

# **Te Aro Health Centre: A transformation case study**

NFP conference 2015

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# Two questions for today

- 1. What are the strategies of success for sustained transformational change?*
- 2. What can we learn from Te Aro Health Centre: a transformation case study?*



# Deep down we know a whole lot of things...

- Who sings this?
- Who is this?



- Where is this?



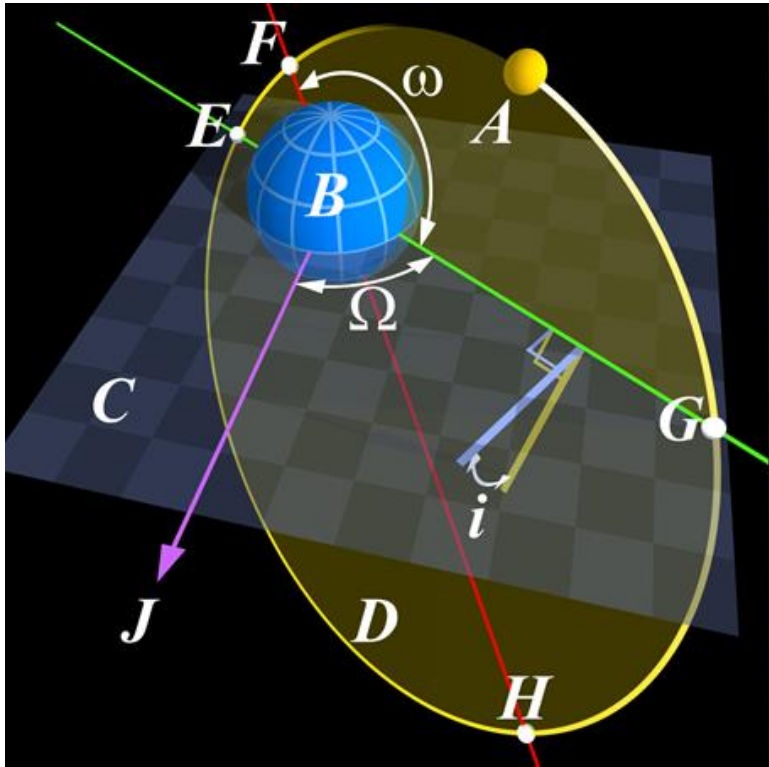
# But sometimes we just don't recognise things





# There are some things we just don't know

What is the gravitation pull of the earth & what other forces are required to slingshot a rocket to the moon and beyond?



# There are some things we don't understand

- Like how humanity can do such atrocious things
- Why we don't learn the lessons from the past
- Why do some people sacrifice everything for the good of others (and whether I could do the same)



# Transformation – a definition (perhaps)?

“A shift in the business culture of an organisation resulting from a change in the underlying strategy and processes that the organisation has used in the past. A transformation change is design to be organisation-wide and is enacted over a period of time” .....blah blah.....

“We help organisations design and implement major change programmes that improve performance, build capabilities, and strengthen behaviour over time” (.....for a fee....)

# Transformation – an alternative definition?

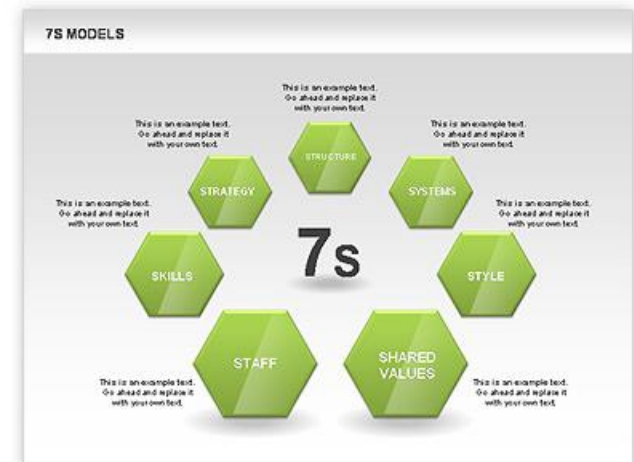
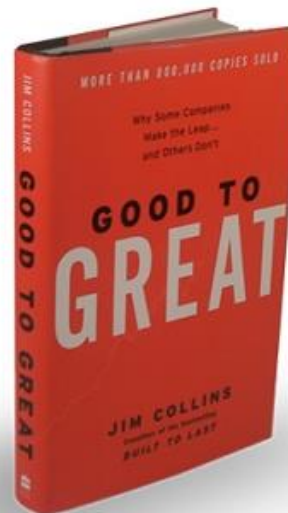
A fundamental change  
.....from what used to be  
.....to something new  
.....either by design or accident





# I am not going to talk about...

.....the theory of transformation, current practice, best practice, the latest thinking/article  
There are plenty of theories, books, google search results, consultants and people far wiser than me who can do that for you.....



# Who am I & my perspective

Forestry, youth work, outdoor instructor & guide, student, consultant, business owner, CEO, Chair & Trustee, Government employee (MBIE), husband, dad, friend.....



# Te Aro Health Centre: a brief heads-up:

- Nurse-led clinic, 1500+ patients, 25+ years
- Doctors, nurses, nurse practitioners & support staff
  - Started with troubled youth, street based (out of a car boot), short term/temp locations: 1 doctor, 1 nurse & volunteers
  - Now a sustainable clinical/op model, secure(ish) funding, exemplar clinical delivery (Cornerstone accreditation) & using collaborative partners for wrap-around services
  - Services delivered from main clinic, outreach rooms & partners facilities (Soup Kitchen, Night Shelter, DCM, WCC)
  - Outreach services delivery: street, supported housing, parks

***High quality, low cost health care for the most disadvantaged in inner-city Wellington***

# Beginning with the end in mind....

*What are the strategies of success for sustained transformational change?*

*What can we learn from Te Aro Health Centre: a transformation case study?*

1. Have a dream (and dream big)
2. Have a plan (and start)
3. It will hurt sometimes (so hang in there)
4. It will feel great sometimes (celebrate that)
5. Learn and adapt (and learn some more)



# Have a dream (and dream big)

- Do you have a burning platform – if not, light one!
- What makes you so special – what's your USP?
- Begin with the end in mind – 'as if it is done'
- Coalition of the willing – governance, funders, supporters, delivery partners
- Leadership, Board & staff – surround yourself with brilliance and get out of the way

# Have a plan (and start)

A plan - enthusiasm = drudgery

No plan + enthusiasm = chaos

A plan + enthusiasm = can change the world

- It just takes one person (to change the world)
- Outcomes modelling drives (& aligns) strategic thinking, the strategic plan, the annual plan, tasks



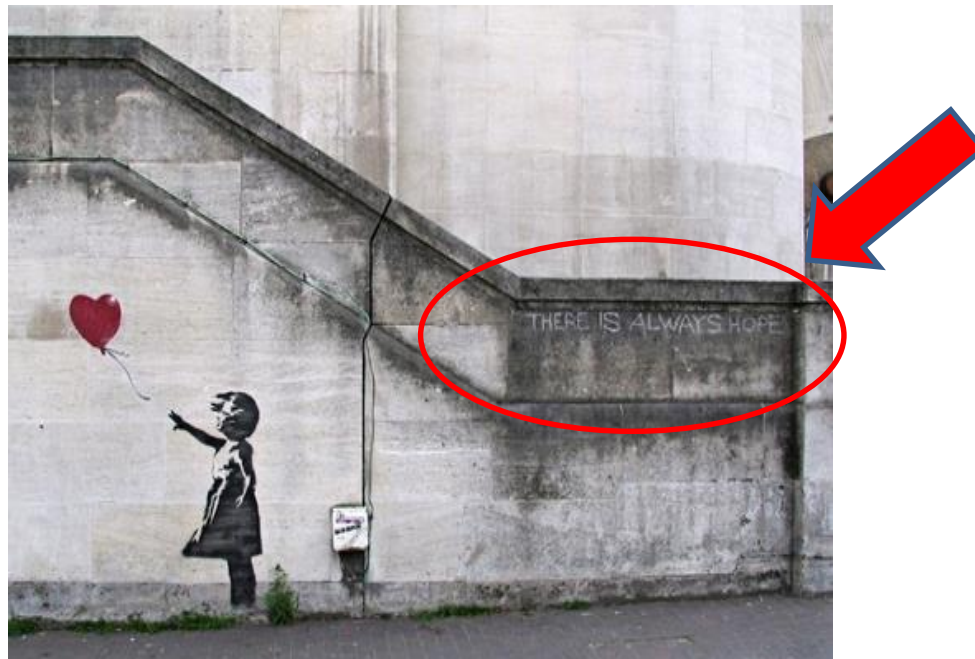
# It will hurt sometimes (so hang in there)

- There are those who create & those who destroy
- It was the right thing to do at the time....but times change – adapt or die!
- Give up – are you really in control?
- Are you a risk taker (sharp intake of breath) or a risk avoider (wrapped in cotton wool)



# It will feel great sometimes (celebrate that)

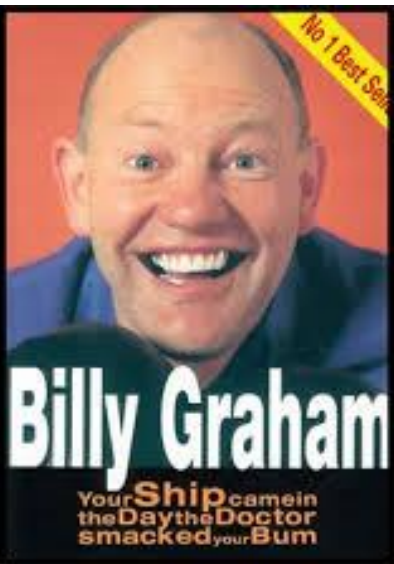
- It is all about you – leader (mgmt & governance)
- Align the physical, mental, emotional & spiritual
- Push the fly wheel – perhaps one last time
- Bank the small wins & every victory along the way





# Learn (and adapt, then learn some more)

- Duck and weave & make it count
- Align 'in' the business with 'on' the business
- Test and measure (everything)
- ....and sometimes you just have to believe.....



# Perhaps we can all do better than this....

## DILBERT<sup>®</sup>

BY SCOTT ADAMS

OUR DIFFERENTIATING  
VALUE-ADDED STRATEGY  
IS TRANSFORMATIONAL  
CHANGE.



HOW WAS THAT?  
DOES ANYONE  
FEEL DIFFERENT?



MY URGE TO HURL HAS  
INCREASED A LITTLE  
BIT.

THAT'S WHAT  
CHANGE FEELS  
LIKE.



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## **In summary....**

*What are the strategies of success for sustained transformational change?*

*What can we learn from Te Aro Health Centre: a transformation case study?*

- 1. Have a dream (and dream big)**
- 2. Have a plan (and start)**
- 3. It will hurt sometimes (so hang in there)**
- 4. It will feel great sometimes (celebrate that)**
- 5. Learn (and adapt, then learn some more)**

# Deep down we know a whole lot of things...



The challenge now is what are you going to do about the possibilities and opportunities in front of you?





# **Te Aro Health Centre: a transformation case study**

**.....and now the real work begins. Good luck!**

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