

REEVES DAY SURGERY CENTRE – AN INNOVATIVE COMMUNITY BASED DAY SURGERY CENTRE

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1. INTRODUCTION

The aim of the Reeves Day Surgery Centre project was to significantly improve access to day surgery for the patients of Tallaght University Hospital (TUH) so that no patient will have to wait more than 3 months for a day surgery procedure within 12 months of the unit being fully operational. A maximum of 3 months (12 weeks) from time of referral to day surgery is optimal as it allows patients sufficient time to prepare and to organise their lives for the procedure and recovery at home, without undue clinical impact associated with prolonged delays.

The project objective was to drive transformational change in how the elective day surgery service is delivered by moving this service to a custom designed off-campus setting and utilising the latest digital theatre and anaesthetic management systems. A key driver for selecting the off-campus setting was to protect the resources associated with day case surgery from being absorbed by the demands of emergency or unscheduled care which has grown significantly in recent years across the health service.

This is the first facility of this kind in Ireland. This approach ties in directly with the Sláintecare objective of separating scheduled and unscheduled care.

2. MATERIALS AND METHODS

The project consisted of a number of workstreams that included design & build, equipment procurement, ICT, digital innovation, human resources, logistical supply, work process redesign, capacity data modelling, equipment commissioning and facilities management.

Key stakeholders included the leadership of the Perioperative directorate, ICT, HR, nursing, administrative and medical staff, General Electric (GE), and the hospital group (Dublin Midlands). HSE's Acute Hospital Division and SlainteCare. Stakeholders were engaged through multiple methods including weekly newsletters, fortnightly reports, information sessions, HR engagement, site visits for staff, and sense checking with clinical owners.

TUH worked in partnership with external consultants GE to deliver the project. The project steering group oversaw the overall project while the operations group coordinated work stream leads across these areas to deliver the project.

A custom designed day surgery facility consisting of 4 operating theatres, 5 admission rooms, 11 bay primary recovery unit, 15 bay second stage recovery unit and a discharge lounge was commissioned and built in a vacant retail unit.

A capacity modelling tool was developed by GE working with an in-house TUH team. This is a strategic theatre waiting list management tool which uses current waiting time data to inform allocation of theatre sessions between specialties over the medium term.

3. RESULTS AND DISCUSSION

The Reeves Day surgery Centre project was delivered on time and on budget despite Covid-19. It opened in December 2020 and allowed TUH to increase its day surgery activity, again despite Covid-19 surges. This has achieved continuation of services and has already resulted in a reduction in waiting times.

In the first 8 months of operation, despite services ramping up in a Covid-19 environment. 1734 day case procedures were performed, in addition to 925 on site in TUH (total 2659). This is in comparison to a total of 1938 for the same period the previous year. Day case waiting lists have reduced by 12.3% since December 2020.

The benefits include significantly improved access for patients, which also results in reduced risks associated with waiting lists, and enables TUH to provide a better quality of care for patients. It has also improved staff experience as a result of working in a facility that enables them to maximise the quality of care they can deliver. The implementation of a digital theatre management system has improved the utilisation of theatre resources.

This successful project was achieved through extraordinary commitment and vision from its stakeholders and is now providing improved

access to world class day surgery in a state-of-the-art setting.
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