

Date: 25/08/2016

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Reference for Meridian Productivity Limited

Dear Jimmy,

Meridian Productivity were invited in June 2015 to conduct an initial study within our Community Nursing Service. Within the context of current operational challenges and increasing cost pressures, Meridian were asked to evidence and quantify the cost savings improvement the Trust could achieve whilst servicing the same level of demand. A compelling study by Meridian highlighted the potential to make cost savings of £1,993,644 annualised through the implementation of the Trust's 'fair days' work' approach.

These analysis findings convinced the Executive Team within the Trust to engage in a 21 week project to implement a new Management Control System, alongside the behaviours and science behind productivity to release the improvement opportunity.

During the project Meridian worked collaboratively and implemented bespoke controls and tools, produced in conjunction with the front line managers and Operational Management team. This has now allowed Teams and Senior Management a clearer more accurate view of 'how are we doing today'. Resulting in the Trust being more responsive to spikes in demand and being able to react accordingly, therefore switching from a reactive approach to proactively planning and understanding what a day should look like for each of their Community Teams.

The new management controls have helped our Trust achieve the following *financial* and *operational* results:

- The work has allowed the Trust to implement a new demand based staffing model, which in the first phase will deliver £1,999,677 with the opportunity to deliver a further £1,734,617 in the second phase, scheduled for 17/18;
- Removed an annualised spend on Bank staff totalling £132,075 throughout our Integrated Community Teams, through a greater level of evidence based requesting;
- Implemented the 'fair days' work' approach and modelled that staff expectation against the annual level of patient demand through the service, resulting in an increase in patient facing time from 34.42% June '16 to 50%;
- Developed a 'how are we doing today' operational report for the Integrated Community Teams, Operational Management & Executives to measure performance within each team and take targeted actions;

- Installed a more robust & structured allocation and caseload review process, which in turn is increasing the throughput within the teams as they are provided the opportunity to review their caseload on a more consistent basis;
- Delivered behavioural training sessions alongside our own Organisational Development team, ensuring that a consistent message was being relayed to the staff as well as ensuring perpetuation of the system post the Meridian project.

As a result, LCHS NHS Trust identified a significant financial improvement throughout the course of the project and set in motion a plan to deliver that post project. Our Trust will successfully release the financial opportunity within our core Integrated Community Teams, which will directly contribute to our QIPP, whilst maintaining the quality of patient care delivered and ensuring the correct patients are being seen by the correct personnel. The enthusiasm and drive demonstrated by the Meridian team throughout the process enabled the project to run with vigour and pace from beginning to end. We would recommend Meridian to any organisation after a very positive experience working in partnership. The continued success has led us to engage Meridian with another piece of work within the Trust, where we have the opportunity to realise additional operational and financial opportunities.

Yours Sincerely,
Lisa Green
Director of Nursing & Operations



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