

Adult Mental Health Community Services

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MERIDIAN PRODUCTIVITY REFERENCE

Dear Jimmy

Meridian has work with our Trust since February 2015. Following the Trusts' request, Meridian carried out a productivity analysis of the Mental Health Services within two Community Teams, Intensive Community Therapy (ICT) and Social Inclusion (SI). The initial work concluded that there was a lack of control over the management of the Waiting List, visible oversight over the allocation and distribution of work and a general perception of 'overwork' within the services.

Following the results of the analysis, we embarked upon a 5-week long project with the aim of reducing the waiting list, improving caseload management and the allocation of work in the ICT and SI services.

The team from Meridian engaged with our clinical and managerial teams throughout a series of workshops and one-to-one coaching. Throughout this short programme we developed patient allocation tools (patient RAG/Clinical Risk rating, note writing criteria, discharge criteria), Waiting List Management tools and processes as well as internal treatment/care targets. It was impressive that our teams were enabled to achieve so much within a short time frame.

In conjunction with Meridian, the team has now developed new management controls and behavioural processes that will address current issues and aid the services in becoming highly efficient.

Thanks to the programme our Team Leaders are able to manage their teams in a more structured way and the working environment of the staff is planned in a better way. This process also enabled the Services to plan in order to meet quality and cost targets. Staff in the SI team are now carrying out, on average, 50% more patient visits than before the start of the programme and, since our project, the waiting list has reduced from 100 patients waiting to 14. In ICT the staff are now carrying out, on average, 30% more patient visits than before the start of the programme. In relation to the waiting list; at the start the team had no idea how many patients were waiting for treatment, it is now more organised with clinical pathways reflecting the treatments offered and the waits are known and managed.

In addition, we obtained cast benefit (through use of the tools and reporting methods) that enabled us to reduce our staffing by two Band 6 WTE agency workers without any clinical impact on patient care. Recruitment has been positive onto the existing vacancies as the teams

were able to understand their business and recruit appropriately skilled practitioners who are clear about the expectations of performance.

The drive and enthusiasm displayed by the project team has certainly been transferable in the benefits seen across services in helping to achieve sustainable productivity improvement and impact on overall effectiveness of service delivery.

Meridian are already concluding a second, much wider piece of work within another service at the Trust and we would happily recommend Meridian to carry out a productivity improvement programme for other services.

SIGNED:



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