

24 April 2015

Our Ref: SM/MP/Quinn\_240415

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Sent by email: [Quinn@meridianpl.co.uk](mailto:Quinn@meridianpl.co.uk)

Dear Mr Quinn,

### Reference for Meridian Productivity Limited

I am pleased to provide a reference for Meridian Productivity following the completion of a 14 week project in our Outpatients Booking Team, and our Operating Theatres. Meridian have been working with the Trust since December 2014, focusing on our Outpatients Booking team to reduce the amount of available clinic slots over a 6 week horizon. For theatres, the key focus was to implement management controls and list planning processes to achieve higher levels of in-session theatre utilisation.

Meridian have developed and installed a bespoke management control system working with our staff, managers and Directors. This has allowed our management teams for theatres and outpatients to improve the overall appointment delivery process, and to ensure all appointment slots / theatre lists are full, through hourly/daily/weekly planning and reporting.

This new system has helped the Trust to achieve the following results:

#### Outpatients.

- Install management controls to improve overall appointment delivery process, and to ensure all appointment slots are full within a 6 week horizon and lost slots minimised.
- Install performance management meetings, daily, weekly, monthly.
- An increase of 1.8 attended patients per clinic on average.
- A week on week financial improvement of £81,250 per week in increased revenue, which , if sustained would result in an improvement of £4,225,045

#### Theatres.

- Development and agreement of specific procedure times by consultant by specialty with the Consultants
- A management control system which enables the theatre management staff to control and monitor the performance of theatres, allowing them to systematically plan lists to target based on time.
- The installation of a capacity demand tool which highlights by specialty any consultants deficit or surplus of capacity. Enabling management to take required actions to sustain manageable waiting list levels.
- A total annualised financial improvement of £2,368,486 in increased revenue assuming the improvement is sustained over a full year.

The project has generated £589,480 in increased revenue over the project's 14 week duration. We have already generated a 3:1 return on investment in the life of the project and the total



annualised increase in revenue has been measured at £6,593,531, should the improved performance be sustained.

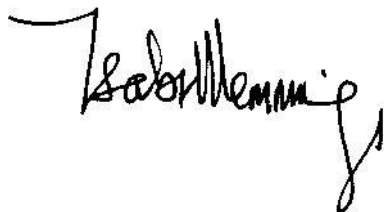
Meridian's process of working with our staff was very professional and thorough. They held group workshop sessions to discuss the remit, state and plans of the project with all outpatient and theatre management in order to allow professionals to positively contribute and input which supported the Divisions in achieving required change.

Working with Meridian has been a very positive experience for the organisation, we have realised significant improvements over the project duration and are confident that the changes to the organisation are embedded as the new way of working. We have already engaged Meridian to scope a second piece of work within the Trust and highly recommend their approach to other organisations looking to achieve tangible results.

Yours sincerely



Mr. Simon Morritt  
(Chief Executive Officer)



Ms. Isabel Hemmings  
(Chief Operating Officer),



Mr. John Somers  
(Chief Finance Officer)

