

Medical Department
Palliative Care Unit

14th March 2014



RE: Review of Admission Processes of Our Lady's Hospice & Care Services facilitated by Meridan Productivity Limited

TO WHOM IT MAY CONCERN

In my role as Medical Director of Palliative Care Services, I had extensive and direct engagement with Meridan Productivity during a large scale review of our admissions processes, which we undertook through the first half of 2012.

Although my own role is specific to Palliative Care services, the organisation has admission streams to three different specialties with different systems in place for each. We were aware of both inefficiencies and vulnerabilities within the system and had attempted to remedy these piecemeal over some years but with only limited success.

A decision was made to seek external support and Meridan was selected after a competitive process.

The review and change processes were intense and involved input from a wide spectrum of staff – both clinical and administrative - for whom the process was often very novel and occasionally challenging. Long-established routines and patterns were re-examined and at times required substantial change or complete abandonment. While there was considerable enthusiasm for the project, sustaining energy and bringing it to completion was a challenge but one which was successfully met.

In July of this year it will be two years from when the initial phase of the change project was completed. My initial impression was of a project that had gone very well and thankfully the subsequent two years have confirmed this. Changes implemented in the first 6 months have led to long-term changes in data capture, in how staff relate to and work with each other, and in how and when patients are admitted to our service. Objective output measures such as bed occupancy and the number of admissions have shown clear improvements.

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My impression of the Meridan team was very positive. They clearly had relevant experience, a clear idea of what they were doing and were able to steer and motivate us at times of uncertainty. They brought energy and confidence and what could have been a destabilising process turned out to be an energising one for the organisation. I would be very happy to work with both the organisation and with the specific individuals involved in the future.

Kind regards,



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& MEDICAL DIRECTOR OF PALLIATIVE SERVICES

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