

Liverpool Heart & Chest Hospital NHS Foundation Trust  
 Thomas Drive  
 Liverpool  
 L14 3PE

**Reference for Meridian Productivity Limited**

Dear Jimmy,

Meridian Productivity were invited in July 2015 to conduct an initial study at their own cost within our Radiology department. Within the context of current operational challenges and increasing demand, Meridian were asked to evidence and quantify the revenue improvement opportunities and whether the Trust would require additional resource to accommodate the capacity. A compelling study by Meridian highlighted the potential to make improvements of £250,000 annualised through increased activity and better working methods within the department.

These analysis findings convinced the Executive Team within the Trust to engage in an 8 week project to implement additional capacity within our Trust.

During the project Meridian worked in a collaborative manner and implemented bespoke tools and controls with senior Clinical and Operational management, department managers and Superintendents. This has now allowed our Radiology department to more accurately identify, measure and manage any productivity variances that arise.

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

- The work has allowed the Trust to implement a new slot template for MR & CT resulting in an increased revenue earn of £871,438 annualised as a minimum with a increased appointment slot capacity, based on a 10% unable to scan rate inclusive;
- Produced and modelled a new way of working within the Radiology modalities;
- Utilised staff activity data to create bespoke weekly reports which quantify individual and modality performance;
- Evidenced an increase of 15.4% from 32.2% to 47.7% (utilisation of staff through scan time) by better allocation of staffing rotas and hours resulting in 18 hours per week improvement opportunity (scanning protocols/ procedures);
- Developed a weekly management report for the Radiology department which helps senior management and the Executive team to measure performance and take targeted actions;

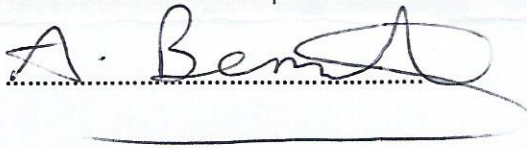
- Developed a rolling 6 week demand model, which highlights areas of concern within Radiology in regard to appointment capacity and current waiters.

As a result, LHCH NHS Foundation Trust identified a significant financial gain throughout the course of the project. This will also facilitate in easier access to our tertiary services. Our Trust will successfully increase our revenue potential, which will directly contribute to our CIP savings, whilst maintaining the quality of patient care delivered. The enthusiasm and drive demonstrated by Meridian staff throughout the process enabled the project to run with vigour and pace from beginning to end.

We would recommend Meridian to any organisation after a very positive experience working in partnership. The continued success has led us to engage Meridian with another piece of work within the Trust to identify opportunities of potential operational and financial improvements within our Trust.

Yours Sincerely,

Anthony Bennett  
Divisional Head of Operations – Clinical Services

A handwritten signature in black ink, appearing to read 'A. Bennett', is written over a horizontal dotted line. Below the signature, there is a long, thin, horizontal wavy line.