

Sandwell and West Birmingham Hospitals NHS Trust
Surgery A, Anaesthetics & Critical Care
Sandwell General Hospital
West Bromwich
West Midlands
B71 4HJ

Dear Campbell

With the project in Operating Theatres now drawing to a close, I wanted to note down some of the key aspects of the work undertaken.

The Trust has placed a great emphasis on its Operating Theatres over the last 6 months by initiating a campaign entitled 'Safe & Timely Surgery'. This campaign encompasses many aspects of the department, but specifically targets maximisation of the resource while providing the highest quality and safest possible experience for the patient. Under the umbrella of this campaign sat a theoretical planning process call '8-6-4-2'. The project was fundamentally aimed at developing, agreeing and fully installing this process.

Over the last 18 weeks, the Meridian team have engaged with representatives from all aspects of Theatres, from senior clinical and operational management to the booking staff right at the front-line of theatre list creation. Through a series of workshops chaired by Meridian, we have fleshed out the full process of '8-6-4-2', established the key control points in the process, defined the responsibilities of all those involved and ultimately shifted to a new and better way of working.

Through the development of simple tools, some of which were new, some of which were improvements on things already in place, we have built a robust process for the planning of work in theatres. This process now allows us to:

- 'Lock down' our theatre timetable 6 weeks in advance of surgery
- Sign off our theatre lists 4 weeks in advance of surgery
- Align our other resources accordingly (staffing, equipment, etc.)
- React quickly and responsively to any list changes such as patient cancellation, etc.
- Identify and act upon variances to our plan/target (both before and after the day in theatre)

Through use of the new process, we began to see improvements in the utilisation of theatre sessions as well as the number of cases being performed, leading to some improvement against our internal delivery plans.

The Meridian team integrated with the organisation and worked well with our people. They also reacted efficiently and professionally when guided by us to place focus on particular areas of the Trust.

Sincerely



Michelle Harris

Director of Operations
Surgery A