

# Memorandum

## DHB experiences with Personal Protective Equipment (PPE) distribution

<b>Date due to MO:</b>	N/A	<b>Action required by:</b>	N/A
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<b>To:</b>	Hon Dr David Clark, Minister of Health		

### Contact for telephone discussion

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### Action for Private Secretaries

N/A

**Date dispatched to MO:**

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# Stocktake of DHB Personal Protective Equipment (PPE) distribution

## Purpose of report

1. To provide the results of a rapid stocktake of district health boards (DHBs) PPE distribution to frontline health services.

## Background

2. As you requested, the Ministry canvassed DHBs to ensure that PPE is making its way from DHBs to frontline health services in a timely and appropriate way.
3. Over 23-26 April 2020, all DHBs were asked a series of questions by email to look at the way DHBs are distributing supplies to other health and disability service providers in their regions.
4. The rapid stocktake asked DHBs about:
  - how they calculate and quantify PPE requirements
  - how they manage and distribute PPE to healthcare providers
  - how they allocate PPE across different occupational groups consistently according to the national risk guidelines<sup>1</sup>
  - management of PPE distribution to non-DHB health system providers
  - the supply chain service quality, timeliness and feedback
5. The stocktake provides a high level of assurance in the DHBs' distribution of PPE. DHBs have put in a considerable amount of work to establish new distribution systems over the last few weeks to resolve initial 'teething' issues, including working with providers with whom there is no contractual relationship.
6. In summary, the stocktake is reassuring and emphasises that most of the supply issues surfaced early as an entirely new distribution system was being set up. Supply lines for PPE from the centre have become clearer and providers understood the need to match demand and supply with more regular orders rather than single large orders.
7. The stocktake highlights several opportunities for service improvement as we continue to evolve the process. These opportunities relate to improving: the quality and timeliness of supply, processes for reviewing orders, transparency of decision-making; and establishing a formal 'Issues Resolution and Feedback' process.

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<sup>1</sup> <https://www.health.govt.nz/system/files/documents/pages/hp7366-guidelines-for-ppe-use-in-healthcare-poster-25-april2020.pdf>

## Summary of the DHB PPE Supply Experience Stocktake

### Themes

8. In the stocktake, five themes were evident across the DHBs:
  - a) Interpretations of Ministry communications in relation to clinical guidance on PPE use e.g. seeking clarification on whether management of symptomatic patients *requires* masks and whether this is appropriate.
  - b) DHB decision-making can be complex. This can reduce decision-making efficiency.
  - c) DHB logistical capability to distribute PPE to providers differ i.e. DHBs may require providers to collect their PPE orders or arrange their own transport from the DHB to their premises.
  - d) Service levels for stock delivery differ. One DHB indicated a one-week order to fulfilment timeframe where-as other DHBs are achieving a 2-4-day turnaround.
  - e) It was noted that there was no process to formally record and acknowledge complaints or issues with distribution.
9. Improving data capture and accuracy is integral to improving transparency of a stock requests and order fulfilment with healthcare providers.

### Work underway

10. The Ministry is working with DHBs to:
  - a) clarify logistical expectations and understand service levels with the delivery partners.
  - b) improve the transparency of decision-making around supply and distribution.
  - c) collect accurate demand and usage data to inform supply chain sourcing, procurement and planning.
11. The Ministry has established a formal 'Issues Resolution and Feedback' process to manage and resolve supply and distribution issues. DHBs are also putting in place their own issues management processes.
12. The Ministry continues to work hard with DHB procurement partners to secure sufficient stock of PPE, noting that this continues to be challenging due to global demand.

## Next steps

13. The PPE Supply Team continue to work with DHBs to manage supply logistics and ensure that the supply process is responsive and transparent.
14. The Ministry will report back to you about the supply chain outcomes in July 2020.
15. Officials can provide further information about this topic at your request.

Dr Ashley Bloomfield

**Director-General of Health**

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