



Business Improvement Techniques **CASE STUDY**

The Queen Elizabeth Hospital King's Lynn NHS Trust



Saving Time, Saving Costs with Team Improvements

The Queen Elizabeth Hospital King's Lynn NHS Trust is a forward-thinking, acute hospital serving the communities of West Norfolk, South Lincolnshire and North East Cambridgeshire. The hospital is always working on ways to improve its service and this case study focuses on the HR recruitment process. Typically the hospital is looking to recruit 50 new starters per month across all disciplines, hence the recruitment process and its efficiency is key to ensuring ongoing performance.

The first step was to train a cross-functional team based on the HR recruitment team in the underpinning knowledge of Business Improvement Techniques NVQ level 2. An initial practical exercise was undertaken to scope out the current recruitment process which was captured on a flow chart.

To reduce the recruitment time the team studied the process in detail, brainstorming improvements, testing new ideas and looking for way to improve. Waiting and transport wastes were reduced, improvement in workplace organisation improved efficiency of operation and the time taken to complete recruitment steadily shrunk as the process simplified.

Revised procedures were designed, tested, documented and put in place.

Overall a reduction of 33% in time was achieved in the recruitment process with an associated cost saving of £4K per applicant.

At the end of the project the team presented their results to management and were each awarded a level 2 NVQ in Business Improvement Techniques, a fine reward for their hard work.

The team are now moving on and are looking at different project areas that might benefit from their new found knowledge. Several members of the team expect to progress to NVQ level 3 when the next project starts.

Training Impact

33% reduction in
recruitment time - £4K
saved per applicant –
complete process
review

"Introducing the concept of continuous improvement in the hospital through structured team work is proving contributory to our on-going success.

The HR team working under the leadership of staff from Cambridge Regional College produced significant improvements in the recruitment process using Business Improvement Techniques NVQ as the delivery vehicle.

This project has been an excellent experience both for those directly involved and those benefitting from the results"

Ian Vince
Deputy Director HR & OD