



Singapore Healthcare Management 2018

Applying Lean Approach to Improve Evaluation Process for Anaesthesia and Respiratory Products at GPO

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(A) Introduction

There are 10 categories of various types of anaesthesia and respiratory products being purchased in the contract which GPO (Group Procurement Office) had established. Over the years, the line items had also increased from 90 to **150**. The increased number of line items had resulted a longer evaluation lead time as well as more evaluation samples required to be sorted out.

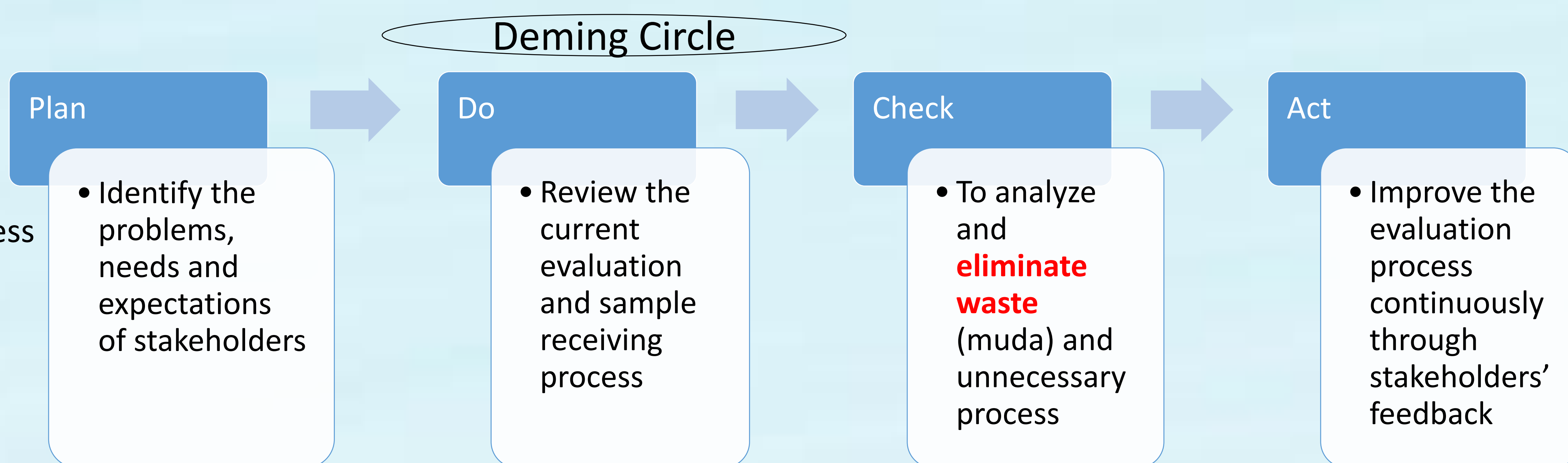


(B) Aim

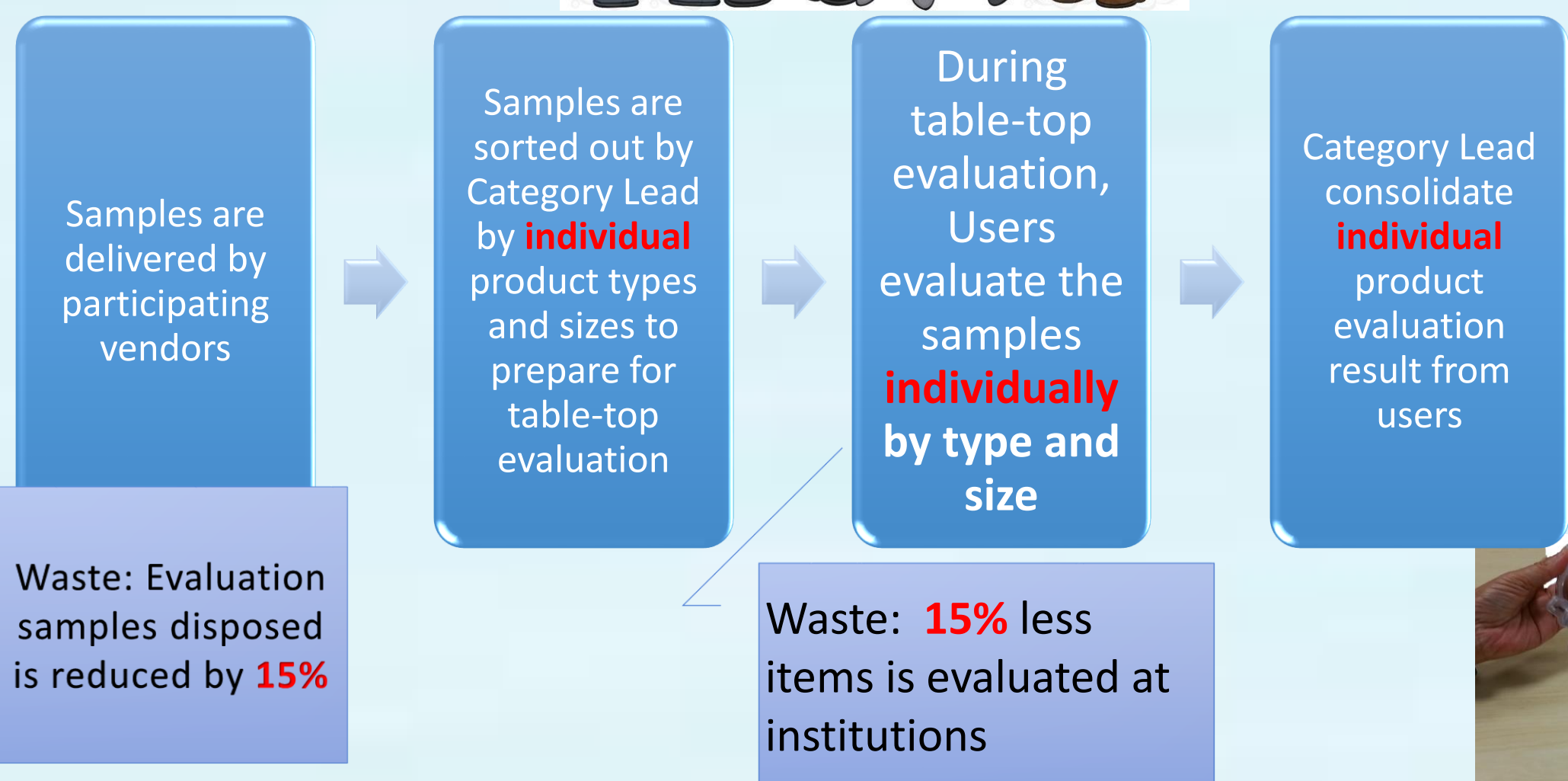
- Harmonize Product **Grouping** for Table-top Evaluation
- Improve productivity of evaluation process while taking into consideration **patient safety**
- Adopt **green procurement**

(C) Method

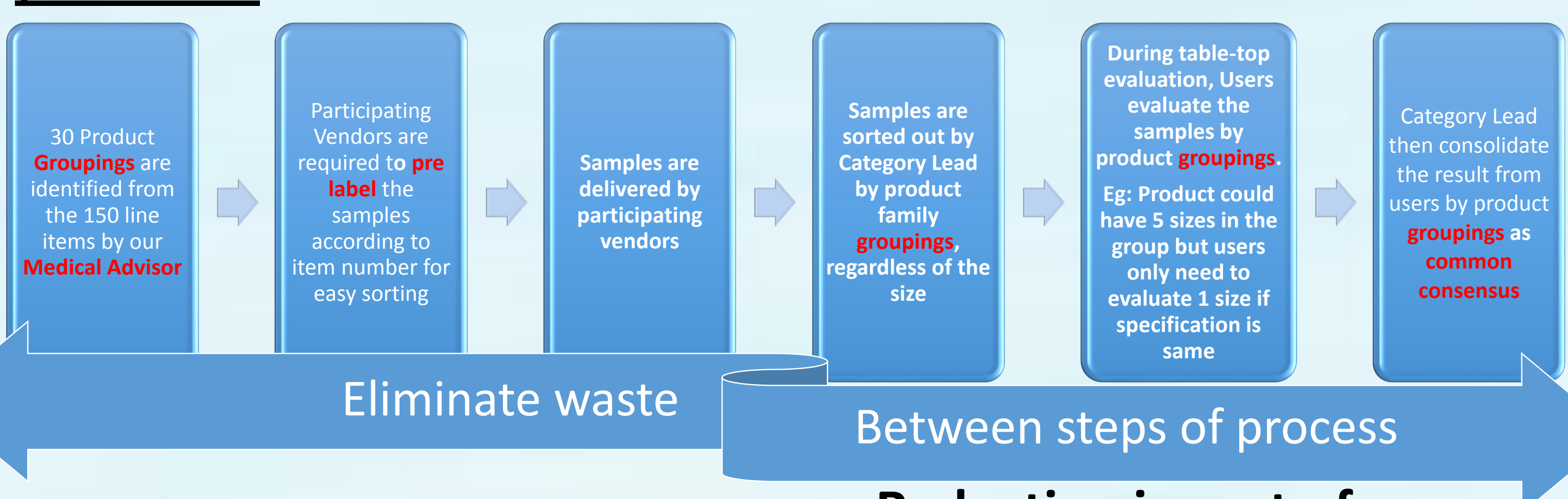
- (i) Application of **Lean method** in evaluation process
- (ii) Adoption of **Green procurement**



Current process



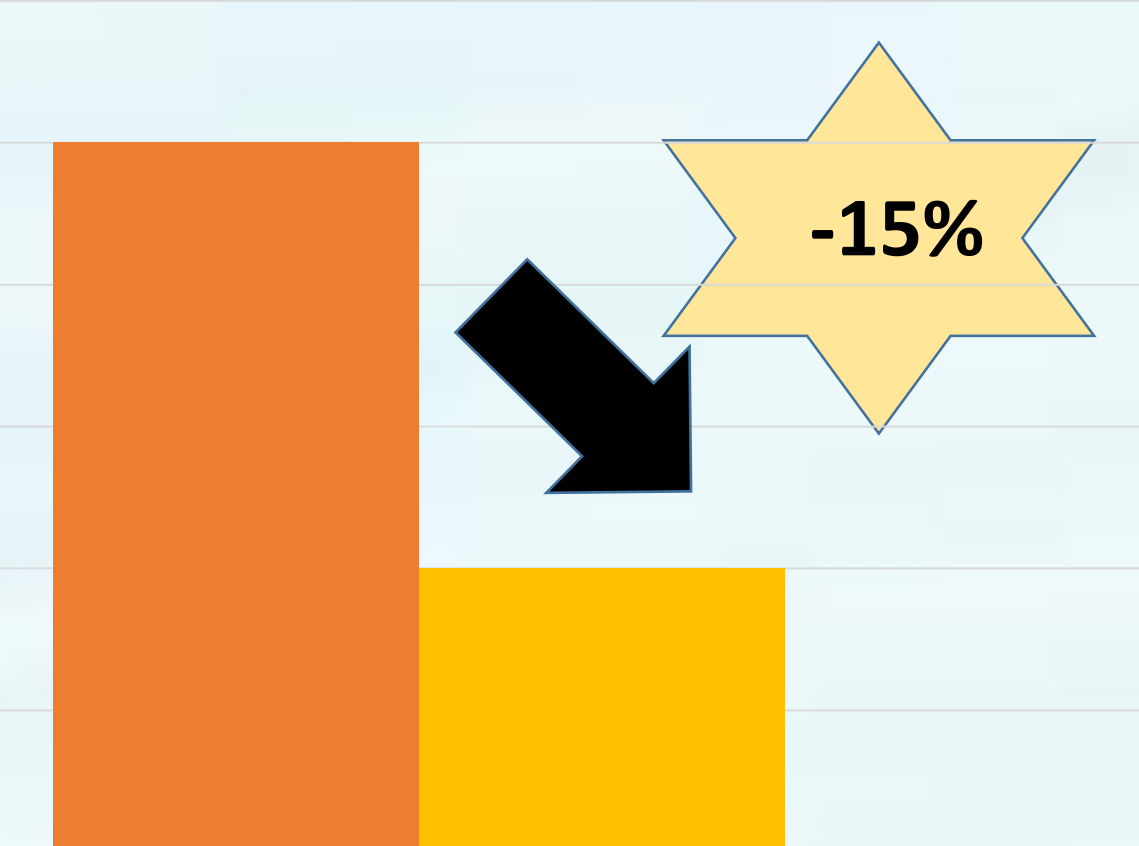
Improved Process - Eliminate waste between steps of a process



(D) Result

Waste	Current process	Improved Process
Cost for evaluation samples at institutions	Reduced cost of evaluation samples by 15% (approximate 500 pieces)	
Time taken by the users to review the samples at institution level	60 out of 130 items*10 mins*10 institutions = 100 manhours	50 out of 150 items*10 mins*10 institutions = 83 manhours
Evaluated samples to be discarded (and hence impact to environment)	In line with SingHealth Green Procurement policy with the help from various stakeholders across SingHealth institutions, the evaluated samples to be discarded reduced by 15%	
Intangible Benefits	<ul style="list-style-type: none"> - Lessen the logistics of GPO Team at institutions to receive the samples from participating vendors - Lessen the logistics of GPO Team at institutions to distribute the samples to users, and time taken for users to receive the samples - GPO Team (Both Medical Supplies Team and Institution) will have lesser results to consolidate 	

■ Current process ■ Improved process



Average
 10 categories harmonized to 30 groups
 Evaluation at institutions:
 60 out of 130 items (45%) reduced to 50 out of 150 items (30%)

(E) Conclusion

- By applying Lean method to improve existing evaluation process while also ensuring that **patient safety** comes first, GPO have added value during the evaluation process
- Meanwhile, GPO Medical Supplies Team also adopted **Green Procurement**