

Facilities Management Performance Improvement

Client:

Leading FM Supplier - Healthcare

Background & Challenge

Our client, the healthcare services arm of a leading FTSE 100 international company, provides integrated Facilities Management (FM) services such as portage, hard FM, security and cleaning to hospitals around the UK.

Their objective was to create a strategy to improve performance and profitability through a revised service delivery model. This was to deliver increased profitability and create clear differentiation in the choice of FM provider.

Solution

Spitfire Consultancy worked closely with the management and operational teams to set up a pilot study which would define the organisation's current state, this would then enable the creation of a vision for the future delivery model. It was decided that the study should be focused on the FM contract in Wishaw General Hospital to enable clear analysis of the current service operations.

Services provided within the FM contract included:

- Catering and cleaning
- Portage and waste services
- Estates Management ~ Hard FM
- Security and switchboard services

Implementation

A number of lean tools and techniques were utilised across all areas of the business to ascertain the current state, from top-down policy deployment to the study of front-line process design and controls.

These tools included:

- Process Needs Analysis & 'Deep-Dive' studies
- Rapid Improvement Events (RIEs)
- 'Quick-win' Kaizen introduction

The results of these activities were then used to create a vision for the 'future state' delivery model with a detailed 12 month roll-out plan across all areas of the contract.

As well as the creation of the 'future state' blue-print and the roll-out plan, a number of immediate improvements were implemented during the pilot study, these included:

- The introduction of Performance Visualisation at management and operational levels with daily and weekly performance reviews
- The development of process standardised work and resource calculation
- Creation of estate maintenance task planning to move from previous monthly planning and resource allocation to a daily system



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Case Study - S059

Results

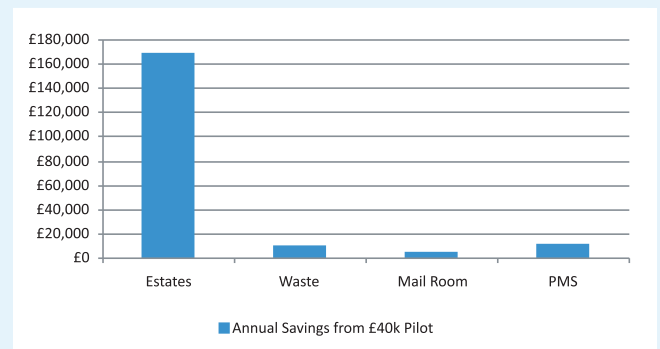
Following the successful completion of the pilot study and the initial improvement activities, a number of results were realised, these included:

- Generated savings opportunities of **£197K annually** from the contract's £40k pilot study
- An agreed future state blue-print and 12 month programme created with planned roll-out across all areas of the contract, this is expected to deliver further savings in the region of 15% of the total cost of the contract
- Improved process layouts and reduction in work-steps in the mail and waste processes
- Improved work allocation and area layout in the facilities workshop and office areas
- Hands on training and knowledge transfer now supports the company's drive towards continuous improvement

Performance Visualisation



Savings Generated



Testimonial

"Spitfire Consultancy have had a huge impact on site and became part of the team very quickly, this enabled a faster delivery of the project"

Contract Director



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