



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive



University Hospital Galway  
*Ospidéal na h-Ollscoile, Gaillimh*  
GALWAY UNIVERSITY HOSPITALS

Dear Jimmy,

### **Meridian Reference**

Let me start by saying the experience of the productivity improvement programme undertaken by the Hospital has been exciting, informative, useful and challenging in equal measure. Most of all it has been worthwhile.

The main focus of the programme was to develop and implement a series of tools, processes and controls by which the capacity of our theatres could be maximised. The Meridian team worked to create a full set of management tools by which the theatres could not only plan and schedule effectively, but also identify where things were not working to expectation.

From a Nursing perspective, the programme was particularly useful in bringing clarity to the resourcing of theatres. The department has historically suffered from a perceived capacity imbalance which has led to great difficulty in adequately resourcing theatre sessions. Combined with the uncertainty of the daily theatre plan, great strain had always been placed upon the nursing staff. The programme, through the implementation of a universal Master Schedule, created real visibility in the scheduling of theatre sessions. True nursing capacity was also quantified and incorporated into the planning process so that the issue of 'planning to fail' was eradicated. This was achieved through the building of a detailed and comprehensive staffing model – the antithesis of an all too common sledgehammer approach.

In the absence of a dedicated electronic theatre system, Meridian also developed a data capture and reporting system which brought an end to the anecdote and misconceptions of theatre performance. This system was installed in the department with minimal disruption to the normal working day, by including the nursing staff in the development process and incorporating their feedback as much as possible. A simple variance control system now allows action to be focused on the areas needing it most, freeing up valuable time for real patient care.



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Alongside the development of our new management control systems, the Meridian team also carried out a series of interactive workshops with our nursing supervisory team. This proved invaluable in keeping the team engaged with the objectives of the programme and allowed them the opportunity to provide opinions and feedback throughout the implementation work. I attended these sessions myself and also found them useful!

I would like to thank the team for their hard work and effort throughout the programme. The nursing body are working well with the new system and I look forward to seeing the continued improvement and control over our resources long into the future.

Yours Sincerely

Ms. Colette Cowan  
A/Director of Nursing/Midwifery  
Galway University Hospitals