



**Avon and Wiltshire Mental
Health Partnership**

NHS Trust

Mr Quinn

Meridian Productivity Limited
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20 April 2017

Dear Mr Quinn

Avon & Wiltshire Mental Health Partnership NHS Trust – Community & Inpatients Services

This was the second time we have engaged Meridian, having previously completed a 16-week project within our Wiltshire LDU focusing on the community services & Inpatients wards. Having seen the results of the initial project, the organisation decided to undertake a similar piece of work across the other 5 Local Delivery Units (LDUs).

The 39-week programme was aimed at improving the current productivity and processes within our community services, and an improvement in the Length of stay (LOS) and patient flow within our inpatients services. The programme included all community teams (382.59 WTEs), and all 25 Inpatients wards, including Acute, Later Life, PICU and Rehab wards with 375 beds.

Following completion of the project, the Inpatients Service has achieved:

- A reduction in Out of Trust (OOT) bed usage of 174 bed nights per week, equating to an annualised reduction in spending of £5,241,600. This has been achieved through closure of block contract 'out of trust' beds, as well as a significant reduction in the requirement of 'spot purchase' OOT beds. This saving has financially benefitted both the Trust and our commissioners.
- A reduction in the Average Length of Stay of patients admitted within the life of the programme of 23 days against the base length of stay of 63.8 days.
- A level of Zero OOT beds used within the Bristol LDU for the first time in over 3 years, with a historic average of 15 OOT beds being used each night.

Chair
Charlotte Hitchings

Trust Headquarters
Jenner House, Langley Park, Chippenham SN15 1GG

Chief Executive
Dr Hayley Richards

- The generation of a Unique Intended Discharge Date (IDD) for every patient within our wards, visible to all staff, ensuring that the clinical team have an aligned goal, and therefore proactively plan for discharge.
- Greater communication & involvement with the community services through the Board Round Meetings & Daily Trust-Wide Bed Call, removing delays or obstacles arising between the community and inpatients service.

The Community services have achieved:

- A Savings realisation plan equating to £3,258,099 annualised, that is already delivering cashed savings through reductions in Bank & Agency usage.
- A consolidated process of Forecasting, Planning, Assigning & Following-up across every community team, which allows us to ensure that each team is working in the same way towards the organisational goals.
- Unity in terms of clinical activity targets across each service, providing equality for the clinicians regardless of which LDU they work in.
- A clear reporting process through all levels of hierarchy, providing much greater transparency of performance of each LDU on a weekly basis.
- A clear vision of how we can further develop the management control system and integrate it within our internal infrastructure, including RIO, in the future.


The programme was certainly not without its challenges, but it has allowed us to make huge strides in terms of understanding and maximising our capacity, as well as allowing us to tackle some major operational challenges that have existed for a long time within the Trust. It has also allowed us to break some of the historic paradigms and ways of working, evidenced by the obvious improvements in some areas in which we have seen minimal change for years.

The experience overall has been a positive one which we have greatly benefitted from. I would strongly recommend Meridian to other organisations to assist in identifying and delivering actual savings and improved productivity whilst maintaining the appropriate delivery of care.

Yours sincerely



Sue McKenna
Executive Director of Operations



Simon Truelove
Executive Director of Finance

Campbell McKerracher
Senior Regional Operations Director
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16th September 2016

Dear Mr McKerracher

Reference for Meridian Productivity Limited – Secure Services

Having recently wrapped up a short programme within our Secure Services, within Avon & Wiltshire Mental Health Partnership NHS Trust, I am happy to provide a reference for the work undertaken. The work within our secure inpatient wards ran concurrently with a much larger project in our community teams and focussed on the installation of several key controls to improve the way in which we manage the journeys of our service users through the service. This was all aimed at facilitating the fulfilment of our CQUIN through a reduction in our overall length of stay.

Specifically, Meridian worked with our teams (including Ward Managers, Consultants, Social Worker Leads, Service Managers and Matrons) to develop the following:

- A process of working towards 'estimated discharge dates' for all service users. This involved introducing the concept, defining the dates for each service user and tracking the length of stay accordingly.
- A 'Discharge Countdown' control to identify the barriers that stop our service users from being discharged in line with their plan, and to allow action to take place in advance of any delays forming.
- Definitions for the variances to discharge and ensuring consistency across all of our wards to that effect, meaning that we have a common language of variance across the service.
- A Delayed Transfer of Care and Length of Stay Management Report which clearly highlights the cost implication of delays on the wards. This report also highlights the reasons for delayed discharge, the actions underway and the person responsible for follow-up.
- A Weekly Management Report developed with the Clinical Director consisting of Key Performance Indicators to enable weekly review of variances to our plan.

Cont'd/...

Acting Chair
Susan Thompson

Trust Headquarters
Jenner House, Langley Park, Chippenham SN15 1GG

Chief Executive
Hayley Richards

Meridian worked with our teams both on the ground (in one-to-ones with our team) and in formal workshop settings. These sessions were useful in bringing together a variety of views and voices so that agreements could be made as a team on the way forward.

We have now taken the controls that Meridian have helped us to develop and incorporated them into our long-term planning for delivery of our CQUIN.

I personally found the process very useful and our teams have certainly spoken positively of the experience. I'm happy to say that we have benefitted from the work and are now in a strong position for our next steps as a service.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Paula May', with a stylized, flowing script.

Paula May
Managing Director, Secure Services

A handwritten signature in black ink, appearing to read 'Sue McKenna', with a cursive, flowing script.

Sue McKenna
Director of Operations