

For: COOK, DONALD M DR.
 Wed Mar 27, 2002 3:43 pm
 Subject: HAY OPERATIONAL REVIEW

From: TERRY J. GULLIVER
 Taken by: TERRY J. GULLIVER (777 6373)

TO: ALL STAFF LABORATORY MEDICINE PROGRAM

FR: TERRY GULLIVER - DIRECTOR

 You have been aware for sometime now that the HAY MANAGEMENT GROUP have been conducting an operational review of the HCCSJ. Of course, the Laboratory Program was a part of this review.

As per Mr. George Tilley's memo earlier today, the Government has released those findings today. Please read George's message as it applies to all Programs.

I would like to, as much as I can, give you a specific update as to where our Program stands in light of the review.

I met with all of our Division Mangers today and gave them as much information as I have to date on the Labs response to this review. Tomorrow all Managers are meeting with corporate team and will be given a broader briefing on the review.

Please remember that the findings in this review are just that. Each program has been bench marked against other hospitals in Canada and such gives us targets to work towards. As far as the lab is concerned, I want you to know that we are bench marked on 2 major statistics:

1. Cost per weighted case - that is the cost of lab services on average for each patient
2. Worked hours per patient care workload unit - basically how productive we are

In the case of number 1 we scored really high in the review as we did in 2000 by the same HAY group.

In case of number 2 (and the really important one) we scored much lower than in 2000. Upon closer analysis of the HAY charts and figures I discovered that they had made a mistake and mis-interpreted some of our workload units and therefore did not include them in our patient care worked load statistics.

I quickly pointed this out to our VP and Corporate team and in fact produced a corrected version of our worked hours per patient care workload unit. It has been a battle, to say the least, in getting our corrected stats included in the final HAY report as was released today. Thanks to the support of Corporate Team, the Hay Group has acknowledged that they may have made an error in the Lab Stats.

If our corrected stats are used then it has a huge impact on the overall recommendations from the Hay Group for our Program. I have officially responded to the full report, but have no assurances that my response will form the basis of a template for the future improvement in operational efficiencies for the program.

I would like to make it clear to all staff that even though I have made it clear to corporate team that the HAY report is not a true reflection of our programs productivity, there are however, areas of the program that even with the corrected stats need to be addressed to improve the productivity and to meet the national benchmarking standards. This is greatly different than the overall Hay recommendations. I will be working with each of the Division Managers over the coming months to deal with the specific areas of concern.

Also, I would like to point out that our program will improve our operational efficiency in the coming months and into next year with new equipment and new technology in several areas of the program along with reorganizing some of the ways that we process and test specimens.

I am confident that we will meet the targets of the HAY Report in those parts of the lab that need to be addressed in the coming months and into next year. It is my opinion that this can be achieved with very little direct impact on our staff, however, as we move forward with new equipment, changes in operational practice etc. then we will need the full support of all of you to ensure that in each case it will be a smooth transition leading us to an improved quality of service and more importantly keeping us one of the leaders in Laboratory Medicine in Canada.

In closing I would like to thank all of our Programs Leadership Team for their support of the past few months in dealing with this current issue and look forward to their continued support of the Laboratory Program.

Terry Gulliver
Director

SENT TO: #LAB, DR. DONALD M COOK, LUCINDA A. WHITMAN, JAMES M. HUTCHINSON, DESMOND J. ROBB,
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