



With all of us in mind

6th May 2016

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Dear Mr Quinn

Reference for Meridian Productivity Limited

Following the completion of a 16 week improvement programme in the Trust's Older Peoples Mental Health (OPMH) Community Teams and OPMH Acute Inpatient Services, I am happy to provide a reference for Meridian Productivity Limited. Following an initial 3 week fact-finding study which began on September 28th 2015, their proposal indicated the potential for significant improvements in our Older People Services. Following the acceptance of their proposal our goals with the help of Meridian were:

- A 25% improvement in face to face contacts per day and time spent with patients in our OPMH Community Teams
- A 19% reduction in Length of Stay OPMH Acute Wards

Working with our Older People Services management, Meridian designed and installed a bespoke management control system. Within the OPMH Community Teams, management have a more transparent and systematic overview of workload demand, so that staff and teams can plan and allocate their work to capacity and achieve their designated targets in order to maximise productivity and increase service quality. Within OPMH Acute Inpatient Services the management control system has improved effective long term planning, resulting in more appropriate and timely discharges and improved patient flow. This cultural shift is embodied through the forecasting process and the review of variances, which, management have been enabled to achieve through structural changes to operating procedures and one-to-one management training from Meridian.

The behaviour changes and tools have been embedded as part of the daily running of our services and ensure that the significant benefits we have already seen will be sustained and progressed. Our new system has helped the Trust to achieve the following results;

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Older Peoples Community Mental Health Service Improvements

Quality Productivity Improvements:

- **30% increase in face to face contacts per day from 2.0 to 2.6.**
- **25% increase in time spent face to face from 24% to 30%.**

Financial Productivity Improvements:

- **14% reduction in cost per contact from £79.65 to £68.17 through increased activity, annualised to £480,100.**
- **An identified WTE reduction of 13.8 with an annualised value of £498,525 (equating to a 3:1 return on investment), which the Trust will now be taking steps to realise.**

Older Peoples Acute Mental Health Inpatient Service Improvements

- **20% reduction in the Average Length of Stay (ALOS) from 74.1 to 59.4, represented as a £1,562,558 reduction in spend per patient stay when annualised.**
- **10% reduction in Bed Occupancy (including leave) from 101% to 91% representing 8 available beds.**

On top of this reduction in occupancy of 8 beds, the reduction in Length of Stay has enabled a further 8 beds to be occupied by Adult (Aged 18-65) following a recent increase in pressure on Adult Mental Health Acute wards representing a potential cost avoidance through reduced Out of Area Spend. This gives an 81% Bed Occupancy (including leave) of the Older Peoples Wards by patients aged 65+. The occupancy results have allowed us now to explore reducing our bed base across the Trust. Furthermore, the increase in contacts per day and time spent with patients in the community teams has resulted in our OPMH Community Services providing a much higher quality of service and meeting the expected level of care for a patient when considering their cluster and risk.

Overall we have found Meridian's attitude refreshing as their unique approach has been more effective in engaging staff than previous external projects that we have commissioned. The pro-active emphasis on developing and embedding the innovative management tools and behaviours enabled this project to be done in just over 3 months as scheduled. We would therefore recommend Meridian to other organisations looking to improve the productivity in their services within a short time-frame.

We found Meridian's approach to be very professional. Through workshops and 1:1s with the frontline teams and management they were well received and respectfully

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integrated themselves into all levels of the workforce to embed the changes. Furthermore, their project governance approach has ensured that all levels of management up to the Executive Management Team have been exclusively involved in the necessary decisions in order for us to experience and own the desired outcomes in a specified timeframe.

Working with Meridian has been a very positive experience for the organisation. We would be delighted to work with them again.

Thus, we would highly recommend them to other organisations to achieve real cost and efficiency results.

Yours sincerely



Alex Farrell
Interim Chief Executive

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