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24<sup>th</sup> July 2015

Dear Jimmy,

I wanted to take the opportunity to pass on my thanks for the recent project undertaken in our Acute Division. Over the course of the past 56 weeks, Camden and Islington NHS Foundation Trust have continued to realise the benefits of the work which was carried out over the previous five projects.

The Trust continues to benefit from a reduction in agency staff, increased management control and face to face patient contact time across the various services, as well as realised cashed savings. Meridian will be commencing their sixth project with us in October 2015, which will address the remaining Inpatient Wards.

The scope of the most recent improvement programme included four mental health Acute Inpatient Wards (60 Beds), which represent 20% of the total Trust bed capacity; Human Resources Recruiting Process, Business Performance Managers, Mental Health Act Assessment Office and AMPH Duty Service.

The key goal of the Trust with the Acute Division was to reduce the length of stay of its Adult Mental Health Acute Inpatient Wards and increase the direct clinical time spent with the patients, in order to achieve a robust and consistent way of working across all wards. The Meridian Team spent a significant amount of time working with the Consultants, Matrons, Nurses and Ward Managers, enabling them to communicate effectively and plan & assign specific tasks in order to achieve early discharges.

Over the course of the project the average length of stay on the Wards was reduced from 55 days to 43 days and the highest ever number of discharges was recorded in a single week. The reduction of Weekly bed days represents weekly savings of c. £37,229, which when annualised equates to £1,935,934.

This was achieved as agreed in their proposal and I am pleased to say this was completed by week 6 of the 18 week project.

Chair: Leisha Fullick  
Chief Executive: Wendy Wallace

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Regarding the Recruitment Process, Meridian worked with the Human Resources department to develop a process whereby the planned recruitment duration time was reduced from 26 weeks down to 9.6 weeks. This was done by identifying and removing unnecessary steps in the process. This process has been used as the skeleton to implement the new HR - TRAK software across Camden and Islington. HR and Recruiting Managers are able to identify and quantify time spent in each of the recruitment stages which has enabled any possible delays or problems to be addressed.

Meridian worked with the Business Performance Managers and Information teams to identify unnecessary reporting processes across the divisions. They helped to reduce the number of reports produced by Business Managers from 42 to 16, which represents a 61% reduction, enabling them to free up more of their time to spend out in the services, which is line with the Trust development plans.

Meridian also worked with the Mental Health Act office and AMPH Duty Service in order to identify the different steps and resources involved during the Appeal process, at both Manager Hearings and Tribunal Hearings. This resulted in the creation and implementation of clear and well defined processes, which will now be used as Trust wide policy and will be available on our Intranet webpage. Working with the AMPH Duty Service, Meridian enabled us to identify a mismatch between the capacity and the demand of the service, which has led to a revision of the allocation of the number of staff per shift.

As per previous projects, Meridian spent a significant amount of their time working directly with staff on the ground and executives ensuring that the behavioral change and new management culture was embedded and owned by them. The program required commitment from the Trust and Executives, which was always supported by the Meridian interventions and engagement.

Overall I felt the Meridian experience has been extremely positive. Their approach and ethos has enabled the Trust's staff to lead change at every step of the journey.

It is my pleasure to provide a reference for Meridian. I have found them to be an engaged partner, who has achieved results and financial improvements, and I look forward to recommencing our work with them again in October.

Yours sincerely,

Paul Calaminus  
Chief Operating Officer