

Horizon NHS Trust Hospital, UK

Cost Reduction & Culture Change Project

Horizon NHS Trust Hospital, serving outer north London, England, provided residential long-term care for people with severe learning disabilities, and housed over 600 patients. In 1994, rapid changes in the National Health Service as a result of the formation of NHS Trusts, coupled with a major change in treating severely learning-disabled patients, were creating a significant problem for the Horizon NHS Trust Hospital.

“Our project with the Renoir Group has proved very successful for Horizon, with immediate and sustainable improvements in key areas, together with considerable financial and service benefits.”Felipe L. Gozon

Tom Freeman
Chief Executive Officer

Key Results

£2,000,000 of savings

Best practise transition to
CITC

Improved nursing care

Significant change in culture

ANALYSIS

Horizon was heavily unionised with relatively poor service levels. The new management team was mistrusted and found it difficult to gain cooperation in developing plans for the Care in the Community (CITC) launch mandated by government. Tom Freeman, Horizon’s new Chief Executive, understood that his problem was twofold: he was short of money, and the hospital staff was not ready to help. Rembrandt Consulting, the UK arm of The Renoir Group, (a company better known for assisting automotive manufacturing clients) was asked to help. Time and money were both in short supply.

PROJECT APPROACH

Rembrandt conducted a survey and gained a good understanding of the CITC challenges. They also found significant opportunities for cost reductions and quality improvement. A two stage project was proposed, focusing initially on non-nursing activities to reduce costs & begin a culture change to improve service.

Major areas for savings were found in facilities management staffing, inventories, backlogs, poorly controlled consumables, catering staffing, food quality, planning, waste, cost control, laundry staffing, procedural compliance, laundry costs, poor results, admin staffing cost control, and scheduling issues.

Rembrandt involved all employee levels at Horizon, designing and testing robust, practical management control systems.

Training in frontline man-management skills was conducted. Discipline was enforced, within the union agreement, and endorsed by the union leadership.

Early results encouraged the improvement processes and unproductive labour was shed, motivating the remaining work force to become positive contributors.

During phase 1, savings exceeded £1,000,000 which helped finance phase 2.

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Phase 2 - Care in the Community:

Changing a deeply rooted culture & a sceptical Director of Nursing, was a major challenge. Once again the task force approach was adopted and "best practices" established. This ensured a high level of ownership.

A more important, and more difficult, task was to design and install performance-monitoring systems, to drive compliance. Through task force, on-the-job training, work force participation, and a hands-on approach by the consultants, this was achieved, with union approval, resulting in a positive reaction from the patients.

Phase 2 savings, in excess of £1 million on support services, enabled these resources to be focused on patient care, and improved nursing care to help ready over 400 patients for a new life in community based units.

THE RENOIR GROUP

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