

## *Reorganisation of hospital logistics*

Increasing efficiency through greater process focus



Breaking up the historical structures characterised by numerous interfaces and the segregation of responsibilities, using process-oriented organisational and leadership models, created opportunities to economise.

### The Client

- University Psychiatric Clinics, Basle, Switzerland
- Psychiatric therapy, research and teaching
- Staff: approximately 650 in 150 service units
- Number of beds: 277

### The Objective

- Process-oriented reorganisation of the service units
- Improving efficiency, clear definition of powers and responsibilities

### The Solution

- Identification and demarcation of the core and support processes within the service units (core processes provide a direct or indirect contribution to the clinic's overall therapeutic performance)
- Restructuring the organisation according to core and support services: catering services, housekeeping, maintenance, etc.
- Allocation of all operative tasks to the processes (including stock management and procurement), process-based assignment of budget and cost responsibilities
- Overall use of same facilities (IT tools) in all processes
- Centralising the general strategic tasks
- Selective outsourcing of task and services, partially in cooperation with other hospitals

### The Client Benefit

- Strict organisational alignment to processes
- Bundling of process, leadership and administrative responsibilities (including budget and cost responsibilities)
- Clear responsibilities and channels, elimination of interfaces and duplications
- Reduction of overall cost by 10%