



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

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03/05/2013

To Whom It May Concern

Meridian Productivity Ltd Reference

In January 2013 Meridian Productivity Ltd carried out an analysis in Cork University Hospital Theatres. The hospital was struggling to meet the national patient treatment targets and the study carried out by the company had shown that there was no clear system of session and list activity management or waiting list management. CUH and Meridian embarked on a 16-week-long Theatre Improvement Project which began in February.

Meridian worked with the management team within theatres through a series of meetings and workshops. During these various sessions a new management control system was designed to ensure effective running of theatres. The reinforcement of these new management controls was achieved through intensive engagement with all departments within the theatre service – namely surgeons, anaesthetists and theatre nursing. A great deal of co-ordination was required on behalf of Meridian to manage the views and opinions of each of these groups.

The hospital is now in position to assess the current capacity surplus or deficit in each specialty versus the demand using factual information. With the use of the Capacity Planner the management team can review the workload of all consultants against the national targets and take appropriate actions to meet the demand and the patient treatment goals.

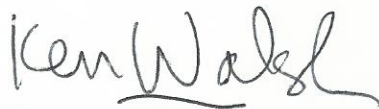
During the programme, we have also worked on designing a planning and review process. It is now in place and it enables proactive planning of sessions 6 weeks in advance. This process allows the correct alignment of all staff (surgeons, anaesthetists and nurses) to ensure the sessions will go ahead as planned. It also

identifies unused sessions due to leave and allows re-assigning them to consultants with high volumes of patients near breach dates, 6 weeks ahead of the planned session date. The senior management team meets weekly to plan sessions ahead, to re-assess the work from the week before and to assign and follow up on already assigned actions.

The processes introduced were not complicated and they gave the management of theatres a better control over the proactive governance of sessions and lists. All available sessions are now utilised and the management team all take part in the decision making process with regards to staff management, waiting list management and taking actions on identified problems.

I think the team were very approachable and open to input from myself as the Clinical Director. Having commenced in this role recently before the initiation of the project, there was a real ability to influence the construction of the new processes while pulling upon the expertise and experience of the team.

Sincerely,

A handwritten signature in black ink that reads "Ken Walsh". The signature is written in a cursive style with a prominent underline under the word "Walsh".

Dr. Ken Walsh.

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