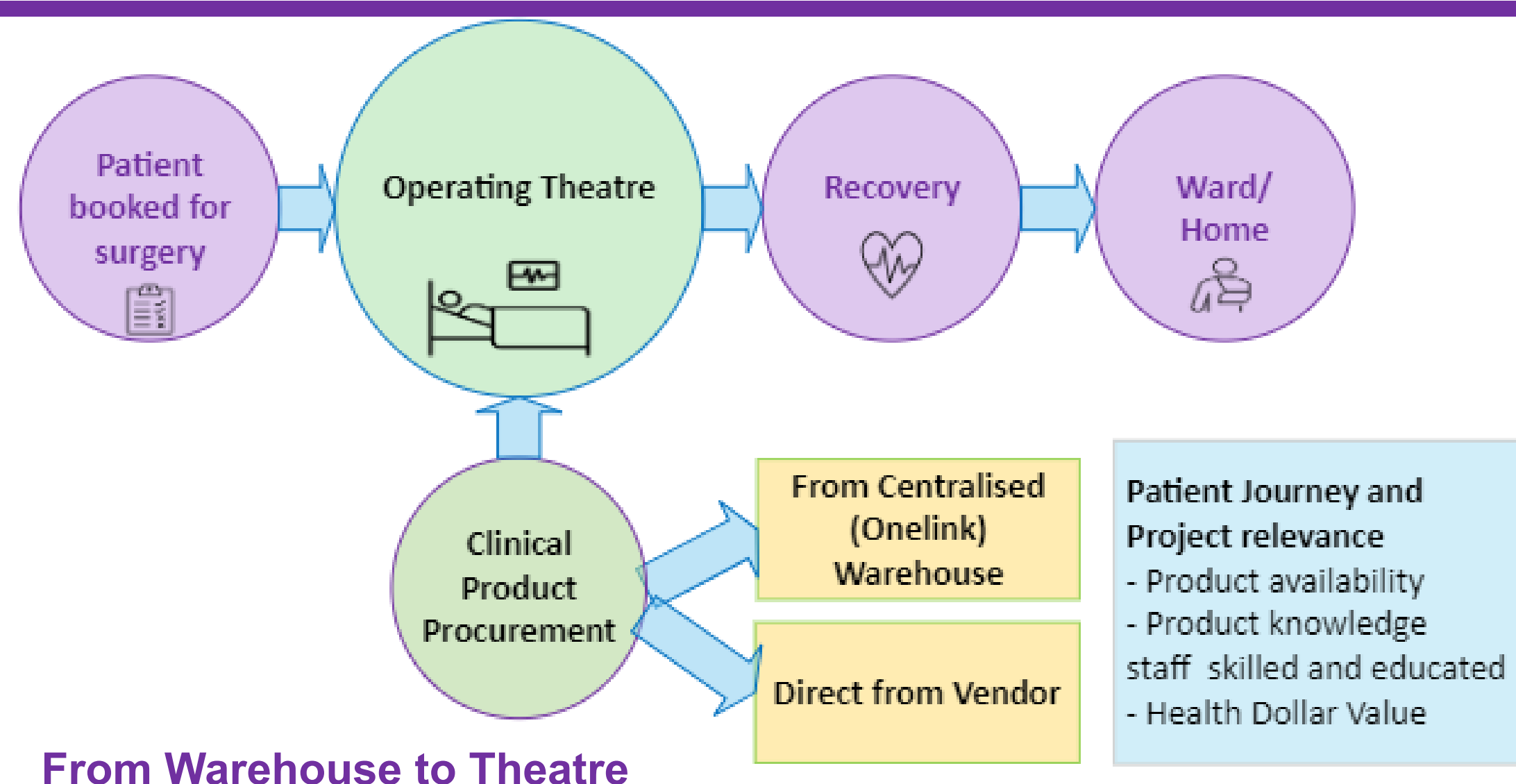


Art of Procurement

A collaboration between WSLHD & HealthShare

Surgical Patient's Journey: Warehouse to Theatre



From Warehouse to Theatre

Case for Change

Procurement data for FY21/22 showed Westmead Perioperative Unit (Theatres) accounted for 27% of total WSLHD spend on clinical products. This showed a disproportionate spend in comparison to the rest of the Local Health District (LHD) and when benchmarked against other perioperative units within the LHD.

- Pre-project processes in procurement showed:
 - No imprest in place resulting in low use of sourcing products through Central Warehouse
 - Staff knowledge gap in procurement practices and processes
 - The process is expensive and results in over ordering of stock

Goal and Objectives

To improve clinical procurement (excluding prosthetics) in Westmead Perioperative Unit by 30 June 2023

- Objectives**
 - Increase procurement of Centralised warehouse items from 13% to 23% by June 2023
 - Decrease purchase orders for Medical and surgical consumables (clinical products by) 10% by June 2023
 - Increase perioperative staff experience in the procurement process by 20% by June 2023

Method

Clinical Redesign Methodology



Using the Clinical Redesign Methodology, key stakeholders were engaged using the following methods:

- Process Map
- Workshops (n=7)
- Bench marking (n=1)
- Site Visit (n=1)
- Data analysis
- Staff interviews (n=15)
- Procurement Training (n=8)
- Literature review
- Issues Prioritisation Tag along Solutions Workshop (n=1)

Diagnostic - Key Issues



- Theatre procurement staff (n =15) relied on informal learning from peers and had not completed procurement education modules.
- Theatre procurement managers had limited knowledge of NSW contract application in procurement practices.
- IMPACT:** Inconsistent procurement practices and alignment Ministry of Health procurement policy.
- ROOT CAUSE:** Siloed practices and staff transiency

- Theatre procurement staff reported having to make decisions outside their scope of practice.
- Theatre Procurement processes were adhoc and not defined.
- A heavy reliance on manual ordering resulting in excessive purchase orders.
- IMPACT:** Increased staff stress, time inefficiency and confusion regarding procurement responsibilities
- ROOT CAUSE:** No digital subinventory and lack of clear processes and responsibilities.



- Vacant procurement and supply positions (n=2 out of 5)
- IMPACT:** Theatre procurement staff absorbed additional workload.
- ROOT CAUSE:** delay in recruitment to vacant positions.



Solutions

A working group was formed with Westmead Theatre procurement and Receiving Dock staff. They process mapped, blitzed and brainstormed to develop the four solutions below



Develop a process for all new product requests which realigns to the NUM Equipment & Supply

To establish a digital subinventory that will increase centralised warehousing utilisation (STARR)

Develop and endorse WSLHD Clinical Product Procurement procedure document

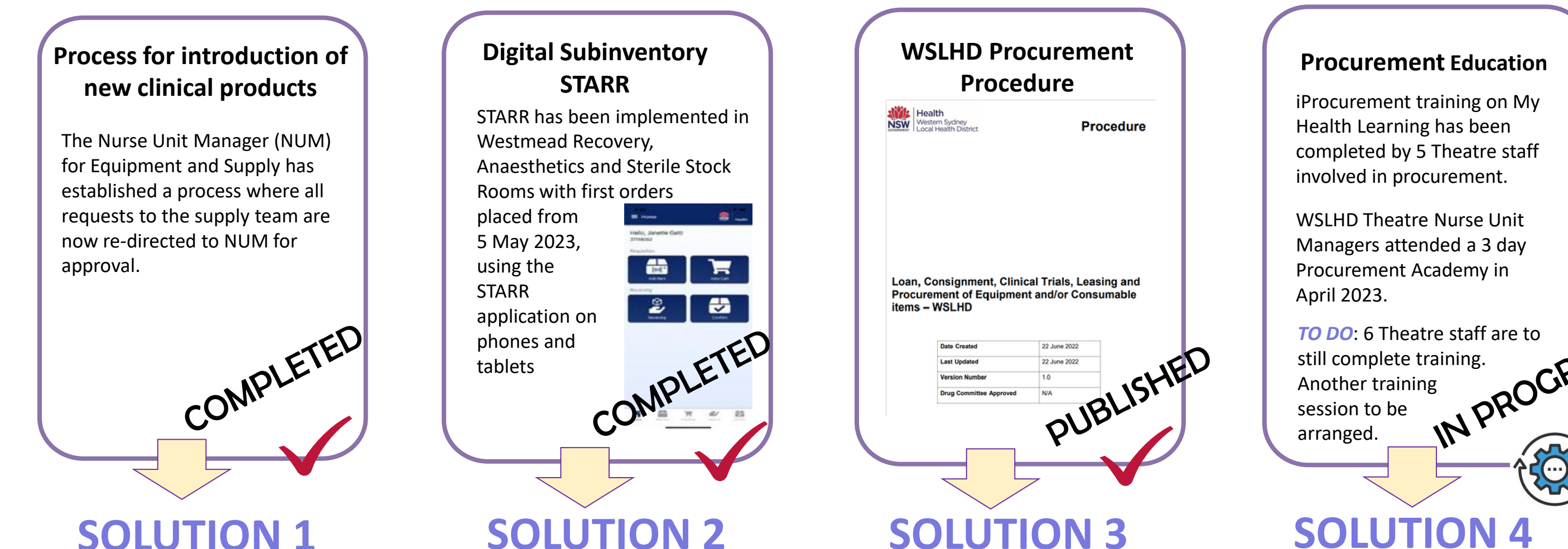
To increase the completion rate of Theatre procurement staff in procurement training and education

NOTE: Human Resource Capacity issue – position vacancies had significant impact however was considered out of scope for the project. The issue was escalated to the Project Steering Committee for further consideration and actioning.

Sarah Sisson, Vicki Bourke & Caroline Pfeffercorn

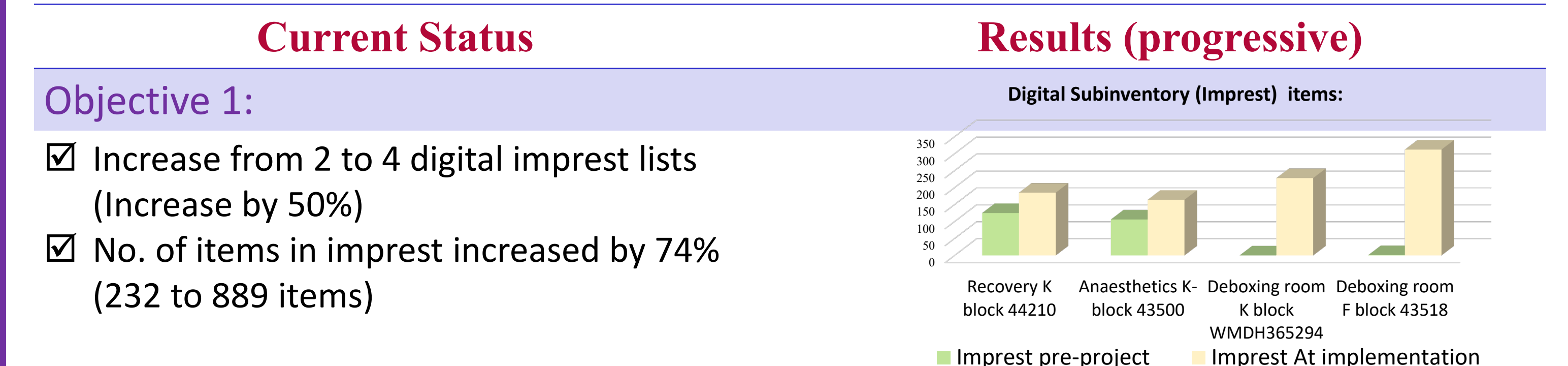
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Implementation



Evaluation – commenced July 2023

Positive changes and progress have been observed, but a more complete data assessment at 6 and 12 months post-implementation is scheduled to measure impact



Objective 2
The STARR digital subinventory system was implemented into Westmead Perioperative unit in May 2023, an evaluation of the purchase order numbers is scheduled for December 2023. This allows sufficient time for the STARR ordering to impact purchase ordering.

Objective 3
During the Diagnostic Phase, Staff satisfaction (n=15) was measured using the Employee Net Promoter Score and Employee Satisfaction Index. Participants will be requested to complete the surveys again in December 2023. Anecdotal feedback to date has been positive regarding the time saved and ease of ordering via the STARR digital subinventory application.

The Employee Net Promoter Score (ePNS) was used to evaluate employee engagement and enthusiasm. This is based on one question to measure promoters, and detractors in the survey participants.
Surveyed n=15; Respondents n=11
Promoters = 0; Passive = 4; Detractors = 7
Score = Promoters – Detractors
<https://officevibe.com/guides/employee-net-promoter-score>
Note: When the ePNS score <0, it's a sign that there is dissatisfaction in the group

Employee Satisfaction Index (ESI) was used to supplement the ePNS. The ESI is to measure feedback on how satisfied employees are with their situation with 3 in-depth questions, and is expressed as a number between 1 – 100.
Surveyed n=15; Respondents n=11
<https://www.netigate.net/articles/human-resources/how-the-employee-satisfaction-index-works-and-how-to-use-it/>

Benefits

- A robust equipment trial process has now been established due to a focus on governance in clinical product consumables within the perioperative unit.
- Staff Vacancies are being backfilled and recruitment is underway.
- Increased engagement, collaboration and support among the Perioperative procurement staff has reduced the 'siloed' practices.

Acknowledgements

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WSLHD Innovation & Redesign Unit
Project Steering Committee
Project Working Party

