

Kent Community Health NHS Foundation Trust
Unit D, The Oast
Hermitage Court
Maidstone
ME16 9NT

15th February 2018

Email: Lesley.strong@nhs.net

Mr. J. Quinn
Meridian Productivity Limited,
36 Atholl Crescent Lane,
Edinburgh,
EH3 8ET

Dear Jimmy,

Reference for Meridian Productivity Limited

I am pleased to provide a reference for Meridian Productivity Limited following the completion of a 15-week project within our Long-Term Conditions Community Nursing Services in West Kent. Meridian have been working with the Trust since July 2017 following an analysis period which identified the opportunity to make cost improvement savings, increase productivity and improve the quality of the services we provide to our patients.

Meridian worked with managers throughout the hierarchy to design and install a bespoke management control system across 7 clusters. This has allowed the senior management team in partnership with cluster leads and Finance and Performance Business Partners to more accurately forecast clinical capacity and demand, thus identifying and managing any unwarranted variances as they arise. Furthermore, they have given us a clear, transparent and systematic approach to managing the productivity of each team and each cluster which has enabled us to ensure that all staff are meeting the organisation's strategic objectives while benefitting from greater equity in caseload allocations.

This new management control system has helped the West Kent Federation to achieve the following results:

- A Savings Realisation plan equating to £292,716 annualised by week 9 of the project.
 - CCG Contract Revenue increased by £10,094 in August 2017
 - Actual Pay Costs decreased by £14,299 in August 2017
 - Further Identified Payroll Improvement of £7,437 in September 2017
- Daily and weekly management reporting, providing increased transparency of productivity by cluster, team, role/ Agenda for Change band and individual clinician.
- Standard Operating Procedures to deliver unity across the clusters and teams in terms of ways of working and expected number of contacts per role/Agenda for Change band.

- The advent of a weekly Cluster Productivity Huddle to consolidated processes of forecasting capacity per team per cluster to achieve the contact volumes set out within the CCG Cap and Collar contract.
- A clear vision of how we can further develop the management control system and integrate it within our internal infrastructure, including Health Roster and CIS, in the future.

While working with myself and our staff, the Meridian team was very professional and thorough. They facilitated weekly senior management seminars, cluster lead workshops and followed up on the ground with 1:1 sessions to develop and agree the plans of the project with all levels of management across the teams. This enabled managers to positively contribute to the improvement programme and share best clinical and operational practice, thus ensuring the Trust's goals under the project were met in full.

The programme has allowed us to make huge strides in terms of better understanding and maximising our capacity, as well as enabling us to break some of the historic paradigms and ways of working. To this end, we have commissioned Meridian to undertake a project extension to roll out the improvement programme across Long Term Conditions and Urgent Care in Community Services in East Kent. Working with Meridian has been a very positive experience for the organisation. I would highly recommend them to other organisations to achieve genuine cost and efficiency results.

Yours sincerely,



Lesley Strong
Chief Operating Officer / Deputy Chief Executive