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Dear James Quinn,

### **Meridian Productivity Reference**

Meridian Productivity worked with Camden and Islington NHS Foundation Trust for the first time in September 2013 with our Assessment and Advice Team to improve front end processes for referrals entering the trust and to install a management control system within the team.

The Meridian team spent a week with the Assessment and Advice Team to analyse their current processes, management systems and behaviour of the management team. It was highlighted that our current way of working did not enable the team to quickly assess incoming referrals and signpost them onto the relevant care pathway.

We accepted Meridian's proposal of a 10 week implementation programme in which they worked with the Service Manager and Team Leaders to develop and agree a new process and the implementation of a robust management control system which enabled them to monitor their performance on a daily basis.

These system elements and processes have resulted in a much more streamlined operation where referrals are now processed on the day of arrival, one day better than before the project. By the third week of the project 100% of referrals were being processed on the day of arrival. With a target time of only 10 days, this extra day has had a big impact in helping the team achieve their targets.

More consideration was then given to the different types of assessment that the team needed to complete, this resulted in some members of staff being given more work that could be completed in a day and some significantly less. The Team Leaders are now allocating work in such a way that every member of staff is being given a full day's work and is allocated time to complete all of the clinical administration for each assessment carried out on the day. This improved the quality of clinical notes and the speed at which referrals are put onto the relevant care pathway.

**Chair:** Leisha Fullick  
**Chief Executive:** Wendy Wallace



There has been a significant shift in the behaviour of the management team. They are now reviewing their performance daily and taking action against any variances that are identified through this process. This has continued to refine the new processes even after the project completed.

It has been very helpful to bring in external expertise and a pleasure to work with Meridian. Their approach and ability to engage with staff has resulted in a real positive change in behaviour and way of working. Camden and Islington NHS Foundation Trust have already engaged Meridian to carry out another much larger piece of work with two other teams in the Trust and I would not hesitate to recommend Meridian Productivity to other organisations.

Yours sincerely



**Keith McCoy**  
**Divisional Manager**