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Jimmy Quinn
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Dear Jimmy

Re: Reference for work done at Winchester and Eastleigh NHS Healthcare Trust

I am writing to confirm our conversation with regards to the work you did for Winchester and Eastleigh NHS Healthcare Trust in 2011 prior to our integration. We commissioned you to do two pieces of work, one in the Emergency Department and one in Outpatients. We were very satisfied with the results of both of these pieces of work, and I am happy for you to pass on my details to anyone who is considering commissioning similar work from you.

Emergency Department

The issue in the department was of an ongoing struggle to consistently meet the 4 hour target and a new struggle to meet the additional clinical indicators for emergency departments. You worked alongside the clinical lead and nursing lead to implement "The Winchester Way". This laid out how the department was to run, what was expected of each staff member, what would be measured and how it would be measured. You succeeded in bringing a sense of urgency to the department and implementing some different flows, including "the doc in the box" putting a senior medic at the front of the pathway. The department felt that you were working with them, and it was their ideas and suggestions which were trialled and refined with their feedback. Your support and facilitation was instrumental in us moving to the new processes which significantly improved performance and morale in the department. While the performance has not been perfect since then, it has been much better. A testament to your colleagues is that the department really appreciated the support, and still speak very highly of your team.

Outpatients

We commissioned you to increase productivity through outpatients and expected that this would be done through ensuring that consultant job plans and clinic timetables were consistent, through identifying inconsistencies in clinic templates and through reducing DNA's. What we quickly discovered was that a number of outpatient slots were empty on the day of the clinic, often because a patient had cancelled a few days or weeks before, but sometimes because no-one had ever been booked into those slots. This was frustrating for doctors and administrators as we were running additional lists due to lack of capacity while normal slots were unbooked. You supported the implementation of a system whereby clinics were checked 7 days before, 3 days before and 1 day before to identify gaps and fill them. This increased the average number of patients per clinic across

all specialities. In some specialities we increased by over 30%. The management system supporting this is still in place, 6 months on, and we are still seeing the benefits. You also supported work around specific clinics – improving templates to better match demand, changing start and finish times so we were not paying staff for long stretches of time when there were no patients around and much more.

Throughout both these projects, your team worked with myself as Chief Operating Officer and with our Finance Director, Robert Kirton, to check that the work was proceeding as we had hoped and to correct the direction of travel if we felt we were not tackling the right issues.

I am very happy for you to share this letter with others if that is helpful to you.

Yours Sincerely

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

Alex Whitfield
Commercial Director / Operations Director for Medicine
Hampshire Hospitals NHS Foundation Trust