

30. CENTRALISATION & INTEGRATED MANAGEMENT OF THE HEALTHCARE LOGISTICS PROCESS

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BACKGROUND:

In the north east of Piedmont (one of the 21 regions in Italy), five health authorities with nine hospitals decided to centralise and integrate their entire healthcare logistics process, in order to improve the quality of the supply chain and to reduce costs.

OBJECTIVES:

For the five hospitals in the AIC3 area of Piedmont:

- Centralise and integrate the management of the healthcare logistics process
- Streamline the supply chain
- Reduce time and costs relating to logistics
- Improve risk management

METHODS:

The tender, issued in early 2018, will last for nine years and will have an overall value of EUR 25M. It will primarily be managed by one of the five AIC3 hospitals, designated as project leader.

The project aims to reduce the number of warehouses from the 16 currently present on the territory to one (7,000 square metres). It will encompass services throughout the logistics cycle, including:

- macrologistics – from the delivery of goods from vendors to their dispatch to hospitals
- micrologistics – including drug delivery to patients through electronic prescription.



Piedmont Region in north-west Italy (in light green).



Streamlining the hospital supply chain.
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RESULTS:

What has been achieved?

Implementing this project is expected to achieve significant cost savings:

- ✓ EUR 12M direct cost savings, due to reducing the number of warehouses from 16 to one
- ✓ EUR 22M indirect cost savings from product rationalisation and centralisation
- ✓ Total: EUR 34M savings

TAKE-AWAYS:

What do we think will work well?

- ✓ Optimising inventory management procedures from the warehouse to the ward
- ✓ Integrating logistical activities across the AIC3 area
- ✓ Clearly defining roles and responsibilities relating to logistics
- ✓ Reducing the time spent by each hospital on logistical activities
- ✓ Improving risk management by monitoring drug delivery to patients
- ✓ Improving clinical/nursing staff's quality of work
- ✓ Monitoring costs via an ad hoc logistics dashboard
- ✓ Improving the traceability of products

