



30 January 2015

**To Whom it May Concern**

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**REFERENCE**

**South Essex Partnership University NHS Foundation Trust – Integrated Community Teams & Improving Access to Psychological Therapies (IAPT) Service**

In October 2014 we invited Meridian to conduct an analysis to identify any opportunities to improve the performance of our resource and increase productivity to achieve the Trust's CIP target. The areas involved included our Integrated Community and Specialist Nursing teams, and Therapy for You (IAPT) service – covering a workforce of approximately 300 WTE.

We engaged in a 15-week Improvement Programme, working with the Service Director, Service Managers and senior front-line staff to develop new ways of working, performance monitoring and improving clinical activity time based on agreed targets.

Through a number of workshop training and 1:1 sessions, the teams developed a systematic way of demonstrating the levels of clinical activity within the service. By enhancing the method of capturing data from existing clinical systems, and employing new metrics (such as average contact time and number of contacts per day), the process of monitoring and following-up on effective utilisation of resources improved.

Within Specialist Community Nursing, out of a clinical staffing budget of £1.5m, the team was able to identify up to 400 hours per week of additional non-clinical hours, equating to savings of up to £431,000.

Following the proposed restructure of these services, savings of £286,000 have been successfully approved through a Consultation process, full impacting on the bottom line by the end of the financial year, with no negative impact on the delivery of care.



South Essex Partnership University   
NHS Foundation Trust

   [www.SEPT.nhs.uk](http://www.SEPT.nhs.uk)

Within Therapy for You, a number of workshops focused on management tools and controls and behavioural training, the teams identified where additional activity is required in the service to meet demand.

All of the system elements that Meridian have assisted the teams to install have resulted in a 10% increase in activity actionable within the IAPT teams by managing effective use of the workforce, un-booked activity and allocation of non-clinical time – an improvement in activity per WTE equating to £398,461 cost avoidance (annualised).

The IAPT service now has a robust way of monitoring how far in advance 1:1 and Assessment slots are planned, and take action to address any mismatched capacity to demand in the service. A change in the way of working has also introduced effective controls for bank and agency staffing hours to closely monitor where ‘un-booked’ slots are available.

Participation in the Programme has been extremely high throughout the engagement and feedback from the teams has been positive in terms of highlighting the appropriate amount of resources required to run the services. Staff are now actively recognising the importance of monitoring their services in a different light and have made progressive changes to the way clinical activity is planned and booked to increase productivity within the organisation.

Following this success, the Trust has already engaged Meridian to conduct a second, much larger piece of work, and I would strongly recommend Meridian to other organisations to assist in delivering actual savings from the bottom line.

Yours faithfully



**Malcolm McCann**

Executive Director of Integrated Services (Essex & Suffolk)