



Performance Improvement in the Private Sector

GE Healthcare Finnamore with Healthcare at Home

Following a period of rapid growth, Healthcare at Home (HAH) found that clinician productivity was declining despite increasing patient demand and a growing workforce. HAH engaged GEHCF & PilotLite Ventures to support identification and implementation of a new target operating model (TOM) to achieve an in-year step change in clinician productivity that would enable them to continue to grow and maintain their position as the market leader.

The work was delivered in three stages:

1. Discovery – identification of new TOM
2. Prototype – test and evaluate over 12 weeks working across 4 geographical sites
3. Implementation – national roll-out across all teams

Working in a blended team we defined, developed and delivered the enabling work streams. With technology supporting the move away from largely manual processes, the programme also supported a step change in behaviours to derive the benefits. GEHCFs team studied the existing practices and enabled new, standardised operational processes that led to consistency and efficiency, supported by a 10-week manager development programme.

The programme addressed capacity and capability development, data readiness, and team performance management. It has delivered the required step change with a 20% increase in productivity benefits with a further 20% forecast for the end of 2016, and created a sustainable legacy of operational grip.

“Working through the process has truly opened my eyes. When asked have I got operational grip, I firmly stated YES, wow how I was so wrong, moving forward I can now state I have categorically got an operational grip.”

Front line manager