

CASE STUDY

Property services improvement and standardisation Programme - Property Division

Background

The organisation is a Property Management Service Provider, which is responsible, as head tenant, for the overall management of 308 primary and community healthcare buildings across the whole of England, on behalf of the Department of Health (DoH).

The organisation has been vastly successful in the strategic establishment of estates nationally. Despite the accomplishment in a rapid growth in their investment and property portfolio alongside with workforce, they sought support from Meridian, to standardise their way of work and specify their roles and responsibilities within the Property Division.

The objective of this project was to correct the current allocation of resources, establish the standardised way of work and ensure that their tenants receive the same, high-quality service irrespective of their geographical location.

Study Findings

The analysis was a three-week long study, where a total of **29** resource days were used. The Property and Centre Management Team in the Property Division were reviewed. The scope consists of 3 regions, which in total has 14 Area Property Asset Managers (APAMs), 10 Business Support Managers (BSMs) and 61 Tenant Liaison Managers (TLMs). Although overall the Property Division was performing well, it became apparent that there was a large discrepancy of allocated workload amongst staff and a lack of boundaries between job roles of their responsibilities and expectations.

Furthermore, a disjointed and ineffective system of documentation and communication was identified to be impeding productivity amongst staff, which in turn provides an opportunity to the client.

The regional differences in the way of work, goals, mismatch of resource allocation and demand were pinpointed as the biggest challenges; which was therefore where the main opportunity of capitalising on the existing resources lay.

The project sold was a 24-week Improvement Programme.

The overall goals of the project were as follows.

- Increase the productivity across the regional teams
- Ensure a consistent and robust method of working by standardising processes and increasing efficiency
- Warrant an organised and coherent way of work across the regions
- Capture those areas of lost opportunity and bring around positive service improvements
- Consolidate the management structure within the Property Division
- Identification of the actual resource needs per area
- Creation of a dynamic Resource & Capacity Demand Model to enable continual evaluation of work allocation

Project

Meridian worked with the management team within the Property Division through a series of 1:1s and workshops. During these various sessions, behavioural training was provided to highlight the necessity of standardisation and behaviour change, in order to improve effectiveness of the teams. Discursive sessions were also held, where the roles and responsibilities of the APAM, BSM and TLM were discussed and agreed, alongside with their associated expectations and procedures.

The key focus was to establish and install a standardised way of work nationally, which was achieved through the creation of operating handbooks for each job role. This provides a comprehensive list of planned activities they are responsible for, a step-by-step guide on what they consist of, the estimated duration to complete it correctly and at the expected standard alongside the associated paperwork.

1:1, group discussions and observations were carried out to verify the estimated time taken for each activity, variances based on size of buildings etc. An activity list was then finalised to establish



and validate the norms, which were used to build the Capacity & Demand Model, which would allow the organisation to allocate resources appropriately as needs change.

Procedure documents (Standard Operating Procedures) were then drafted, agreed and signed-off across all levels of the organisation to confirm their accuracy and suitability.

A Master Schedule was then created to map out visually the 308 building on the client's portfolio, which is used to ensure that work (demand) can be allocated fairly. The Master Schedule was created using the information from the statistical analysis carried out, which included the signed-off norms and other factors such as geographical challenges and building sizes. This provides a much clearer insight into the exact requirements in terms of staff required for the current needs.



- Positive behavioural changes, where managers are self-motivated to encourage and drive changes that will be beneficial for their managed staff, the company as a whole and beyond that, their customers; the tenants.
- Providing opportunities for existing staff to continually develop, motivate and progress internally, through the consideration of restructuring and creation of new roles.

Savings Vs Project Costs



Contact Us

For more information on Meridian's work in healthcare, please contact:

James Quinn
 Tel. +44 (0) 7971 400423
 quinn@meridianpl.co.uk

Meridian Productivity was established 1996 and has been extensively involved in the Healthcare industry across the United Kingdom, Republic of Ireland, Holland, Belgium, Spain and the Czech Republic. Meridian assists clients across the Healthcare environment (private and public) in achieving improved operating efficiencies and performance, through the development of bespoke management and behavioural processes. These processes are all designed and implemented to ensure that our client organisation can be assured of returning the best performance on the resources applied.

We work with about 20 to 25 organisations a year, both in the public and private sectors, helping them to reduce their operating costs, improve their productivity and provide value for money.

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T: +44 (0) 131 625 8500
 E: info@meridianpl.co.uk
 W: www.meridianproductivity.co.uk

Results

The main results of the programme are:

- Identification of the spare resources available of the equivalent of 32 WTEs, (whole-time-equivalents based on a 40-hour week), which when converted into annualised savings, is worth around £1,396,120; providing 623% ROI instead of the initially proposed 349%.
- Established a national, standardised way of work and consistent roles and responsibilities for staff.
- Set clearer expectations for staff to work towards and promote good management behaviours.
- Facilitated the set-up of a clearer, more integrated reporting system.
- Significant improvement and increase of collaboration across regions.

