

Meridian 1 - Training Case Study

Specialised Process Improvement Training Workshop Ahmadi Hospital, Kuwait:

Following the reorganisation of management responsibility for the hospital, and after a failed project involving another consultant, we were called in to help prepare the senior administrative and clinical staff for the implementation of a new Hospital Information System (HIS), supplied by Meditech.

We suggested a highly practical training and development programme to enable the managers, surgeons and clinicians to map, analyse and improve processes then design, develop and deliver a change programme to implement the new processes so that they could form the basis for defining workflows in the new IT system.

Before the programme started, we agreed the following outcomes:

Short Term

- Project team share a common understanding and agreement of how to use process tools to improve the implementation of the new HIS
- All managers have a better understanding of BPR - both the opportunities it offers and the risks

Medium Term

- Successful implementation of the new HIS

Long Term

- Improved patient outcomes

The existing HIS had a number of modules missing. For example, there was no provision within the system for electronic medical records, or dental care. It also fell short in provision for patient admission and nursing. The new system could provide these modules and therefore create a requirement for the people who work in these areas to convert from a manual workflow to an electronic system. However, other parts of the hospital where the current system was being used had a different set of implementation issues related to changing systems, rather than introducing a new one.

The users of the old system faced issues around data conversion, integrity and cleansing. They also had to consider the impact of modifying workflows and procedures. Those who had manual records needed to consider how the manual records would be captured electronically; parallel maintenance of the data during the take-on period and other related issues. However, the workflow change was common to all, and therefore change management techniques together with a shared approach to understanding processes and work-flows helped build a foundation for the successful implementation of the new HIS.

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It was further agreed that the typical BPR approach shown in Figure 1 would be amended to provide positive support for the new system implementation, and avoid the risk of radical re-design beyond the scope of the new system.



Figure 1: Standard BPR approach

The revised approach is illustrated in Figure 2. This was proposed because we recognised that the new HIS system had some 'best practice' approaches embedded within it.

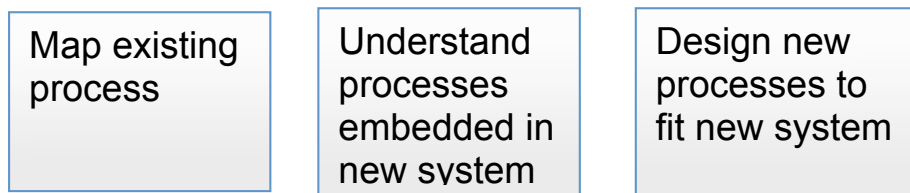


Figure 2: Ahmadi Hospital Approach

The programme was well received and viewed as a success by all:

Hi Steve,

It was a great pleasure getting to know you and all of us benefited extremely from the new terminology of BPR. The managers all had high words about you.

With regards,

Dr. T.V. Srinivasan Senior Anaethsatist

Dear Dr. Steve,

Thanks for your prompt response; it was our pleasure to participate within your valuable successful training exercise,

Many thanks.

Dr. Fatma El Zahraa

Snr. Training Officer