

**Our Ref** MA/EJ  
**Date** 28<sup>th</sup> October 2015  
**Direct Line Tel:** 01384 325002  
**Direct Line Fax:** 01384 366617  
**E-mail** mark.axcell@dwmh.nhs.uk

Trafalgar House  
2<sup>nd</sup> Floor  
47-49 King Street  
Dudley DY2 8PS

Mr James Quinn  
Managing Director  
Meridian Productivity Ltd  
36 Atholl Crescent Lane  
Edinburgh  
EH38ET

**RE: Meridian Productivity Ltd Reference**

Dear Jimmy

In June 2015 we engaged in a project with Meridian Productivity Ltd for the first time following a free-of-charge analysis. The analysis provided us with compelling evidence to indicate that Meridian's services would provide the Trust with the resource and expertise required to change the long standing operational behaviours and management techniques that were resulting in poor productivity within our Adult Community Recovery Services, Older Adult Community Mental Health Teams, Early Intervention Teams and Early Access Service. Their proposal identified 2 key areas for the Trust to develop:

- To introduce a target of % Face to Face time in the Community Teams and increase it by 15%
- To reduce the waiting times in the Early Access Service

Following our acceptance of their proposal, Meridian embedded themselves within the teams, regularly meeting with Team Managers, Clinical Leads and Heads of Service in order to build a new management system that not only changed the current behaviours, but ensured the perpetuation of these changes. Meridian's engaging style meant that our teams were able to develop management controls tailored to the needs of the services through regular feedback and has ensured all Management levels within the teams have taken full ownership of the changes and tools. Furthermore, through the culmination of various elements and collaboration with the Heads of Service and Associate Director of Operations, the project enabled us to quantify the demand for the teams and the capacity required to deliver it.

Meridian have helped the Trust achieve the following results:

**Early Access Service**

- **A reduction in the number of joint assessments (medic + clinician), from an average of 68% to 29%**
- **A waiting time reduction from an average of 12.5 weeks to 5.4 weeks, a 57% improvement**
- **The longest waiting time reducing from 20 weeks to 8 weeks, a 60% improvement**

**Community Teams**

- **A quantified cluster/risk pathway to quantify the work required and shift the culture from caseload to workload driven allocation**

**better** together

Chair: Danielle Oum

Chief Executive: Gary Graham



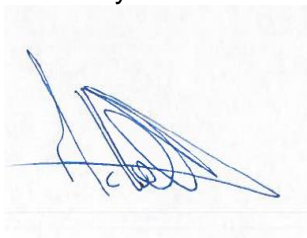
- **Shifting the paradigm from caseload numbers determining 'busyness' to frequency and duration of contacts**
- **An identified saving of £898,890 (equating to a 6:1 return on investment), which the Trust is now taking steps to realise**

Following the identification of these savings with Meridian, we have completed the workforce plans and quality impact assessments and will now begin the Management for Change Process. This will enable us to not only realise the financial benefits of this work, but also the operational benefits of increasing productivity.

As a result of the success of this project, we have commissioned further scoping work with Meridian to explore other opportunities within the Trust.

Overall we have found Meridian's attitude refreshing as their unique approach is one we have not experienced through previous external projects that we have commissioned. Moreover, their proactive emphasis on developing and embedding the innovative management tools and behaviours enabled this project to be done in just over 3 months as scheduled. We would therefore recommend Meridian to other organisations looking to improve the productivity in their services within an impressive time-frame.

Yours sincerely



Mark Axcell  
**Acting Chief Executive Officer**