

21st March 2014

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Meridian Productivity Reference

Dear Jimmy,

Meridian Productivity Ltd worked with East London Foundation Trust from January to March 2014 to develop a new way of working within the School Health Service, by redesigning the entire model and increasing the activities delivered on school premises, enhancing the head teacher offer and allocating nurses within schools based on demand.

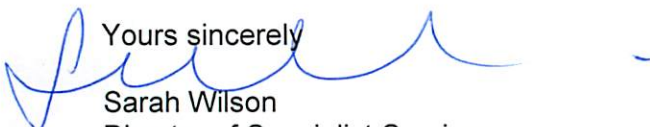
In January, the team conducted an initial week-long analysis, identifying issues which prevented our service from running effectively and maximising the use of the school nurses' skills. On completion of the analysis, it was found that nurses planned their own days, however, their activity was not managed by specific targets. Additionally, much of the nurses' day was spent in safeguarding and care planning meetings, with the majority attending lengthy case conferences.

The project we embarked upon with Meridian enabled us to establish what the service should be delivering and the requirements of different stakeholders. We identified contact frequencies, based on size and need of schools through a service modelling tool, resulting in a clear management control system that quantifies the demand and increases staff utilisation by assigning activities to all the nurses. During workshops with our Senior Management, Integrated Team Managers and Clinical Team Leaders, the system was designed to ensure that health promotion and education requirements are incorporated, so that the overall needs of pupils seen are in line with the service expectations and targets.

The programme has helped us to install a more structured and transparent working process, highlighting the training needs of individual nurses and ensuring that all goals and targets are achieved. It also increased the visibility of each nurse within schools, which had very positive feedback from the head teachers we presented the model to. It has put us in a far stronger position in terms of future contract bidding processes. The schools will now get a much greater nurse contact (82% of nurses' time will now be spent based on school premises conducting school related duties), allowing us to commit to a scheduled weekly school nurse service provision to each school.

The Meridian team were very dedicated to the project, allowing us to successfully redesign and install new processes across the entire School Health Service in just 8 weeks. This was a thoroughly enjoyable experience as it brought together minds and experiences of many different team members to change the service for the better. I had received very positive feedback from other services with the Trust who had previously worked with Meridian, and was very pleased and impressed at the outcomes of the work. I would definitely recommend Meridian to other organisations to carry out service redesign or development programmes.

Yours sincerely



Sarah Wilson
Director of Specialist Services

Chair: Marie Gabriel

Chief Executive: Dr Robert Dolan