South Tees Hospitals NHS
NHS Foundation Trust

James Cook University Hospital
Marton Road
Middlesbrough
TS4 3BW

Tel. 01642 850 850

Meridian Productivity Ltd

36 Atholl Crescent Lane

Edinburgh

Midlothian

EH3 8ET

Meridian Productivity Ltd Reference Letter

Dear Mr Quinn,

I am pleased to write a reference letter for Meridian Productivity Limited following the Radiology Improvement Programme undertaken at James Cook University Teaching Hospital.

Meridian worked closely with myself and the Management Team to identify areas where management processes could be improved or installed, and supported our staff to develop and introduce new ways of working.

Although the project has not been without its challenges, including the disruption caused by the SARS-CoV-2 pandemic, and subsequent change of Team mid-way through the project, Meridian remained committed to engaging our staff and delivering a project which was bespoke to our Trust and the specific needs within our Radiology department.

Whilst the initial focus of the project was on decreasing outsourcing costs, I am pleased to note that during the process Meridian were also able to develop a number of systems and procedures, including leading the migration to full electronic systems for Annual Leave management, TOIL management and Job Planning. This has enabled us to ensure the department makes the best use of available capacity to address forecasted demand and ensure that colleagues are operating within the framework of their Job Planned activity to support more efficient reporting sessions and effective continuity of service.

The migration to full electronic leave system enables us to plan up to 6 weeks in advance which improves our ability to plan capacity in the department and forecast potential outsourcing requirements much more accurately.

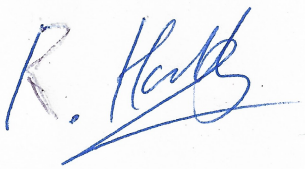
As the Clinical Director I have been keen to ensure that transparent and equitable workloads are undertaken across the team, with clear visibility of paid hours by programmed activity and this has been a clear benefit of having the Job Plans on the electronic system, alongside providing the Management Team with the ability to manage actual performance against planned performance, identify any variance, provide support and take corrective action.

This process has been underpinned by a new system in which Consultant Radiologists have their reporting work allocated to them by the Administrative team. In order to design & implement this process Meridian worked closely with our Radiologists to create a 'modality skill matrix' and a reporting session master schedule; the impact of this new process will hopefully be to significantly increase the number of reports completed per reporting session, thus improving our reporting KPI attainment.

Meridian also identified an opportunity to improve slot utilisation for scanning and worked closely with the Service Manager to improve the Target Operating Models which we expect to deliver significant operational efficiencies.

Notwithstanding the financial benefits delivered by the project, I would recommend the services of Meridian Productivity Limited to any Trust or Organisation seeking to improve their effectiveness or to ensure that their management team have the tools they need to succeed, particularly in the current post SARS-CoV-2 era, where the need to identify efficiencies and improved ways of working has never been more pressing.

Yours Sincerely,



Dr Richard Hartley

Clinical Director Radiology

Consultant Thoracic and Interventional Radiologist

James Cook University Hospital