

Nicosia General Hospital, Cyprus

PROJECT STATUS: COMPLETED
PROJECT TYPE: General Hospital
CONTRACT VALUE: £3.15M

UME's role: Consulting, Management support, Commissioning 

Client

Government of the Republic of Cyprus



In June 2004 the Cyprus Government awarded UME a three year contract for Consultancy Services, Management Support and Commissioning of the new 450 bed Nicosia General Hospital.

To deliver the requirements of the contract United Medical established teams for Project Management, Hospital Management and Operations, Commissioning, Quality and Training and Development.

It was UME's responsibility to determine the appropriate management structure for the new hospital following which a process re-engineering review and redesign of working practices commenced.

'Shadow' management arrangements, to support the local hospital management team, were established in the old hospital whilst the structure and arrangements in the new hospital were developed.

We confirm that all services were carried out to all rules appropriate to the relevant trade or profession.

Nicosia General Hospital, Cyprus

Description

An initial hospital wide operational review was undertaken over a period of three months studying both clinical and non clinical departments. Following the review UME prepared departmental action plans with specific outcomes in areas of Quality Measures; Staff Performance Review and Objectives; Training, Space, Equipment and Staff Utilisation; Budgets and Cost Controls.

A detailed plan was developed for the operational and equipment commissioning that coordinated with the final stages of the construction programme and determined the shortest practical period from completion of construction to the commencement of services in the new facility.

The commissioning team was also responsible for the management of installation and commissioning of equipment; planning effective management of both facilities during the transition period; risk management of the transition and post opening assessment of the functioning of the new hospital.

The process followed a standardised commissioning methodology (CliniCom®) developed by UME which supports and manages the complex interrelationships that exist in a commissioning programme.

The Training and Education team developed and implemented a training strategy, implemented a management development programme which included management training for clinicians and provided mentoring and coaching to senior managers.

Over the period of the contract a 'Quality System' was developed using ISO and JCIA standards for the production of operational policies and working practices. The quality system also included Clinical Governance processes, Professional Education, Protocols and Pathways, Clinical and Medical Audit and Credentialing.

Strategies were developed for:

Clinical Services Development,
Quality
HR including recruitment,
Training and Development,
Health and Safety,
Marketing and Public Relations,
Communications and
Medical Ethics.



Challenges

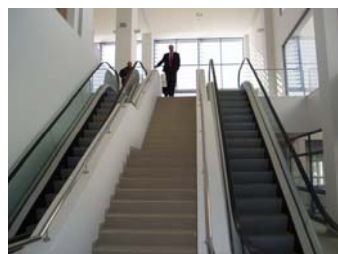
To deliver this project required a major change in the culture of the existing hospital organisation, allowing more efficient policies, protocols and quality framework to be developed.

It was also a major challenge to commission the hospital and achieve a successful opening with minimal risk and disruption to patients and services.

How UME made a difference

By establishing teams with extensive Project Management, Commissioning, Quality and Training backgrounds we were successful in opening the new hospital, achieving the transfer of more than 200 patients over a period of 4 days in October 2006 when the hospital became fully operational and in providing post opening support until the end of the contract in June 2007.

UME have recently been approached by the Cyprus Ministry of Health to begin discussions on how we can help them to achieve Joint Commission Accreditation in all the government hospitals.



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