Supply Chain Management

Getting Supplies, Creating Solutions, Long-Term Planning

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Santa Barbara, CA  September 2021

OUR MISSION

To provide superior health care for and improve the health of our communities through a commitment to our core values of excellence, integrity, and compassion.
Santa Barbara Cottage Hospital opened in 1891

130 years later, the hospital continues to thrive with the same spirit of community support that led to its founding.

Growing to meet needs of today and future generations
KEYS TO SUCCESS

- Communication
- Partnerships & Relationships
- Agility & Flexibility
- Patient, Employee & Community Safety

ONSET OF COVID
Supply Chain Disruption
QUICK ACTION IN JANUARY & FEBRUARY 2020

Communication
- External: Partnered with suppliers & manufacturers
- Internal: clinical leaders, senior management, and Cottage Incident Command Center

Information
- Global supply chain
- Supplies are mostly manufactured in China and only packaged domestically

Data
- Current inventory
- Demand requirements
- Daily supply consumption

Reporting
- Daily inventory dashboard for Cottage Incident Command Center
- Key measures: 7-day run rates, acquisition status, critical items ETA, scenario planning

ADVANTAGES GAINED
- Projected needs and quickly placed orders for PPE & equipment, to be first in queue for release of allocations
- Proactively looked for alternative sources and leveraged existing relationships to acquire product before COVID cases emerged locally
- Prevented any potential “hoarding” or misappropriation of scarce product
- Developed process to distribute and control
- Data driven and informed decision making
LIFE WITH COVID, WHAT NEXT?

- Global supply chain in compete disarray
- Demand for PPE continues to increase

CREATIVE, INNOVATIVE, IMAGINATIVE

Supply Chain Strategies

“Outside the Box” Thinking and Ideas
Strategy 1: COMMUNITY OUTREACH AND DONATION SITE

COMMUNITY OUTREACH SUCCESS STORY

• Generous support from the community
• Allowed additional time to acquire required supplies
• 6,000 pediatric-size N95 masks -- trade with Stanford Children’s Hospital
UNWANTED SOLICITATION FROM MULTIPLE SOURCES

- Exercised guiding principles of safety
- Followed organization’s cyber security protocols

Strategy 2:
PARTNER WITH LOCAL VENDORS FOR INNOVATIONS
Local distillery manufactured hand sanitizer

Leveraged local mobile phone accessory vendor’s connections to import PPE from China
UCSB Partnerships

NEW CHALLENGES
Eyes on the Horizon
COTTAGE URGENT CARE CENTERS

12 Urgent Care Centers opened 2020-21

- No allocation for scarce consumables or PPE
- Sustaining these new remote locations from Santa Barbara Cottage Hospital allocations
- Need to find additional resources

COVID-19 VACCINATION
COTTAGE CURRENT STATE

- Higher levels of on-hand inventory
- Awareness of complete supply chain

QUESTIONS?
Thank You

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