

Date: 04/10/2016

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Reference for Meridian Productivity Limited

Dear Jimmy,

Following a previous piece of work conducted within our Community Nursing Service, we asked Meridian to complete a second project within our Urgent Care Centres. We wanted to identify the spare capacity within Urgent Care and release it to re-invest back in to the service through an increase in training opportunities, support the intended increase in demand from a partner service, which required further investment, whilst also reducing the total amount of money spent on Bank & Agency within the service line.

The project plan from Meridian was to redesign and implement a new management control system, with a greater clarity around staffing, both required and available at any point in time, alongside instilling the correct behaviours to ensure the success and perpetuation of the new ways of working.

During the project, Meridian worked in collaboration with all Senior Management and Clinical Team Leads and implemented management controls and procedures specifically designed to ensure a greater utilisation of our staff within our service, whilst also reducing the overall operating costs on a month by month basis. All of the above were completed in conjunction with our Directorate and Clinical Service Managers. These controls have now allowed the Trust a greater clarity regarding both annual demand & seasonal demand within our Centres, whilst exploring the opportunities to minimise the overall effect on staff within each of the Centres, when the demand peaks and troughs.

The new management controls have helped our Trust achieve the following *financial* and *operational* results:

- Reduced Bank & Agency (B&A) spend from the original baseline by £487,728 annualised (07/10) as documented through the week by week tracking on spend, with £220,756 annualised confirmed through Finance month end (M5).
- Released 131.6 hours per week, equating to £175,639 of reinvested resource within the Day Home Visiting Team, which has been realigned to Urgent Care Bases. This has enabled training opportunities and support for Urgent Care Centres with the aim of further reducing Bank & Agency Spend and eventually will ensure the appropriate level of Clinical Assessment staffing once the Service goes live.

- Additional support for the Clinical Assessment Service (CAS) has been identified within the Out of Hours Service, resulting in CAS being supported by these staff, once the appropriate training has been provided (end of October). An average of 339.6 hours per week has been identified across 4 Out of Hours teams. The opportunity is valued at £415,573 when annualised based upon the workforce operating at 100% utilised capacity.
- A large focus of the Trust has been on the implementation of the Clinical Assessment Service which has been delayed until November 1st. Through the program demand has been successfully forecast for the Service which is key when attempting to project the resources required.
- Seasonal Trends have been established within the Urgent Care Centres which show contrasting trends across teams. This knowledge when put to appropriate use is minimising the impact of peaks in demand on both staff and patients, whilst also identifying the months for staff to receive both mandatory & additional training, within their Urgent Care Centre.

As a result, LCHS NHS Trust have realised more opportunity than the £345,187 originally proposed by Meridian, with annualised £220,756 from B&A, £175,639 from day Home Visiting and a cost avoidance of £415,573. In addition to these annualised figures, 84% of the project costs have been recouped during the project length through reducing B&A and re-investing Home Visiting staff.

The passion and determination demonstrated by the Meridian team throughout the process enabled the project to run at an extremely quick pace from beginning to end with improvements and opportunities being identified and actions taken to realise them immediately. We would continue to recommend Meridian to any organisation following a second very positive experience working in partnership, leading to Meridian exploring additional opportunities within our Trust to understand where improvement gains can be made.

Yours Sincerely,



Lisa Green
Director of Nursing & Operations