



Mr. Jimmy Quinn,
Managing Director,
Meridian Productivity Limited,
36 Atholl Crescent Lane
Edinburgh
Midlothian
EH3 8ET

December 2nd, 2015

Re: Mercy University Hospital – Meridian Productivity Project

Dear Jimmy,

I wanted to take the opportunity to write to you regarding the recent work Meridian carried out with the Mercy University Hospital.

We took the decision to move onwards with an implementation project following a convincing analysis of our then current position. The analysis highlighted that we did not have strong control over our resources, and that planning for theatres was a very 'personal' process. We decided as a management team to harness your expertise in this area.

For certain, the project has been an interesting and positive experience. We have worked our way through defining what we do, how we measure ourselves, how we plan, how we engage with our clinical body and ultimately how we get the best out of our theatres.

There have been challenges along the way, and I'm sure there will be a lot more challenges to come, but I see these as challenges that always needed to be dealt with. The work done during the project has allowed us to face up to those challenges with solid information, clear process and confidence in what we are doing.

I now see ourselves being in a much stronger position in terms of knowing where we stand. Previously, we had very little intelligence on how well our theatres were being used. Now we can see this clearly and at the touch of a button. Furthermore, the way in which we previously worked meant that there was no visibility on the planning of theatre work. Now we have a clearly defined process, along with all of the tools we need, to get the best out of every session.

We have seen positive improvements in each of our key performance indicators. Late starts have reduced and utilisation has increased. We have a very clear understanding of our emergency workload, and the most appropriate method of addressing that. I think this has come about primarily due to the structure now in place, but also through the motivation and impetus that the project has provided. The Meridian team on the ground has also worked very well with our teams in the hospital.

I have had the interesting experience of acting as the chair of the newly formed Theatre Management Team. As C.F.O. of the hospital, that experience has enabled me to gain an understanding of our theatres, theatre



costs and inefficiencies that would not otherwise have been possible. I would suggest that I now have sufficient knowledge to continue to drive things forward in this complex area.

Finally, I would like to take the opportunity to acknowledge the work of the Meridian team who worked on our project. The team engaged with many people in the hospital from numerous disciplines. The engagement has been positive and conducive to making progress, and we are very grateful for that.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Maurice Spillane", written over a horizontal line.

Maurice Spillane
Chief Financial Officer