

UW Medicine Supply Chain Quality Program & Expansion



August 2024

UW Medicine

Outline

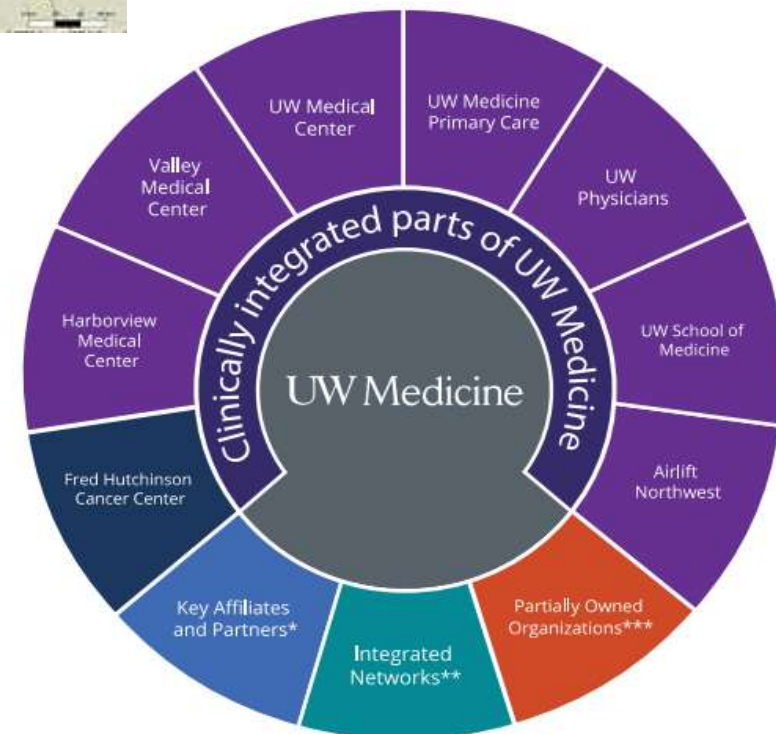
- Who is UW Medicine
- Why is quality important
- Quality program definition
- Where we started
- Expansion to date
- Future work
- Recap

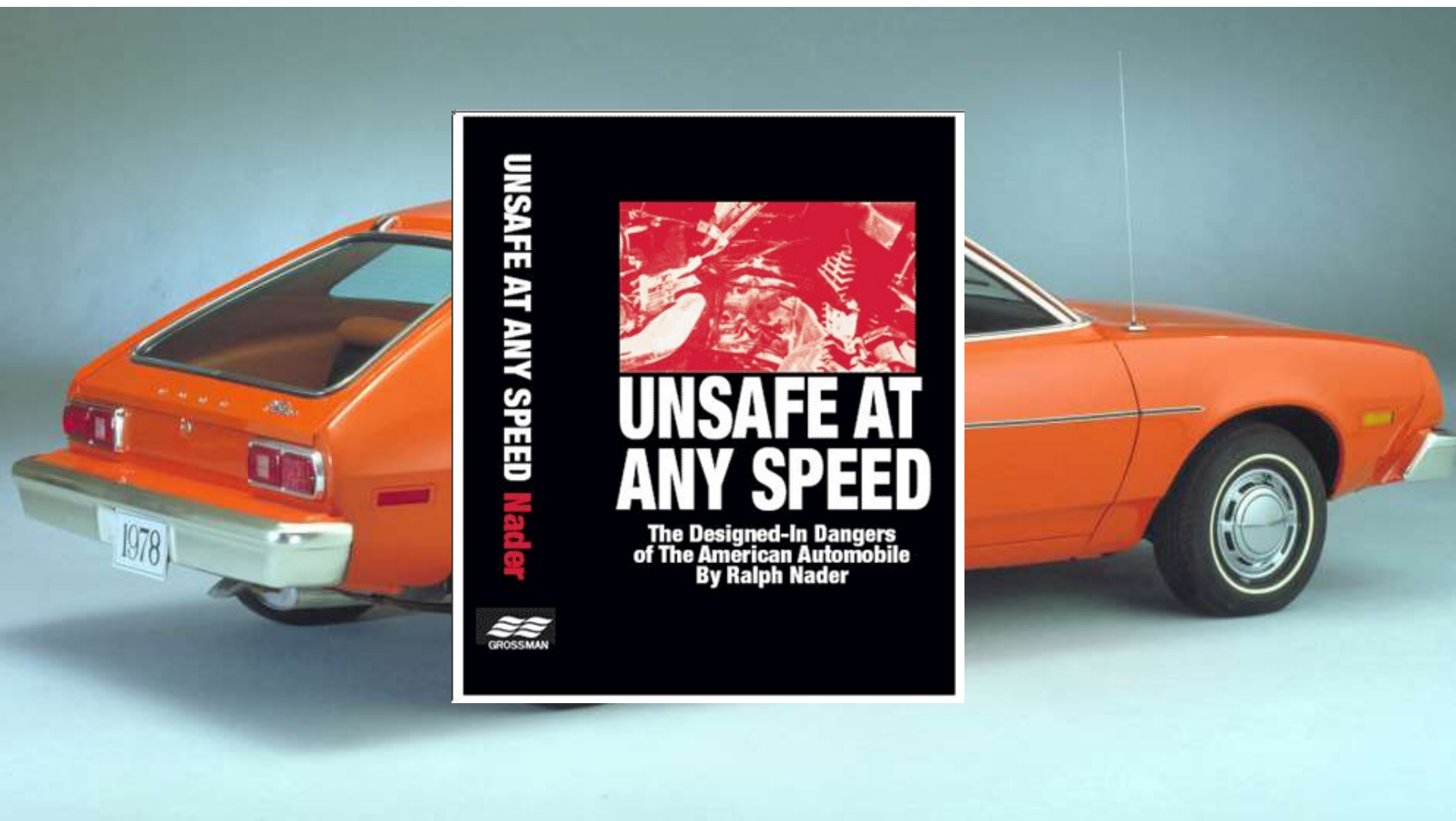
UW Medicine

Overview*

- 7 entities
- 3 hospitals (4 sites)
- 1,651 licensed beds
- 35,000 employees
- 61,323 admissions
- 208,672 ED visits
- 60,668 OR procedures
- 6,316 births
- 1,867,244 ambulatory visits
- \$836 Million in uncompensated care
- \$1.3 Billion in annual Supply Chain spend

*2023 Statistics





UNSAFE AT ANY SPEED Nader



UNSAFE AT ANY SPEED

The Designed-In Dangers
of The American Automobile
By Ralph Nader









News > World News

‘TRAGIC MISTAKE’ Patient has WRONG LEG removed at Austrian hospital as doctors now have to remove remaining limb

Jacob Bentley-York



UW Medicine Supply Chain Vision & Mission Statement

Vision: We become the most trusted partner for our clinical and support services teams

Mission: We collaborate with clinical and support teams on all supply and service needs. We partner to find the best possible solution, with the best possible outcome, at the best possible value. We measure our performance, own our actions, and actively engage our partners to improve our service. We approach challenges as a system while leveraging the diversity of our teams.

Quality System

Quality: defined in ISO 9000 as "the degree to which a set of inherent characteristics fulfils requirement"

- How do we know our processes?
- How do we know that our processes support our mission?
- How do we understand and teach our processes?
- How do we know our processes are working as intended?



Supply Chain Quality Program

To define, measure, and maintain our key processes

1. Outline each key process
2. Establish the standard work
3. Define the key measure
4. Audit each process

UW Medicine

SUPPLY CHAIN

Current State

- UW Medicine Supply Chain’s journey
 - Started quality program in 2021
 - Strategic sourcing operations initial focus

- Capital POs
- Service POs
- Freight Charges
- GHX/EDI Exceptions
- Informal solicitation process (\$10-\$100k)
- Recalls
- Competency Assessments
- New Item Requests (reduced frequency)
- GPO Invoice Reconciliation

Supply Chain Audit Summary Record

Objective:

On a regular basis standardized work will be audited for compliance against documented Supply Chain processes.

1. After the audit is completed, the summary record is filled out and stored in Teams.
2. Supply Chain auditor provides a copy of the summary to the process owner for review.
3. Supply Chain auditor reviews with System Director.

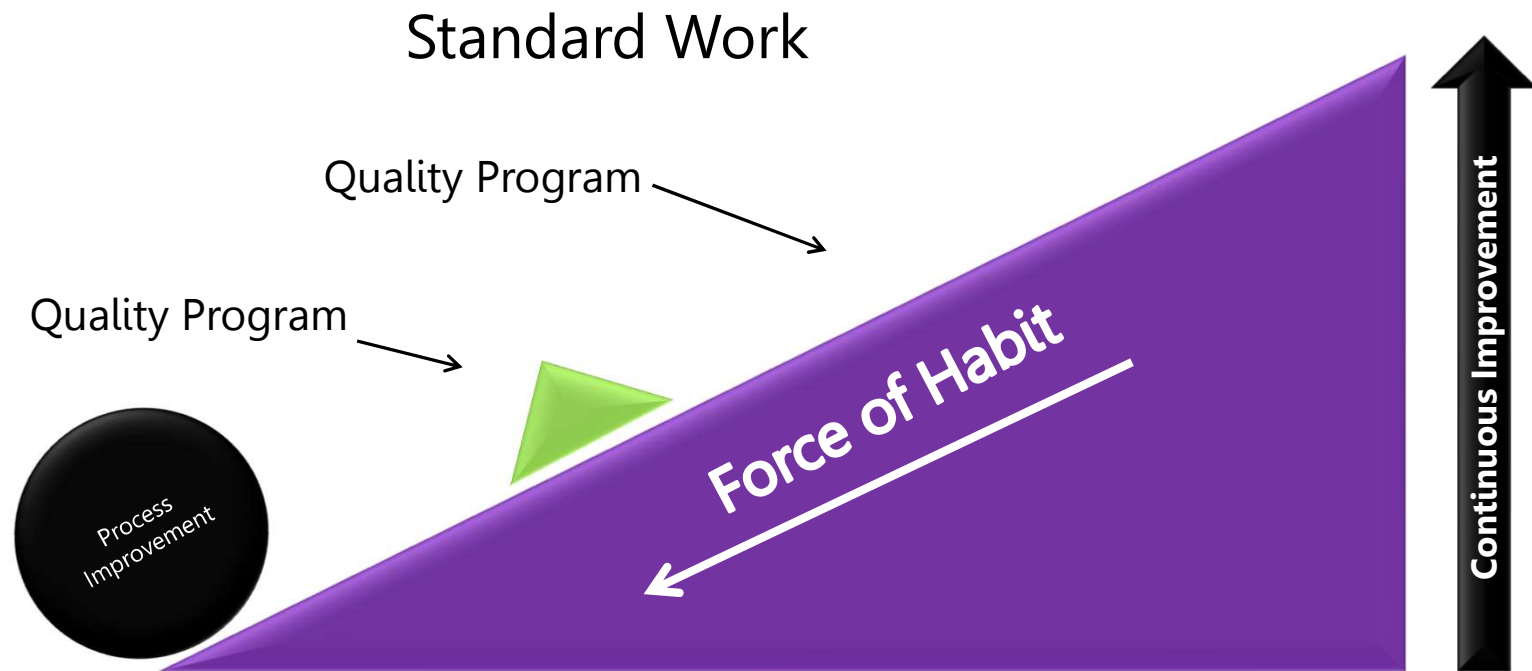
Audit Summary:

Audit Details		
Audit Date: 11/29/2023	Key Process Audited: GHX Exceptions (<u>non contract price</u>)	Supply Chain Auditor(s): Stephanie Hughes
Area/Department Audited: Purchasing	Other Process Audited: NA	Contact Name(s) and titles: Jose Medina, Purchasing Manager UWM
# Non-conformities	3	Audit Participants Names and titles <ul style="list-style-type: none"> • Jose Medina, Purchasing manager UWM • Stephanie Hughes, Project Manager UWM
# Opportunities for Improvement	0	
# Noteworthy Efforts	0	

Audit Summary

- High level overview of audit approach and summary of observations
- Highlight noteworthy efforts
- Add notes for next audit team (e.g., areas not included in this audit)

Standard Work & Continuous Performance Improvement



Future Expansion

- Expanding our program to all our supply chain
- Rolls up under existing Strategic Operations (SO) team
- Quality Control Coordinator dedicated to this program
- Foundation of our Key Performance Indicators (KPIs) including:
 - Call-downs*
 - Contract Life-Cycle*
 - Backorder/Cancelled Communication*
 - Expired Supplies*
 - Equipment/Gas Shortages
 - Missing Packages
 - Order Accuracy
 - On Time Delivery
 - Issue Resolution Time
 - Stock Outs

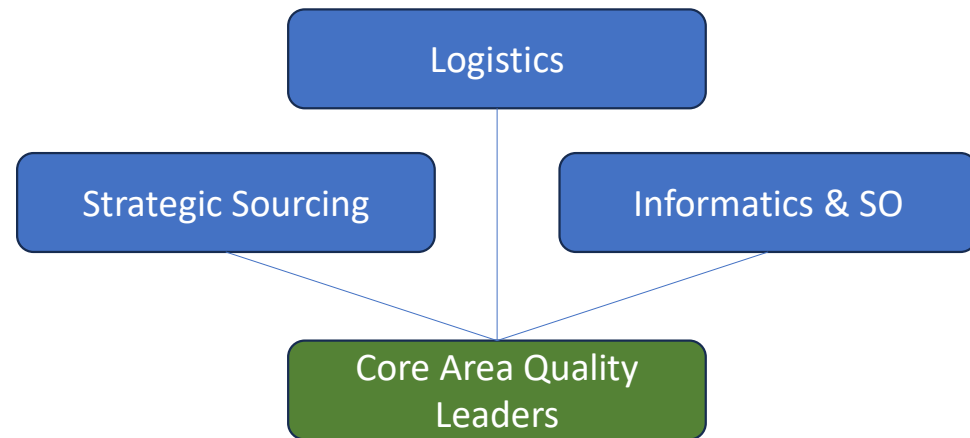
Quality Program Future Model

Strategic Operations Leader

- Added responsibility for the Inventory Control Manager
- Track non-conformities with Quality Leader & Department Manager
- Report audit, NC action plan, compliance, and policy status to organizational leadership

Quality Coordinator

- Repurposed FTE from the reporting team
- Perform audits
- Manage the process audit tracking
- Documentation
- Value stream review
- Policy & job aide monitoring
- Support recall and defective product review



- Added responsibility for roles that support multiple teams within a core area
- Key point of contact with the central team
- Support departmental audits
- Support managers in non-conformance and corrective action planning
- Primary contact for policy/procedure update
- Departments continue to own the policy, procedure, & performance

