

Reference for Meridian Productivity

Following three projects within Leicestershire Partnership NHS Trust, Meridian Productivity were invited to conduct an Analysis of our Community Paediatrics (Outpatients) department and the Diana Services within the Families, Young People and Children's directorate (FYPC).

The analysis was a three week long study, where a total of 53 man days were used to identify areas of improvement across 6 teams with almost 80 WTEs. Issues in the way of working that prevented optimum performance included a lack of performance data, clear targets and expectations, planning standards and a systematic and robust way of allocating work and an effective follow up process. In addition there was a need for greater understanding over the demand and capacity of the Community Paediatrics (Outpatients) Service and controls aimed at clinic maximisation.

The study by Meridian Productivity highlighted the potential to make indicatively between £60,000 - £150,000 annualised worth of improvements.

Meridian worked with the management team within the Community Paediatrics (Outpatients) service and the Diana Services through a series of meetings and workshops. During these various sessions new management control systems were designed to ensure effective running of the two areas.

The key focus was to implement management controls to increase direct clinical contact with patients and maximise existing clinic capacity.

The processes introduced and implemented gave the management of the Diana Services better control over the prediction and management of activity as well as visibility on a daily and weekly basis of individual and team performance.

The main results of the programme are:

- A 32% increase in the number of contacts with patients from 3.2 to 4.2
- Identified and cost avoidance savings of around £60,000 per annum. This is currently between 0.2 – 0.8 unallocated nurses per week. This highlights future potential to not fill vacancies or secure additional work and funding.

- A tailored Management Control System built in partnership with Team Leads and Managers. This is to ensure targets and expectations are translated seamlessly into controls and accompanied with the required behavioural changes to drive service user facing care, treatment and support.
- Releasing time to provide managerial support and service user facing care by substantially improving the rota creation process
- Better control and visibility over blocked slots
- A robust Capacity and Demand model that enables management to understand and better manage the resource
- The potential to reduce the demand for follow ups through the ongoing development of a collaboratively designed, tailored variance management control
- Enabled management to reduce travel time and increase patient face to face contact by analysing the locations of patients and begin to establish hot desk and clinic locations

As a result, FYPC has identified modest productivity savings which would contribute to our CIP. We would recommend Meridian Productivity to any organisation to support any carefully selected areas to improve after a positive experience working in partnership.

Yours Faithfully,



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