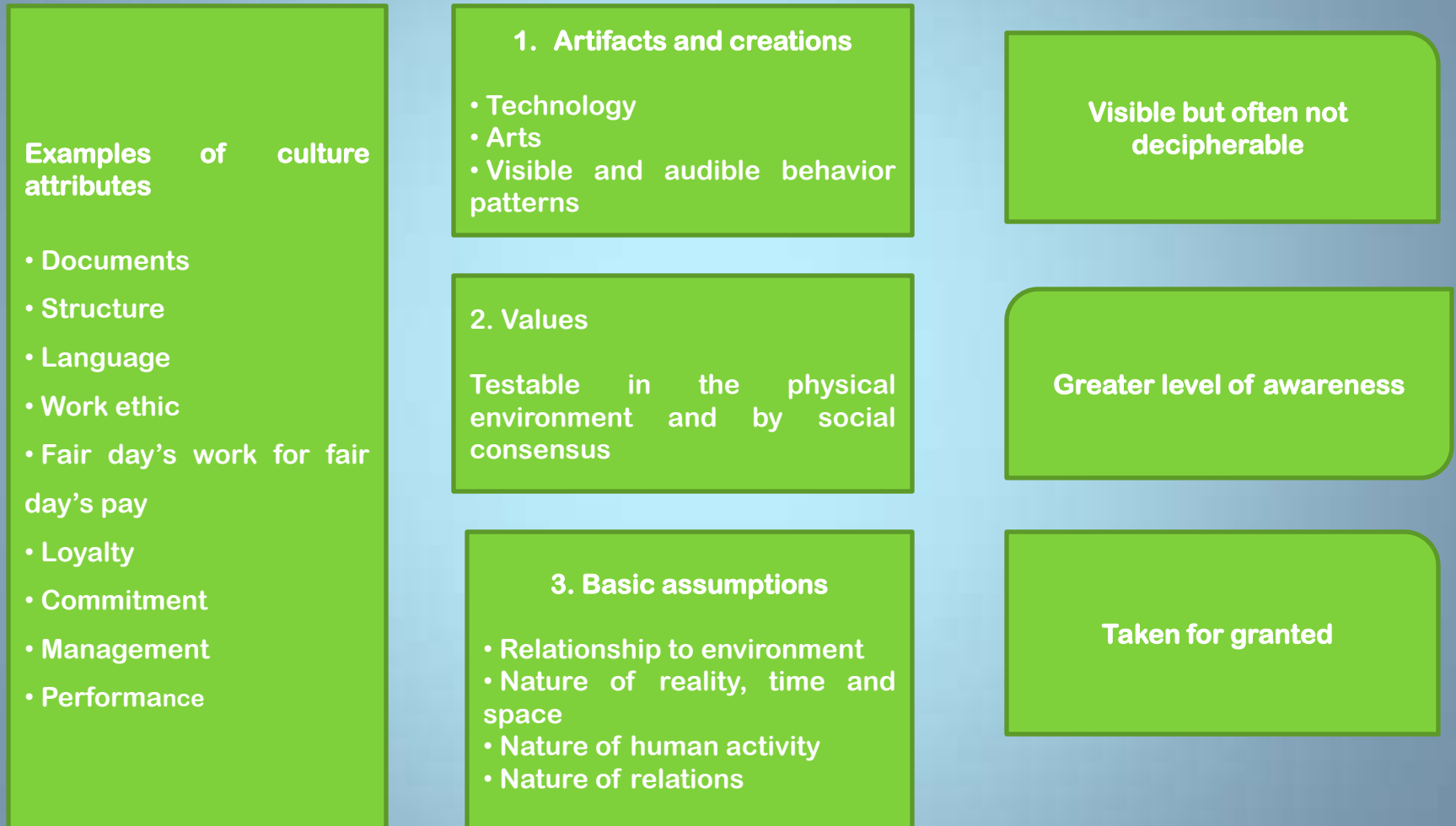
Edgar Schein defined culture as:

'A pattern of basic assumptions –invented, discovered ,or developed by a given group as it learns to cope with the problems of external adaptation and internal integration-that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive ,think, and feel in relation to those problems'

Definitions cont...

- **Organisational Change on the other hand can be defined for the purpose of this presentation as a pervasive (omnipresent) influence.**
 - **It is therefore an inescapable part of both social and organisational life**
 - **It can be initiated deliberately by Managers, evolve slowly within organisational units or simply imposed by policy changes and /or external pressures**

Three layers organizational culture model



'Preserve order amid change, change amid order'



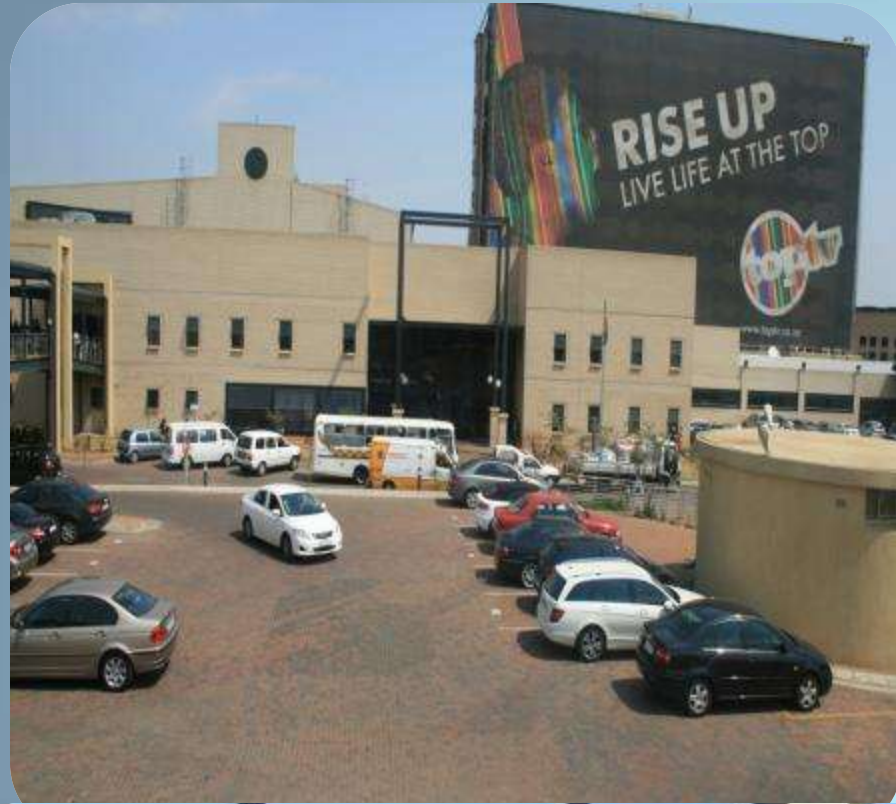
'Preserve order amid change, change
amid order'

Old Wards



'Preserve order amid change, change
amid order'

Welcome to CHBAH



Chris Hani Baragwanath Hospital: The Historical Perspective

- From British Military Compounds / Barracks of the Second World War to a Modern Tertiary Hospital
- Has 410 buildings in 173 acres of land
- 2888 beds
- Boasts state of the art
 - Accident & Emergency Unit
 - Trauma Unit
 - OPD Clinics and Pharmacy
 - Burns Unit
 - Hand Unit
 - Cardiology ICU
 - Multidisciplinary Adult ICU

Chris Hani Baragwanath Hospital: The Historical Perspective cont...

- Neonatal ICU
- Renal Unit
- Radiology Unit
- Paediatric Oncology (CHOC)
- Old infrastructure barracks type of wards 70pts
- Staff establishment as at 31 May 2011
 - Approved posts: 7590
 - Filled Posts: 6683
 - Vacant posts: 907
- Personnel Compensation Budget 2011/12: R1, 841, 068, 000 – 00
- Total Institutional Budget: R2, 544, 427, 000 - 00

The 'Bara' culture

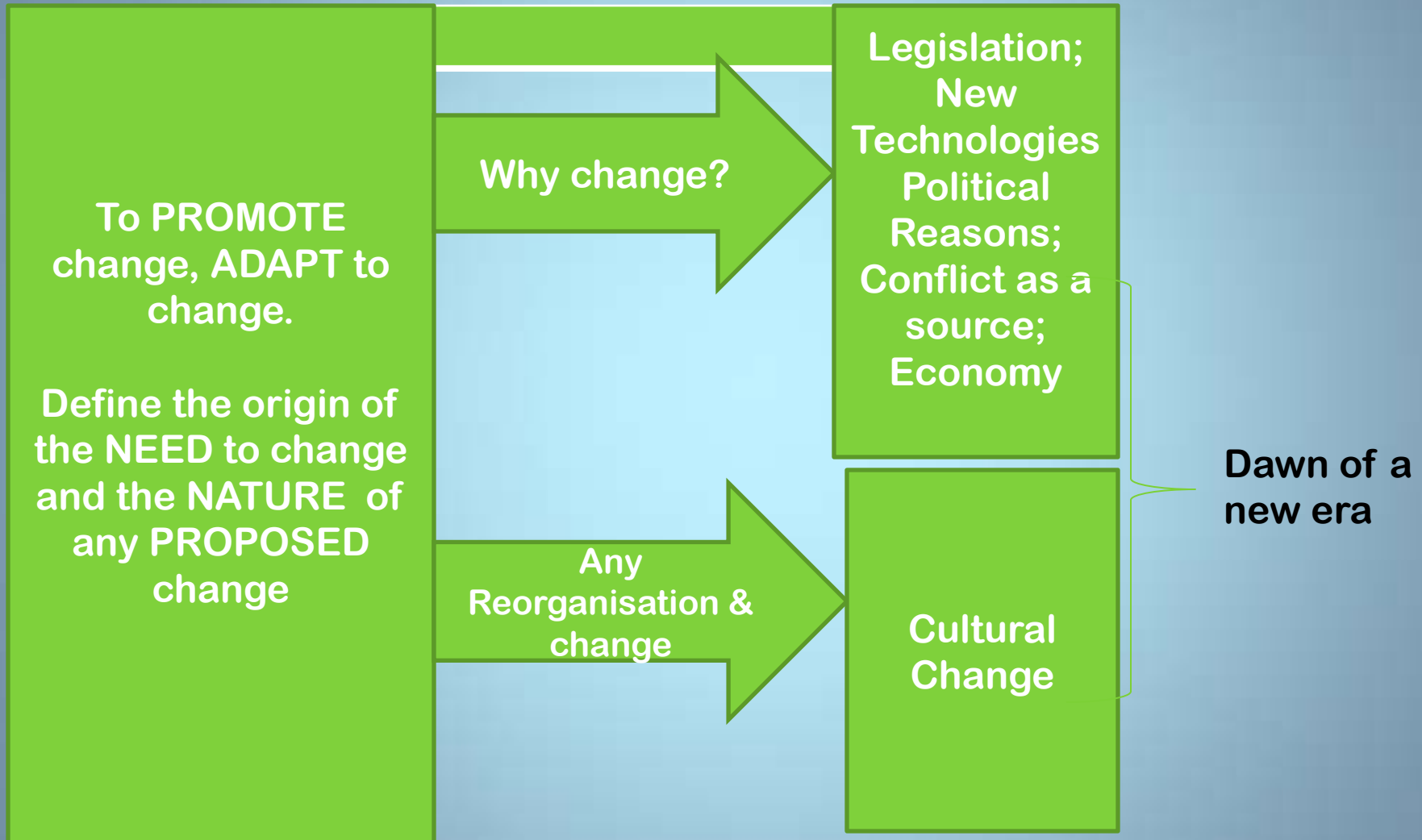
□ Main features

- Shared feelings, taking pride in working at the hospital
- Shared sayings 'we don't turn patients away at BARA'
- Staff shortage and use of nursing Agencies
- Staff resilience
- Highly unionized
- Ill discipline across the board
- Crisis mode

The 'Bara' culture cont...

- Performance goals non existent
- Cluttered Systems and processes
- Poor relationships within hospital
- Management inertia
- Core mandate
- Community perceptions BARA being the best (Panados at the hospital are perceived to be different from other places)

Model for change



'Preserve order amid change, change amid order'

Leadership factor

- Leading change as a manager and managing change as a leader
 - understand the industry,
 - how they were managed in the past
 - Impact of demographic diversity
 - Influence of lifestyles, personality traits and family dynamics
 - Recent experiences

Leadership factor cont...

❑ Developing your associates and yourself

- Creating the environment to grow
- Integrating day to day activities with growth
- Coaching
- Motivating
- Mentoring

❑ Managerial leadership in action

- Giving and receiving feedback
- Managing up and across
- Managing diversity

Learning to change @CHBAH

- ❑ Kuyasheshwa in Gauteng
- ❑ Kuyasheshwa-la Department Of Health
- ❑ The CHBAH Turnaround strategy
 - Accelerate and improve service delivery
 - Dealing with internal challenges (problems)
 - Delinking from shared services

Intended outcomes of the Strategy

- Improved Customer Focus
- Improved Quality Care
- Improved Communication
- Employee Development & Empowerment
- High Performance
- Team Work
- Improved Technology
- Forging Partnerships with the Private Sector and communities

Cornerstone of Achieving the Ideals of the Strategy

- ❑ Establishment of Business Units for Decentralised Management and Accountability
 - ❑ Medicine & Psychiatry
 - ❑ Surgery & Ophthalmology
 - ❑ Allied services
 - ❑ Mother & Child hospital
 - ❑ Clinical Support
- ❑ Supply Chain Management department
- ❑ Safety & Security
- ❑ Infrastructure Development & Maintenance

Cornerstone of Achieving the Ideals of the Strategy

- Facility Based Quality Assurance Management Team
 - Client satisfaction surveys
 - Staff satisfaction surveys
- Improved and Quality Assured Hospital Information Systems
- Improved Clinical Governance
- Establishment of an Adverse Event Reporting System
- Monitoring and Evaluation unit

Cornerstone of Achieving the Ideals of the Strategy

- ❑ Outreach Programmes and Cluster Support
- ❑ Empowerment of the Community
- ❑ Improved Communication
 - Internal and
 - External
- ❑ Supportive Administration ,
 - Finance
 - Human Resources Management
 - Logistics etc

Experiences of the Change Initiatives

- ❑ In the 1970s Alvin Toffler wrote in his book “Future Shock” that people are naturally wary to change. They tend to think that it is “out of control”
- ❑ With the Bara experience the following is noted:
 - Selective perception is rife – biased view towards change
 - Change as a threat to power, influence, or inconvenience and a loss to freedom
 - Destabilisation of past contracts and agreements
 - Organisational resistance versus the availability of resources
 - Resistance to the destabilisation of the entrenched habits

What actually Changed

- ❑ Managers are now managing and leading (execution)
- ❑ General Accountability
- ❑ New equipment and replacements
- ❑ Clinicians attending to patient care and training
- ❑ Unions represented at multilateral meetings
 - ❑ General Public Sector strike
 - ❑ Disciplinary hearing
- ❑ Waiting times @ pharmacy
- ❑ Booking system in place
- ❑ Mortuary
- ❑ Hospital cleaner and neater
 - ❑ General staff meetings

Experiences of the Change Initiatives

- ❑ SCM systems in place (Demand Plans , assets, committees)
- ❑ Cost centre budgeting in place
- ❑ SAE committee and reviews
- ❑ Human resource systems
 - ❑ Personal transformation
 - ❑ Appointment of nurses
- ❑ Partnerships with Private sector
- ❑ Partnerships with communities
- ❑ Established a Museum
- ❑ Patient records now kept and functional @ the hospital
- ❑ Transformation project terminated

Conclusion

**Turnaround strategy
is an ongoing 5year program which
started in August 2009**

The journey continues...

Overcrowding



Poverty



Poverty



Affluence







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amid order'



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'Preserve order amid change, change
amid order'



'Preserve order amid change, change
amid order'



'Preserve order amid change, change
amid order'





'Preserve order amid change, change
amid order'

We don't turn patients away!





'Preserve order amid change, change amid order'



'Preserve order amid change, change
amid order'



...reserve order amid change, change
amid order'



'Preserve order amid change, change
amid order'



'Preserve order amid change, change amid order'

Museum



'Preserve order amid change, change
amid order'

Museum



'Preserve order amid change, change
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Museum



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Success in the face of adversity

