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Mr. J. Quinn
Meridian Productivity Limited,
36 Atholl Crescent Lane,
Edinburgh,
EH3 8ET

Dear Jimmy,

Reference for Meridian Productivity Limited

I am pleased to provide a reference for the improvement work recently completed in our community pharmacies.

I have been impressed with the professionalism and tenacity of Meridian and their ability to effectively develop and roll out the solutions to our directors, partners and the teams. What I have particularly valued is the continued ability to base things solidly in fact, rather than anecdote or perception. The programme has allowed us to break through some long-standing beliefs and implement systems that give full transparency and visibility across the spectrum of our service delivery. This now forms the solid basis on which we can evaluate our turnaround programme and provides us with a mechanism by which to measure improvement.

Representatives of the Pharmacy Operational Board now meet weekly with the senior pharmacists and administrator using the TWNW template. We discuss activity, any progress to targets and agree corrective action necessary to deliver operational growth. This has allowed the abandonment of unproductive Senior Pharmacy Management Team meetings thus freeing up the senior pharmacists to deliver improved patient care and profitability



Specifically, within this programme we have been able to achieve the following results:

- Transparency of service activity reporting across both Direct and Skelton Lane branches with the ability to draw like-for-like comparisons from bespoke management reports.
- A performance measurement/management framework including weekly management reports by branch and a monthly overarching savings evaluation template for Pharmacy Operational Board and partners.
- Rationalisation and optimisation of delivery service capacity through demand modelling which has seen us remove 0.8wte driver resource and one vehicle lease with associated on-costs.
- Review of recruitment practices including compliance with legislative policies and matching skill mix to the requirements of the business. This drove us to recruit suitably experienced pharmacists (and support staff) at the current market rate and only for the hours required by the business.
- Competitor analysis to establish stretch targets for prescription volume growth, reclamation of market share and additional profession service revenue streams e.g. Medication Use Reviews.

Meridian maintained a thoroughly focused and outcome-driven attitude throughout, providing challenge where it was warranted and support where it was required. Their flexible approach allowed the final two days to be spent orientating and upskilling our turnaround director in the installed management controls whilst providing an overview of community pharmacy systems.

We look forward to achieving short to medium term growth to maximise profitability which will lead to long-term viability as we fully embed the new systems. I am satisfied that not only has the work undertaken been very valuable, but that it will also be sustained long into our future working following your recommendation of restructure.

Yours sincerely,

Gordon Osborne

**Gordon Osborne,
Director, Woodhouse Healthcare Services Ltd**

