



Case for Change:

Procurement and Inventory Management at The Sutherland Hospital was complicated and clunky. Idle time, lack of education and over-processing had created a 'Just in Case' culture which created risk of harm for patients, frustration for staff and unnecessarily wasted financial resources.



Goals and Objectives:

- 100% of stock on hand is in-date by December 2017
- Increase staff satisfaction and increase role clarity
- Reduce the value of excess stock on hand by 80% by December 2017
- Reduce expenditure by 15% by December 2017.

Diagnostics:

Activities :

- Stocktakes
- Interviews
- Surveys
- Process mapping & observations
- Oracle purchasing data
- Review of PDs
- Site visits
- Stakeholder involvement



Key Findings:

Wards holding more than two weeks stock for 77% of their line items. Nurses are spending 80 minutes a week ordering and unpacking stock. Storage is not compliant with Sterile Stock management standards.

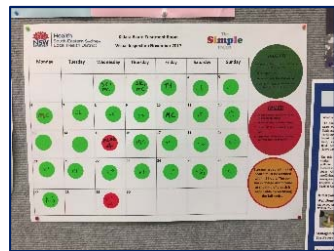
Solutions:



Sustaining Changes:

Focusing on various reinforcement strategies

- Visual Management System – pass/fail
- Presentation of outcomes to broader audience
- Issues log
- Continuous feedback meetings
- Walk throughs for staff
- Constant staff engagement
- Training for CSOs and Storepersons



Results:



Released
Capacity

Nurses spend 80
mins ordering &
unpacking

Nurses spend 0
mins ordering &
unpacking

Excess stock removal



13 trolleys of stock removed

3 trolleys of stock returned

Conclusions:

- The utilisation of visible storage for compliance and checking stock levels is an important aspect of Just In Time ordering.
- Stock ordering need not be a clinical function.
- Strong clinical engagement and supportive executive sponsorship is required to change established practices on the wards.
- The project has been adopted and rolled out across TSH.