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Dear Mr Quinn

**Avon and Wiltshire Mental Health Partnership NHS Trust – Wiltshire Mental Health Services**

In November 2015 we invited Meridian Productivity to conduct an analysis to identify opportunities to improve the performance of the service and the utilisation and productivity of our services in Wiltshire. The study included 3 Community Mental Health Teams (CMHT's), 3 Primary Care Liaison Teams (PCL's), 3 Memory Teams, 2 Intensive Treatments Teams (ITT's), 2 Adult Acute Inpatient Wards and 2 Later Life Inpatient Wards, with a staff allocation of 148 Full Time Equivalent (FTE) nursing staff in the community and 156 FTE nursing staff on the wards.

Using the outcomes of the studies, and triangulating the observations of the front line service delivery and management process together with utilising the analytical analysis of the available data, Meridian and the Trust were able to identify several areas for potential improvement.

The Trust engaged with Meridian in a 16 week programme aimed at improving the current productivity and processes of the Community Services and the Length of Stay (LoS) and processes in the Inpatients services in Wiltshire. This was to be achieved by engaging the staff in Wiltshire, across all levels of management, to develop a bespoke management System that suited the services, locality and the overall objectives of the Trust.

Through a series of 1:1 sessions and training workshops the community teams developed a systematic way of Forecasting, Planning, Assigning and actively Following up the levels of clinical activity within the service. This allowed the service to identify their current demand

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and capacity. By converting the 'Case Load' to 'Work Load' the Team Managers were able to monitor and identify productivity opportunities within their teams. This process facilitated the implementation of a new way of working, by coaching the Managers to allocate tasks to capacity and utilise the available resources.

Within the wards, the teams developed a systematic way of demonstrating the issues and obstacles that cause delayed discharge for our patients. This helps the ward managers and the discharge team to identify reasons for delayed discharge and consequently the required actions to resolve these issues. Planning for appropriate discharge allows the clinical team to plan the care about the individual needs of their patients, with inputs from the Medical, Nursing, Psychiatric and Occupational Therapy Teams, which improves the patient's experience on the ward and allows the Trust to deliver on its promise to the patients to be discharged as soon as they are clinically fit.

The Community teams have achieved:

- An apparent 25% Improvement in productivity (represented as F2F Contacts per WTE Day)
- A savings realisation plan in effect of 21.7 FTE equating to £800,000 annualised, that is already delivering cashed savings
- A clear vision to how can the Trust increase the productivity further and realise further savings
- Cost avoidance of 9.7 FTE Bank and Agency over spend equating to £353,548
- An installed bespoke Management System that ensures the sustainability of the improvements


The Inpatient Wards implemented a bespoke Management Control System that allows the MDT to define:

- Unique Expected Discharge Date (EDD) for each patient, visible to all the staff, which ensures that the clinical team have an aligned objective
- A SMART Care Plan with to deliver on the EDD
- Shiftly / Daily / Weekly controls to ensure the care plan is on track and any variances addressed promptly to avoid Delayed Transfers of Care (DToC's)
- Improved communication between the various services

Following the success of the project, the Trust has already invited Meridian to conduct a similar productivity improvement programme within Community and Inpatients Services in all of our other localities, spanning 827 FTE.

The Meridian intervention in Wiltshire is now over and our work in realising these savings has begun. I would strongly recommend Meridian to other organisations to assist in identifying actual savings from the bottom line while maintaining the appropriate delivery of care.

Kind regards



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