



**Royal Papworth Hospital**  
NHS Foundation Trust

Royal Papworth Hospital NHS Foundation Trust  
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Hilary Blackshaw  
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Dear Hilary

**Reference for Meridian Productivity Limited**

As we are nearing the end of a successful performance improvement programme which on completion, will have lasted sixteen calendar-weeks, I wanted to contact you personally to thank you for the work undertaken by Meridian and for the excellent results achieved to date. The programme, which focused on the Trust's Theatre and Cath Lab operations, was designed to drive improvements in the utilisation of available Theatre and Cath Lab capacity. Working closely with and coaching our staff, you equipped us with the tools and skills which enabled us to:

- o effectively measure and schedule activity through Theatres and Cath Labs
- o develop and use more robust Daily and Weekly Utilisation and Variance reporting
- o align Theatre and Cath Lab staffing levels to planned Theatre and Cath Lab session times

With the easing of Covid related constraints on our Theatre and Cath Lab capacity and ever-increasing patient waiting lists, it was imperative for the Trust to turn the situation around and increase Theatre and Cath Lab utilisation levels. I am pleased to tell you that in just over three months we have seen an 8% increase in the activity through Theatres and a 7% increase in Cath Labs. It is early days, but I am confident that there is more to come and that activity levels will continue to exceed pre-Covid levels. The financial benefits for the Trust are significant, with increased activity levels expected to generate millions of pounds of additional income. More importantly I am confident that we will continue to see further reductions in patient waiting times.

I would have no hesitation in recommending the services of Meridian Productivity Limited to any Trust or organisation wishing to improve the effectiveness of their services, needing to ensure that their management teams are equipped with the right tools and skills to succeed and to realise significant measurable financial benefits.

Yours sincerely

Eilish Midlane  
Chief Operating Officer