



Singapore Healthcare Management 2017

Enhancing Patient Care Through Efficient Ward Inventory Management

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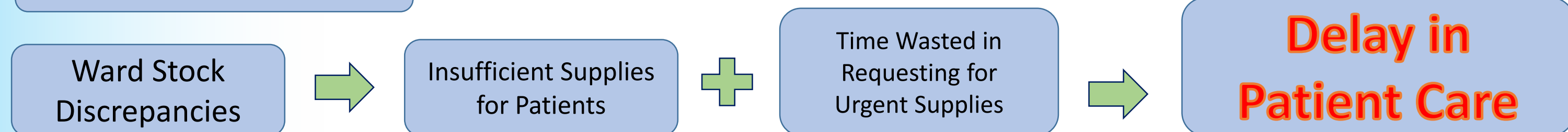


ST. ANDREW'S COMMUNITY HOSPITAL

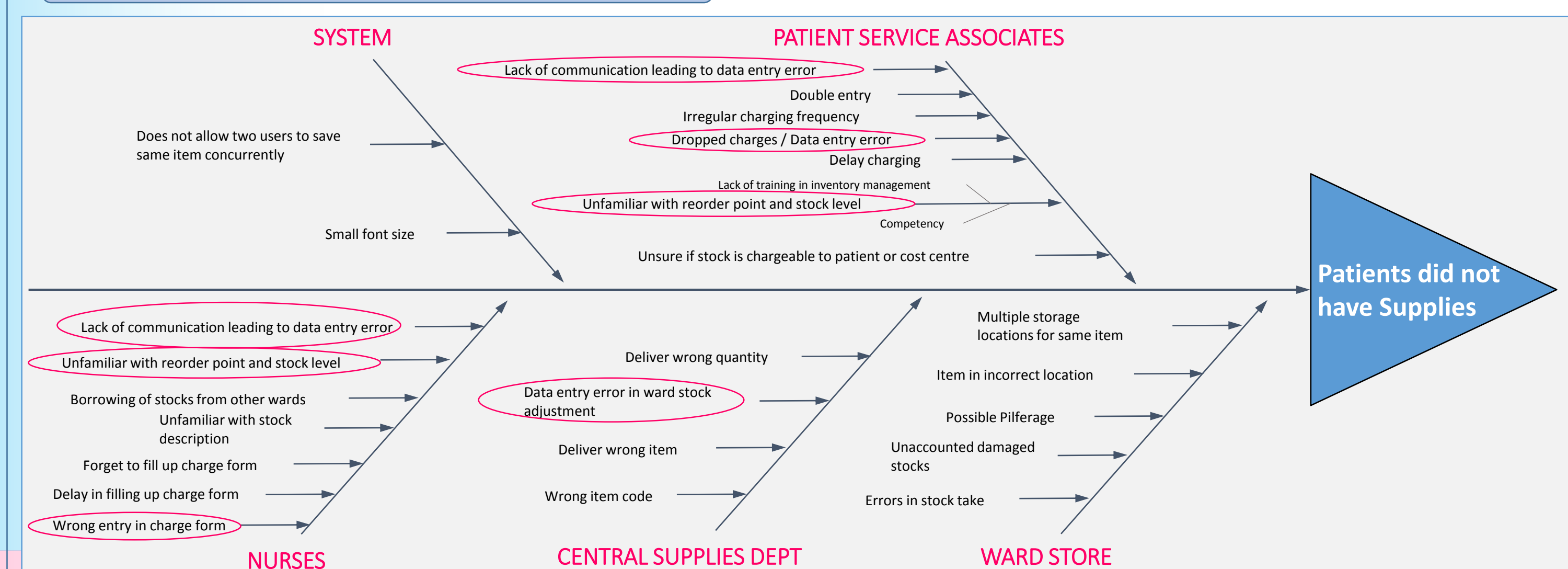
Introduction

This improvement work was conducted by the Central Supplies Department (CSD) of St Andrew's Community Hospital, a rehabilitation hospital with 238 beds. CSD handles all consumable items, dietary supplies, housekeeping supplies and stationery for 9 wards.

Problem Statement

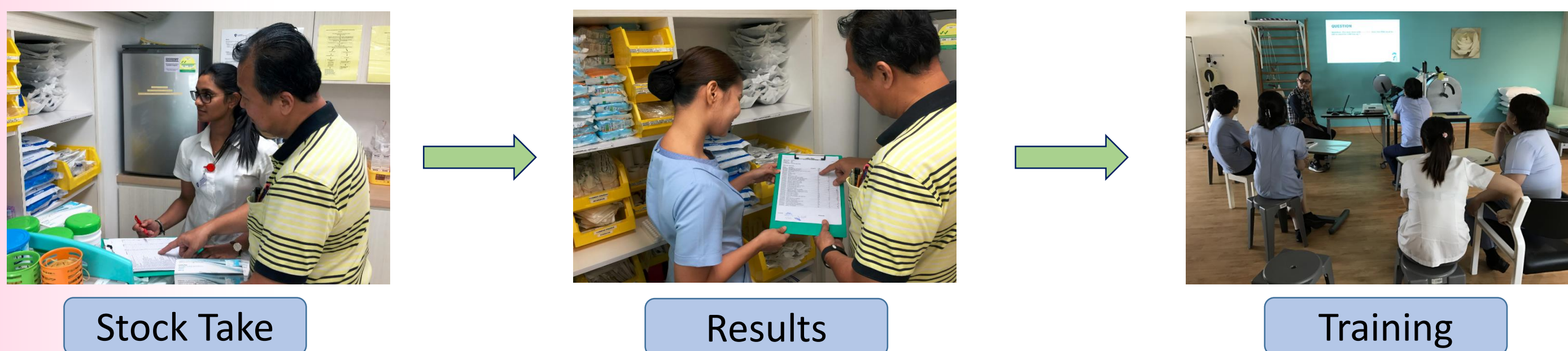
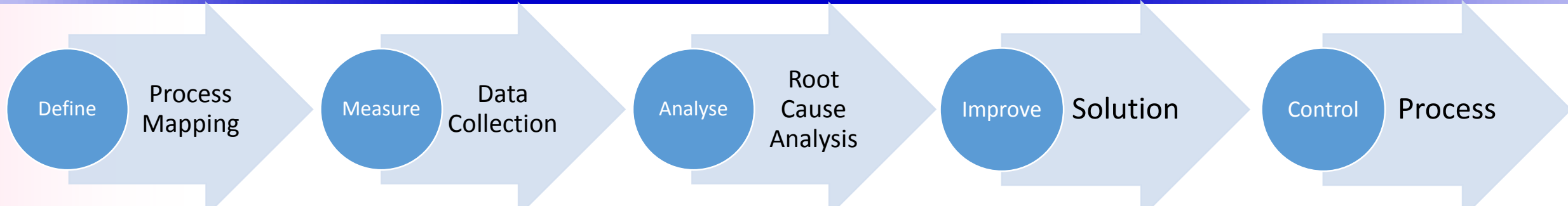


Root Cause Analysis (Ishikawa Diagram)



Root Cause Analysis helped identify five key areas for stock discrepancies of which knowledge deficit, data entry and stock balancing errors were the main contributory factors.

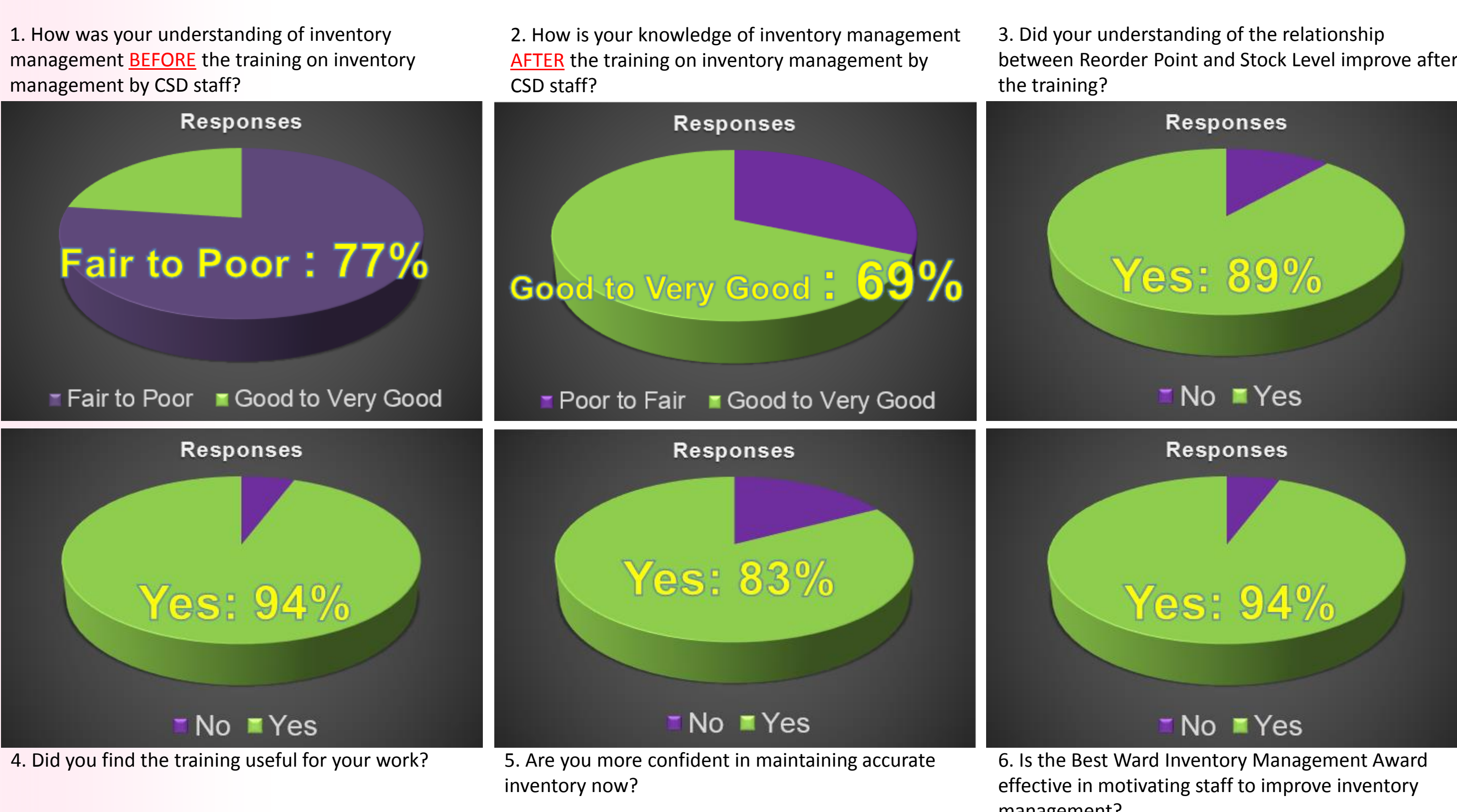
Quality Improvement Methodology



Stock takes were conducted with key stakeholders in the wards under the supervision of the manager of CSD. Results of the stock take were presented to the Director of Nursing, Nurse Managers and staff involved in inventory management of each ward. Interventions and trainings were aimed at improving stock balance between IT documentation and actual inventory. Individual ward follow up for 6 weeks was conducted by CSD team to audit accurate application of this learning.

Ward Inventory Management Survey

A survey on the effectiveness of the training and Best Ward Inventory Management competition was conducted. 35 survey responses were received. 77% of the respondents had poor to fair understanding of inventory management before the training. After the training, 69% had good to very good understanding and 83% felt that they were more confident in maintaining accurate inventory. 94% of the respondents agreed that the competition was effective in motivating staff to improve inventory management.



Results

A Best Ward Inventory Management Award was organised to motivate staff to apply what they have learnt from the training by Central Supplies Department. During the 6 weeks of judging of the Best Ward Inventory Management Award, there was significant improvement in stock take results after the second round of stock take. Subsequently, more than half the total number of wards had perfect score throughout the competition period.

Best Ward Inventory Management Award

Significant Improvement in Inventory Management

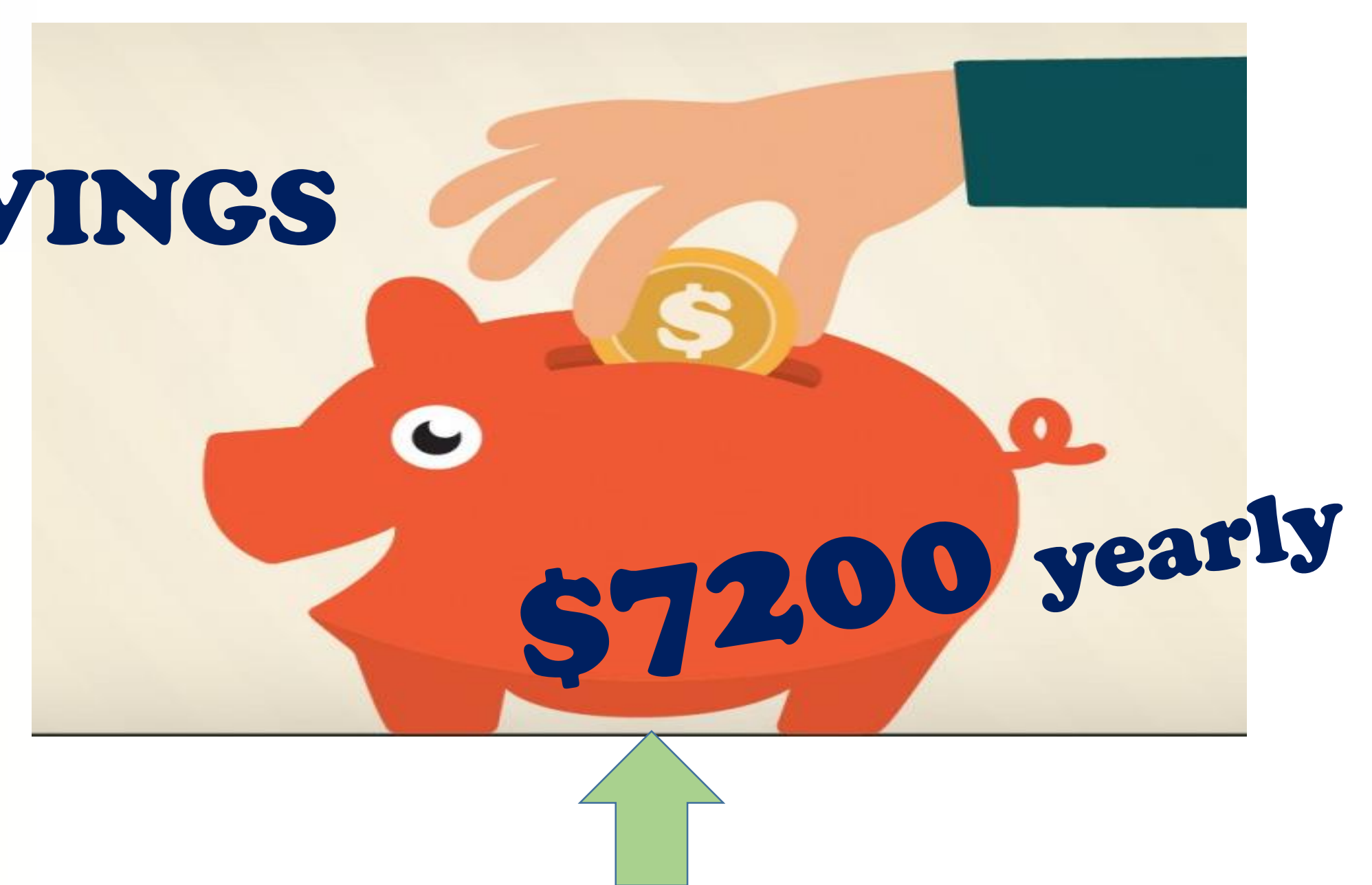
From 0% to > 50% of wards achieved 100% accuracy

Results

Enhanced Patient Care

Conclusion

SAVINGS



Personalised training and motivation at team level were effective approaches in engaging all stakeholders. This led to reduced stock discrepancies which in turn led to better patient care.

Due to improved stock management in the wards, time spent on rectifying stock discrepancies was also reduced. Based on our estimate, it takes an average of one man hour to rectify a stock discrepancy. Hence, the time saved could lead to an estimated saving of \$600 (\$30 per man hour x 20 working days) monthly. Six monthly random audits will be conducted across the wards by CSD team to ensure above improvements are sustained. Future improvement plan includes bar code scanning to increase productivity, reduce manpower needs and billing errors.