

Interserve Facilities Management

Background

Interserve Facilities Management (IFM) – one of the UK's leading facilities management companies – asked Green & Kassab to review the Health Records Service that they were providing to Dudley Hospitals NHS Trust, as part of a comprehensive Private Finance Initiative (PFI) contract, covering a range of 17 general facilities management services.

Cost improvement was an essential goal of the review, in order to identify ways in which the Health Records Service could be run at a modest profit, rather than a substantial loss. This element of the PFI contract was accruing significant losses that were set to continue, unless process improvements were identified and implemented successfully.

Although contracting-out NHS Health Records Service is unusual and there were no known examples on which to base or compare costs, both IFM's General Manager – John Evison – and Senior Commercial Manager – Richard Phillips – were certain that the costs of taking over and running this particular service on behalf of Dudley Hospitals NHS Trust were unnecessarily high. Green & Kassab was asked to assist IFM identify potential cost savings and improvements.

Approach/methodology

The Green & Kassab consultancy team first examined the terms of the existing contract to establish whether they were reasonable.

Any areas where services could be refined or eradicated altogether were identified. This involved observing the processes used in getting the physical medical records from the Health Records Service library to medical staff, when required, and then back onto the library shelves. The library had 1.3 million records, which were stored in a secure offsite warehouse and records were not being returned to the shelves promptly.

Recommendations/outcome

Green & Kassab listed service inefficiencies and provided detailed recommendations. An example was the considerable amount of time spent by IFM staff searching for records which had not been replaced on the shelf before being required again.

Green & Kassab's recommendations included:

- Changes to the service delivery model
- Changes to the interface with the Trust

For example, it was suggested that records with known recall dates (i.e. for follow-up appointments) were placed in a holding section and not put back on the main shelves until treatment was complete and no further consultations expected.

This successful review gave IFM the confidence to appoint Green & Kassab to support and project-manage their recommendations in order to deliver the savings identified.



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SHARING RISK, DELIVERING SUCCESS

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Registered in England & Wales No: 04238613



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Comments from the client

"Green & Kassab provided good, clear thinking that led to recommendations of what needed to be done"

"The Green & Kassab team identified key differences in what we were contracted to do and what we were actually doing - observing that our staff were going well beyond the terms of the agreement"

"Green & Kassab added value through their own knowledge and research and produced good documentation to enable us to demonstrate to our client just how the service could be run more efficiently."

"We invited Green & Kassab to project-manage their recommendations in order to achieve the required savings. Green & Kassab agreed to handle the implementation on the basis that the fee was in part, based on the percentage of cost savings realised."

"Dudley Hospitals NHS Trust has now decided to place the Health Records Service back in their own domain, due in part to the delay in Electronic Patient Records (EPR). In acknowledgement of Green & Kassab's commitment to implementing cost savings, a novation agreement has been set up so that Green & Kassab can continue its work, reporting direct to Dudley Hospitals NHS Trust."

*John Evison, General Manager and Richard Phillips, Senior Commercial Manager
Interserve Facilities Management*

Conclusion

This case study demonstrates Green & Kassab's good track record of working with commercial clients, operating within a PFI environment, to identify operational savings and cost improvements.



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