CASE STUDY: HOUSEKEEPING
FRIMLEY HEALTH NHS FOUNDATION TRUST

THE CHALLENGE

Frimley Health conducted a Cost Improvement Project (CIP) which identified ward housekeeping tasks at Frimley Park Hospital as a source of potential savings and efficiency gains. The identified areas included ward housekeeping, central housekeeping, as well ward level catering and food & beverage service for patients.

Ward housekeeping was being managed independently at the ward level, but could be more efficiently overseen if brought back under the control of Central Housekeeping. Frimley Health decided to enact Lean and process improvement to optimise housekeeping efficiency and management, and engaged with Cosmos Performance to oversee the transformation. The project was undertaken with a systematic approach that would ensure patient safety and care was not affected.

THE SOLUTION

The initial meeting between Cosmos Performance and Frimley Health set the tone for the engagement. It was clear from the beginning that every affected employee would have to fully buy in for the trust to reach its objectives. Everyone would have to come along on the journey to process improvement. This meant Lean awareness training extended to all housekeeping staff, supervisors and managers.

Beyond these personnel receiving Lean training, there were also workshops and engagement sessions for the clinical teams. These meetings were designed to assure the clinical teams that patient safety would not be affected by the new workflows being put into place to boost housekeeping efficiency.

The benefits included the following components:

- **Introduction of a new flat mopping system** which allows employees to be more effective without increasing workloads.
- **Implementation of new waste collection carts** designed to replace existing waste management systems with more efficient approach and improved safety.
- **Standardisation of staff allocation and management** which brought each ward's housekeeping management functions back under a single authority.
- **Definition of shift patterns and working hours**, previously determined at the ward level and now significantly easier to oversee.
- **Reduction in the use of Bank hours**, eliminating the extra cost that comes from extensive use of temporary workers, whilst also giving consistency.

To find out how Cosmos Performance can help your organisation, reach out to us at **info@cosmosperformanceltd.com** or visit **www.cosmosperformanceltd.com.**

THE OUTCOMES

The measurable benefits of the housekeeping improvements at Frimley Park Hospital are being felt both at an individual employee level and in the departmental budget. These outcomes include the following benchmarks:

A 12% reduction in cost to deliver housekeeping services, enabled by a combination of controlled, efficient processes and improved staffing oversight

A reduction of 36% in working hours for the department, with the Lean processes delivering consistent quality in less time

Increase in pay Banding for Housekeepers and Supervisors, the additional cost was absorbed as part of this CIP

Improved cleaning audit scores which demonstrate that the new equipment and practices can maintain high service levels.

Greater budgetary and financial controls enabled by the standardisation and centralisation of ward housekeeping.

Enhanced staff engagement with all affected employees receiving Lean training sessions to reduce hesitation and boost their buy-in with the new processes.

Following the success of this process, Cosmos Performance is now supporting Frimley Health on a number of other improvement projects.

" I am very grateful; and I think I speak for the whole team involved in the project for the support you gave us in understanding where we were coming from and where we needed to be operating from. We will always be grateful for your help."

– Hotel Services Manager

To find out how Cosmos Performance can help your organisation, reach out to us at **info@cosmosperformanceltd.com** or visit **www.cosmosperformanceltd.com.**