

Cornerstone, one of Scotland's largest charities and a social enterprise that provides care and support each day for over 1,200 children, young people and adults with disabilities and other support needs to enjoy a valued life.

Our mission is to meet and exceed the expectations of our customers, particularly the people we support. Our 'Making Time To Care' project signals our commitment towards continuous improvement in care provision.



The 'Making Time to Care' Team

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Why Lean Management?

The quality of Cornerstone's services depends upon the time that we can offer the people we support. Local authority budget reductions mean that Cornerstone must evaluate our operational effectiveness and reduce "Non Value Added" (NVA) activities.

The Project

Our team produced a detailed process map that charted the activities of our central region community support services. Analysis investigated day-to-day activities and different jobs to accurately evidence necessary activity levels, unnecessary waste and opportunities for improvement.

The process map was displayed throughout our region to engage with operational staff and gather valuable information.

Data Analysis

Our team grew in confidence and expertise with each 'Lean' module. They began to challenge working practices and define a blueprint for change. They highlighted inconsistencies and inefficiencies during the analysis, but educated our operations team about the benefits of the project with enthusiasm that proved to be inspirational.

Engagement with our community support staff succeeded by offering simplified and visible data as follows:

- Ishikawa diagrams
- Why-why charts
- Pareto charts
- Costing charts

The analysis demonstrated that Cornerstone community support services had a high level of unbilled hours with a ratio of 61% to 39% between Value Added (VA) and Non Value Added (NVA)

Highlighting Root Causes

A variety of activities contributed in different degrees to 'Non Value Added':

- Invoicing process
- Unplanned office time
- Long meetings
- Management of shadow shifts
- General absence
- Staff contract hours
- Scheduling issues
- Late client notifications
- Expenses

Recommendations

Our team presented an action plan to the Cornerstone Board that highlighted the need for phased change across the organisation with the minimum of disruption to services. This has commenced and is being monitored throughout 2010.

Our objective is to reduce the amount of NVA every month in each region with an annual target of between 25% and 75% reductions in NVA activity following initial analysis and assessment.

Business Benefits

In our Central Region, Cornerstone has already identified important efficiency savings and is on track to meet potential target savings. This means our staff now continually improve the quality and volume of time that we have available to spend with our customers - the people we support.

"Improving our business is an enormous challenge as care and support cannot be compromised when introducing change. We enjoyed the Lean Programme and learnt how low cost investment can reap dramatic rewards. We feel confident that we can achieve our targets and will continue to measure them"

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