

NL/jp

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Dear Jimmy

Following a successful project on the Adult Acute Inpatient Wards (currently more than 250 days without an Out of Area patient now) and the Community Mental Health Teams, we decided to embark upon a further piece of work with Meridian. The scope of the programme was the Trust's Corporate Services, specifically ensuring that our corporate processes were focused on value-adding activities.

The approach taken by Meridian was straightforward and built on engagement. It involved acting as a facilitator for corporate functions to look self-critically at their current processes, encompassing the Finance, HR and Commercial (IT) functions and identifying a number of high volume-low benefit/bureaucratic tasks. Work was then facilitated to jointly assess any potential unintended impacts of stopping these, before confirming tasks that would be stopped. The teams were encouraged to develop new processes that they designed themselves, including establishing key performance indicators to measure impacts of the changes.

Meridian facilitated meetings among the directorates and between different stakeholders to ensure that the actions agreed would not have a negative impact on any other processes. They remained in a coordinating role, following up on the implementation of agreements and driving the process with the directorates, who positively retained ownership of the changes. Meridian also supported initial planning work that we will continue to develop and which will support a joint contract ambition with the CCGs to prioritise and ultimately reduce local information requirements.

The results of the project include:

- 50% reduction in the number of reminders sent to managers regarding mandatory training by eliminating duplication of work within HR
- 83% reduction of active HR policies
- More responsive processes between Finance and HR to ensure timely reconciliation of funded establishment, staff in post and ledger information on ESR and Oracle financials.

Although the impacts of the project were not easily quantifiable, its approach has been valuable. The key benefit has been empowering staff to challenge the status quo. This involved reviewing current processes, establishing new and more effective communications between directorates, and stopping non-value-adding activities.

The project has generated a number of positive actions to support our Corporate Services to provide value-adding support when resources are increasingly stretched. We are happy to recommend Meridian's services to other organisations.

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Yours sincerely



**Nicola Lees**  
**Deputy Chief Executive/Director of Nursing**



**Liz Romaniak**  
**Director of Finance, Contracting & Estates**