

# HBL & Bipartite Action Group Change and Communications Framework

15th December 2011. V12.3

## Summary:

This document has been created to set out the arrangements between HBL, the National Bipartite Action Group, Unions and DHBs on the framework for managing and communicating changes arising from projects and programmes that HBL are responsible for. This document has a particular focus on identifying and agreeing engagement terms with National BAG Unions.

The document details what steps will be taken and who will be responsible for what actions during those steps. The final framework has been consulted on widely, including with ASMS, APEX, NZMLWU, NZRDA and other Unions, and agreed to by the DHB representative members and Unions that are signatories to the National BAG. The arrangements also form the framework for others to engage with HBL work, including GMs HR managing staff on IEAs and Unions such as APEX; NZMLWU; NZRDA (*ASMS tbc*).

For ease of use the terms here are superscripted to the associated Glossary numbers.

## CCF overarching statements:

1. When a product, created by HBL, is an output of a step where feedback is part of that process, it is implicit that the product may be part of an iterative process resulting in more than one version.
2. This framework assumes that CEO's execute their obligations to Boards wherever a requirement to do so exists.
3. This framework assumes that all parties will uphold their requirements to confidentiality<sup>34</sup> during the pre-consultation<sup>35</sup> period (step 23)
4. It is noted that DHBs will need to abide by the provisions of the applicable collective employment agreements that they have entered into with the unions representing their employees. This Framework is intended to aid those requirements and cannot replace them.

	Phase	Step	Action	Responsibility	Communication
1	Concept	Initial Programme Scoping <sup>2</sup>	Reference Group <sup>6</sup> Workshop(s) – could be representative, SMEs, DHBs, Unions or other group and may involve initial data gathering	HBL	Part of general fortnightly update <sup>7</sup>
2	Concept	Authorisation	Gain approval to proceed with discovery and requirements gathering <sup>1</sup>	HBL	
3	Define Requirements <sup>5</sup>	Draft and finalise the programme streams Concept Brief <sup>3</sup> - (see template)	HBL develops a Concept Brief for sharing with DHBs and Unions	HBL, DHBs, Unions	Send out Concept Brief
4	Define Requirements	Unions, National BAG / or BAG nominated Change Group, consider the requirements for communication <sup>8</sup> and directs as appropriate	Unions, National BAG and DHBs consider the requirements for communication <sup>8</sup> and plans the engagement HBL supports preparation of communications materials DHBs manage the union and staff engagement and feedback <sup>18</sup> process.	Unions, National BAG, DHB with HBL support on material	Unions, BAG / DHBs communicate as required
5	Define Requirements	Data Gathering <sup>4</sup>	Information Request <sup>9</sup> to DHBs via the CEO's	HBL to prepare and explain /support, DHBs to respond	Teleconference to explain data request
6	Define Requirements	Establish Baseline <sup>10</sup>	HBL consolidates and analyses, communicates back to DHBs  DHBs validate	HBL/ DHB	Send out the validated baseline
7	Define Requirements	Develop Assessment Framework/ Criteria to Measure/ Select Options	HBL Develops Assessment Framework <sup>11</sup>	HBL	Step communicated through general fortnightly update

8	Define Requirements	Identify Service Delivery Options <sup>12</sup>	HBL does market analysis <sup>17</sup> , reviews offshore/ NZ experiences, evaluates/proposes models  NOTE: This analysis could include an RFI / EOI as specialist input may be required to provide robust analysis and information into the development of options.	HBL	Step communicated through general fortnightly update
9	Define Requirements	Confirm Preferred Service Delivery Model	Reference Group Workshop(s) – could be representative, SMEs, DHBs, Unions or other group	HBL	Step communicated through general fortnightly update
10	Define Requirements	Develop Roadmap <sup>14</sup>	HBL prepares roadmap.	HBL	Step communicated through general fortnightly update
11	Proposal/ Justification	Develop the Indicative Case for Change <sup>15</sup>	Reference Group Workshop(s) – could be representative, SMEs <sup>6</sup> , DHBs, Unions or other group HBL prepares an Indicative Case for Change	HBL	Step communicated through general fortnightly update
12	Proposal Justification	Authorisation	HBL Board Approves release of the Indicative Case for Change	HBL	HBL distributes ICC
13	Business Case Development	Consultation <sup>16</sup> Indicative Case for Change (See notes under glossary)	Indicative Case for Change circulated first to CEO's for consideration and feedback then post amendments to: HBL shareholder review and feedback National BAG and Unions Review and Feedback	HBL	HBL sends ICC to CEOs CEOs feedback National BAG and Unions feedback
14	Business Case Development	Consultation - DHBs consider the requirements for communication and directs as appropriate	Unions, National BAG and DHBs consider the requirements for communication with unions and staff and plan the	DHB with HBL support on material	DHBs  HBL sends communications

			engagement/s HBL supports preparation of communications materials and templates DHBs manage the Union and Staff engagement and feedback process		material to DHBs
15	Business Case Development	Consultation - Consider Feedback	HBL considers feedback and advises on incorporation and any changes to direction to DHBs for onward messaging if required	HBL / DHBs	Update provided
16	Business Case Development	Agree Funding Model <sup>19</sup>	Agree funding model	HBL/DHBs	Step communicated through general fortnightly update
17	Business Case Development	Project Governance <sup>20</sup> Framework/ Team Established  NOTE: These groups may be put in place earlier in the process than is indicated here	Programme Lead appointed/confirmed  Programme Review Panel <sup>21</sup> agreed  Advisory Group <sup>22</sup> Agreed  Project Team <sup>23</sup> Appointed	HBL to lead  DHBs to input/ propose/ agree	HBL sends out next steps – Governance framework
18	Business Case Development	Understand Indicative Case for Change for each DHB through detailed operational and clinical impact planning <sup>26</sup>	Working with individual DHBs <sup>24,25</sup> and their Unions to carry out operational and clinical impact planning	HBL Project Team (including wider SMEs etc.)	Step communicated through general fortnightly update
19	Business Case Development	DHBs / Unions / BAG consider the requirements for communication and directs as appropriate	Unions, National BAG and DHBs consider the requirements for communication with unions and staff and plan engagement / s HBL supports preparation of communications materials and templates DHBs manage the Union and staff engagement and feedback process	Unions / BAG / DHB with HBL support on material	Unions / BAG / DHBs  HBL sends communications material to DHBs

20	Business Case Development	<i>[As applicable]</i> Test the market <sup>17</sup> to understand if there are potential partners to design and/or deliver the proposed Service Delivery Model	Market Testing EOI/RFI. Need to engage with DHBs and Unions in this step.  NOTE: There will often be a need to conduct this RFI/ EOI earlier in the process	HBL Project Team	Fortnightly update Engage with DHBs and Unions
21	Business Case Development	Design the new Service Delivery Model	Detailed work <sup>29</sup>	HBL Project Team	Communications to staff/ unions – overall direction
22	Business Case Development	<i>[As applicable]</i> Go to Market	RFP <sup>28</sup> if necessary  Note: This step is before the individual transitional plans / business cases are authorised because, firm data will be needed to prepare robust options appraisals	HBL	Fortnightly update
23	Business Case Development	DHBs own and manage engagement and consultation <sup>30</sup>	DHBs own and manage union pre-consultations <sup>35</sup> as required under the national BAG Change Management framework	HBL to provide template consultation documents <sup>30</sup> , align timeframes and sign-off on all final consultation documents DHBs with HBL support	Fortnightly update, consultation docs to unions (1-2 weeks timeframe)
24	Business Case Development	Consultation to elicit feedback and input to design	Consultation with Staff  Refine proposals (re-consult if needed)	DHBs with HBL support	(3-4 weeks timeframe, unions attend meetings with staff)
25	Business Case Development	<i>[As applicable]</i> Explore options with potential providers	Explore options with potential providers	HBL/ Project Team	Step communicated through general fortnightly update

26	Business Case Development	Confirm service delivery model  NOTE: This step finalises the models for each DHB in the form of individual business cases / transitional plans articulating the individual costs, organisational, system, process and environmental changes required. All consultation and feedback processes will be part of the building towards this step.	Confirm final structure and service delivery model at each DHB DHBs finalise transition plans <sup>31</sup> implementation action planning <sup>24, 25</sup> at the DHB level will be carried out in consultation between Unions and DHBs as appropriate <sup>24, 25</sup>	DHBs with HBL support	Communications to staff and unions Final structure and service delivery model released
27	Business Case Development	Finalise the Business Case <sup>27</sup>	Working with individual DHBs to finalise the Business Case	HBL Project Team	Step communicated through general fortnightly update
28	Business Case Development	Approve Business Case	HBL Board Approval – Proposed Service Delivery Model Go/No Go	HBL	Communications to CEs/DHBs Communications to staff
29	Implementation	[As applicable] Finalise contract with provider	Complete tender process through finalising contracts with providers	DHB sign/ HBL signs on behalf of DHBs	Communications to DHBs (CEs, staff and unions)
30	Implementation	Implement the service delivery model and new organisational structure (as appropriate)	Implementation and change management at local DHB level <sup>24,25</sup> DHBs support staff and Unions support members through implementation	HBL, DHBs	Step communicated through general fortnightly update. Communications as appropriate
31	Closure	Closure <sup>32</sup>	Post-implementation review, documentation of learnings, from stakeholders including unions, handover to BAU	HBL	Closure report
32	BAU	Benefits Tracking and	Collation of feedback from stakeholders	HBL / DHBs	Savings reporting

		Realisation <sup>33</sup>	on successes and any remaining issues that have arisen through the embedding process Ensure benefits are being realised and captured		
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