

St. Nicholas Hospital
Jubilee Road
Gosforth
Newcastle upon Tyne
NE3 3XT
Tel: 0191 2456612

23rd November 2015

Mr J Quinn,
Meridian Productivity Ltd
36 Athol Crescent Lane
Edinburgh
Mid Lothian
EH3 8ET,

Dear Mr Quinn,

In August 2015, we have invited Meridian Productivity Limited to carry out an analysis of the Adult Acute Inpatient Wards in the Hadrian Clinic (Newcastle upon Tyne) and Tranwell Unit (Gateshead). Meridian was already known to the Trust following the completion of an improvement programme with the Forensic Wards' staff in the Bamburgh Clinic. The main reason for engaging Meridian in further work with us was to identify productivity improvement opportunities - particularly in the Hadrian Clinic, where the Average Length of Stay was significantly higher prior to the start of the project (45 days) comparing to the other location involved (29 days).

Following Meridian's proposal, we engaged in a 10-week programme focused on helping us target some challenges on the wards. It was very important for us that Meridian not only focus on the staff and processes on the wards themselves, but also spend some time on helping us improve our cooperation with the Community Teams, whose work is crucial to the patient's stay on a ward and timely discharge.

It is essential to mention that there were other Trust's initiatives ongoing at the time and it was important for us that the Meridian project worked in collaboration with them, so that the combined efforts of all can complement one another and together contribute to improving the situation on the wards.

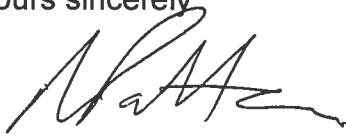
Meridian developed and installed a management control system tailored to our services by working alongside our staff and management. It has enabled us to capture the data which was previously not available, and through the designed processes, we can now identify variances in more informative way and act upon them to ensure the appropriate quality of service.

They held multiple groups and one to one sessions with all Ward Managers, Psychology and OT Leads, and Community Leads in order to allow all professionals for positive input which

ensured that the agreed ways of working were as effective as possible and to secure everyone's involvement. Their enthusiasm, as well as friendly and open approach resulted in a very good engagement from the staff and it is apparent that the installed systems and processes have become a valuable asset for the wards as well as other departments, and they will therefore continue to be utilised by the staff after the completion of the project.

Following the project, we can see an improvement in the transition between Inpatient and Community services - the number of days since the last contact between a patient and the Community Team has decreased by an average of 14 days over the course of the project. This will directly contribute to a better cross-departmental cooperation and therefore better experience for our staff, but most importantly, it will improve the level of care which is provided to the patients on the wards. There is also a visible reduction in the ALOS on the Hadrian Clinic wards which were the focus of the project. In the last weeks of the project, the Average Length of Stay of patients admitted after the beginning of the project was 13.6 days (base ALOS: 45 days). According to the indicators, as well as perceptions, all the proposed changes have been achieved and fitted very well into the other work done by the Trust. The synergy achieved between Meridian and the Inpatients Management has resulted in a better experience for the staff and improved care for the patients. We would recommend Meridian to any organisation seeking to improve the efficiency of their services.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R. Patton', written over the typed name.

Russell Patton
Group Director
Inpatient Care Group