

02. CONSIGNMENT MANAGEMENT AT CENTRO HOSPITALAR DE VILA NOVA DE GAIA/ESPINHO, EPE



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BACKGROUND:

At the hospital in Vila Nova de Gaia/Espinho, Portugal, our goal was to make our stock management more efficient, covering the three main types: stockable, non-stockable and consigned. Stockable is used for general-purpose, high-turnover material. Non-stockable is used for material specific to one or two services, independent of value. Consigned is used for very expensive, very specific material, with numerous sizes or references that must be available at any time.

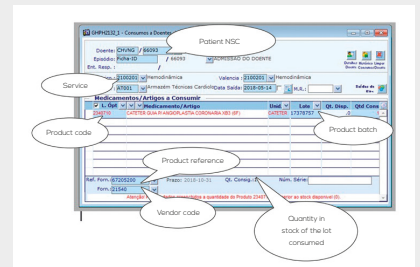
OBJECTIVES:

- Reduce replacement time of consumed materials
- Make material requests paper-free – saving time with the administrative process
- Improve control of consumption records
- Reduce payment time for consumed materials

METHODS:

The consignment process was previously based on paper records. Spent material replacement was only triggered after sending the respective Order Note, by fax, to the supplier. To improve this entire process, a computerised circuit of consigned material record was created.

Nowadays, after the first record has been created by Logistics, all movements (reception, consumption or returns) are recorded by the Consuming Services. At the same time as the computerised record of consumption is created, an e-mail is sent to the supplier for stock replacement, and a Purchase Order is sent to the Procurement Service to complete the administrative process. In both documents, information is included about the user service, as well as the designation, batch and expiration date of the consumed product.



New computerised system to improve stock management.
Source: Centro Hospitalar de Vila Nova de Gaia/Espinho, EPE

RESULTS:

What has been achieved?

- ✓ The replacement time of the consumed materials has been reduced and administrative burden reduced
- ✓ Cleaner, more streamlined process
- ✓ All movements are recorded (entries, consumptions and returns)
- ✓ Stock is always available
- ✓ Material is more diverse and less likely to be out-of-date
- ✓ The supplier is responsible for the material and its replacement – the Hospital is only responsible for paying the material consumed and packing it in good condition
- ✓ Cost reduction for the institution (only the material actually consumed is purchased)



From paper-based to computerised stock management.
Source: Centro Hospitalar de Vila Nova de Gaia/Espinho, EPE

TAKE-AWAYS:

What worked well?

- ✓ Analysing existing stock management processes to identify potential improvements
- ✓ Cooperating and collaborating closely with suppliers, which allowed us to achieve our main objective – reducing the replacement time of the consumed material
- ✓ Harnessing new technologies to improve coordination among different services and increase efficiency
- ✓ Monitoring changes in the growing medical devices sector to gain inspiration for trying out new approaches
- ✓ Introducing new articles and new work methodologies in line with the constant evolution and innovation that we are seeing in this sector

