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Our Ref: RM/NJG

1 May 2015

Mr James G Quinn
Managing Director
Meridian Productivity Ltd
36 Atholl Crescent Lane
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RE: MERIDIAN PRODUCTIVITY LTD REFERENCE

Dear Jimmy

We engaged Meridian Productivity Ltd, for a second time, to work with the Trust, from November 2014 to March 2015, within Community Care. The previous engagement, within our Adult Mental health service concluded, successfully, just prior to this project. The project was of 20 weeks duration and it looked at four of our Community Services: District Nursing, Enhanced Care Teams, Therapies and Older Adult Community Mental Health Teams.

The Trust decided to embark on the second project for two reasons: firstly, as a result of the outputs of a comprehensive analysis of the potential opportunity, carried out by Meridian on a free of charge basis and, secondly, because of the successful conclusion of the previous Adult Mental Health project.

Meridian's project proposal analysis was compelling and the presented outputs benefitted from being triangulated via a variety of different techniques that the team used.

The project comprised the Meridian team, working with our senior operational leaders, in guiding the teams in critiquing the current management control system and building a new one. This work was not without difficulty and required considerable input of time, energy and planning from the Trust, as would be expected within any major change programme. Consequently, steps were developed and agreed with all the management tiers and this provided a clear insight of the true capacity and demand on the service, within each team. This enabled us to justify the balancing and resizing of the teams.

The project enabled us to quantify the demand and the capacity required to deliver it, while ensuring the quality of the service is at the desired level. The tools put in place through the work of Meridian and the Trust information team are not a one-off fix, but create a dynamic system that allows the teams to plan and assign work based on ever changing demand.

While we are currently finalising the size of the teams, we have identified an opportunity of around £2.3m worth of savings and cashed £387k within the duration of the programme, meaning that the project paid for itself before it ended. We have opted to run the new systems and gather a further 6 weeks of baseline data before determining what additional proportion of the identified opportunity we can take as cash savings. Whilst, at this moment, I do not expect that to be all of it, I do believe it will be in the order of at least 50%. The aim would be to revisit the data and the quality impact assessment in a further 6-9 months time and assess if further savings can be realised.

I would recommend Meridian to other organisations looking to improve the productivity of their operation. The team kept to their schedule which helped us in carrying out such a big change process in just over 4 months.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R. C. Mackie', written in a cursive style.

ROBERT MACKIE
Director of Finance