

Reconfiguration Times

CREATING A SINGLE HEALTH
CARE SYSTEM FOR CORK AND KERRY

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From a Small Acorn an Oak Tree Grows

During the last week in February the Medical Ward at Bantry General Hospital hosted the LEAN project. Eighteen members of a multidisciplinary team from hospitals across the region spent the week working with the staff on the ward. They implemented the 5S Programme, the focus of which is to ensure that the work environment is appropriately organised. Every single item on the ward has an appropriate place and function. Like all the best ideas the 5S programme is brilliant in its simplicity. The implementation is based on using the ideas, expertise and knowledge of all staff. Just as with the full LEAN Programme this project shows no respect for the usual hierarchical structures. The programme gives an opportunity for all staff to learn together, support each other and to develop real respect.

Over the next month the 5S programme will roll out at CUH, CUMH, KGH, MGH, MUH and SIVUH.

In the addition to the benefits for staff, the implementation of this programme impacts directly on patients' perceptions. They notice everything about the hospital in which they receive care.

All those who have been involved in the initial phase of the programme will become trainers and teachers. The wards in the first phase are to become exemplars so that this process can be multiplied out across all our hospitals. The project started in the smallest hospital in the region but it has application everywhere. Many little changes add up to significant change.

I have already identified the biggest personal challenge for me in this programme; how do I break a lifelong habit of taking patient charts out of the chart trolley and not replacing them?! The 5S project in the LEAN programme will be successful if we all engage and we all make a contribution. Together we can achieve almost anything. We are all privileged to work in the Irish healthcare system.

Prof. John R. Higgins, Director of Reconfiguration



Prof. John Higgins

Reconfiguration Conference

ACUTE MEDICINE UNITS: THE FUTURE

16th April, 2010

GO1, Brookfield Health
Science Complex,
University College Cork

This conference will focus on how acute medicine units provide a seamless pathway for acute medical care that is patient centred.

Opening Address:
Mr. Pat Healy,
Regional Director of Operations, HSE South

Keynote Speaker on Organisation of Acute
Medicine Units: Professor Derek Bell, Chair in
Acute Medicine, Imperial College, Chelsea and
Westminster Hospital, London

Mary Vasseghi, patient advocate, Patients for
Patient Safety, WHO, will also address the
delegates.

Invitations have been issued
to staff who will be
involved in acute
medicine units.

THIS CONFERENCE IS
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AND PFIZER.



Medical Resource Utilisation Subgroup Update

The Medical Resource Utilisation Subgroup which was formed last month has agreed a number of principles to address the requirements for Acute Medicine Units (AMU), as follows:

- A region wide Department of Acute Medicine is to be established.
- A region wide lead consultant will be appointed for Acute Medicine and a lead clinician will be responsible for each AMU. The lead consultant will report to the regional clinical director for medicine.
- The relevant staff e.g. nursing, social care professionals, will be fully involved in the development of the integrated patient care pathways for each AMU.
- Prime responsibility of the Department of Acute Medicine will be to manage the care pathways, in real time, of all acute medicine patients.
- Acute Medical Units (AMUs) will be established (reconfigured if existing) in the following hospitals:
 - Bantry General Hospital
 - Cork University Hospital
 - Kerry General Hospital
 - Mallow General Hospital
 - Mercy University Hospital.
- All consultants will be required to participate in an agreed and equitable way in the provision of acute medicine. It is recognised that a number of clinical

specialties on certain sites will remain outside of 'Acute Medicine'; these are Cardiology, Neurology, Dermatology, Oncology and Clinical Haematology. These identified specialties will be required to agree arrangements with the Department of Acute Medicine in order to facilitate an equitable and prompt seamless patient journey throughout the system which will encompass consultations, transfer, referral etc.



Prof. Greene,
Chairman Medical
Resource Utilisation
Subgroup

- The lead clinician will devolve authority/responsibility for the management of care pathways to the consultants on the AMU roster.
- General medicine will function on the basis of a single hospital system and patients on any site will have access to the full range of services as required. This will apply to all patients who access any of the six hospitals in the region.
- Subject to agreement of the above principles detailed implementation planning will commence.
- All of the above principles as confirmed on March 22nd 2010 will be revised on a six monthly basis.

The work of this group continues under the chairmanship of Prof. Richard Greene, Clinical Director, CUH and Margo Topham, Planning, Development and Strategy Manager, SIVUH, project manager.

Lean Project Update

The 5S Ward project for the acute hospitals took a huge step forward last month when the first ward in Bantry General Hospital was completed. The team, comprising people from each hospital, arrived for the Kaizen^[1] Event.

A key to success of initiatives such as this is communication. To this end some of the team provided a series of information sessions on Lean and 5S. These were well attended by the staff from Bantry.

Meanwhile the rest of the team had divided the ward into different areas to progress the required work. The staff busily reviewed, sorted, set in order and shone the wards' items. Signs and labels were used to identify storage areas, stock levels required etc. Office areas were

reorganised and space was cleared to make working in areas a little easier. Unused materials were red tagged and removed while locations were assigned and labelled for equipment.

A 5S event can be disruptive, however the support of the supplies, portering, housekeeping, maintenance, nursing and all staff was tremendous and this allowed significant amounts of work to be completed. As expected some work was not completed during the event and has been worked on since by the staff at BGH.

The results have been very visible, less on-ward stock needed, more space in tight areas, less hassle finding things and a little less frustration!

1. Japanese business philosophy of continuous improvement of working practices, personal efficiency etc.

KGH's Molecular Diagnostics Department Awarded Prestigious Accreditation



Staff involved in gaining accreditation for KGH's Molecular Diagnostics Department, pictured from left to right: Dr Kenneth Feeley, Laboratory Director; Margie Lynch, Chairperson, Quality Risk and Safety for Kerry; Dr Grace Creedon, Lead Medical Scientist for Molecular Diagnostics; Gerry Christie, Chief Medical Scientist; Dr Mary Cahill, Consultant Haematologist and Maria Godley, Quality Manager

In the October 2009 issue of Reconfiguration Times we announced the establishment of haemochromatosis testing at Cork University Hospital stating that it had been available at Kerry General Hospital (KGH) for some time. We wish to congratulate our colleagues in the Molecular Diagnostics Department at KGH for recently being accredited with the internationally recognised ISO15189 standard by the Irish National Accreditation Board.

KGH is the first public hospital laboratory in the Republic of Ireland to be accredited to this standard for genetics testing. The laboratory tests for hereditary haemochromatosis, a common genetic condition characterised by iron overload within bodily tissues, causing serious cardiac, liver and other health problems. The disease is particularly prevalent in Ireland.

Friends of Kerry General Hospital have been supportive in providing equipment for the service. Performing the test at KGH delivers a cost saving of €70,000 annually. To date,

over 8,500 patients have been tested at KGH, giving a total cost saving to the hospital of approximately €630,000.

The hereditary haemochromatosis testing is carried out under the direction of Consultant Haematologist Dr Mary Cahill, and Medical Scientist Dr Grace Creedon. Thanks to Margie Lynch, KGH's General Manager, Jason Kenny, A/General Manager, Maria Godley, Laboratory Quality Manager and the Biochemistry Department's staff.

According to Jason Kenny the hospital's acting general manager "The awarding of this prestigious accreditation gives due recognition to the expertise and commitment to quality in the laboratory. We now have three departments in the laboratory fully accredited to the ISO15189 standard: Transfusion, Histopathology, and Molecular Diagnostics. Under the Reconfiguration banner, KGH looks forward to working closely with colleagues at Cork University Hospital to create a unified genetics testing platform for the region."

Review Meeting on West Cork Advanced Paramedics



Advanced paramedics perform lifesaving techniques at the roadside

A review meeting, three months on since the team of advanced paramedics (APs) has been based in west Cork, took place earlier this month. The APs reported that they have integrated well into the pre-hospital environment. Working closely with their paramedic colleagues and GPs in the area they attended a wide variety of emergency calls averaging 65 per month.

As expected the majority of calls are of a medical nature such as strokes and heart disease illnesses, which are mostly dealt with at Bantry General Hospital. There were also a number of other emergency call outs which were of

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Review Meeting on West Cork Advanced Paramedics *continued*

a traumatic nature or may have needed other specialist treatment. These cases were brought directly to the appropriate hospital. Some examples are:

- 40 year old male who fell on rocks and showed signs of a traumatic brain injury, he was treated at the scene and transported directly to the Emergency Dept. at CUH. He had a bleed in the brain, has had surgery and continues to make a good recovery;
- 34 year old female showing severe signs of shock and internal bleeding, she had a query ectopic pregnancy and was brought directly to CUMH and underwent surgery within a half an hour of arrival;
- 20 year old male who was in a collapsed state overnight in the cold weather was resuscitated in Bantry General Hospital and made a good recovery.

(note: details have been changed to protect the patients' identity).

APs have also been involved in education. Since arriving in west Cork, they have organised Emergency Care Forums for health care professionals and are helping to coordinate training courses in resuscitation.

The general practitioners present stated that they were very happy with the service so far and looked forward to continued cooperation with the advanced paramedics.

Dr. Peter Wieneke, consultant physician at Bantry General Hospital also relayed the positive aspects of the APs service and said that "he looked forward to improved cooperation with patient referral to Cork based hospitals for emergency patients. He stressed that parents with children in emergency situations should be taken to Cork University Hospital as facilities are not in Bantry to deal with paediatric emergencies."

Dr Geoff King, Director, Pre-Hospital Emergency Care Council said that "paramedics, GPs, South Doc, BGH staff and advanced paramedics have a real opportunity of working in close partnership in west Cork and providing life-saving treatments in emergency situations which and could be the exemplary region for the country."

Reconfiguration Calendar

During February we continued to inform, consult and engage staff and key external stakeholders. Here's some of those whom we met in February.

FEBRUARY 2010

- 1 Beacon Medical Group
Meeting with Minister for Health and Children, Mary Harney TD
- 2 Feedback on Theatre Activity Review to theatre nurses at SIVUH, CUH and MUH
- 4 Rehabilitation Subgroup feedback session to Reconfiguration Team
- 8 Reconfiguration Forum Meeting
Senior management, Mercy University Hospital
- 9 Endocrinology Sub-Group feedback session to Reconfiguration Team
- 10 HR Sub-Group
Medical Resource Utilisation Group
- 11 Senior management South Infirmary Victoria University Hospital
ICT staff
Feedback on Theatre Activity Review to theatre nurses at MGH
- 12 Feedback on Theatre Activity Review to theatre nurses at KGH
- 15 NCCP High Level Steering Group
Medical Resource Utilisation Group
Public Meeting in Kerry, hosted by Jimmy Deenihan, TD
- 17 ICT staff
Bon Secours Sisters
Gastroenterology Subgroup feedback session to Reconfig. Team
Senior Nursing and Midwifery Management Team, CUH
- 18 National Director of Reconfiguration
Irish Association of Directors of Nursing and Midwifery (IADNAM)
Cork/Kerry Region
- 19 Presentation to Royal College of Surgeons of Ireland
- 22 Reconfiguration Forum Meeting
Finance Sub-Group
Visit to Mallow Primary Healthcare Centre
- 23 Senior Midwifery Management, CUMH
- 24 General Surgery Sub-Group feedback session to Reconfig. Team
Rheumatology Sub-Group feedback session to Reconfig. Team
- 25 Upper GI Surgeons
Pain Medicine Sub-Group feedback session to Reconfig. Team
- 26 Vascular Surgery Sub-Group feedback session to Reconfig. Team
Rheumatology Sub-Group
Feedback session to Reconfiguration Team
Feedback on Theatre Activity Review to theatre nurses at SMOH

Prof. John R. Higgins, Editor. Dr. Jennifer Carroll, Norma Deasy, Nora Geary, Micheal Hanna and Geraldine Keohane, staff writers.
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