

50% improvement in quality measures results in 10% improvement in bottom line performance.



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The labour planning and control system put in place by Coriolis is on target to achieve a bottom line savings swing of 10%. We are delighted.

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Simon Scrivens
Managing Director

Challenge

Sodexo Healthcare provides a broad range of facilities management and food services to the NHS including housekeeping, portering services, catering and patient feeding. Its site at Kings College was one of the first to successfully agree a Private Finance Initiative (PFI) contract, and is recognised as an established example of government and private sector collaboration to improve the quality of public services.

Within this evolving and challenging environment Sodexo wished to raise the existing levels of service and quality. With their current systems and organizational structures they knew doing this would require a substantial increase in cost.

At a ground level, low audit scores showed that members of staff were struggling to achieve or sustain the high levels of cleanliness required in a hospital environment. The Sodexo senior management team were keen to raise performance standards through the introduction of standardised and sustainable working practices at Kings College. A robust and innovative solution was required, which would deliver performance and productivity improvements as well as providing a best practice template that could be rolled out across multiple Sodexo sites.



We knew Coriolis had the experience and track record to help us achieve better results. Their consultants were proactive and incisive; assessing our operations thoroughly before formulating the control systems and structure we have in place today. Our performance and audit results are now firmly back on track.



Richard Nixon
CFO

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Transformation

Following a comprehensive analysis, Coriolis identified four core areas for improvement: appropriate allocation of work, customer service (audit scores), management of absenteeism and redefinition of the supervisory role. A detailed programme designed to address these areas was agreed with Sodexo and a commitment made to the NHS trust that audit scores would be improved within a challenging 16 week implementation period.

Engaging staff on the ground is a key factor in managing change effectively. Faced with a demanding set of performance improvement goals plus a short timeframe, Coriolis adopted an inclusive approach, working with the Sodexo management and operational teams as well as ward managers, sisters and matrons at the hospital to gain support and ownership of deliverables.

The analysis had identified that supervisors spent a significant proportion of their time on non-value added processes such as fetching materials, and allocating staff. The management structure and responsibilities were therefore redefined to move these responsibilities to more appropriate staff and a new role of co-ordinator was created. By focusing primarily on quality management, the new Coordinators ensured results were achieved against current targets. The improved supervisory structure delivered much tighter quality control across the domestic housekeeping function. By focusing Co-ordinators on the correct use of management controls, responsibility for other services (such as patient feeding) could easily be absorbed into the new management structure at no additional cost.

Coriolis also introduced daily and weekly planning tools and implemented detailed work schedules to ensure effective labour control. The more structured approach to planning also tied in with an enhanced auditing framework to facilitate more informed decision-making on a day to basis.

Impact

- Audit scores improved from 58% to 91%
- Housekeeping quality assessment scores improved from 75% to 96%
- 10% bottom line savings

On completion of the 16 week implementation programme, results were impressive. Audit scores shot up from 58% to over 91% and housekeeping quality assessment scores improved from 75% to a healthy 96%. Daily and weekly reporting tools for quality, cost and material usage provided a sustainable long-term solution to enable managers to identify issues and take rapid corrective action. Following this successful trial at Kings College, Sodexo has since instigated a roll out across its entire healthcare operation.