

6th May 2015

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To Mr. Quinn,

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**Leicestershire Partnership NHS Trust – Community Health Services (CHS) –
Mental Health Services for Older People (MHSOP)**

In January 2015 Meridian Productivity was invited by Leicestershire Partnership NHS Trust to conduct an analysis to identify opportunities to improve the performance of the service and the utilisation and productivity of our resources. The study included 7 CMHT teams, Intensive Service and InReach Team, with a total of 106 WTE. The study also included 3 Organic and 2 Functional Mental Health Wards for Older People and the analysis focused in identifying opportunities to improve the performance of the service.

Following the initial study a proposal was put in place by Meridian to engage in a 16 weeks programme aimed at improving the current productivity of the CMHT teams and to work towards achieving the Trust's 'Fair Day's Work' initiative and to improve the current in-patients service by reducing the Length of Stay on the wards. This was to be achieved by developing a bespoke Management System that suits the current service's situation and the Trust's aspirations.

Through a series of 1:1 sessions and training workshops the CMHT teams developed a systematic way of Forecasting, Planning, Assigning and Reviewing the levels of clinical activity within the service. This allowed the service to identify their current demand and capacity. By quantifying the 'Case Load' to 'Work Load' the Team Leads are able to monitor and identify productivity opportunities within their teams. By reviewing the productivity and capacity available of the teams on weekly basis the Team Leads are able to adapt to changing demand and can make decision based on the information they have available.

Within the wards, the teams developed a systematic way of demonstrating the issues and obstacles that causes 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 enable patients to be discharged as soon as they are clinically fit.

The CMHT's, Intensive Service and Inreach Teams have achieved

- 25% Improvement in productivity (represented as F2F Contacts per WTE Day)
- Reduction in the CMHT waiting list from 200 to 96. A 52% Reduction
- Removal of all breaches from the waiting list (from 60 per week)

- A realised financial improvement of £352,000 annualised
- A further identified financial improvement of £488,000 which the trust is in a process of realising
- Creation of a new team, 'the unscheduled service' to triage and respond to urgent referrals to CMHT

The Inpatient Wards achieved

- A reduction in the average length of stay from 82 days to 55 days. (30% reduction)
- The controls put in place for shift handover resulted in continuity of care for the patients from shift to shift and made actions are being assigned, carried out and approved by team leads
- Better visibility of Expected Fit for Discharge Dates for every patient on the ward allows for better communication with other services and ensures that the clinical team have an aligned goal and vision to where the patient should be, clinically, in a specific time frame
- A temporary reconfiguration of the organic wards which has increased nurse to patient ratio and reduced reliance on bank and agency staff

Following the success of the project, the Trust has already invited Meridian to carry out another project and conduct a further, much larger piece of work to investigate for opportunities of improving services and productivity within the Trust. I would recommend Meridian to other organisations to assist in delivering actual savings from the bottom line whilst supporting improvements in the consistent delivery of high quality care.

Kind Regards



Rachel Bilborough

Divisional Director
Community Health Services Division
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Dr. Pete Cross

Director of Finance
Leicestershire Partnership NHS Trust