



Case study: Galway University Hospital, Ireland

Optimizing clinical operations through Lean methodology

How an Irish hospital enhanced its processes, streamlined operations,
and improved the patient experience

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Siemens Healthineers Value Partners for Healthcare Consulting conducted two Rapid Improvement Events (RIEs) together with the radiology team at Saolta University Health Care Group, Galway University Hospital (GUH), Ireland. A RIE is a short-term, high-impact tool rooted in Lean methodology. The five-day teamwork session enables the planning, testing, and implementation of immediate process and workflow improvements. After 30 days, a review of results showed that the RIEs created sustainable outcomes and additional value for GUH:

 Interventional Radiology (IR) procedures now ordered via the intranet – a 25% increase
95%

 Handovers between the CT team and the wards
-83%

 Waiting time for CT priority two and three inpatients¹
-11%

 Enhanced staff satisfaction and patient experience, due to operational improvements

 Correctly prepared IR patients
+47%

The challenge

GUH radiology staff recognized a need for change to keep pace with the evolving healthcare environment. However, constraints within Ireland’s hospital system, in addition to high management turnover in the department, made it difficult to change processes and improve workflows. Furthermore, the involvement of multiple stakeholders for each patient examination added to the inertia. This led to a high number of cancellations, unprepared patients, delays, and growing waiting lists. Both staff and patients were increasingly dissatisfied and distressed.

The objective

The transformation project focused on the scheduling and patient preparation processes for CT and IR. The aim was to improve communication between stakeholders, remove unnecessary process steps, and motivate staff to embrace a culture of change and continuous improvement.

The solution

Siemens Healthineers introduced GUH to the concept of Lean transformation, an approach that enables the delivery of increased value for patients as well as staff. The starting point is a ‘value stream analysis’ to identify non-value-adding activities within a specific process. Opportunities for improvement are then identified, and the desired state defined. Finally, the vision is turned into reality by means of RIEs.

The bottom line

A Value Partnership with Siemens Healthineers delivers fast results that make a real difference. At GUH, the success of the new processes was apparent after just one week. A 30 day review confirmed sustainable change. Staff is proud of what they have achieved and patient care is considerably better.

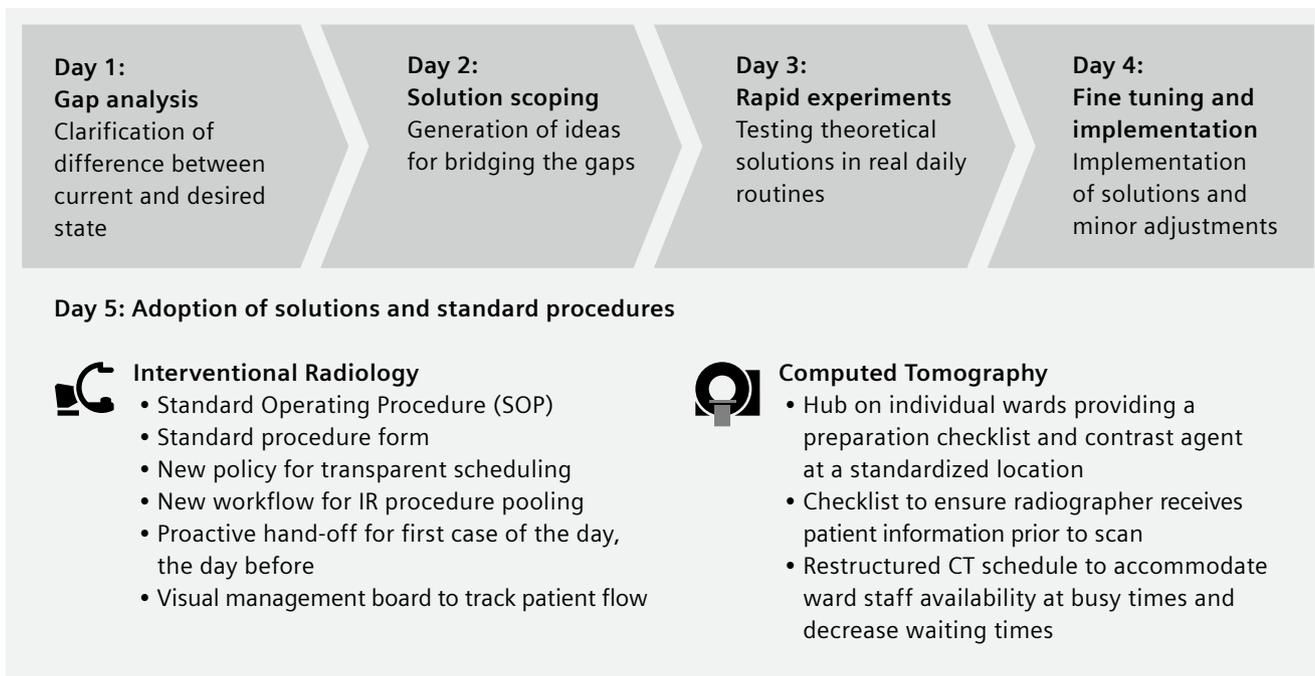


**Simpler Consulting –
our trusted partner in Lean consulting:**

For the execution of Improvement Events Siemens Healthineers collaborates with Simpler Consulting, an IBM Company.

¹ There are three levels of priorities for inpatients at GUH. Priority one patients are more urgent and get appointments earlier than priority two and three patients.

Rapid Improvement Event – Five-day Lean transformation process



“Our Value Partnership with Siemens Healthineers, encompassing the RIE approach, helped bring about significant and meaningful change to solve problems that I had previously thought insoluble.”

Dr. John Bruzzi
Clinical Lead of Radiology, GUH, Galway, Ireland

Key clinical and operational improvements

Galway University Hospital, Galway, Ireland



- University Hospital
- 664 beds, 3,400 staff
- 38,500 inpatients and 271,000 outpatients
- 24/7 service delivery, acute service, supra regional center for cancer and cardiac services

Interventional Radiology

-  **Intranet orders**
Intranet orders increased from 70% to 95%. This buy-in to one consistent approach has optimized clinical operations.
+25%
-  **Patients prepared correctly**
The new streamlined processes enable a more proactive approach to patient preparation, which is now nearly 50% more likely to have been carried out correctly. Hand-off then goes smoothly, saving time for patients and staff.
+47%
-  **100% of patients scheduled the day before and all parties informed**
Scheduling of patients the day before rose from 60% to 100%. This reduces the need for unexpected administration on the day and facilitates smooth running of the department.
+40%
-  **Pooled patient list established**
A pooled patient list was established for general procedures. Two slots per day on each specialist list are reserved for those patients. This creates flexibility and allows administrators to optimize the booking system.

Computed Tomography

-  **Handovers between departments**
The average number of interactions per patient between radiology and ward staff decreased from 41 to 7. This has improved the working environment and freed up staff time to focus on other priorities.
-83%
-  **Inpatient CT scans**
The average number of inpatient CT scans increased from 33 to 53 per day. This reflects the greater efficiency of the department and helps to cut waiting lists.
+57%
-  **Waiting time for inpatients**
The waiting time from request to scan for priority two and three inpatients dropped from an average of 52 hours to about 46 hours. This supports the shift towards earlier diagnosis and delivers outcomes that matter to patients.
-12%
-  **Telephone-related stress reduced**
Before the Value Partnership, it could be hard for staff to do their job as the phone was constantly ringing. The new processes have greatly reduced these calls. Thus, staff is more relaxed and better able to deliver excellent patient care.

Do you want to collaborate with Siemens Healthineers Value Partners to optimize your operations?

Get in contact:

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About Value Partnerships

Siemens Healthineers Value Partnerships combine our strength in holistic medical technology management and digitalization into a long-term performance-oriented engagement focusing on the creation of value. We offer Lean Transformation either as a standalone service, or embedded in a Performance Excellence program. Our Rapid Improvement Events serve as an excellent tool to deliver measurable results within a short period. Conducted repetitively, they enable clinical teams to live a culture of continuous improvement – turning performance into

high patient value. With our sustainable consulting and transformation offering as well as our future-proof design planning, we are well positioned to co-create a solution with and for you, which will generate clinical, operational, and financial benefits.

Siemens Healthineers Value Partnerships help you optimize operations today, expand with new capabilities tomorrow, and advance the level of innovation in your network.

Disclaimer

The products/features and/or service offerings (here mentioned) are not commercially available in all countries and/or for all modalities.

If the services are not marketed in countries due to regulatory or other reasons, the service offering cannot be guaranteed. Please contact your local Siemens Healthineers organization for more details.

The results described herein by customers of Siemens Healthineers were achieved in the customer's unique setting. Since there is no "typical" hospital and many variables exist (e.g., hospital size, case mix, level of IT adoption), there can be no guarantee that other customers will achieve the same results.

The scientific overlay on the title is not that of the individual pictured and is not from a device of Siemens Healthineers. It was modified for better visualization.

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