

Rotherham Doncaster and  
South Humber  
NHS Foundation Trust



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27 August 2015

Mr James G Quinn  
Managing Director  
Meridian Productivity Ltd  
36 Atholl Crescent Lane  
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Dear Jimmy

**RE: MERIDIAN PRODUCTIVITY LTD REFERENCE**

Since February 2015, following a successful project within our Social Inclusion and ICT Adult Mental Health Services, we have engaged with Meridian Productivity Ltd for the second time, on this occasion within Rotherham Children and Adolescent Mental Health Services (CAMHS). Meridian presented a compelling proposal describing an 18-week project focusing on CAMHS team development and service transformation.

During the project, Meridian worked in partnership with senior management to achieve all of the objectives on time as planned. The approach was both collaborative in development of operational systems and influential in leading behavioural change. Meridian trained senior clinicians through a series of six management workshops, allowing for the cascade of high performance service targets and a philosophy of staff utilisation achieved by robust time management.

The critique of operational procedures directed the Rotherham CAMHS / Meridian partnership to create a purpose-built Management Control System, allowing management to gain clear insight into the capacity of the team vs. the demand of the service. For the first time, management have sight of, and are able to engage the team in considering staff utilisation, and are able to follow-up based on fact and evidence. This was based on time spent in 'face to face' contact with subsequent development leading us to consider the time spent in 'clinically related activity' – as a measure better representing the work of CAMHS.

*Leading the way with care*

Meridian enabled the service to gain control over demand pressures by implementation of a waiting list management process. Over the lifetime of the project, this led to a 49% reduction in children waiting for an assessment, 33% reduction in children waiting for treatment and a 48% reduction of cases from the inactive list in just 6 weeks. This process has been through a journey of development, installation and full utilisation allowing Rotherham CAMHS to see the lowest number of children waiting in 2015. This process remains embedded in the service and is enabling the on-going active management of referrals received.

In addition, Meridian have equipped the Trust with the ability to evaluate the size of the teams, and whilst this wasn't in the scope of the project initially, we were able to evidence the inappropriate use of resource spend to deliver a £144,518 annualised cash savings to RDaSH. This was based on the reduction of the use of agency staff in the team. The Trust has now reconfigured the resource profile in the team to ensure we provide the quality and service capacity of service required to match the demand entering our service.

The enthusiasm and drive demonstrated by Meridian staff throughout the process enabled the project to continue with vigour and pace.

We would recommend Meridian to any organisation seeking to understand and introduce measures of productivity, after a very positive experience working in partnership.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Gaynor Connor', written in a cursive style.

Gaynor Connor  
Interim Improvement Director