Taunton and Somerset NHS Foundation Trust

Functionality and usability of inventory management system Ingenica 360 beyond other options available on the market

Implementation of **Ingenica 360™** ensures that good data now drives all purchasing decisions at the Trust enabling effective inventory management and accurate patient level costing.

Background

Musgrove Park Hospital is part of Taunton and Somerset NHS Foundation Trust. It is a district general hospital, providing care to a population of over 340,000. It also provides specialist services for the whole of Somerset, making its catchment population around 544,000.

The hospital has over 630 beds, 34 wards, 15 operating theatres, a fully equipped diagnostic imaging department and a purpose built cancer treatment centre.

With more than 4,000 staff, and an annual budget of £246.7 million, ensuring the trust works efficiently is essential. This focus is reflected in one of the Trust's key principles; to run as efficiently as possible, at a cost of 10 per cent less than the average hospital in England, by making sure every penny spent delivers the best levels of care and clinical outcomes. A trust-wide review of supply chain processes, practices & systems, identified that improved inventory management was required to support the Trust's aims for a more productive, efficient & safe environment.

Musgrove Park Hospital

The Challenge

Instead of impacting clinical staffing levels, or the quality of hospital care, Taunton and Somerset NHS Foundation Trust's financial savings plan pushes the idea of discovering better ways of working.

At the time no reliable electronic stock or inventory management system existed, and emblematic to the situation in many trusts, Taunton and Somerset NHS Foundation Trust wanted to introduce an electronic system that could record, track and automatically order inventory throughout the trust.A number of challenges required eradication. Inaccurate data created the most constraints, and lack of stock visibility. Furthermore, clinical staff spent considerable time ordering and managing products; another obstacle to tackle.

> **Taunton & Somerset NHS Foundation Trust sought a solution to improve:**
>
> - operational efficiency, patient experience & clinical safety
> - space utilisation
> - financial performance and delivery of recurring savings
> - cash management and cash release savings
> - business planning, financial reporting and operational management

Monika Nott, project lead at the Trust, and participant member of the Southern GS1 and Scan4Safety adoption group explains, *"Stock was replenished on a regular but manual basis, using various methods including top up from the procurement team materials management service, requisitioning of supplies from all clinical departments and topping up consignment stocks. This led to overstocking, lack of stock visibility and the potential write-off of obsolete and expired stocks, often this being the same product across numerous locations."*

The Solution

An inventory management improvement programme was developed to review and modernise aspects of inventory management at the Trust, and to implement Ingenica 360 as the IT platform for the management of stock and inventory, and to help achieve patient level costing.

Ingenica 360 is well-cited as the first GS1 certified inventory management solution in the NHS, and the Trust recognised it as an enabler to implementing the NHS eProcurement Strategy and the adoption of GS1 standards, PEPPOL (Pan European Public Procurement Online), and Scan4Safety by NHS England.

Ingenica's solution was selected following a mini competition on the NHS SOEPS Framework Agreement. Monika explains, *"The functionality and usability of Ingenica 360 goes beyond other options available; it's highly flexible and continues to develop to reflect changes in the market. This is crucial in the NHS particularly in our challenging and unique environment."*

> **Ingenica 360 implementation:**
> **Phase 1:** head and neck theatres, general theatres, central Stores and orthopedic theatres, Day Surgery and cardiology and Cath lab in 2018.
> **Phase 2** Planned to commence July2018 – looking at ITU, HTU, SAU, maternity theatre, audiology and SSD
> **Phase 3** wards

Monika continues, *"We were Ingenica's first 'out of the box' model implementation; our staff have been trained and have the experience from our pilot phase which means we only call Ingenica for support as and when required. This has been a great option for us as it reduces the total cost of implementation."*

The three phase implementation began with a trial in the head and neck theatres. Due to its success, phase one is currently in progress in high value areas.

The Benefits

Ingenica 360 has so far been implemented in 12 theatres across three locations; head and neck theatres, orthopedic theatres and general theatres, with one ward and another four theatres planned in day surgery as well as cardiology and Cath laboratory in 2018 completing phase one.

A number of benefits have been captured, which will continue to gain momentum throughout the programme as more departments and wards in the future come on board. There are three reasons why we believe the implementation is going well; data management, clinical staff engagement and routines.

"Implementing a system is only one part of the journey; sustaining and embedding change is where it gets tough. Ensuring that replenishment and stock control routines are in place and a way of life are essential to maintaining an accurate ordering and inventory systems. This helps maintain confidence and engagement in the system by the clinical staff" states Linda Cartwright, head & neck theatres Clinical Manager.

Staff engagement and creating a culture for using an inventory system has been crucial to the project as David Shannon, Director of Strategic development explains, *"Implementing an inventory management system which automatically orders clinical stock on behalf of the surgeon or clinical manager means we are asking clinical teams to trust us and the system. If an implant is out of stock this could potentially stop a procedure or operation occurring, which could impact the patients' health and incur costs. Working closely together and having a shared understanding of the benefits to reduce the risk to patients and understanding the work flows in theatres, are essential"*

It has also been possible to give time back to clinical activity. Head and neck theatre has seen a 90% reduction in the time clinicians spend involved in stock ordering and replenishment.

Paul Saunders, Head of Procurement remarks *"Good data now has the potential to drive purchasing decisions as we rollout the system across the trust, through sharing data and intelligence across both internal and external boundaries.*

By facilitating greater visibility, transparency and better stock and data management, new inventory controls have ensured accurate capture of both owned and consignment stock levels, informing decisions for the future."

Benefits to date:

- Clinical time saving on stock ordering/replenishment
  - head and neck theatres: 90% reduction from 40 hours to 4 hours per month
  - orthopaedics theatre: 81% reduction from 87 hours per month to 17 hours per month
- Reduction in the financial balance sheet and stock holding
  - 12.5% reduction, £212,500 savings
- Clinical consumables availability
  - Av. 99.3% from 81.3%
- GS1 compliance and functionality
- Helps eliminate stock obsolescence
- Reduces clinicians workload & manual ordering
  - 84% reduction in theatre staff involved in clinical consumables ordering
  - 8.5 hrs per week reduction in time to process consumables orders
- Improves real time data capture and reporting
- Identification of accurate financial liabilities and opportunities
- Organised and visible stock location management
- Optimisation of stock pack size/delivery volume, and improved storage utilisation
- Improved stockroom security through restricted access and practice
- Health and safety benefits: reduced fire risks due to reduced stocks held at point of use
- Reduces disposal costs from waste
- Improves stock holding to less than 2 weeks

The Way Forward

With the success of phase one of the project under its belt, and phase two planned in 2018, Taunton and Somerset NHS Foundation Trust has learnt a great deal along the journey; insight that it puts to good use, both sharing with other trusts as well as shaping the route of the remaining project.

"The project has delivered significant value for money, and through the help of Ingenica Solutions and our own internal team, I am confident this will continue," concludes Monika.

For more information or if you would like to speak with one of our team why not contact us on the details below and follow us on social media

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