

## CHAPTER IV

### DISCUSSION AND CONCLUSION

Accuracy of stock record is one of the most important indicators to evaluate the efficiency of drug stock management. It is also a preliminary assumption of drug stock management because existing data in stock records will be used in routine work such as drug ordering and for evaluating other stock performance indicators.

This project aimed to improve an inaccuracy of stock records in Somdejprasungkaraj hospital. CQI technique was introduced and applied to solve the problem and conducting stock count for measurement.

Clear steps of CQI help team to find out foot causes of the problem that led to suitable solutions. After implementing, two types of stock counting were conducted. Total stock count carried out two months after implementation aimed to check the immediate result. Continuous stock count carried out later twice a month during the 10 month period aimed to check the maintenance result.

Total stock count In October 2001 showed a big drop of inaccurate records from 14.8% to 0% and continuous stock counts from November to September showed 0% error. Both results transparently reflected the great success and achievement of this project.

Accurate and accountable data provided in corrected stock records were used to measure inventory management performance. The results reflected the ineffectiveness of the system. So next step is finding out the management problems and fix them.

The team hopes that this would be the beginning of quality improvement that leads to a higher level of achievements that are a good drug supply system a rational drug use and finally reach the highest goal, good patient care.

## **Discuss on using CQI As a tool to solve the problem**

### **1. CQI technique is a good tool**

In the past, pharmacists had an authority to select a means to fix the problem and as they did not have information which reflected the root of the problem, it was often found that it failed to solve the problem because the solution was not practical or was not addressed directly to the root of the problem and/or it was ignored or did not receive cooperation from the staff

Applying CQI technique can solve the problem systematically as it consists of steps with clear definition. It is also different from other techniques as it uses brainstorming method which allows all members to participate. So, it is certain that the method applied and used in the project is practical and agreed by all members.

### **2. Limitation of using CQI**

Although CQI comprises of clearly defined activities, it has to be applied with staff in different levels and thus sometimes certain techniques have to be used such as brainstorming. When organizing a group meeting, it was often found that staff in low level did not dare to express their opinion. Later, the team used personal interview method with them prior to the group meeting and then the head of the group tried to encourage them to share their opinion in the meeting.

### **3. Cross functional team can make it better**

Because all of the team members worked in the pharmacy section, it was rather difficult to receive cooperation for behavioral change from staff in other sections. Cross functional team should be formed to make co-ownership that leads to stronger cooperation.

### **4. Training of CQI is needed**

The introduction of CQI into an organization brings in new ideas, techniques and processes that the staffs may not be accustomed to. An awareness and training

program will help the staff gain better understanding of the CQI; thereby, utilizing the CQI tool with high efficiency.

### **Discuss on project implementation**

#### **1. Changes in work system**

New methods, which were directly and indirectly related with drug stock management, were developed. These methods were:

- 1.1 Rearranged work schedule
- 1.2 Agreement on stock key holders
- 1.3 Developed a borrowing system and introduce the use of borrow form
- 1.4 Made use of space in the pharmacy room for sub stock
- 1.5 Adjusted and improved the requisition process in the pharmacy room to become more efficient.

The changes in work process through these 5 methods have proved to be effective in making the stock recording process run smoothly and efficiently. However, it is not possible to identify the most crucial method among these five methods as they were implemented concurrently.

#### **2. Satisfaction of the staff**

According to pharmacy meeting, staffs in charge of drug stock management including chief of sections and head of organization were satisfied and pleased with the result of the project. They were also relieved as their responsibilities in the stock could be linked to the legislation issues. Staffs in the drug stock were also satisfied and understood the logic and causes of changes in work because they participated and had opportunities to express ideas and opinions in changing their work. This was expected to yield long-lasting improvements.

### **3. Higher level management support**

For the success of the project, it was shown that higher level management support is crucial to the effective implementation of the CQI process findings. At the Somdejprasungkaraj hospital, one necessary solution to the improvement is to have a full compliance from other departments on drug checking in every transaction. This should be a hospital's policy that every unit has to follow. However, the hospital director chose to 'request for collaboration' instead of a strong assignment. Consequently, this cannot ensure that the proper correction will take place.

### **4. Two types of stock counting**

In this project, we found out that two types of stock count have been used for CQI evaluation. The first one is total stock count and the second one is continuous stock count. Total stock count can be operated to all items in the stock. However, it is normally time consuming, which can possibly disrupt the supply system while the continuous stock count can take place without interrupting normal operations. With more frequent counting, it may be possible to track down the source of record discrepancies

We, therefore recommend using both kinds of stock count in the project like this or even in routine work.

This study clearly show that CQI process can be use to improve an inaccuracy of stock records in Somdejprasungkaraj hospital. It improve work system and increase staff satisfaction. However the success of the project does not implies that the inventory management is effective. It only means that the foundation for the effective inventory management is in place. That is the records are accurate. In fact, the indicators suggest that the inventory management is still ineffective in many aspects, and they should be further explored.