



BUSINESS EXCELLENCE CASE STUDY

BAPTIST COMMUNITY SERVICES NSW

Inculcating Continuous Improvement Principles and
Practices in our Organisation

March 2007

Executive Summary

Baptist Community Services NSW and ACT is a significant not for profit organisation who have partnered with SAI Global to develop a systematic approach to Continuous Improvement. Initiatives are currently being implemented within one division and the remaining divisions are scheduled to begin training champions to drive their improvement initiatives in the future. An integrated improvement system has been designed and the pilot implemented to ensure that BCS has the capability to efficiently manage ongoing continuous improvement. Executive and middle management have worked with SAI Global to learn more about and determine their role in leading continuous improvement throughout the organisation.

Background of the Client

Baptist Community Services NSW & ACT (BCS) is a leading not-for-profit Christian organisation caring for people in NSW and the ACT and has been at the forefront of aged and community care for over fifty years.

Their vision is to maximise independence of our clients through a variety of services and care options. Listening and supporting the needs of clients and their families is key to their success in providing flexible and responsive care. BCS's caring and professional staff members are dedicated to providing support that encourages independence and quality of life.

They aim for the highest standards and best practice in care to ensure we remain professional, friendly and accommodating at all times.

BCS's philosophy of care is based on Christian principles reflected in our mission and values.

The Situation

- The aged care industry is heavily regulated by numerous stakeholders, each of whom seek to encourage continuous improvement using their own techniques;
- The industry is growing and developing rapidly, and leaders such as BCS have expended significant effort to conduct effective strategic planning in such a dynamic operating environment;
- High staff turnover is common in the industry, because of growth, so addressing staff issues and strengthening the relationship with all staff are strong drivers for BCS, and
- BCS wants to continue to improve to maintain its position at the fore front of the industry.

SAI Global Solution

SAI Global worked with BCS's directors and staff to achieve the following:

- Analyse the current array of disparate continuous improvement initiatives to determine what was currently working and should be retained and what required a more integrated and systematic approach
 - Analysis was initially conducted in the Community Care Division,
 - Analysis was then conducted to include the remaining Divisions
- Design a pilot Continuous Improvement System to implement within the Community Care Division. The system was accessible via the intranet and enabled staff and managers to nominate and track the progress of suggested improvements. The system designed was aligned to the Business Excellence Framework.
- Design a system for the remainder of the Divisions within the organisation building from the success of the pilot implementation. Part of the integration included the integration of a system to promote improvement initiatives that had independently been implemented across the organisation assisting in increasing the value which was derived from each.
- Conduct training and ongoing mentoring of executive management to clarify their role in leading Continuous Improvement.
- Train Continuous Improvement Champions to the level of Graduate Certificate in Business Excellence, providing them the capability to lead and facilitate improvement projects and act as mentors internally for continuous improvement initiatives.
- Conduct an assessment against the Framework to integrate the planning process into other Continuous Improvement initiatives.

Results

Improvements have already been created and are being implemented in a systematic manner. Staff and Management at all levels have been involved and many champions and managers trained in the fundamentals of Continuous Improvement. A Continuous improvement system has been implemented within one division, and following success is now being adjusted to be rolled out into the remaining divisions. Continuous Improvement is being inculcated into the culture of the organisation and the integrated nature of the system helps to create clarity about Continuous improvement and the benefits being achieved.

About Us

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