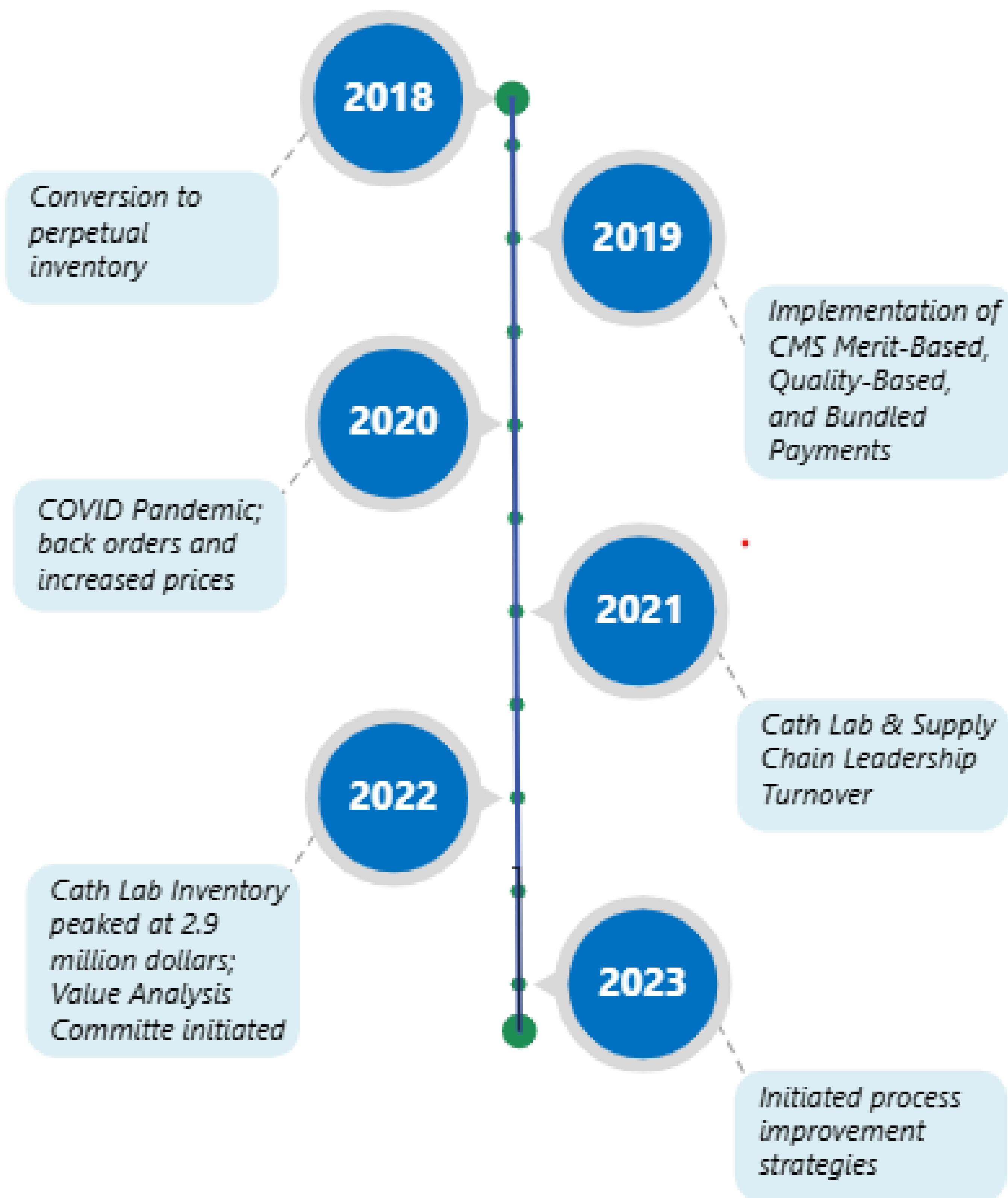


Innovation in the Cath Lab: Inventory Management

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Introduction

Managing a Cath Lab requires an understanding of an extensive on-hand inventory to support multi-specialty emergent, urgent and elective cases. There is also an ongoing demand for new products, new procedures, and space to support new and existing volume. Lastly, changes in Medicare reimbursement necessitate cost containment and efficiency initiatives. Between 2018 and 2022, key events generated the need for a process improvement plan related to Cath Lab Inventory Management.



Objectives

1. Develop an ongoing process to evaluate and maintain operation efficiencies.
2. Evaluate the use of web-based coding application and procedure integrate inventory management system.

Methods

- **Quality review of web-based coding application.**
 - Designate staff members to be "super users".
 - Perform quarterly review of Cath lab staff coding report and provide feedback.
- **Implementation of 2 new roles, Cath Lab Inventory Specialist and Supply Chain Inventory coordinator.**
 - Super-users for Cath Lab web-based coding, procedure integrate inventory management system, and hospital purchasing application
 - Prioritizes continuous review of on-hand inventory to provide accurate counts and removal of soon to be expired items.
 - Establish expectations related to the input of procedure charges.
- **Collaborative workflows established between purchasing team and Inventory Specialist.**
 - Tracking of expired items, DNR items, count cycles
 - Prioritize key vendor goals to maximize rebate opportunities while still providing physician options.
- **Standardization of Cath Lab Value Analysis Committee**
 - Facilitates communication related to backorders, product conversions, and vendor quarterly reviews.
 - *New product request evaluation process:*

Determine Added Value

- Patient Experience
- Safety
- Efficiency
- Volume
- Revenue

Request Key Information

- What is the estimated annual volume?
- Does it replace another product?
- What is the cost, rebates, and reimbursement?

Complete Performa

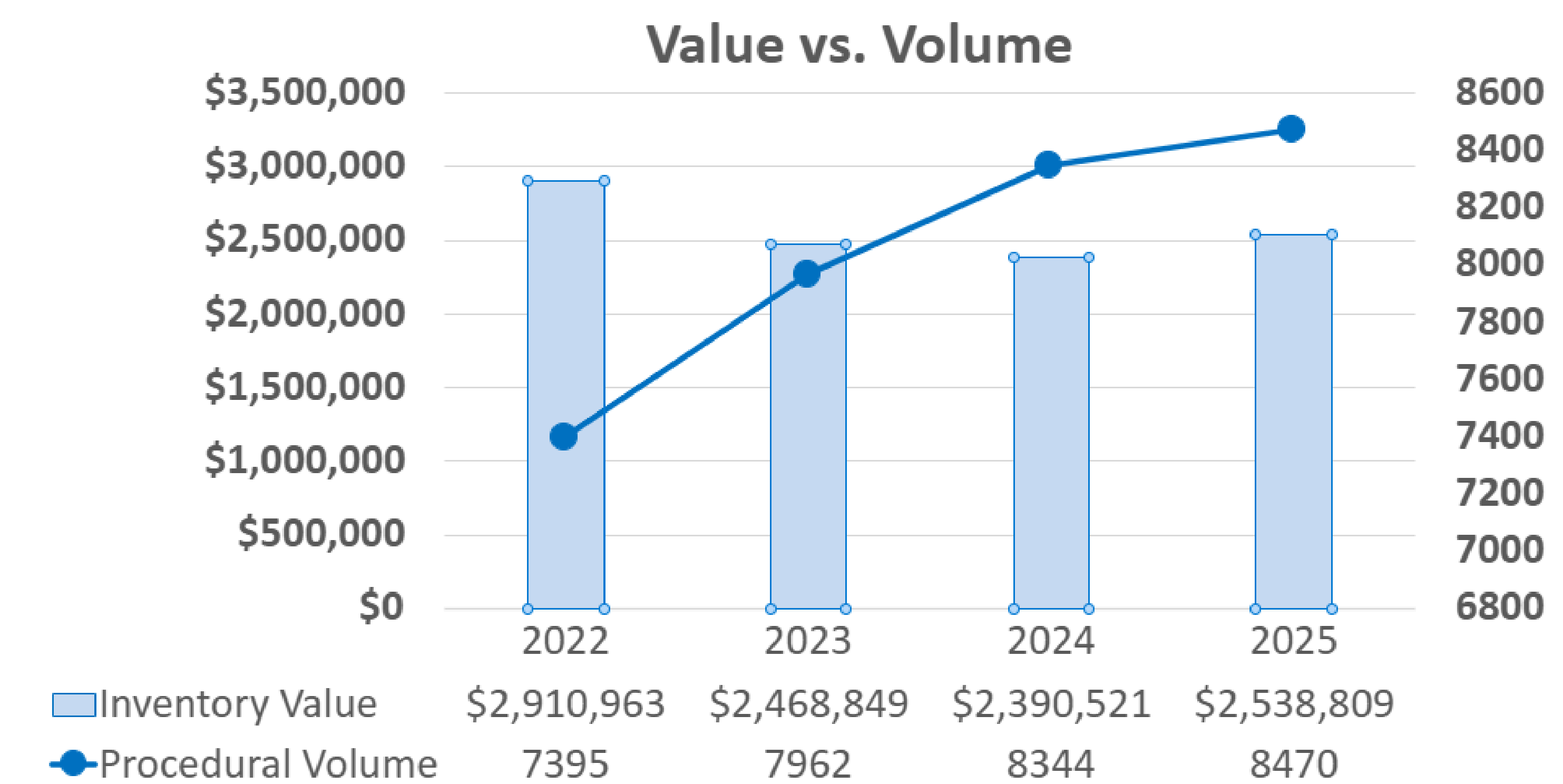
- Involve Business Intelligence Team
- Validate reimbursement through Revenue Cycle Department
- Develop SBAR, incorporating overall financial impact

Value Analysis Committee

- Present to VAC members – includes Purchasing, Supply Chain and Procedural Leadership
- Prepare purchase requisition and/or Capital Purchase Request for administrative approval.

Outcomes

1. Increased monthly inventory turns.
2. Standardized process for inventory review.
3. *Initial reduction, followed by maintenance of on-hand inventory value, even with increased procedural volumes overtime.*



Implications for Practice

The work completed for this project has provided a framework for use in other departments, such as Endoscopy. Over the past year, Endoscopy department joined the Cath Lab Value Analysis Committee. This resulted in the implementation of the new product request evaluation process and streamlined communication between Endo and the purchasing department. Once a stand-alone department, Endoscopy now has the necessary support to make fiscally responsible inventory management decisions.

References

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