

29 July 2016

Mr James Quinn
Managing Director
Meridian Productivity Ltd
36 Atholl Crescent Lane
Edinburgh EH38ET

Dear Mr Quinn,

Reference for Meridian Productivity Limited

Meridian Productivity Ltd has recently completed a 7 week improvement programme in the Trust's Outpatient Department and I am now happy to provide a reference. Following a 3 week analysis which began on March 21st 2016, they highlighted the potential for significant improvements in the operational management of the Outpatient Department. Following the acceptance of their proposal our goals with the help of Meridian were:

- Implement Capacity and Demand Management Behaviours to control contract delivery
- Increase the control over the Waiting List Initiative payment approval process

Through a series of 1 to 1s and workshops, Meridian were able to collaborate with Information and Operational Managers in order to jointly develop a more transparent and systematic overview of the number of clinics expected from the Job Plan against the number of clinics delivered. This has provided our Operational Management with a clear understanding of their capacity, enabling them to allocate to capacity more informed and effectively. The new management control system has also improved effective long term planning, resulting in an increased control over the approval of additional clinics by ensuring the optimisation of existing clinics and Job Plans before approving additional spend. This cultural shift is embodied through the forecasting process and the review of variances, which management have been enabled to achieve through structural changes to operating procedures and one-to-one management training from Meridian.

The programme has seen the behaviour changes and tools now embedded as part of the daily running of our services ensuring that the significant benefits we have already seen will be sustained and progressed. The cooperation between different areas of the organisation has also continued and we are seeing sustained results. Our new system has helped the Trust to achieve the following results:

- **A live daily overview of available slots highlighting all available capacity 6 weeks in advance**
- **A weekly overview of clinic utilisation**
- **A weekly overview of clinics expected in the Job Plan against clinics delivered**
- **Forward view of the number of clinics planned against the Job Plan expectation**
- **Daily and Weekly Control points to ensure the delivery of the above**
- **A more efficient Patient Tracking List meeting to minimise breaches**

Working with Meridian has been a very positive experience for the organisation. I found their pro-active emphasis on developing and embedding the innovative management tools and behaviours enabled this project to be done in 7 weeks as scheduled. Furthermore, I found their approach to be very professional, building strong relationships and respectfully integrating themselves into the workforce where required to embed the changes. Personally, the most effective change that we experienced was the buy-in and engagement from all those involved. There was an overriding feeling that the programme was being "done with" the organisation rather than "done to" us and that had a profound effect on the positive outcomes of the programme.

As a result, I would therefore be delighted to recommend Meridian to other organisations looking to improve the productivity in their services within an impressive time-frame.

Yours sincerely



David Stonehouse
Finance Director and Deputy CEO

Chair: Edward Libbey
Chief Executive: Dorothy Hosein
Patron: Her Majesty The Queen

