

## OUTLINE STUDY

## STAGE 1

Our objective is to carry out an in-depth analysis of your operation to identify and quantify deficiencies and estimate the improvement potential.

This study is conducted by Meridian Productivity specialists, concentrating upon 5 principal areas of study: Statistical and Financial Data; Operational Studies; Behavioural Studies; Management System Analyses; and Attitudes & Values.

In each of these categories we look at the following:

### STATISTICAL AND FINANCIAL DATA

- Operating costs
- Turnover
- Costs and margins
- Demand estimations against patients seen / procedures carried out to Seasonal variations (where applicable)
- Waiting list verifications
- Existing daily/weekly performance data

### OPERATIONAL STUDIES

- Identify, record and quantify problems
- Analyse performance losses
- Appraise service levels
- Identify service quality levels
- Monitor compliance to procedures
- Measure labour productivity
- Define material/consumable utilisation

## BEHAVIOURAL STUDIES

- Document styles and effectiveness of management and supervisory behaviours
- Establish the relationship between:
  - The Trust's expectations
  - Managerial and supervisory perceptions
  - Front line staff perceptions
  - Meridian's objective assessment of the effectiveness of the management and supervisory behaviours observed

## SYSTEM ANALYSES

- Analyses of the suitability and integrity of operating systems currently in use
- Systems as a tool for management use
- Paperwork, information and communication flows
- Determination of the appropriateness of procedures, practices and methods within the whole operations modus operandi
- Appraisal of the relationship between the design of current systems and the behaviour of management resulting in levels of performance in the workplace.

## ATTITUDES AND VALUES

- Surveys and interviews as appropriate
- Analysis of the attitudes and values of your supervisory and management team
- Determination of the influence of these attitudes and values upon performance, productivity and operating effectiveness
- Identify management weakness and the likely content of our training involvement with you

If, at the conclusion of these studies we are convinced that an opportunity exists within the client organisation to make substantial improvements which can return at least 250% ROI, then we will make a proposal to go to the Implementation Phase.

## IMPLEMENTATION

## STAGE 2

This phase varies in length according to the number of areas of the organisation we have been asked to take through the process.

The objective of the implementation phase is to accomplish the required changes and improvements that comprise Meridian Productivity's proposals to you, the client.

The Programme is carried out in partnership with your executive, management, clinical and supervisory staff responsible for individual areas, following four distinctive stages, to achieve positive, measurable results.

### DEVELOPMENT

- Detailed analysis of general and specific problems (supplements and extends the information gained in the Outline Study)
- Definitive qualification of lost opportunities
- Commence development of tools and controls, hand in hand with management and supervisors to begin to realise lost opportunities
- Identification of resources to match needs
- Management and supervisor training begins

### AGREEMENT

- Establish agreement with management and supervisors to exact extent of lost opportunities
- Finalisation of the controls and procedures to realise lost opportunities
- 'Rehearsal' of the agreed changes and procedures before final implementation

## IMPLEMENTATION

- Full implementation of agreed changes, with training, support and guidance from Meridian Productivity
- Behaviour changes realised
- Achievement of the promised measurable results

## FOLLOW-UP

- Compliance, understanding and usage of new 'system', followed-up by Meridian Productivity
- Fine-tuning of elements and procedures
- Manuals and procedures completed
- Full hand-over to managers and supervisors of process
- Ownership achieved

## PERPETUATION

## STAGE 3

When change has taken place it is often difficult to keep up the momentum. Within the Meridian Productivity programme there is a productivity module, initiated after the end of the implementation phase of the project, which ensures the continuation of results through auditing the integrity of the installed changes. Where required, Meridian provides assistance in any other further development.

### How perpetuation works

- Meridian personnel will audit the programme on a 3 monthly basis, over the first calendar year following completion of the programme
- Meridian personnel will report to the client on the integrity and continuous improvements the programme is achieving
- Meridian personnel will identify any areas where further improvements can be made and suggest how these might be achieved

The approach we use is both quantitative and qualitative: we visit you to discuss how the changes you implemented have embedded. We analyse the post project performance to quantify the ongoing financial benefits and qualify the non-financial outcomes.

- Our people will audit the programme on a 3 monthly basis, over the calendar year following completion of the programme
- We will report to you on the integrity and continuous improvements the programme is achieving
- We will identify any areas where further improvements can be made and suggest how these might be achieved

Our post project experience has shown that different organisations respond at a different pace to change: For some clients, the changes instituted during the programme and embedded in the perpetuation phase match their future objectives for the services involved. For other clients our programmes provide the stimulus to the staff who, with increased confidence and using the knowledge transfer, use the programme as a platform for further efficiencies and changes to their processes and systems.