



**Singapore Healthcare Management 2024**

# Reducing Ward Stocks Top-up Time by 10 %

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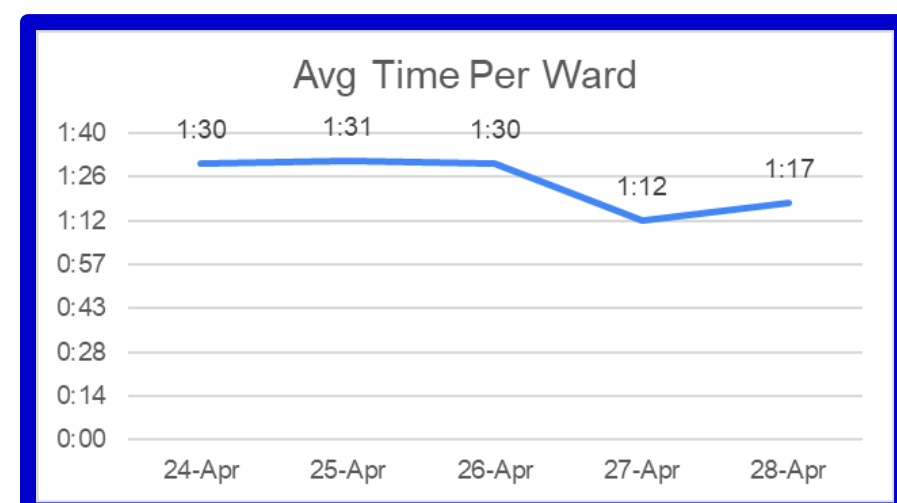
**ST. ANDREW'S COMMUNITY HOSPITAL**

## Introduction/Background

- St. Andrew's Community Hospital (SACH) is a service under the St. Andrew's Mission Hospital group. SACH was set up to provide intermediate medical care for rehabilitation and sub-acute care to children, adults, and the elderly; including those with dementia or needing palliative care.
- This project is about improving the process of replenishing ward consumables at the Central Supplies Department (CSD). The current system relies on the 2 bin system and nurses place manual orders with reorder cards when the first bin is empty. CSD staff then picks, packs, and delivers the supplies to the ward, taking an average of 84 minutes per ward.

## Problem statement

The current process is inefficient, taking a significant amount of time (84 minutes) to restock each ward. This project aims to identify ways to streamline the process and reduce the time spent on replenishing ward supplies. This could benefit both the CSD staff and the nurses by freeing up their time for other tasks

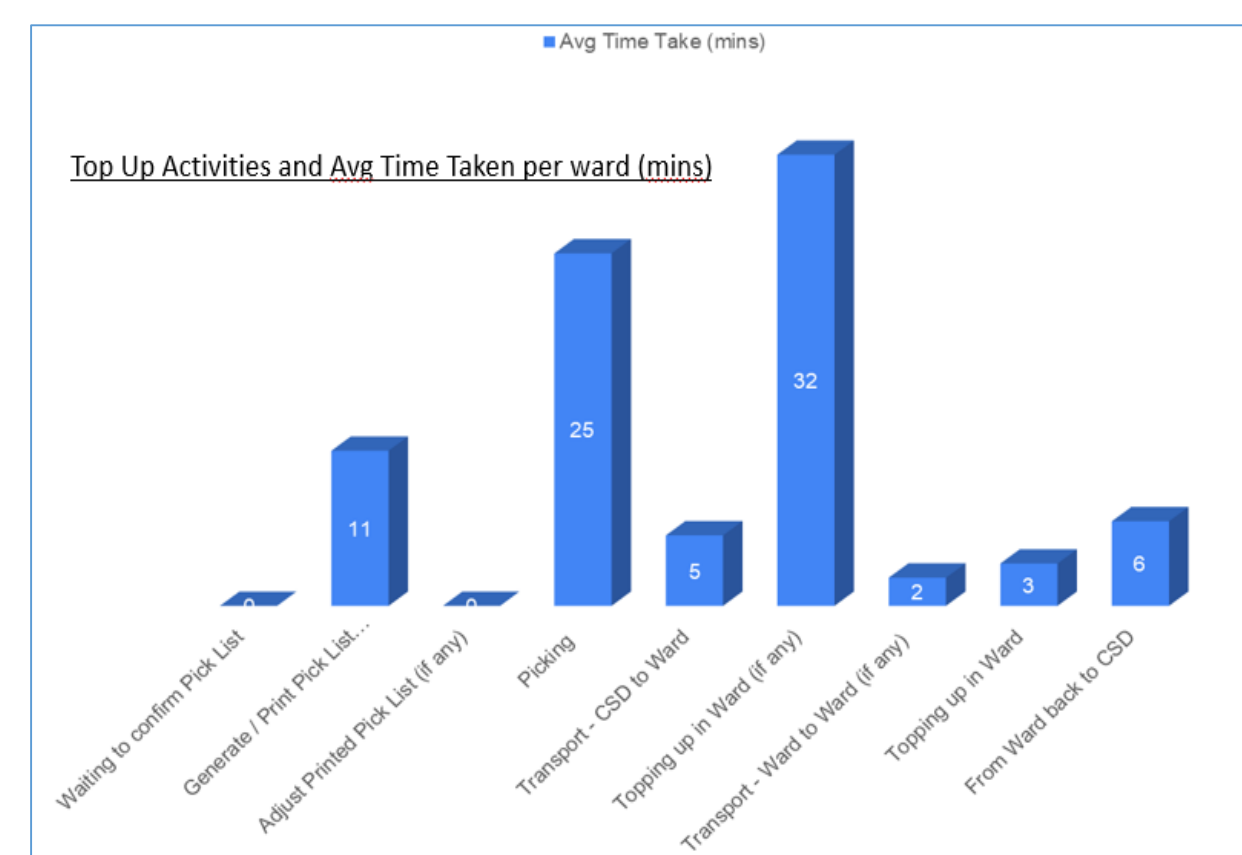
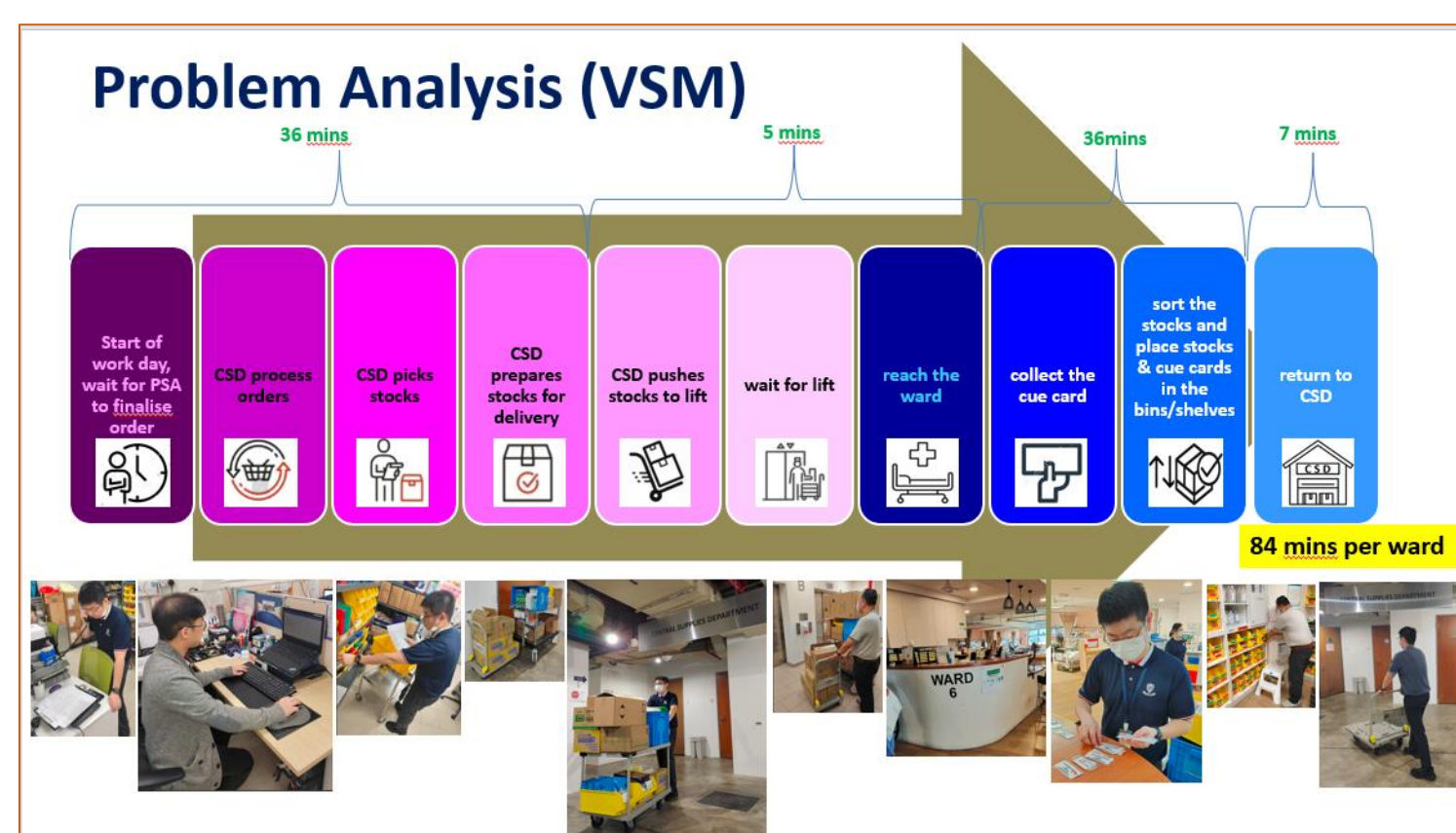


## Goal/objective

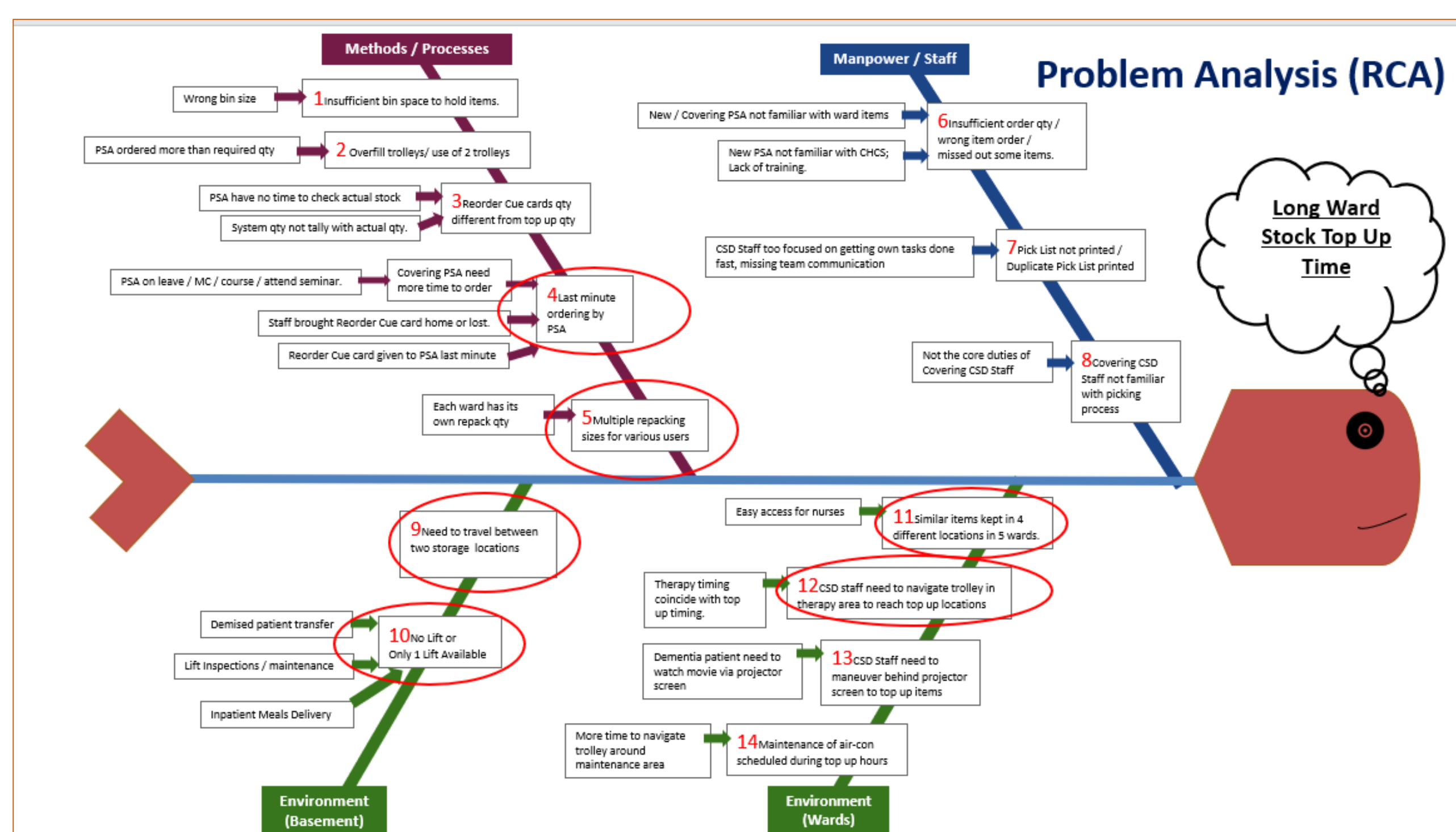
Reduce Ward Stocks top-up time by 10%

## Problem Analysis

- The processes and the time taken for each process is as shown below.



- From the fishbone diagram, the 6 most common causes were selected to make changes



## Implementation Plan

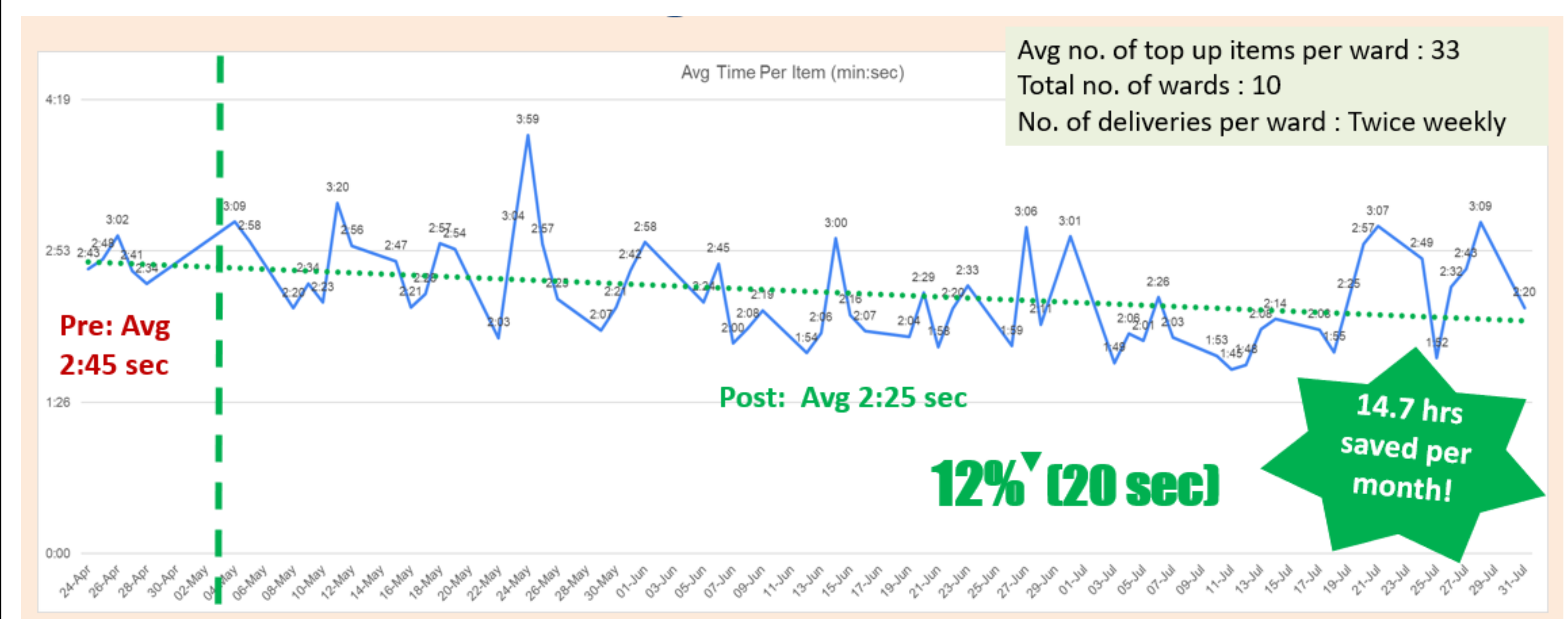
- The following actions were carried out to improve the processes

## Interventions & Action Plan

	Causes	Interventions	Staff	Implementation Date	Status
1	No Lift or Only 1 Lift Available	Use the lift outside food services time	CSD	2 May 2023	Done
2	Last minute ordering by PSA	Reminded PSA of order cut-off time i.e. the day before top up	CSD(Stanley)	2 May 2023	Done
3	Multiple repacking sizes for various users	Engage users to standardise pack size	CSD(Eric) & NM	3 to 8 May 2023	Done
4	Need to travel between two storage locations	Store only excess stocks in 2 <sup>nd</sup> store room	CSD	2 May 2023	Done
5	Similar items kept in 4 different locations in 5 wards.	Reduce from 4 to 2 locations according to new ward layout in 2025	CSD	2025	Pending
6	CSD staff need to navigate trolley in therapy area to reach top up locations	Informed OT and created awareness of CSD delivery route at the OT activity areas	CSD(Kelvin)	2 May 2023	Done

## Benefits/Results

- With the changes made, the time taken improved over a period of 3 months by 12% with a savings of 14.7 hours per month.



## Sustainability & Reflections

- Twice monthly CSD meeting is conducted to gather feedback and improvement ideas on the project. At the same time 'old habits' of the staff are monitored. The improvement data is shared with the staff and department gatherings are organized to celebrate success.



- Collection of time data has been challenging for the team. However, the 12% time reduction outcome has encouraged the team positively in our improvement journey. This time savings of 176.4 hours which is \$3528, has enabled staff to focus on other areas of supply chain management e.g. sourcing competitively priced quality products and supplying goods to newly set up senior care centres.
- Next, the team will embark on projects to optimize stocks reorder point, reduce excess ward stocks and use automation for stocks delivery