

Northern Health and Social Care Trust
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22nd October 2020

Mr. J. Quinn
Meridian Productivity Limited,
36 Atholl Crescent Lane,
Edinburgh,
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Dear Jimmy,

Reference for Meridian Productivity Ltd

I am happy to provide a reference for Meridian Productivity Ltd following the completion of a successful improvement programme lasting 18 calendar weeks. The scope of the project was the Radiology, CMHT, and Endoscopy service.

Meridian worked closely with our management teams to identify areas where ways of working could be improved or introduced. Meridian enabled our staff to have more robust management of capacity and performance in their areas. I am pleased to see that the teams adopted the new practices and having gone through the change curve journey, now feel they are better able to manage their resources.

I would like to note the following achievements of the programme:

Radiology

- Moving the Radiologists to a 'Reporting Allocation System' provided a fair and equitable distribution of work to the right Radiologist at the right time, thus increasing efficiency of patient care. The new allocation system reduced the need for Insourcing and Outsourcing, as more imaging reports can be completed in core hours.
- In scanning, templates were right-sized and slot utilisation improved, easing our transition into the Recovery Phase of COVID-19 and beyond.

CMHT

- Implementation of individual performance reporting and workload review meetings improved capacity utilisation across teams and have allowed our staff to increase overall time spent in direct care with service users from **24% to 36%** of the working day by the end of the programme.

- New Caseload Management approach was installed enabling our service to move away from determining staff capacity based on the number of cases to instead quantifying the actual work required in relation to those cases. This change resulted in a more fair and equitable allocation of new referrals and current cases alongside enhancing staff caseload management practices and ensuring that service users are receiving the right level of care.

Endoscopy

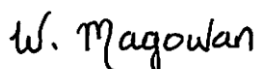
- Implementation of a new session planning approach enabled us to better utilise list availability and increase the average number of patients per list by **12%** whilst maintaining the same level of staffing resource. This was particularly valuable, as the endoscopy activity was severely impacted due to increased infection control and cleaning procedures, however, the approach installed by Meridian team meant we regained some of the lost capacity.
- Installed weekly scheduling controls supported the service to move to a more robust 6-4-2 session planning process. The management team now has all the required tools and processes to identify and mitigate lost capacity, both from the session and list utilisation perspective.

Across Radiology, CMHT, and Endoscopy, a suite of Management Reports and Review Meetings were installed providing transparency of activity and evidence to support decision making, which has given our management teams a full overview and control of their services.

Management training has been an important part of the programme – Meridian ran 4 CPD-accredited workshops with our services managers and team leaders alongside ongoing 1:1 follow-ups to ensure the staff in supervisory roles are equipped with the knowledge and practice of sustaining an effective way of working.

The Meridian team have maintained a thoroughly professional attitude throughout the programme, providing challenge where it was needed and ensured the services got support where required. As an organisation we have benefited from the external view and could recommend the services of Meridian Productivity Ltd to health and/or social care organisations who are seeking to review their effectiveness and productivity with the ultimate goal to improve the frontline service delivery.

Yours sincerely



Wendy Magowan

Director of Operations