

Where quality matters

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To Who It May Concern

Meridian Productivity

Recently, we undertook a productivity improvement programme with Meridian which would not only look at the processes and procedures within the Theatres and Outpatients Department but also address some of the management issues we have experienced. All levels of management were involved and found it enlightening and challenging as well as rewarding.

One of the main focuses of the programme was to develop and implement a process by which the capacity of our theatres could be established and maintained by means of a series of tools, processes and controls.

There has been an electronic data capture system within theatres but it had not benefitted from development to produce adequate performance reporting. The Meridian programme installed a set of easy to produce reports which highlighted not just the issue but where the issue was occurring.

The Meridian team worked hard to create a full suite of management tools by which the theatres could not only plan and schedule effectively but also identify variances and where they were occurring.

In conjunction with the development of new tools and processes Meridian carried out a series of workshops with our management team. These delivered valuable management techniques whilst at the same time stating the objectives of the programme. The workshops also served as a method of conveying the same message to all managers. Full involvement was encouraged and surgical representatives also attended and took part.

A similar approach was undertaken with the Outpatient teams. Historically, the Hospital were aware of delays in outpatients departments but managers were unclear about why there were delays and what to do about them. The Meridian programme put in place controls and measures that highlighted to managers where the problems were so that corrective action could be taken.

The outpatient managers addressed the issues reducing late starts significantly and raising the profile of the management of the department. The utilisation of theatres was another key issue. An alignment programme was undertaken to ensure that clinic times and durations were in coordination with the relevant consultants assigned to those clinics. Targets were agreed, amongst the departmental managers, to measure and report performance.

I would like to thank the team for their hard work and effort throughout the programme and I look forward to seeing the continued improvement and control over our resources long into the future.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Steve Warburton', with a horizontal line underneath it.

Steve Warburton
Director of Finance and Business Services