

1<sup>st</sup> October 2021

Mr James Quinn  
Managing Director  
Meridian Productivity Ltd  
36 Atholl Crescent Lane  
Edinburgh  
EH3 8ET

Dear Jimmy

**RE: Reference for Meridian Productivity Limited**

As we're nearing the completion of our joint project, I wanted to contact you personally to thank you for the work undertaken and for the excellent results achieved to date. Working closely with a team from GMMH, you have delivered a highly successful improvement programme which will have lasted 22 weeks on completion, consisting of a three-week analysis and a nineteen-week project phase.

I'm pleased to say that the Meridian team have been well received on site and have seamlessly integrated with our existing GMMH team to create a cohesive and highly effective working unit.

Your team have expertly managed our Healthier Patients Pathway Programme consisting of five key workstreams including:

- 1) Best Care Everyday - The Perfect Week
- 2) Care Process Excellence - Admissions, Treatment, Discharge, Right to Reside (RTR)/DTCOC and complex cases
- 3) Pathway Excellence - A&E, PICU Model, Safewards: Spread and Scale
- 4) Ward Acuity Measurement – Ward Acuity Model
- 5) Patient Flow – Review of the department's role and purpose

The project was designed to improve patient flow, reduce the number of Out of Area Patients (OAPs), and ultimately reduce length of stay (LoS), whilst simultaneously identifying key care standards for agreement and deployment across the Trust.

As a result of excellent teamwork, 'Perfect Week' events have been held across 7 areas comprising 5 divisions over a four-month period, whilst individual workstreams have been led by GMMH employees within an overall Project Management Office (PMO) structure overseen by Meridian.

The work has proceeded at pace and been extremely intense. However, I'm happy to report that discharges have increased during the 'Perfect Week' events by 27% against the baseline

period and led to an 83% reduction in the overall number of OAPs.

In addition to the financial and operational results achieved the work has received a high level of clinical leadership and operational support from across the Trust and from external partners including CCGs, Acute Trusts, Local Authorities, and other providers.

Furthermore, the management control systems jointly developed and installed will quickly enable the identification of off-schedule conditions, plus identify opportunities for further sustainable improvements and potentially result in significant additional savings.

I would have no hesitation in recommending the services of Meridian Productivity Ltd to any other Trust or organisation seeking to improve patient flow and management systems, plus increase their overall effectiveness and team working to realise significant financial benefits.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D Partington', written over a light grey horizontal line.

**Executive Director of Operations**  
**Deborah Partington**