



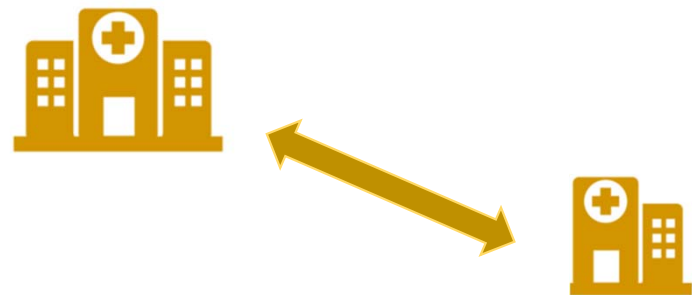
Case study: Local satellite for a large hospital

KU LEUVEN

Read the case study carefully. Keep in mind the material covered in this course. For this case, focus on Inventory Management and MCDM.

Discuss the case in group and formulate a clear and short answer.

Each group will have the opportunity to present the answers to the others. This will be followed by a closing plenary discussion.



Local satellite for a large hospital.

The board of directors of Heverlee Hospital has decided to open a satellite consultation center in a neighboring town. Besides consultations also some smaller routine interventions would be made possible. The rationale behind this decision is twofold: a better service can be delivered to patients who do not live close to the current site and the new satellite day center would relieve the currently overburdened consultation units.

The logistics manager however is doubtful about the materials management, he foresees a lot of difficulties. The CEO calls for a meeting on this subject with the logistics manager. After the meeting, she proposes some possibilities for the supply of the day center: the day center is supplied with all materials needed from the central warehouse at HH, transportation is done by logistics operators or HH the day center has its own warehouse and is provided directly by the current suppliers of HH. Other possibilities can be discussed.

In the new day center there is central warehousing space available, as well as a number of small storage rooms near the consultation and intervention rooms.

As logistics assistant manager you are responsible for the inventory management for the satellite (organization of replenishment of the stocks: procurement, delivery, ... and stock level optimization). While most of the materials to be used in the satellite are low to medium cost, some consumables are rather expensive.

How would you tackle this project ? What data do you need ? Where can you find this data ? Which products do you want (not) to stock at the satellite, i.e. which product "characteristics" (classification criteria) ?

What key performance indicators do you propose for the follow-up on the performance of the inventory/material management of the satellite ?

Which management concerns (besides of course inventory cost) do you want to take into account ? How would you translate these concerns in practical criteria for a MCDM analysis ? What type of MCDM approach would you suggest to use here ? Who would you involve in this analysis ?