



BUSINESS EXCELLENCE CASE STUDY

NORTH HOBART VETERINARY HOSPITAL

**EMBEDDING CONTINUOUS IMPROVEMENT
PRINCIPLES AND PRACTICES IN OUR ORGANISATION**

March 2007

Executive Summary

North Hobart Veterinary Hospital has made sound progress in understanding the Business Excellence Framework and using it to assist the organization in ensuring that our activities contribute to the vision, mission and goals of the business. Through a series of regular workshops with staff, facilitated by SAI Global, there has been a significant improvement in teamwork, communication and knowledge management.

Background of the Client

Our organisation was continually frustrated by its lack of organisation, planning, communication and adherence to agreed procedures. We asked SAI Global to assist us in developing more of a business focus and chose to use the Framework as a basis to do this.

Situation

At North Hobart Veterinary Hospital, we needed:

- Understanding and use of the ABEF;
- Increased understanding of the organisation as a system, ensuring that all activities contribute in an efficient and optimal way to the achievement of the organisation's purpose;
- Increased and improved teamwork, including how people work together efficiently and effectively to ensure reliable and measurable outcomes, and
- Developing process improvement throughout the organisation to ensure that processes are reviewed, accurate and followed by all staff.

SAI Global Solution

SAI Global worked with our directors and staff to achieve the following:

- Introduction to the Framework – Categories and Items
 - Understanding how the Framework can drive sustainable organisational improvement
 - Identifying potential strengths and opportunities for improvement and prioritising these
- Introducing systems thinking
 - Overcoming systems blindness
 - Understanding systems thinking and its benefits
 - Developing a systems view of the organisation
- Development of a vision, mission, customer charter, values and aligned behaviours
 - Ensuring an understanding of the vision of the organisation exists
- Development of a strategic and operational plan, using the opportunities identified above, and a documented planning process
- Development of a set of key performance indicators and performance indicators in line with our strategic and operational plan
- Increased and improved teamwork and communication
- Reviewed process documentation and identified where gaps lie
 - Developed skills and capability to review and improve processes
 - Developed standard procedure format
 - Developed processes for capture and retention of knowledge within the organisation

Results

Results achieved have exceeded our expectations so far. We have a plan we are working to, the way we interact with each other has improved, our processes are now owned, reviewed and improved and we have qualitative and quantitative measures to track our progress. The ongoing support provided by SAI Global has ensured we can continue to improve and progress with confidence.

Acknowledgements

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About Us

For more information please visit: www.saiglobal.com/improve

Email: improve@saiglobal.com

Telephone: 1300 650 262