

# processfix

Winter newsletter 2019/2020

## Welcome

Perhaps not part of the original Processfix brief, but we often receive feedback that our clients have experienced the intangible benefits of building new relationships and strengthening existing relationships, alongside the more tangible process improvement outcomes they set out to deliver.

And of course, at Processfix, we are constantly building our relationships with you and your organisations. In this winter edition of our newsletter, we hear from Leonie Stein, Director of EMEA Medical Excellence at Janssen. She first worked with Processfix over seven years ago, and now describes their current focus on the clinical study approval process.

We then hear from Sophie Elliott, Director of Admissions and Registration at the University College of Estate Management. Processfix originally worked on their admissions process in 2012 and has recently returned to review how this was working for their rapidly growing apprenticeship provision.

And finally, Fleur Dulude, Learning and Development Manager at Crisis, who has previously experienced several Processfix workshops, explains how Processfix are now working with them to reduce homelessness.

## NEWSFLASH!

**London, UK — January 2020**  
City, University of London start the New Year with Processfix.



## Janssen speed up clinical study approval process

Leonie Stein, Director of EMEA Medical Excellence at Janssen, first attended a Processfix workshop as a Senior Medical advisor in 2011 when Janssen set out to improve their healthcare professional payment process. Now, eight years on, she has commissioned Processfix to address the significant amount of time that it was taking to progress from a clinical study idea to protocol approval.



We asked Leonie about the main challenges facing the clinical study approval process. "Working across Europe, the Middle East and Africa throws up different challenges compared to working within one country. The geographical spread; cross-functional working; individual and often country specific ways of doing things; and communication challenges that you would expect when working primarily in a virtual space, all contribute to the complexity of our approval process. Another factor which further complicates the process, is that the individuals and teams involved are likely to differ from study to study."

She went on to say that a key thing they agreed upon was

the need to take action to reduce the time taken to complete the process. "It could take over 18 months to approve a study. This had an impact on getting the data we required for our business planning cycles and financial approvals; we were often missing those deadlines. And it's worth bearing in mind that this internal approval comes before gaining ethical approval from the regulatory bodies in different countries, setting up the study sites and recruiting the study subjects."

Leonie outlined how Processfix brings together all the team members and key stakeholders, including: Medical Affairs, Medical Programme Leads, Health Economics Market Access Reimbursement and representation from the Johnson

& Johnson Global Clinical Development Operations Team. "It was vital that all the key stakeholders were engaged, to gain the commitment to change."

Following the workshop it was essential to feed back the outcomes to the Senior Management Team. "We defined who does what and how the handover of leadership should be managed throughout the process. I had anticipated to some degree that this would be needed, as it was clear that because many of the stakeholders didn't understand what each person's role was, they didn't understand what each party could bring to the table."

## "It was vital that all the key stakeholders were engaged"

And of course, within each phase of the process there are multiple levels and activities. Leonie went on to explain how this will be managed going forward. "In the new process we define a project study team at an early stage, so that all the stakeholders are "on the same page" from the outset. This makes decision making clearer and able to happen earlier than under the previous process.

We also undertake low risk work, such as drafting protocols and identifying potential study sites on high priority projects, prior to gaining full financial approval, so that we can eliminate delay when we do have financial go-ahead. We have already demonstrated tangible benefits in one case where many of the Processfix elements were brought in, which enabled the study to start recruiting within a few months.

The Senior Management Team have now approved our new way of working and 2020

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## Rapid growth at the University College of Estate Management demands new process

Sophie Elliott is the Director of Admissions and Registration at the University College of Estate Management (UCEM). UCEM celebrated its centenary in 2019, having gained its total independence from the University of Reading and the right to award its own degrees in 2015. Now experiencing rapid growth in the provision of apprenticeships, UCEM faces new challenges both from a business and a regulatory perspective.



UCEM started offering apprenticeship programmes in 2015. These have been a successful addition to their range of provision, but have also raised some administrative challenges. "The rapid growth in provision of apprenticeships has led to the need for a review of our admissions and on-boarding process in this specific area. Processfix had previously worked with us on the general admissions process, and so we asked them back to help us review the apprenticeship process.

**"The process had grown over time and no team had one a holistic view"**

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is going to start to show us what is achievable. Of course, when changing the way you work there will inevitably be challenges ahead. People may need to develop their skills in communication and understanding strategy. And, in order for decisions to be made earlier where there may still be some ambiguity, or where more than one scenario may be possible, additional analysis will need to be done upfront.

Personally, I've learned a lot from Processfix and their approach.

I was quite new to the role and through the workshops have got to know the teams and the whole process better. It has also helped me to build a very good working relationship with my Johnson & Johnson Global Clinical Development Operations colleagues and has raised the profile and importance of the groups that work on our studies, which can only be a good thing."

*If you would like more information about any of the above, please contact Leonie by email: [LStein@its.jnj.com](mailto:LStein@its.jnj.com)*

To offer an apprenticeship, we need not only to confirm that the applicant meets the academic criteria, but is also eligible for the apprenticeship funding. Our process must ensure that we are fully compliant with the Education and Skills Funding Agency (ESFA) regulations, as well as performing quality assurance on the academic offer." Sophie outlined the range of attendees at the workshop, which included: herself, the Head of Business Enterprise, the Academic Registrar and the Director of Student Services Operations. The Director of Apprenticeships and the Admission Team's own internal apprentice also attended.

"It was essential to have Processfix come in as a neutral party to facilitate the discussions between the diverse range of internal groups, both in terms of functions and levels of seniority. The process had grown over time and no team had one a holistic view. The workshop gave us the opportunity to find out what was essential and what we could eliminate whilst ensuring we were still compliant."

We asked Sophie which elements of the workshop will drive success at UCEM.

**"Now we are down to just 31 steps – nearly a 70% improvement!"**

"When we looked at the original workflow we identified nearly 100 steps in the process. Now we are down to just 31 steps – nearly a 70% improvement! Much of that was through having the time simply to look at the existing process; and having Processfix question whether a step really needed to happen. As part of the review, a key issue was the amount of forms that we had to send out. As a result of the workshop, we were able to eliminate much of the paperwork and have secured a budget to invest in the technology needed to start a digital transformation. In addition, we have made the registration process more efficient by putting it online. Further improvements will be made within the year, although that is challenging because budgets had already been set.

Another benefit of the Processfix workshop is that it has made us all think about the other processes across the business. We have been able to apply the skills learnt to other areas and are now much more questioning about how to make our processes more efficient.

We know that businesses want to be able to spend their apprenticeship levy funding and we need to be ready and able to meet the growing demand. To date it has mainly been businesses that have come to us, but because of our expanding experience we will also be able to offer a recruitment avenue to potential apprentices. Everything we look at needs to support growth and quality."

*If you would like more information about any of the above, please contact Sophie by email: [S.Elliott@ucem.ac.uk](mailto:S.Elliott@ucem.ac.uk)*

## In the spotlight: Fleur Dulude, Learning and Development Manager at Crisis

**Crisis**



Fleur is responsible for the learning and development of all 600 staff across the national charity for homeless people in the UK. The key focus of her work is to support staff with contextualised training that will ensure their members always receive the best possible service.

them and then provide a tailored package of support to help them end their homelessness.

I also visit our Skylight centres around the UK and have conversations with staff to establish their development needs and priorities. Because of the nature of our work, it's really important that we also provide support to line managers so they can have effective conversations with their staff, with a particular focus on their own well-being. My job is to ensure that we have the right training and development programmes in place to support our staff.

**And how are you working with Processfix?**

At previous workshops with Processfix, I was impressed how their facilitation helped people to see things from a different perspective. Wherever you work, you can have quite strong characters; some with a vested interest in the way things had been done. Processfix ensure that everyone is heard in a fair and consistent way, without letting any one individual dominate. Questions get asked that reframe people's thought processes and help them to engage with change.

At Crisis, we have recently implemented a new members database. On our old system, a member might have had a lot of points of contact and because different people work in different ways, we had very inconsistent data. The new system gives us the opportunity to improve our service, but we are starting from a place where we have 11 Skylight centres, all operating slightly differently for each

member group. By bringing Processfix in at this stage, we hope to iron out inconsistencies and formalise some of our processes in a positive way; giving our staff the opportunity to raise their concerns and identify which to act upon going forwards.

**Do you think this will change the way you work in the future?**

When I worked with Processfix previously, I saw a lovely ripple effect happen, where people started to think more constructively about change; to think about who should be included in discussions and how to approach change.

Crisis has grown rapidly, more than doubling in the last two years, so I think more change is on the horizon. By helping our staff to be clear about what they need, we will have a better understanding of why something might be in place the way it is, which will feed into my briefing of training providers. As a result, our staff will have much more tailored training and we will continue to deliver the best service possible to our members.

*If you would like more information about any of the above, please contact Fleur by email: [fleur.dulude@crisis.org.uk](mailto:fleur.dulude@crisis.org.uk)*

*To find out more about the work of Crisis, or to donate, please visit [www.crisis.org.uk](http://www.crisis.org.uk)*

**There is always a lot of publicity for Crisis at Christmas time, but of course, you are helping members to use your services throughout the year. What is involved day to day?**

At the core of what Crisis offers people experiencing homelessness, our members, is coaching, support and advocacy. We work in a strengths-based and person-centred way with members, working in partnership with other specialist organisations to ensure they get the support they need, access the services they need, and to provide them with the tools and resilience to, where possible, prevent their homelessness, or end it for good.

I work at Crisis Head Office, but we have Skylight centres where we provide free support to our members at 11 locations across Britain. Through our Skylight centres we create a tailored package of support that helps with wellbeing and rebuilding confidence. Members come in and can access coaching from our staff on areas such as relationships, housing, work and learning; providing support to get into employment.

**"Processfix ensure that everyone is heard in a fair and consistent way"**

Linked to that offer are our cafes in Oxford and London and 8 shops where we provide training programmes for 12 weeks. Members can earn accredited qualifications in preparation for entering the workforce and gain endorsement from our staff, all of which will help them to gain work such as a barista, serving in a shop, or as kitchen staff.

**With such a range of services, how do you prioritise your training programmes?**

Homelessness is on the increase, so of course we want to do as much as we can to help prevent and end it. Our main priorities are around how best to support members, irrespective of whether they have straightforward or more complex needs, mental health challenges and addiction for example, so that we can stabilise

## About us

Organisations rely on processes to get things done. Often these simply evolve over time and become inefficient ways of working. Processfix bring powerful, proven and behaviour-changing techniques to bear in a professionally facilitated environment.

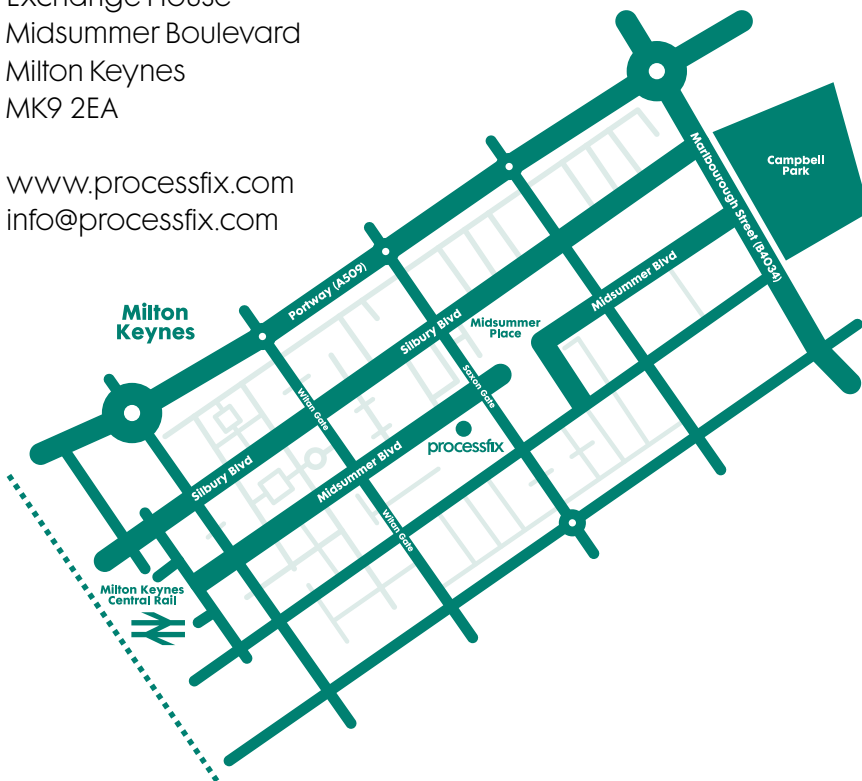
We focus on engaging your teams in their own improvement, empowering them to re-evaluate the way they do things and to develop new and improved ways of working that transform performance and deliver immediate results.

Whether you require Rapid Improvement Workshop facilitation, training, project leadership or an organisational wide process improvement programme. Processfix specialise in facilitating your team, delivering immediate benefits and instilling continuous improvement across your organisation.

## If you would like to find out how Processfix can benefit your organisation, please contact us at:

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## And Finally...

2020 marks our 15th anniversary! In that time we have...

**fixed 239 processes**

**engaged 2,868 participants**

**worked in 15 countries**

**helped 78 organisations**

**trained 623 facilitators**

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