

2010 Showcase in Excellence Award Recipient

Maricopa County Correctional Health Services “Centralized Medical Supply System”



MIST & Procurement Team

Company Information:

Highest Ranking Official:

Tom Tegeler, Interim Director
Correctional Health Services

Contact Person:

Lisa Gardner, Finance Manager
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Type of work:

Correctional Health Services provides cost effective, evidence-based, medically necessary, integrated health care to patients in the County jails so they can proceed through the judicial system.

Workforce:

434 employees

Testimonial of Value of the Arizona Performance Excellence Award Program

“Winning the Showcase in Excellence Award has given tremendous recognition to our Medical Inventory and Supply Team. The process of change started over four years ago and a relentless pursuit of excellence has taken place since that time. The staff’s dedication has paid off with cost savings in personnel, equipment, space, and time. This small unit within Correctional Health Services of eight individuals continues to impact an organization that cares for thousands of patients every day and the hundreds of staff members who deliver the patient care. I am proud of their accomplishments and their commitment to deliver outstanding customer service.”

—Tom Tegeler, Interim Director

Highlights of Organizational Process:

Providing constitutionally mandated care requires Correctional Health Services (CHS) to provide medical, mental health, and dental health care for the 120,000 people who pass through the jail system each year. The Maricopa County jail system consists of six main correctional facilities. Within those facilities are thirteen separate areas that are responsible for providing health care 24 hours a day, 7 days a week. Direct service areas are composed of six outpatient units, two inpatient units, and one intake triage clinic. The remaining areas include four ancillary service units and administration.

Each individual area has its own unique healthcare supply needs. The Medical Inventory Stock Technician’s (MIST) Unit is charged with the responsibility of being a centralized warehouse for receiving and distributing all clinical, office supplies, and medications to meet those needs.

The centralized medical supply system process requires balancing the amount of supplies in the central warehouse with what is required to maintain the uniform stock supply chain. The MIST Unit identifies and obtains the necessary supplies required to provide quality patient care at the service areas.

The need to contain costs and provide adequate medical supplies enabled CHS to identify the need for the organization to analyze and restructure its method of ordering, storing, standardizing, and distributing medical supplies. CHS required a system to track and monitor medical supply usage at every service area. This process improvement provided many benefits:

- ❖ Peace of mind for the customers who could expect that the correct, sterile supply would be available for use in the right place at the right time
- ❖ Reduction in returns, credit memos, and a quicker turn-around in payment due to better invoice matching and reconciliation processes
- ❖ Suppliers were able to reduce the varying types of supplies kept on hand in local warehouses to meet our demand

Working side-by-side, the MIST Unit and procurement specialist identified a breakdown in the ordering and receiving of supplies at the service areas.

Process Improvement Areas:

Six key areas for success were identified and quality improvement initiatives instigated:

- Monitoring and maintaining service area medical supply par levels
- Organization/Rotation of expired medical supplies
- Improved tracking of inventory and costs
- Security for supplies utilized in warehouse as well as clinical areas
- Customer Input/Feedback
- Product Standardization

Process Results:

Through product standardization committees and partnerships with suppliers, the number of different types of products kept on hand was reduced from 1,476 to only 277. This dramatic 81.2% decrease allowed for improved control of inventory and in addition to standardizing processes across the organization providing improved quality control.

Due to increasing vendor costs in a down turned economy the overall cost per average daily population (ADP) increased by 12.3% after holding steady for the past three years. Even with this overall increase, the MIST and procurement team were able to decrease the total inventory kept on hand per ADP by 57%.

The most recent customer satisfaction survey of service area supervisors showed a positive 9.37 average on a 10.0 scale regarding the improved medical supply process.