



Mitigating Supply Chain Risk(s) Through A Multi-Disciplinary Approach

Singapore Healthcare Management 2013



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Introduction

A Request For Proposal (RFP) was called to invite submissions from various vendors to replace 504 adult patient beds. The evaluation team perused several proposals from vendors and narrowed down the selection to one bed which met the stated criteria and offered the best value for money. The Evaluation Team's major concern was that the proposed bed was not represented in East Asia region and contributed to only 2% of the manufacturer's turnover.

Objective

Mitigate Supply Chain Risk(s) associated with the purchase of 504 adult patient beds from an untraditional source.

Methodology

To ensure that the supply chain's risks were addressed, a multi-disciplinary Evaluation Team was assembled, comprising members from Facilities Management, Environmental Services, Materials Management, Nursing and Finance.

Different concerns arose from the members and the top concerns were focused on:

- Patient's Safety
- Staff Safety
- Facilities Management-preventive maintenance
- Supplier Risks

The Evaluation Team decided that to enable them to make an informed recommendation to management, their scope of the evaluation had to go beyond the traditional assessment methodology. The Team had to make a site visit to the manufacturer and their customers who had large installations of beds and who had been using the bed for at least 6 to 8 years. The objective was to hear first-hand from our counterparts and patients in other hospitals on the bed's performance and durability and issues that they faced in maintenance support from the manufacturer.



Results

We met up with the Manufacturer's Research and Development team, negotiated and customised the adult bed to meet our needs and address our concerns. We were able to obtain the Manufacturer's leadership commitment to support the installation and maintenance of the bed at a non-traditional customer region. Since the first delivery of the beds in 2011, it has performed to all stakeholders' expectations.

Tangible benefits

We managed to save cost and bundled the purchase of the bedside lockers and over-bed tables. Bed features were customised to address our concerns on:

- **Patient's Safety**
 - Prevention in falls
 - Ease of decontamination of bed after patient's use
- **Staff**
 - Ergonomic features
 - Ease of use of bed functionalities
- **Facilities Management**
 - Sturdiness and maintenance-free bed
 - Continuity of post-purchase maintenance
 - Bed was acclimatise for use in the tropics where there is higher temperature and humidity
- **Supplier Support**
 - Parts availability
 - Trained personnel to service bed

Intangible benefits

Enhanced nursing knowledge to maximise the use an electronic bed to ergonomically move patients and hence minimise work place injuries of healthcare providers.

Conclusion

A multi-disciplinary approach allows for a more robust assessment of supply chain risks from various stakeholder perspectives. It allows the organisation to take calculated risks to secure benefits that may otherwise be forgone.