



**CardinalHealth**  
*Essential to care™*

# Hospital Supply Chain Survey Results

2019

# Survey Methodology

- The Cardinal Health Hospital Supply Chain Survey was fielded via SERMO's online respondent panel of health care providers
- Data was collected January 16-28, 2019
- The sample included a total of 306 respondents, as follows:
  - **Administrative:** 75 Hospital Administrators, Hospital Management, C-Suite, or VPs/Senior Directors or equivalent titles
  - **Supply Chain\*:** 75 VPs of Supply Chain/Supply Chain Managers, Nurse Managers, OR Nurses, or Purchasing Agents
  - **Procedural Department Management:** 75 Chief Medical Directors, Cath Lab Managers, or OR/Theater Managers
  - **Frontline\*:** 81 Surgeons, Nurses, Physicians, or Other Clinicians
- Respondents represented a range of organizations in terms of size, specialty and practice area

\*Nurses, Physicians, or Other Clinicians can be Supply Chain or Frontline based on their responsibilities.

# What is the single biggest problem facing your organization today?

	Total	Admin	Supply Chain	PDM	Frontline
Financial Concerns	54	52	56	56	51
Human Resources/Staffing Issues	20	19	28	20	15
Other Miscellaneous	19	19	12	20	23
Need for Better Quality/Best Practices	8	4	8	8	11
Restrictions Due to Regulations	6	5	5	5	7
Technology Concerns	5	8	1	7	2
Lack of Proper Infrastructure	4	1	4	9	1
Supply-Related Challenges	4	0	4	9	1
Inadequate Communication/ Information	2	3	4	0	2

# Within your area of responsibility, how important is your organization's supply chain management in addressing these problems to achieve your goals?

	Total	Admin	Supply Chain	PDM	Frontline
Combined Very/Somewhat important	94	97	95	96	89
Very important	69	76	75	77	51
Somewhat important	25	21	20	19	38
Not very important	5	3	5	3	10
Not at all important	1	0	0	1	1

# How significant of a problem is each of the following at your organization?

	Total	Admin	Supply Chain	PDM	Frontline
Wasting/overutilization of supplies	70	61	75	81	62
Increasing requirements around supply-related documentation	64	65	53	77	60
Not enough room in supply storage rooms	60	59	71	60	52
Adhering to increased regulation and compliance for clinical product use and documentation	56	60	51	59	56
Lack of product standardization around devices and implants	54	61	49	56	48
Lack of availability of desired products	53	48	51	51	63
Lack of accurate or effective information for timely substitution	52	45	57	49	57
Too many manual inventory solutions	51	53	56	55	42
Lack of product standardization for commodity products	48	56	45	59	33
Disorganized supply storage rooms	48	49	48	53	43
Too many vendor choices	44	52	44	49	33
Clinicians hoarding supplies	36	49	36	36	25

# Which of the following has your organization experienced as a result of not having the right supplies at the right time?

Please select all that apply.

	Total	Admin	Supply Chain	PDM	Frontline
Had to deal with frustrated clinical staff	67	60	68	69	69
Had to delay a case	57	40	59	68	62
Had to borrow supplies from another hospital	54	51	61	60	46
Had to rush order a product	53	52	64	45	52
Had to use a less desirable substitute product	47	28	47	53	60
Had to cancel a case	36	25	28	48	42
None of the above	5	8	1	7	5

# Which of the following supply chain management solutions is your organization involved in and at what state are you in?

Please answer with respect to your overall hospital/health system.

## Using RFID enable cabinetry, mobile and point-of-use solutions

	Total	Admin	Supply Chain	PDM	Frontline
Considering	18	17	16	23	-
Planning	18	19	15	23	-
In progress	19	23	16	16	-
Complete/Currently doing	17	17	15	19	-
Not considering/not planning	21	17	28	14	-
Not sure	8	7	11	5	-

# Whether you have one or not, please indicate the top three advantages you see to having an automated inventory management solution.

	Total	Admin	Supply Chain	PDM	Frontline
Reduced costs	32	39	36	25	23
Enhanced supply chain workflow	26	20	28	32	30
Better clinician satisfaction	25	15	27	41	38
Better charge capture	25	28	25	21	20
More time for clinicians to focus on patients	24	20	23	28	26
Reduction in expired products	24	25	23	23	21
Better data on-hand for analytics/ordering	21	19	29	20	19
Reduced rush orders and unnecessary freight spend	21	23	16	19	17
Better patient outcomes	21	25	21	20	19
Enhanced clinician workflow	20	15	19	28	26
Reduced organizational risk/liability	17	21	20	15	14
Reduced clinical variation	12	15	13	11	10
Reduced paperwork burden after the case	12	11	4	20	19
Improved recall management processes and visibility	11	13	11	8	7
Better patient satisfaction	10	12	5	13	12
Other (please specify)	0	0	0	0	0



# What are the top two barriers keeping you from implementing an automated inventory management solution in your department?

	Total	Admin	Supply Chain	PDM	Frontline
Cost/lack of return on investment	46	52	55	47	34
Have yet to find the right solution	25	20	26	25	28
Compatibility with other technology systems	25	26	25	29	20
Other competing priorities	25	26	25	24	26
Lack of support from executive leadership	24	26	23	22	26
Lack of alignment between supply chain and clinical teams	22	22	23	20	25
High degree of change management	11	9	9	9	15
Lack of time to train staff to use the system	10	11	8	13	8
Lack of capacity from internal technical teams to implement	9	7	4	11	14
Other (please specify)	3	2	4	0	5

# What are the top two barriers keeping you from being more involved in supply chain decisions and discussions?

	Total	Admin	Supply Chain	PDM	Frontline
It requires too much time and takes away from patient care/focus	63	-	-	20	42
Not enough training on the process	29	-	-	7	22
Too much paperwork to do	21	-	-	3	19
Too much responsibility	19	-	-	4	15
I am involved as much as I want to be	19	-	-	5	14
Other staff members prefer to do it themselves	18	-	-	7	11
Worry about patient outcome	7	-	-	3	4
Other (please specify)	4	-	-	2	2

# How much impact do each of the following things related to supply chain management have on your day-to-day workplace productivity?

Looking for supplies that should be at hand but are not

	Total	Admin	Supply Chain	PDM	Frontline
Combined A Very/Somewhat Negative Impact	77	-	-	84	74
A very negative impact	23	-	-	28	21
A somewhat negative impact	54	-	-	56	53
No impact	17	-	-	16	17
Combined A Somewhat/Very Positive Impact	6	-	-	0	9
A somewhat positive impact	5	-	-	0	7
A very positive impact	1	-	-	0	1

# How much impact do each of the following things related to supply chain management have on your day-to-day workplace productivity?

Manual supply chain tasks such as physical counting or documentation

	Total	Admin	Supply Chain	PDM	Frontline
Combined A Very/Somewhat Negative Impact	49	-	-	56	46
A very negative impact	8	-	-	13	6
A somewhat negative impact	41	-	-	44	40
No impact	43	-	-	41	44
Combined A Somewhat/Very Positive Impact	8	-	-	3	10
A somewhat positive impact	8	-	-	3	10
A very positive impact	0	-	-	0	0

**Now, on average, how much time do you spend on supply chain tasks in a typical work week? Please enter the number of workday hours below.**

	Total	Admin	Supply Chain	PDM	Frontline
1-5 hours	65	-	-	41	75
6-10 hours	19	-	-	34	14
11-15 hours	9	-	-	16	6
16-20 hours	4	-	-	6	4
20 years or longer	2	-	-	3	1
Median HOURS	4	-	-	8	2
Mean HOURS	6	-	-	9	5

**What is the ideal amount of time you would like to spend on supply chain tasks in a typical work week? Please enter the number of workday hours below.**

	Total	Admin	Supply Chain	PDM	Frontline
1-5 hours	90	-	-	81	94
6-10 hours	7	-	-	16	4
11-15 hours	1	-	-	3	6
16-20 hours	2	-	-	0	2
20 years or longer	0	-	-	0	0
Median HOURS	1	-	-	2	1
Mean HOURS	3	-	-	4	2

# What is your primary reaction/emotion you have when you think about supply chain tasks at your organization?

	Total	Admin	Supply Chain	PDM	Frontline
Its a necessary evil	25	19	24	31	25
It stresses me out	20	13	23	25	19
I feel empowered enough to handle it well	17	20	23	20	6
Its out of my control	14	8	9	8	31
It doesn't impact my job too much	11	13	5	11	15
I'm in control of it	7	13	11	3	2
I feel a sense of relief and calmness	6	13	5	3	2

# Here are some things that med/surg distributors may or may not do. How important is each to you personally?

Working with someone in a position like mine to ensure a hospital or health system has a seamless operational performance

	Total	Admin	Supply Chain	PDM	Frontline
Combined Very/Somewhat Important	88	89	85	88	-
Very important	52	47	59	49	-
Somewhat important	36	43	27	40	-
Neither important nor unimportant	9	8	8	12	-
Combined Somewhat/Very Unimportant	4	3	7	0	-
Somewhat unimportant	3	3	4	0	-
Very unimportant	1	0	3	0	-



# Here are some things that med/surg distributors may or may not do. How important is each to you personally?

Working with someone in a position like mine to serve patients more effectively

	Total	Admin	Supply Chain	PDM	Frontline
Combined Very/Somewhat Important	88	81	93	91	-
Very important	49	37	60	51	-
Somewhat important	39	44	33	40	-
Neither important nor unimportant	9	17	3	7	-
Combined Somewhat/Very Unimportant	3	1	4	2	-
Somewhat unimportant	2	1	3	2	-
Very unimportant	1	0	1	0	-

# Here are some things that med/surg distributors may or may not do. How important is each to you personally?

Giving recommendations that can be trusted and that are made with the patient in mind

	Total	Admin	Supply Chain	PDM	Frontline
Combined Very/Somewhat Important	85	80	88	91	-
Very important	53	41	65	53	-
Somewhat important	32	39	23	37	-
Neither important nor unimportant	8	11	8	5	-
Combined Somewhat/Very Unimportant	6	9	4	5	-
Somewhat unimportant	5	9	1	5	-
Very unimportant	1	0	3	0	-

# Here are some things that med/surg distributors may or may not do. How important is each to you personally?

Helping someone in a position like mine to manage our supply chain

	Total	Admin	Supply Chain	PDM	Frontline
Combined Very/Somewhat Important	82	75	87	88	-
Very important	41	37	45	40	-
Somewhat important	41	37	41	49	-
Neither important nor unimportant	12	19	8	9	-
Combined Somewhat/Very Unimportant	5	7	5	2	-
Somewhat unimportant	5	7	4	2	-
Very unimportant	1	0	1	0	-

**Thank you**

