

30<sup>th</sup> March 2020

**Trust Management Offices**

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WE ARE SOCIAL



Dear Gareth,

### **Greater Manchester Mental Health Foundation NHS Trust – Home-Based Treatment**

In October 2019, we invited Meridian Productivity to conduct an analysis to identify opportunities to improve the performance of the service and the utilisation and productivity of our services in Greater Manchester. The study included the six Home Base Treatment Teams (HBT), with a total budget of 175 Whole Time Equivalent (WTE).

Using the outcomes of the studies and triangulating the observations of the front line service delivery and management process together with utilising the analytical analysis of the available data, Meridian and the Trust were able to identify several areas for potential improvement.

The Trust engaged with Meridian in a 19-week programme aimed at improving the current productivity and processes of the HBT Service. This was to be achieved by:

- Engaging the staff on the ground, across all levels of management.
- Developing a bespoke Management System that suited the services, locality and the overall objectives of the Trust.

Through a series of 1:1 sessions and training workshops, the HBT teams developed a systematic way of Forecasting, Planning, Assigning and actively Following up on the levels of clinical activity within the service. This allowed the service to identify their current demand and capacity. By converting the 'Case Load' to 'Work Load,' the Team Managers were able to monitor and identify productivity opportunities within their teams. This process facilitated the implementation of a new way of working by coaching the Managers to allocate tasks to capacity and utilise the available resources.

The HBT teams have achieved:


- **23%** increase in the number of accepted patients.
- **4%** reduction in spending by controlling Bank and Agency spend and allocating the work appropriately.
- **13%** increase in the average number of contacts per week
- **34%** increase in patient-facing time



- An installed, bespoke, Management System that ensures the sustainability of the improvements

I would recommend Meridian to other organisations to assist in delivering actual savings from the bottom line while maintaining the appropriate delivery of care.

Kind Regards,

A handwritten signature in black ink, appearing to read 'Ismail Hafeji', with a stylized flourish at the end.

Ismail Hafeji  
Director of Finance and IM&T  
Greater Manchester Mental Health Foundation NHS Trust