



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

HSE South,
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Wexford General Hospital, Ireland.

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MERIDIAN PRODUCTIVITY REFERENCE

To Whom It May Concern:

Meridian Productivity Ltd. have worked with Wexford General Hospital to improve the management control system at the Emergency Department over a course of twelve weeks between June and August 2013.

In the Irish health environment all hospitals have improvement targets for the patient journey through the Emergency Department and through the Radiology System. The Meridian Team attended at the hospital and identified opportunities for improvement during their first weeks in the hospital. The main point requiring improvement was the putting in place of a systematised approach to planning and the assignment of workflows in the departments to meet patient demand. In this regard, new rosters were developed for doctors and nurses in the Emergency Department, following analysis of the attendance pattern, patient mix and level of acuity. The previous process in place required improvement and in some areas was not as efficient as it could have been and was not consistent in its application.

The Radiology Department had not in recent times matched the demand for services with each of the modalities and matched this with the Radiologist resource available and needed to determine slots to meet the demand from the ED and also in-patients in the most efficient manner. The work carried out at the hospital by Meridian put in place a clear control system within each of these departments. The Meridian Team engaged well with our Management and Clinicians in a series of Workshops organised for each department wherein all the processes were developed and agreed. The information provided by the reports designed during the programme are now the basis of the alignment of the scanning slots in Radiology for each source of referral (in-patients, out-patients and ED patients) to accommodate the ever-changing hourly demand of the less predictable services (in-patients and ED).

Initial reports by Meridian indicated that the scope for financial improvement was not significant but there was scope for some efficiency and process improvement and, in that regard, a saving of €16,666 was identified within the Radiology Department and the scanning capacity as a result has increased by 25% to accommodate demand.

In ED new rosters were developed to match the flow of patients. The way we allocate our resources within the department was reviewed. For example, we identified that the time the Consultant spent running the Review Clinic was better utilised when allocating the Consultant to the main part of the department. Thanks to the work done with Meridian, we now have a review process in place which helps us to highlight any issues as they arise so that we can use this information in a proactive way.

I found working with Meridian a pleasurable and worthwhile experience and I look forward to the on-going application of the installed processes. I would not hesitate to recommend Meridian to carry out a process on efficiency improvement work.

SIGNED: 
LILY BYRNES,
GENERAL MANAGER.