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## ROYAL VICTORIA EYE AND EAR HOSPITAL

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PATIENT SERVICES  
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NOT FOR USE AS A  
PRESCRIPTION

16<sup>th</sup> May 2014

### RE: MERIDIAN PRODUCTIVITY LTD REFERENCE

Dear Jimmy,

Meridian Productivity Ltd worked with Royal Victoria Eye and Ear Hospital in Dublin between January and May 2014. The team carried out an analysis of productivity with a focus on the capacity and demand of our Theatres and Outpatients Departments.

During the analysis the Meridian team worked with our staff and managers to identify the key variables required to properly define our capacity and demand. The productivity specialists investigated the contracts, schedules and records of activity (procedures, clinic appointments and their duration) and using these elements, they built a capacity and demand model of our hospital. I am now able to view what is possible to be achieved by the organisation with the use of current resources.

We were impressed with the tools developed and so decided to progress on into a full implementation programme. Meridian helped us implement the tools as well as behaviour change during the project, which commenced in March 2014. For 8 weeks the team coached management and staff within Theatres and OPD as part of the process to design behavioural elements around the control of the capacity and demand. The department and specialty management now meet weekly to plan and review activity for 6 weeks ahead, which enables identification of spare capacity and assigning it where the patient demand is the highest. The group also reviews our activity reports which were designed by Meridian to facilitate the planning and review process.

One of the more important achievements of the project was the implementation of a long-overdue theatre module. Up until this point, staff hand tracked all activity through hand-written records. Currently it is possible to review what actually happens at a glance, and to take action on what the reports show.

I would definitely recommend Meridian to carry out productivity improvement programmes to other health organisations.

**Danny Dunne**  
**Chief Executive**  
**Royal Victoria Eye and Ear Hospital Dublin**