

## REASON WHY?

Anecdotally, stakeholders perceived the performance of RSH Central Stores as poor. There was very little data nor relevant metrics captured in RSH Central Stores to measure performance, output and efficiency. This impeded the ability to effectively performance manage Central Store's people, processes, and procedures. This Project was initiated to enhance the efficiency, resilience and service delivery of RSH Central Stores.



By 30 Oct 2024, implement sustainable processes and procedures in RSH Central Stores to improve its Service delivery, efficiency, and output by 25%.

## PLAN

The plan was to undertake a root and branch review and overhaul of the structures, processes, procedures and practises of RSH Central Stores. with the engagement of its staff and stakeholders.

It was anticipated that New Ways of Working would need to be implemented, underpinned by a change in Job Description; reviewing and refining more effective internal and external communication. Control Measures and an ongoing Training programme would need to be introduced to improve service delivery to RSH Central Stores customers.

Due to the combined effects of gapped Posts, turnover of manpower and CoVid, it was anticipated all facets of the Stores would need to be reviewed. This would identify those areas which would benefit from refinement and improvement and the implementation of measures to deliver tangible and sustainable improvement.

Additionally, it provides the opportunity to identify more effective and efficient ways of working.

## DO

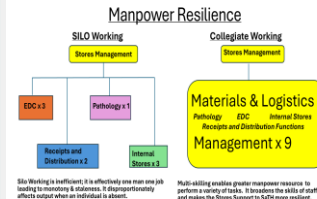


The picture shows complexities in achieving successful and sustainable change

- In conjunction with Human Resources amended Job Descriptions
- Allocated Ward/Dept responsibilities
- Introduced monthly 1-2-1s
- Twice weekly Ward Deliveries
- Introduced Kanban Cards
- Ward 5S Programme
- Daily Huddle Allocation of Tasks
- Introduction of Control Measures
- Drawdown RSH Stores Stock

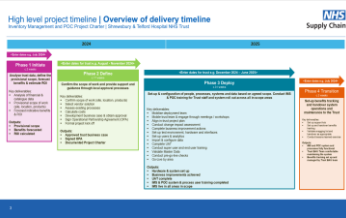
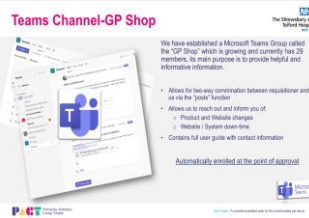
The Project was affected by turnover of manpower, Introduction of Inventory Management System (IMS) and Trust swap out of cleaning products.

## STUDY



Item No	Item Name	Description	Min Stock	Current Stock	Order Qty	Order Date	Order Status
1	...	...	...	...	...	...	...
2	...	...	...	...	...	...	...
3	...	...	...	...	...	...	...
4	...	...	...	...	...	...	...
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6	...	...	...	...	...	...	...
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11	...	...	...	...	...	...	...
12	...	...	...	...	...	...	...
13	...	...	...	...	...	...	...
14	...	...	...	...	...	...	...
15	...	...	...	...	...	...	...
16	...	...	...	...	...	...	...
17	...	...	...	...	...	...	...
18	...	...	...	...	...	...	...
19	...	...	...	...	...	...	...
20	...	...	...	...	...	...	...
21	...	...	...	...	...	...	...
22	...	...	...	...	...	...	...
23	...	...	...	...	...	...	...
24	...	...	...	...	...	...	...
25	...	...	...	...	...	...	...
26	...	...	...	...	...	...	...
27	...	...	...	...	...	...	...
28	...	...	...	...	...	...	...
29	...	...	...	...	...	...	...
30	...	...	...	...	...	...	...

- The above pictures are examples of Control measures introduced. From left to right:
- The 'as was' and 'is now' manning structure in Stores that provides good resilience
  - The daily monitoring and monthly recording of Back Orders to minimise out of stocks
  - Daily Stockholdings Report
  - The pictures below reflect new areas of opportunity including the ongoing growth of the GP Shop online catalogue and the imminent rollout of an Inventory Management System which will bring about a step change of logistics efficiency within SaTH.



## ACT

- ADOPT:** The following elements are to be retained:
- Multi-skilling of the staff
  - Increased Ward Deliveries
  - Reduced Stockholdings
  - Greater breadth and depth of Stakeholder Engagement
  - Training Need Gap Analysis

- ADAPT:** These will be tweaked:
- Current Operating Processes
  - Training Competencies
  - NHS Cage Control Process
  - Redroom Issue Process

**ABANDON.** Some performance data was too time consuming or difficult to justify its capture and abandoned.

- NEXT STEPS:**
- Preparation for the Rollout of IMS
  - Doctors' Surgeries planning
  - Introduce internal Bi-Monthly working practices Review

The Project has led to significant efficiencies, greater resilience, enhanced service delivery and increased Customer Satisfaction and the target of 25% met. There are numerous ongoing strands of work ongoing in the constant drive and delivery of continuous improvement.

ACKNOWLEDGEMENTS & REFERENCES | I would like to thank my Stores Staff at both RSH and Princess Royal Hospital, for their dedication & diligence in providing a top-quality service to SaTH and for being responsible for the delivery of change for the better .