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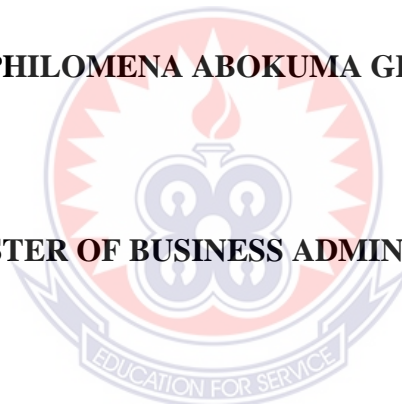
ASSESSING SUPPLY CHAIN MANAGEMENT (SCM) PRACTICES IN THE GHANA HEALTH SERVICES: A CASE STUDY OF THE KORLE-BU TEACHING HOSPITAL

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MASTER OF BUSINESS ADMINISTRATION

2024

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A dissertation in the Department of Procurement and Supply Chain Management, School of Business, submitted to the School of Graduate Studies, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (Procurement and Supply Chain Management) in the University of Education, Winneba

SEPTEMBER, 2024

DECLARATION

Student's Declaration

I, PHILOMENA ABOKUMA GHARTEY, do hereby declare that this work is entirely by my personal effort. I further declare that all the work that have been consulted or quoted have been duly acknowledged. I also declare that this thesis has not been presented by anyone for any academic award in this or any other university. I am solely responsible for any shortcomings.

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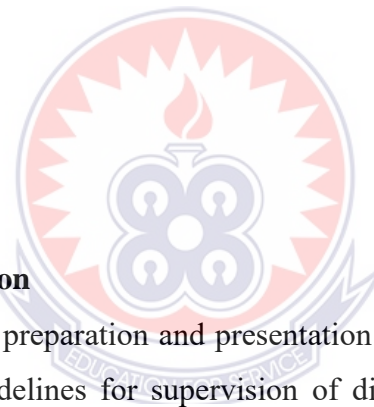
Supervisor's Certification

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of dissertation as laid down by the University of Education, Winneba.

SUPERVISOR'S NAME: DR. MAWUKO DZA

SIGNATURE: ………..……………………….

DATE: ……………………….......................

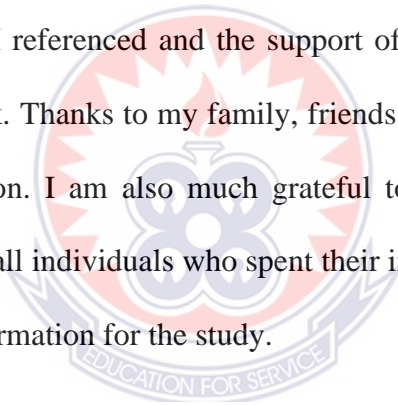# DEDICATION

This work is dedicated to my lovely parents (Apostle Philemon K. Ghartey and Mrs

Ernestina Awo Ghartey) and my brother (Rev. Ernest K. Ghartey)

ACKNOWLEDGEMENT

All thanks to God Almighty who does all things well in His time, seeing me through my studies at University of Education, Winneba, Business School. May His name be praised. I appreciate the effort of my supervisor Dr. Mawuko Dza, the Head of Department for Marketing and Entrepreneurship for the measureless support and guidance he gave me. His meticulous direction and attention to details brought out the best in me. Thank you very much. I also want to thank Rev'd Dr. Joseph Nana Annan, the University Chaplain for his support. All the lecturers at the department of Procurement and Supply Chain Management deserve thanks for their tuition and efforts in impacting all there is to know. I also want to acknowledge the various writers whose articles I referenced and the support of all who helped contributed to the success of this work. Thanks to my family, friends and all my mates for being the source of my inspiration. I am also much grateful to all the workers of Korle-Bu Teaching Hospital and all individuals who spent their invaluable time in supplying me with all the needed information for the study.

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LIST OF ACRONYMS

BMC: Budget and Management Centres

CMS: Central Medical Store

DHMT: District Health Management Teams

ETC: Entity Tender Committee

JIT: Just-In-Time

KBTH: Korle-Bu Teaching Hospital

LMD: Last Mass Distribution

MoH: Ministry of Health

PPE: Personal Protective Equipment

RHMT: Regional Health Management Team

RMS: Regional Medical Stores

SCM: Supply Chain Management

SCP: Supply Chain Practices

SCP: Supply Chain Practices

SEM: Structural Equation Modeling

SOP: Standard Operating Procedures

SPSS: Statistical Package for the Social Sciences

ABSTRACT

This study explores the supply chain management (SCM) practices at Korle-Bu Teaching Hospital in Ghana, focusing on the challenges and inefficiencies within the hospital's supply chain. Key issues identified include centralized storage systems, inefficient procurement planning, and delays in supplier payments, poor delivery times, and inadequate supplier involvement. These problems contribute to disruptions such as stockouts, drug shortages, and pilfering. The research applies Network theory to highlight the importance of strong communication and collaboration among stakeholders to enhance SCM practices and improve patient care outcomes. The research employs quantitative, descriptive, exploratory, and analytical methodologies, utilizing purposive sampling of key SCM personnel and structured questionnaires with a 5-point Likert scale. Data analysis, conducted using SPSS, and Excel, reveals significant shortcomings in supplier management and communication, impacting overall supply chain efficiency. The study highlights the need for enhanced supplier relationships, better information sharing, and optimized inventory and distribution processes. The findings indicate that while SCM practices at KBTH aim to improve efficiency and patient care, significant weaknesses remain in supplier management, communication, and information sharing. Inadequate SCM practices lead to inconsistent inventory management, slow logistics, and inflexible procurement processes, resulting in stockouts, delays, and increased costs. The study reveals that transportation and distribution inefficiencies exacerbate these issues. The research recommends enhancing supplier relationships, optimizing inventory systems, and adopting advanced SCMP technologies to address these challenges. Implementing these strategies is essential for improving operational efficiency, patient satisfaction, and overall health service SCMP. The study aims to provide insights for policymakers and practitioners to optimize supply chain processes and revise existing policies to support better supply chain practices outcomes and strengthen supply chain resilience.

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

A number of definitions have been proposed concerning the concept of supply chain management. Supply Chain Management comprises of practices to effectively and efficiently incorporate suppliers, manufacturers, distributors, and customers to improve the sustainable individual firms' performance and supply chain altogether in a unified business model (Tatoglu, Bayraktar, Golgeci, Koh,Demirbag, & Zaim, 2015). Another source defines supply chain as, the network of entities through which materials flow. Those entities may include suppliers, carriers, manufacturing sites, distribution centers, retailers, and customers (Lummus & Alber, 2013). According to the supply chain council (1997), the supply chain involves all stages of production and delivery of a final product, from the supplier's supplier to customer's customer. According to Quinn (2008) the supply chain can be seen as all those activities associated with moving goods from the raw-materials stage through to the end user.

This includes sourcing and procurement, production scheduling, order processing, inventory management, transportation, warehousing, and customer service. Importantly, it also embodies the information systems so necessary to monitor all those activities. Lambert and Cooper (2012), define supply chain management as an integrating philosophy to manage the total flow of distribution channel from supplier to ultimate customer. Christopher (2009) stated that an effective SCM is a powerful tool to achieve competitive advantage for all parties in the supply chain. According to Tan (2012), the ultimate goal of SCM is to integrate various members of the supply chain in a seamless manner to achieve high level of customer satisfaction and thus a long-term competitive advantage.

Supply chain management is concerned with material and logistics planning. Supply chains include the structures and processes for sourcing of equipment and consumables, purchasing and procurement, transport, and distribution of products. It uses demand forecasts from user departments to create a demand plan for a specified period of time. The concept involves series of activities a company does to plan, procure, receive and pay suppliers for delivering materials. A supply chain, as opposed to supply chain management, is a set of organizations directly linked by one or more of the upstream and downstream flows of goods, services, finances, and information from a source to a customer (Mentzer et al., 2001). Each stage in a supply chain is connected through the flow of products, information, and funds.

According to Lambert et al., (1998) supply chain management is the integration of business processes from end user through original suppliers that provide products, services, and information that add value for customers. Management of supply chain is basically, the management of relationships and activities among the members of organizations.

The aim of every SCM is to minimize system-wide costs while satisfying customer service level requirements (Chopra & Meindl, 2016). The supply chain is complex and dynamic system of organizations, processes, people, information system that involved in identification of customer need and transportation of products from supplier to customer (Pinna, Carrus, & Marras, 2014). Various functions of supply chains are item selection, forecasting, quantification, procurement, inventory management, storage, distribution, transportation, and logistics management information.

In the public sector, supply chain management is concerned with the organization of all parties concerned in delivering a blend of inputs, outputs or outcomes that will meet a specified public sector requirement. These parties include external suppliers, associate organizations, and internal commercial service units both inside and outside the organization. The supply chain in the public sector can either be inbound or outbound (Lambert et al., 1998). SCM encompasses the planning and management of all activities involved in the process of sourcing, procurement, conversion, and all logistics management functions (Ellrama & Murfield, 2019).

SCM practices can be considered as a multi-dimensional paradigm that encompasses upstream and downstream sides of the supply chain (Li, Nathan, & Rao, 2006). Supply chain management practices control some practices that appropriately connect all suppliers, manufacturers, distributors, and consumers to achieve all long-term performance objectives (Basheer, Siam, Awn & Hassan, 2019). Supply chain performance can be defined as the ability of the supply chain to deliver the right product to the correct location at the appropriate time at the lowest cost (Zhang & Okoroafo,2015). Leonczuk (2016) viewed supply chain performance as the capability of the entire supply chain to satisfy end-customer needs, including ensuring the availability of the product, on-time delivery, and appropriate inventory levels.

Related to health service providers, supply chain management often refers to the information, supplies and finances involved with the acquisition and movement of goods and services from the supplier to the end user in order to enhance clinical outcomes while controlling costs. In doing so supply chain management puts a strong emphasis on the integration of processes. Within the healthcare sector these processes might refer to physical products like consumables, non- consumables, medical devices

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and health aids. The basic rationale of a supply chain management approach is founded in the belief that intensive coordination and integration between operational processes might lead to a better health supply chain performance (Yaba, 2014). Similar to the co-ordination and integration of operational processes is information technology, which is related to both physical products as well as to the flow of patients within and between health service organizations (Lowell &Celler, 1998). Examples of information technology-oriented applications can be found in the area of procurement, inventory control and materials planning.

1.1 Problem Statement

Effective supply chain management (SCM) is critical in ensuring the timely delivery of essential medical supplies and equipment to health facilities. However, in many developing countries, including Ghana, inefficiencies in SCM have led to frequent stock-outs, delays, poor inventory management, and wastage, particularly in large healthcare institutions (Annan et al., 2013) like Korle-Bu Teaching Hospital. These issues not only impact service delivery but also affect patient care and health outcomes (Kwon, Kim & Martin, 2016). Despite ongoing efforts by the Ghana Health Service (GHS) to improve supply chain systems, Korle-Bu Teaching Hospital continues to face significant challenges in achieving optimal supply chain performance. Understanding the specific factors contributing to these inefficiencies is necessary to identify potential interventions and improve SCM practices. Health services in the public sector has emerged among management, practitioners and researchers in Ghana in recent years as one of the most topical problems. This trend is largely due to the role of healthcare providers in the industry. Health service providers use numerous items, such as prescriptions drugs, syringes, pens, gloves, papers, and computers, heard gears, nose masks, apron, boots, and hand gloves in the discharge of

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their core and auxiliary mandates. The access to these resources is highly dependent on resilient supply chain system which invariably impacts on operational efficiencies, customer satisfaction and quality of care in both private and public hospitals in Ghana (Nartey, Aboagye-Otchere & Simpson, 2020).

The Korle-Bu Teaching Hospital has been battling with health pandemics, unavailability of drugs, materials and lack of surgical equipment. Since 2013, there have been roughly 2,000–3,000 recorded deaths annually in the history of Korle-Bu Teaching Hospital (KBTH, GHS, 2013, 2016, 2023 annual and review report).

Nonetheless, the required emergency attention attached to these constant pandemics and unavailability of medical products and equipment now and in the past has been inappropriate. many public healthcare delivery institutions in developing countries face scarcity of funds and thus lack proper supply chain mechanisms which in effect compromise the quality of healthcare delivery to patients (Annan et al., 2013).

Identifying the difficulties of providing the hospitals with the needed supplies requires an assessment of its effect on hospital performance as claimed by the network theory. This is because existing studies in literature as can be found in WHO (2009), Manso et al. (2013) suggests that supply chain risk management remains a crucial determinant for the quality performance of healthcare delivery in Ghana. Therefore, this study is essential in assessing Supply Chain Management Practices in the Ghana Health Services with emphasis on the Korle-Bu Teaching Hospital since it plays vital role in Ministry of Health. The Ghana Health Service plays a critical role in providing healthcare services to the population, and an efficient and effective supply chain is essential for ensuring the availability of necessary medical products and equipment. However, there is a growing concern regarding the performance of the current supply

chain practices within the Ghana Health Service. This concern arises from challenges such as stockouts, delays in the procurement process, inadequate inventory management, overstocking, increased costs and the overall lack of visibility and coordination in the supply chain.

There is limited research focused on the specific supply chain management issues at Korle-Bu Teaching Hospital, despite it being one of the largest healthcare institutions in Ghana. While broader studies may have addressed SCM in Ghana's health sector, they often fail to provide actionable insights tailored to the complexities of large urban hospitals like Korle-Bu. It is on this basis that this study examined in-depth supply chain practices of drugs and office supplies of the public hospital sector in Ghana, using Korle-Bu Teaching Hospital as a case study, to assess existing operations of supply chain practices and how those operations affect healthcare delivery.

1.2 Research Purpose

This research is aimed at assessing the operations of Supply Chain Practices in the Ghanaian health service, using procurement and central staff of the Korle-Bu Teaching hospital as a case study.

1.3 Objectives of the Study

Specifically, the research sought to:

1. To identify the Supply Chain Management Practices in the Ghanaian public hospitals.

2. To Identify Challenges faced in the supply chain processes.

3. To Explore the Role of Technology in Supply Chain quality, efficiency, accessibility and its impact on improving healthcare services.

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1.4 Research Questions

In order to achieve the objectives of the study, the following research questions guided the study:

1. What are the prevalent supply chain management practices in Ghanaian public hospitals?

2. What challenges do these hospitals face in managing their supply chains effectively?

3. How do integration of technology impact the quality of healthcare services in the supply chain management practices in these hospitals?

1.5 Significance of the Study

The significance of this study lies in its potential to improve healthcare delivery at Korle-Bu Teaching Hospital by identifying and addressing inefficiencies in supply chain management practices. By analyzing challenges in procurement, inventory control, and logistics, the study provides practical recommendations to enhance operational efficiency, reduce costs, and ensure the timely availability of medical supplies. Additionally, the findings can inform policy reforms within the Ghana Health Service (GHS), contributing to more effective health supply chain systems across the country. Ultimately, the study aims to improve patient outcomes by ensuring better resource management and service delivery in one of Ghana's largest healthcare institutions.

1.6 The Scope of the Study

This study is in the Greater Accra Region of Ghana Health Sector, particularly Korle-Bu Teaching Hospital. It was chosen because of the easy accessibility of staff and management. There are three types of supply chain management in public hospitals;

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supply chain management of drugs (Pharmacy), SCM of contracts (Estate) and SCM of non-drug consumables. The emphasis of this study is on SCM of drugs and office supplies.

1.7 Delimitation

The study focuses on assessing supply chain management practices specifically within Korle-Bu Teaching Hospital, excluding other healthcare facilities within the Ghana Health Service. The research will concentrate on internal SCM processes related to procurement, inventory control, and logistics, and will be conducted over a recent period without extending to historical or longitudinal analyses. Additionally, the study will primarily utilize quantitative data with the use questionnaires. These delimitations ensure a focused examination of SCM practices at one of Ghana's largest hospitals, while acknowledging that findings may not fully generalize to other hospitals or broader SCM contexts.

1.8 Organization of the Study

This examination was coordinated into five parts. Section one was dedicated to the foundation to the examination, delivery of the issue, motivation behind the examination, research aims that manage the examination, research questions, meaning of the examination, delimitation of study, bottlenecks of study, and general association of the examination. Section two introduced on the survey of related writing of the examination. It explicitly centred around theoretical, empirical, conceptual survey, investigational audit and reasonable system.

Part Three managed the techniques which utilized exploration plan, populace, methodology, the investigation territory, information assortment instruments, information assortment strategies, information preparing and examination. Part Four

covered the outcomes and conversation segment lastly section Five talked about the outline, ends and proposals of the examination and ideas for additional exploration were introduced in this part.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The aim of the research was to study Supply Chain Management Practices (SCM) in the Ghanaian Health Services. The chapter presents a thorough literary analysis regarding the research goals of the study. The historical view of Korle-Bu Teaching Hospital theoretical evaluation, empirical work undertaken by various scholars on supply chain management with the goal of comparing and contrasting what other researchers have done and how it relates to the study. It also reviews the Public Procurement Act, (Act 663) as amended of Ghana. Additionally, the chapter reviews the systems' theory and how it relates to SCM practices in Korle-Bu Teaching Hospital.

2.1 Theoretical Review

The relevance of the theory to the study is that hospitals practices development does not only depend on how efficient their resources are, but also how they effectively cooperate with other supply chain partners in their supply chain (Cheng et al., 2012). Establishing mutual relationships with supply partners, for instance hospitals suppliers can share responsibilities and risk, access valuable resources, build trust and commitment to improve hospitals supply chain management levels. Principal actors in the hospitals supply chain including manufacturers, wholesalers, retailers and hospitals pharmacies, hospitals can establish strong mutual relationship to effectively manage supply chain management.

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2.1.1 The Network Theory

The network theory was propounded by Jocob Moreno in 1930 to study interpersonal relationships (Andridge & Little, 2010). The theory was later formalized to become pervasive and behavioural and social sciences (Bellamy & Basole, 2013). The network theory has been used extensively in literature, to establish structural relationships, between people, groups, teams and even organisations (Nagurney, Cruz, Dong & Zhang, 2005; Bellamy & Basole, 2013). The network theory basically describes the cooperation of organisations with other actors between and among suppliers and customers within their supply chains. The theory posits that, partners can build strong relationship through effective communication, long-term mutual commitment, dynamism and development of relations and exchange of valuable resources own by them (Scott, 2011).

The relevance of the theory to the study is that, hospitals performance does not only depend on how efficient their resources are, but also how they effectively cooperate with other supply chain partners in their supply chain (Cheng et al., 2012). Establishing mutual relationships with supply partners, for instance hospitals suppliers can share responsibilities and risk, access valuable resources, build trust and commitment to improve hospitals performance levels. Focal actors in the hospitals supply chain including manufacturers, wholesalers, retailers and hospitals pharmacies, hospitals can establish strong mutual relationship to effectively manage supply chain risk.

Thus, to properly manage supply chain risk, Korle-Bu Teaching Hospital can adopt the following supply chain risk management strategies; strategic supplier relationship management and supplier collaboration. These supply chain management strategies

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emphasis building strong relationships between hospitals and suppliers hence highlighting the relevance of network theory to the study.

Operations of SCM in Korle-Bu Teaching Hospital is made up of interrelated parts or units coming together to provide materials and logistics for the facility. In the process of supply chain, all the partners, namely, the user departments, storekeeper, procurement officer, accountant, internal auditor and core management all work together to achieve a highly efficient SCM benefits.

According to the network theory, there are subsystems within every system and these subsystems are arranged in hierarchies and integrated to accomplish the overall goal of the organisation *("General Systems Theory: Applications for Organization and Management"* by J.G. Miller). Korle-Bu Teaching Hospital is made up of subsystems arranged in such a way that unit depends on each other in the healthcare delivery process. Each subsystem has its own boundaries of a sort, and includes various inputs, processes, outputs and outcomes geared towards accomplishing an overall goal in providing quality healthcare. The administrative structure at Korle-Bu Teaching Hospital is arranged hierarchically with clear communication channels,from the Chief Executive officer to the last orderly.

2.2 Empirical Review

This section presents a general review of related literature on the study's research objectives. This was carried out in a bid to critique existing studies by comparing respective findings. The role of modern supply by suppliers is growing of importance (Connor, Lowry & Treiblmaier, 2020). The nature of hospitals supply chain management practices is increasingly becoming complex and thus difficult for hospitals to properly manage. Suppliers primarily provide hospitals with most value

assets (drugs and personal protective equipment in their entire systems). As such creating strong ties with suppliers through supplier chain collaboration, strategic supplier relationship management, and effective communication with suppliers is key to supply chain management (Jamil, Hang, Kim & Kim, 2019).

Again, hospitals procurement and supply chain managers should also have alternative suppliers which will help avoid shortage of drugs because shortage of drugs could create more deaths in the hospitals. (Fox et al., 2009). A study conducted by Abdallah, Abdullah and Mahmoud (2017) examined supplier relationship management and competitive performance of manufacturing firms in USA, Japan, Italy, and Korea. It was found that supplier partnership positively affects competitive performance of these firms. Utilizing straight relapse investigation; Khan, Liang and Shahzad (2015) focused on that deliberately cooperating with providers could decidedly affect inventory network execution of Chinese assembling industry. Nonetheless, an expressive report by Tangus, Oyugi and Rambo (2015) inspected the impact of provider advancement on execution of assembling firms in Kisuma County, Kenya. They tracked down that no huge connection between provider improvement and firm execution. Similarly, Meijboom, Schmidt-Bakx and Westert (2011) opined that organizations lack essential goods due to supply failures and it is affecting the cure of patients.Production network cooperation in emergency clinic supply chains, in the inventory network basically, directed to as a business movement where at least two gatherings complete joint tasks towards common targets (Keogh, Rejeb, Khan, Dean & Hand, 2020). It can bring about gradual advantages and benefits for included substances over the long run. Deliberately teaming up with providers permit medical clinics to obtain high-esteem anaesthetizes even in the midst of deficiencies (Mwangu & Iravo, 2015; Ryu, Park & Min, 2007; Wu et al., 2005). Partnership help companies

share risks, access additional resources, reduce transaction costs and over time increase productivity, profitability and competitive advantage (Blome et al., 2014, Zhang et al 2016). Hospitals can expand their operational experience through supply chain practices relations as central companies in the medical supply chains superior performance (Al-doori, 2019). Informing about changes in the market, it is important to bring innovation to work with suppliers and customers and newer development of products and services, because hospital managers need to understand external information designed to identify and develop opportunities (Teece, 2012).

Previous studies have found relationship between supply chain collaboration and healthcare supply chain (Chakraborty, Bhattacharya & Dobrzykowski, 2014). A similar study by Chakraborty et al. (2014) examined supply chain collaboration as a risk mitigation strategy in Australia. Using structural equation modelling, the study found that each area of collaboration effectively reduces its respective supply chain risk. Furthermore, empirical studies by Sheu, Yen and Chae (2006); and Al- Doori (2019) in Jordan Automotive industry has proved that supply chain collaboration increased firm's performance. From the reviews it could be deduced that many of the studies on supplier management (supplier relationship management and supplier collaboration and healthcare supply chain management) have been carried out on the composite of manufacturing firms (Oballah & Waiganjo, 2015). Few studies are in the healthcare service sector (Chakraborty, Sourabh Bhattacharya, David & Dobrzykowski, 2014).

Another examination by Kwon, Kim, and Martin, (2016). Medical care store network the board; vital territories for quality and monetary improvement. This paper investigates vital regions in which the store network of medical services can

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improve effectiveness regarding cost per patient release of medical care activities while improving the nature of care as far as bringing down the pace of re-confirmation. The paper contended that provider the board can and will all the while improves effectiveness (reducing costs) and improve patient consideration by contributing assets delivered from the sending of the production network in other creative regions where patient consideration benefits without forfeiting assets for different regions. Stock suggests to the worth or amount of basic materials, supplies, work under way and completed inventories that are kept or put away when essential (Mbah et al., 2019) The objective is to meet client prerequisites and to decrease the expense of stocks for supervisors in stock associations. Kumar, Ozdamar and Zhang (2008) then again researched "an expense decrease strategy about the clinical providers from a contextual investigation in Singapore". They reasoned that reevaluating decreases might be cost- effective regardless of whether data advancements executions start with an underlying significant expense. They at that point proposed the uses of in the nick of time (JIT) and reengineering to compensate for the lack of specialists. The impact of inventory management practices on the supply chain of government health factories, in Kisumu County, Kenya was also investigated by another study by management of the Ghana Health Service (2018). The unit of observation was 84 comprising of Procurement officers, Stores clerks, Logistics officers and IT employees from those health facilities. The investigation utilized both essential and optional information where a semi- organized survey was utilized to gather essential information while an auxiliary information sheet gathered auxiliary information on acquisition expenses and SPSS was utilized to deal with the information. The examination reasoned that lean stock practices, exactness of inventories and data innovation were the most suitable critical impact on the

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presentation of government wellbeing offices in the Kisumu County store network. The study established that inventory inaccuracy has an impact on organization's resources and performance in terms of time, cost and risk. Contrastingly, in their study, Oballah and Waiganjo (2015) examined the effect of inventory management practices on organizational performance in the Government of Health Kenyatta National Hospital facility and established that inventory shrinkage has a negative effect that could be reduced by the accuracy of inventories.

In Ghana for instance inventory management is a strategy used by hospitals in managing their inventories such us economic order quantity, just-in-time (JIT) among others (Andrews Osei Mensah, 2016).

Inventory management is an indispensable asset management to hospitals and manufacturing firms (Xu, Lu, Berendt, Jha & Mandal, 2018). However, none of these studies have examine the effect of inventory management practices on the performance of healthcare supply chain management practices especially in Korle-Bu Teaching Hospital of Ghana. Materials and supplies are included in inventories carried out in order to sell or input into the manufacturing processes by the hospital. With a good inventory system, the hospital can therefore keep its stock levels at minimum costs as low as possible. Picking the right technique and the right structure allows the healthcare sector to be more practical (Mohd Lair et al., 2014). Solutions like tablets, compartments and imbuements (Vila-Parrish et al., 2012), cautious and clinical supplies, for instance, needles are consistently associated with clinical consideration stock things (Adriana et al., 2010; Hani, Basri, and Winarso, 2013), gloves (Zhou and Olsen, 2017), cautious units (Rappold et al., 2011), clean instruments (Dellaert and Van De Poel, 1996; Hafnika, Farmaciawaty, Adhiutama, and Basri, 2016), and clinical

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equipment (O'Neill, Murphy, Gray, and Stoner, 2001), cautious material (O'Neill, Murphy, Gray, and Stoner, 2001; Saha and Ray, 2019).

Studies have shown that inadequate management has been caused by various reasons, such as level of management commitment, costs and management levels, the skills of employees that would invariably have adverse impacts on or within the supply chain in the healthcare organization. The study addresses this gap that inventory management significantly improves healthcare supply chain management practices in Korle-Bu Teaching Hospital of Ghana.

2.2.1 Last Mass Distribution Management and Healthcare Supply Chain Management Practices

Dispersion and other outbound coordination capacities centre around various deliberately significant store network the executives issues like just-in-time (JIT) and custom conveyance, area of stockrooms and offices, custom item administration issues, the board of client connections and arrangement of correspondence data frameworks (Xu et al., 2018) Transportation is considered as significant component of coordination and store network achievement (Yang et al. (2004). A transportation framework that offers a solid support level diminish production network vulnerability and the sum stock needed all through the production network (Nguegan & Mafini, 2017).

However, there is little evidence of the effect of transportation on healthcare supply chain management among hospitals in Ghana especially in Korle-Bu Teaching Hospital. Also, none of these study within the Ghanaian context adopted a demanding statistical tool including SEM in analysing their facts. This could affect the reliability and generalisation of their respective findings. From the review, it could be deduced

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that some of the studies on transportation management and firm performance have been carried out on the composite of manufacturing firms (Yang et al. (2004). Few studies concentrated on transportation management in Ghana hospitals supply chain (Bossert, Bowser & Amenyah, 2007). However, none of these studies were found within Korle-Bu Teaching Hospital in Ghana. Using structural equation modelling this study hypothesis that transportation management significantly improves performance of healthcare supply chain management in Korle-Bu Teaching Hospital of Ghana.

An investigation led by Korle-Bu Teaching Hospital of Ghana annual report (2013). Last mass circulation boundaries to getting recommendations of the taskforce were accepted by the government and their implementation resulted in the construction of new structures, the hospital has been conferred with the powers to operate as a semi-autonomous organisation. It draws direction from a Management Board charged with the responsibility of giving broad policy guidance for the Hospital's smooth administration. This paper researches last mass dispersion obstructions in wellbeing access in the country setting dependent on saw cause, ways of dealing with stress and techniques for a manageable supply chain in various directorate departments. Considering the fact that about 60 percent or more of the Hospital's capital is invested in material stocks, there is the need for collaboration and supports from the management and other stakeholders in order to eliminate shortages, losses and pilfering. There is also the need to computerise the operations of the Unit to enhance effectiveness, efficiency and speedy monitoring as well as proper evaluation of Stores, Procurement and Suppliers performance. Inventory management software installation needs to be completed on time for productivity increase.

An investigation directed by Aronsson, Abrahamsson and Spens (2011) assessed the inventory chains in medical care frameworks as far as 'deftness and lean assembling'. The investigation attempted to uncover the cycle of medical care supply chains and how quick and lean it very well may be by making a production network course and what is required for the use of an exact examination in store network the board in medical care to guarantee adequacy of the inventory chains inside the medical care frameworks.

A study by (Mustaffa & Potter 2009) has shown that effective supply chain management practice in Malaysia can play a vital role in overall improvement of operational effectiveness within Indian healthcare industries, given the close relationship between supply chain management (SCM) and SCP practices with the highest levels of efficiency and performance.

In view of the investigation, the examination theories are upheld. The examination uncovers that inventory network adaptability has an intercession impact between combination of inventory network, request evaluation, execution of the provider and responsiveness of the supply chain practices. Be that as it may, none of such investigations have been analyzed the impact of production network execution on understanding fulfillment in the medical clinics certain particularly in Korle-Bu Teaching Hospital area of Ghana, the examination tends to this hole by suggesting powerful inventory network execution essentially improves the supply chain practices fulfillment in Korle-Bu Teaching Hospital of Ghana.

2.3 Conceptual Review

All organizational activities involve risks to be managed. In addition to the risk inherent in the provision of health care, community expectations of safety and the

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efficient provision of services are particularly true for the healthcare organizations (Mishra, 2019; Vilko, 2012). To this end, in the healthcare sector particularly the patients expect a lot of quality service delivery any time they visit the hospital. It is therefore imperative upon the management of hospitals to deliver services diligently to satisfy all patients who visit these hospitals. According to Yap and Tan (2012) performance measurement in an organization refers to how well or satisfactorily an organization meets its financial goals, customers and market criteria. Therefore, from the medical Supply Chain Management perspective of hospitals, performance measurement may include patients' satisfaction, organization-wide coordination and supply chain integration. Pinna, Carrus and Marras (2015); Yap and Tan (2012) submitted that the measures of organizational performance usually include procurement plan, financial performance, customer satisfaction, learning and growth product sales performance, and shareholder returns. This means that the yearly performance reviews must be contacted by Korle-Bu Teaching Hospitals in Ghana to serve as an index to measure the performance of the hospitals against the supply of logistics and healthcare delivery.

2.3.1 Conceptual Framework

The conceptual framework is a structure of concepts that are designed as a map to show the relationship between the variables in research (Mugenda & Mugenda, 2003). The framework was designed specifically to explain the relation between the independent variable and the dependent study variable in Figure 1.
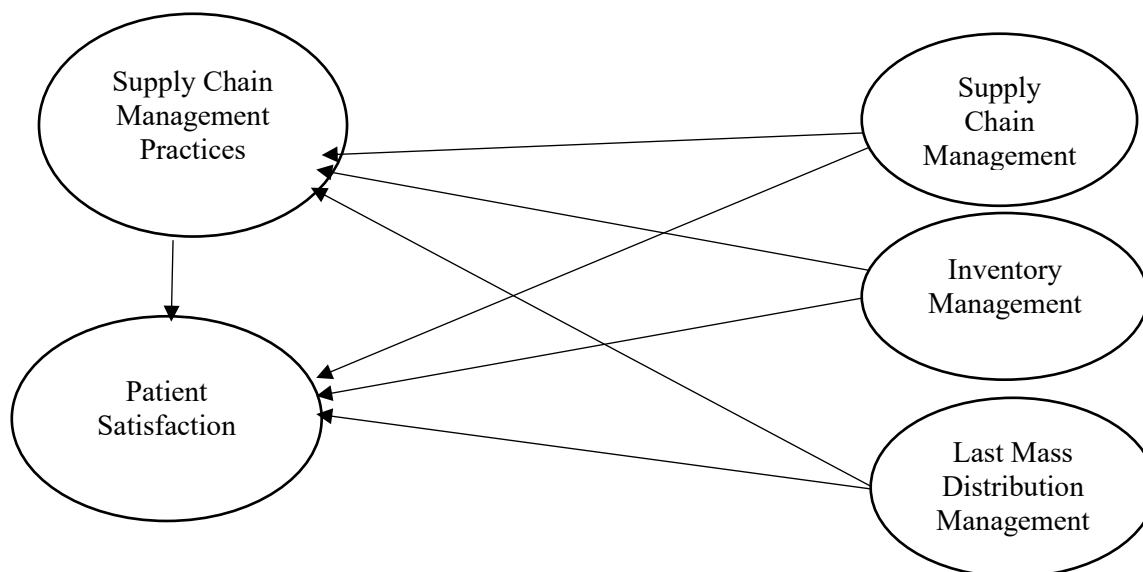
Figure 1: *Conceptual Framework Source: Author's own construct (2020)*

From Figure 1, performance of healthcare delivery is dependent on the various supply chain management strategies. As such, any change, either positive or negative, in any of the supply chain risk management strategies is likely to cause a change in performance of healthcare delivery. However, the framework does not provide the extent to which the various supply chain management strategies influences performance of healthcare delivery. The framework was supported by reviews (Campen, Sixma, Friele & Kerssens, 1995; Mishra, 2019; Munyuko, 2015). The system was, consequently, created to give a pictorial perspective on the connection between the different inventory network the executives methodologies and execution of medical services conveyance and patients fulfillment among emergency clinics in the upper west area of Ghana.

2.4 Supply Chain in Ghana Health Service

The Ministry of Health in Ghana has developed a Master Plan on the supply chain, which essentially aims to make health supplies management in the country more efficient. The plan aimed to increase supply availability by enhancing operational

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demand forecasting, timely acquisition, reducing administrative time and increased management efficiency (Ministry of Health, 2012). Therefore, the prime aim of the delivery system of logistics in the Ghana Health Service is to improve the general healthcare in the country.

The vision statement of the Logistics, Clearing and Warehousing Department of Ghana Health Service reads:

*"**Logistics***: *Our mission is to offer, our clients, a competitive advantage through superior transportation of logistics services. Through timely communications and quality information, we will meet and exceed our client's expectations of service. Also, through our commitment to provide excellent service, value added service, continued innovation in management, we will accomplish our mission:*

*****Warehousing***: *To ensure that regular availability and uninterrupted supply of health commodities are delivered to health institutions at affordable prices. Using best practices in storage and distribution of quality drugs and personal protective equipment, we can respond to the total commodity requirement and as a centre of excellence, and safe efficacious health commodities"* (Ministry of Health, 2012, p.2).

In the field of health logistics, the supply chain partners are pharmaceutical manufacturers that supply raw materials, purchasing agents such as health ministries, health agencies, UN agencies and others. Transporters, central medical stores, the local medical stores and the service delivery point are all distributors (Manso, Annan & Anane, 2013). The supplies in the hospitals in Ghana and for that matter Korle-bu Teaching Hospital depend on this kind of supply system since it operates nationally and publicly in the Greater Accra Region. The supply system comprises of the manufacturers, suppliers (wholesalers, distributors, and retailers), Regional Medical

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Stores (RMS), the Central Medical Stores (CMS), Service Delivery Points (SDP), and the transportation networks (Labi et al., 2018; Manso, Annan & Anane, 2013).

This means that health logistics such as drugs and Personal Protective Equipment (PPE) are provided to the hospital (Korle-Bu Teaching Hospital) in the through this approach chain. When the Ministry of Health procures logistics, the Central Medical Store is responsible for the receipt, storage and distribution of all the supplies across all major Regional Medical Stores. The Greater Accra Regional Medical Store then also supply other levels. Hospitals across the region, depending on their geographic location, are expected to be supplied from the appropriate regional medical stores.

Each Regional Medical Store is administered by the different Regional Health Administration (RHA), and it gives a stock organization to prosperity workplaces around there (Labi et al., 2018). In extraordinary cases, the Teaching Hospitals and The Regional Hospitals (Korle-Bu Teaching Hospital), resulting to getting underwriting from Ministry of Health, secure their stock directly from the suppliers. They also get their arrangements from the Central Medical Store. A four-level framework comprised of local, region, sub-area and local area establishes the wellbeing framework conveyance while the administration of wellbeing administrations and wellbeing supplies as expressed forthright is worked on a three-level framework including the Central Medical Store, the Regional Medical Store and the Service Delivery Point.

The Central Medical Store is responsible for procuring drugs and vaccines that are primarily financed by external financiers. Occasionally, and this is an exceptional case, the Teaching Hospitals and the Regional Hospitals procure directly from suppliers, but approval must be sought from the Ministry of Health (Mathew, John &

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Kumar, 2013). Thus, whilst the logistics and supply management system are centralized, the healthcare delivery system is decentralized. Together with suppliers of drugs and other medical logistics at both local and international levels, pharmaceutical manufacturers, wholesalers, distributors, and retailers, transportation networks and other distribution networks constitute the supply chain network in the health sector.

2.5 Number and Distribution of Ministry of Health Facilities

There is a mix of public and private providers in Ghana's healthcare system, with some religiously affiliated facilities also in the mix. More than 70% of all hospitals in Ghana are now owned and operated by the public sector, which receives funding from the government. There are now 7,745 health institutions in Ghana as at 2022, including five teaching hospitals and fiver mental hospitals, as stated in the 2022 to date, study titled "The MoH in Ghana: Facts and Figures." the following: 855 health centers, 328 Midwife and Maternity facilities, 6,500 Community-Based Health Planning Services (CHPS), 10 Regional Hospitals, 137 District Hospitals, 1,500 Clinics.

2.6 Procurement Policy in Ghana

The Public Procurement Act establishes procedures public hospitals go through in purchasing items for use in providing healthcare services. The overall objective of the public procurement system is to provide value for money to the Government by ensuring that public funds are spent in a transparent, efficient and fair manner. In Ghana, the Public Procurement Act, (PPA) was enacted to ensure value for money in the procurement of goods and services in the public sector. The procurement system aims at procuring goods, services and works of the right quality, at the right price, at

the right time and at the right place through an open competitive tendering process (The Public Procurement (Amendment) Act, 2016, (Act914) of Ghana.

The health commodity supply chain in the public sector in Ghana is managed by the Central Medical Store, and a network of Regional Medical Stores in each of the ten regions of the country. When the Ministry of Health procures medical supplies, the Central Medical Store is responsible for the receipt, storage and distribution of all the supplies. Health facilities are expected to get their supplies from the appropriate Regional Medical Stores. Each Regional Medical Store is managed by the respective Regional Health Administration, and it provides a supply service to health facilities in the region. In some instances the Teaching Hospitals and Regional Hospitals can procure their consumables directly from suppliers after obtaining approval from Ministry of Health. All officers shall ensure they obtain, retain and maintain appropriate documentation supporting the activities for which they are responsible. Senior officers involved in approval or authorisation shall ensure that any transactions they approve or authorise are backed by appropriate supporting documentation, (The Public Procurement (Amendment) Act, 2016, (Act914) of Ghana.

2.6.1 Procurement Organisation and Management

Procurement is a function responsible for obtaining resources (equipment, logistics, materials, supplies and services) required by an organisation to fulfil its core business and development programmes. This may be done by purchase, lease, or other legal means. Procurement to obtain goods, services and works are governed by; Quality, Quantity, Time, Price, Source and Place.

The volume and scope of procurement vary from organisation to organisation however; the principles and procedures are basically the same. It is therefore

important to understand the application of principles and procedures at all levels, (Procurement Procedure Manual, Standard Operating Procedures for Procurement, Ministry of Health Ghana: Second Edition, July 2004).

Mis-Procurement occurs when procurement is not carried out according to lay down procedures and regulations. Procurement procedures are developed to guide and standardise the conduct of procurement activities at all levels. The procedures ensure that procurement officers and people working within the procurement schedules in the supply chain will carry out these activities as expected. If there is a deviation from the laid down regulations and procedure then mis-procurement is said to have occurred.

The Public Procurement Act (Act 663) put the overall responsibility for procurement in the hands of the Head of the entity. The head of the entity is responsible to ensure that provisions of the act are complied with. This implies that in an organisation or any procurement entity, specific procurement activities may be carried out by different individuals. It is the responsibility of the head of the entity therefore to ensure that all these activities, though conducted by different individuals are effectively coordinated and monitored.

The policy of centralised procurement of certain goods and services within MOH is structured to take advantage of economic of scales which ensures that, there are no replications of expertise at the various procurement units. This organisational arrangement takes into consideration however, the benefits of decentralised procurement and therefore, the setting up of Budget and Management Centres (BMC). BMC are equivalent to procurement units in the Public Procurement Act 663. Every BMC shall establish a Tender Committee in a manner set out in Section of this manual. In the performance of its functions, the Tender Committee shall ensure that

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every stage of the procurement activity has followed the procedures, and sound judgment has been exercised in making procurement decisions. The Public Procurement Board (PPB) acts as the professional advisory and co-coordinating body on procurement. All Procurement Entities, Tender Committees and Tender Review Boards are required to abide by the technical guidelines and regulatory instructions issued by the PPB, (Procurement Procedure Manual, Standard Operating Procedures for Procurement, Ministry of Health Ghana: Second Edition, July 2004).

Procurement refers to the process of acquiring goods, services, or works at the most optimal overall cost of ownership. This involves obtaining the desired quantity and quality of items, ensuring timely delivery, sourcing from appropriate locations, and utilizing the appropriate contractual agreements. The primary beneficiaries of procurement are typically corporations or individuals, who seek to obtain goods or services for their immediate benefit or use. In essence, obtainment may be seen as a competency within business management that ensures the identification, acquisition, access, and administration of external resources necessary for an organization to fulfil its fundamental objectives.

In the Ghana Health Service, the Focal Clinical Stores obtains prescriptions for the whole nation in light of collected item usage from the Territorial Clinical Stores and educating clinics. The Local Clinical Stores supply meds to the general population and some of the time, confidential wellbeing offices in the area. Notwithstanding, all offices can secure prescriptions from the confidential drug makers and wholesalers (Adu-Poku et al., 2011). The aim of this study's regional hospitals is always to ensure that patients have access to the medical supplies they require for treatment. To meet this goal, an obtainment plan is frequently figured out toward the start of each and every

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year. This plan is typically a total of prerequisites created by all client divisions of the medical clinic. The arrangement is verified by the Entity Tender Committee (ETC) and supports it as the acquirement plan for the year. Acquirement is started by reminders from the client offices and these depend on acquisition plans. The interaction relies upon whether the things are being looked for from the RMS or the open market. Where things are from the Territorial Clinical Stores, the order is supported by the Clinical Administrator and afterward submitted to the store. With open market acquisition, the accompanying

Lack of medication items is a main consideration hindering the smooth conveyance of wellbeing administrations in many regions of the planet, including the created world (Fox et al., 2009). It is a significant proportion of the adequacy of the store network methods in any wellbeing framework.

2.6.2 SCM of Ghana Health Servicer System

The flow of supply chain of logistics in the healthcare delivery system in Ghana is illustrated diagrammatically below:
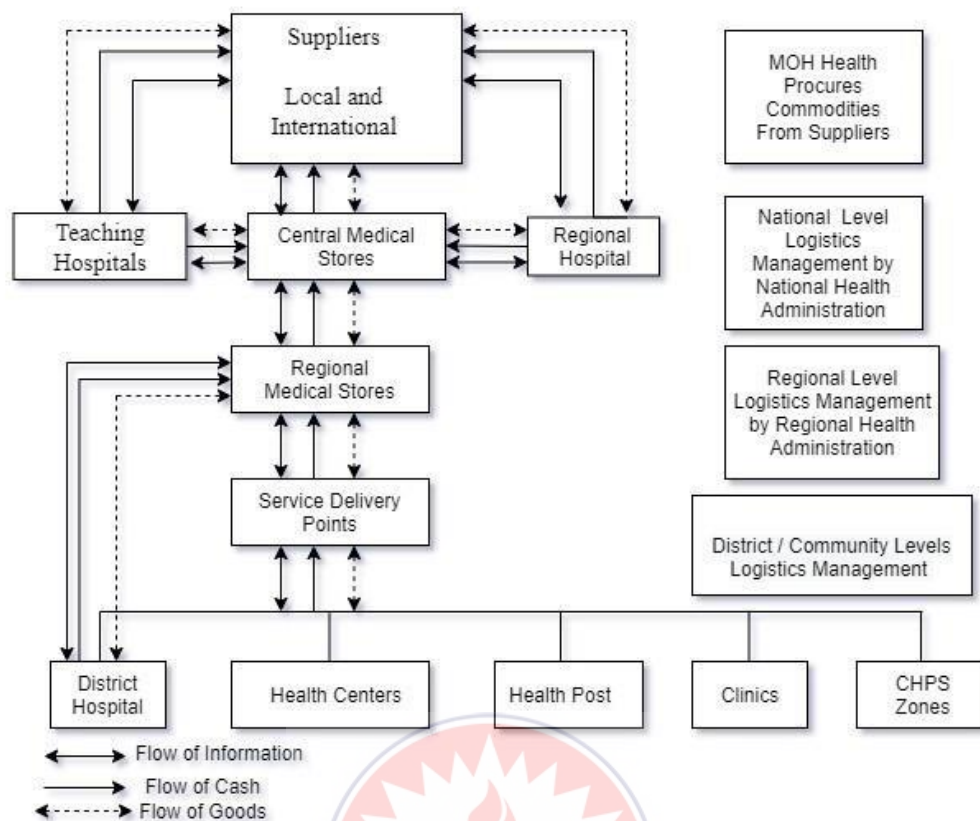
Figure 2: *SCM of Healthcare Delivery system Source: GHS (2016)*

Figure 2 above indicates how goods move from suppliers to the various health centres as well as the flow of information and cash within the healthcare delivery sector in Ghana. From figure 2, the double arrows indicate the flow of information in the healthcare delivery sector, whiles the single arrow shows the flow of cash in the sector. The double arrows with dotted lines indicate the flow of goods/logistics within the sector, thus from figure 1, it is observed that the MOH is responsible for overseeing the procurement of the required goods needed at the various health centres. It further indicates that, Teaching Hospitals, Central Medical Stores and Regional Hospitals are responsible for receiving the goods from the suppliers. Figure 1 further indicates that, Korle-Bu Teaching Hospital Medical Store receives it supplies from the Supplier (Local or international) that is within MoH responsibility for overseeing the procurement of the required goods needed at the various health department or units in

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Korle-Bu Teaching Hospital and then distribute its to the various health centres within the regions. The region prosperity system in the area is formally directed by the eleven Budget Management Centers with the help of District Health Management Teams (DHMT"s). The DHMTs are controlled by the Regional Health Management Team (RHMT). Each locale is additionally isolated into wellbeing sub-regions for powerful wellbeing administrations conveyance reason. The Supply Chain Management path is both forward directional and backward directional. The flow of healthcare logistics to the hospitals is from top level to the down-level points whereas the request for logistics in the healthcare delivery system is down level- up approach since the request is from the last usage point to the manufacturers. As suggested by the network theory to establish structural relationships, between peoples, groups, teams and even organisations (Nagurney, Cruz, Dong & Zhang, 2005; Bellamy & Basole, 2013), therefore, actors within the healthcare supply chain should establish strong mutual relationship between and among each other's to get regular flow of logistics and drugs to improve healthcare supply chain invariably will help patients lives.

2.7 Supply Chain Management Practices

According to Koh et al. (2007), production network management practices include a set of activities implemented inside an organization to facilitate efficient management of its supply chain. The primary objectives of supply chain management are to enhance operational efficiency, reduce inventory levels, and minimize lead time. The primary objectives of supply chain management are to enhance market share and enhance supply chain integration (Koh et al., 2007). Production network management techniques may be classified into many categories. Donlon (1996) implemented inventory network management strategies, which include supplier management, outsourcing, process time compression, continuous communication flow, and

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information technology sharing. In their study, Li et al. (2005) defined store network management practices as the set of activities that organizations do to enhance the efficient management of the supply chain. In their study, Otto and Kotzab (2003) identified Inventory Network Management as a distinct kind of strategic management that is particularly relevant within the context of retailers and suppliers. Alvarodo and Kotzab (2001) observed the practice of production network management aims to mitigate the negative effects of duplication by prioritizing core competencies and implementing inter-organizational protocols such as activity-based costing or electronic data interchange. Additionally, the reduction of unnecessary inventory levels is achieved by postponing customizations until the latter stages of the supply chain. In their study, Koh et al. (2007) classified supply chain management practices into several distinct categories. These categories include: close collaboration with suppliers, close collaboration with customers, just-in-time supply, strategic planning of supply chain benchmarking, limited number of suppliers, inventory holding and subcontracting, electronic procurement, outsourcing, and multiple suppliers. Ellram, Tate, and Billington (2007) outlined seven theoretical processes of service supply chains, including information flow, capacity and skill management, demand management, customer relationship management, supplier relationship management, service delivery management, and cash flow. In general, the management practices of supply chains can be categorized into various areas, including procurement management, demand management, customer relationship management, transportation management, warehousing management, supplier relationship management, capacity and resource management, service performance, information and technology management, supply chain finance, and order process management (Chong, et al., 2010). The store network framework comprises of players at the focal level down to

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the wellbeing office level. As an objects of this review, the inspected around five significant production network the executives practices of chosen wellbeing establishments in the Tamale Metropolitan area and surveyed their impact on medical care conveyance. These are talked about exhaustively beneath.

2.8 Last Mass Distribution Management and Healthcare Supply Chain Management Practices

Dispersion and other outbound coordination capacities centre around various deliberately significant store network the executives issues like just-in-time (JIT) and custom conveyance, area of stockrooms and offices, custom item administration issues, the board of client connections and arrangement of correspondence data frameworks (Xu et al., 2018) Transportation is considered as significant component of coordination and store network achievement (Yang et al. (2004). A transportation framework that offers a solid support level diminish production network vulnerability and the sum stock needed all through the production network (Nguegan & Mafini, 2017).

However, there is little evidence of the effect of transportation on healthcare supply chain management among hospitals in Ghana especially in Korle-Bu Teaching Hospital. Also, none of these study within the Ghanaian context adopted a demanding statistical tool including SEM in analysing their facts. This could affect the reliability and generalisation of their respective findings. From the review, it could be deduced that some of the studies on transportation management and firm performance have been carried out on the composite of manufacturing firms (Yang et al. (2004). Few studies concentrated on transportation management in Ghana hospitals supply chain (Bossert, Bowser & Amenyah, 2007). However, none of these studies were found

within Korle-Bu Teaching Hospital of Ghana. Using structural equation modelling this study hypothesis that transportation management significantly improves performance of healthcare supply chain management in Korle-Bu Teaching Hospital of Ghana.

Last mass circulation boundaries to getting recommendations of the taskforce were accepted by the government and their implementation resulted in the construction of new structures, the hospital has been conferred with the powers to operate as a semi-autonomous organization, Korle-Bu Teaching Hospital of Ghana annual report (2013). It draws direction from a Management Board charged with the responsibility of giving broad policy guidance for the Hospital's smooth administration. This paper researches last mass dispersion obstructions in wellbeing access in the country setting dependent on cause, ways of dealing with stress and techniques for a manageable supply chain in various directorate departments. Considering the fact that about 60 percent or more of the Hospital's capital is invested in material stocks, there is the need for collaboration and supports from the management and other stakeholders in order to eliminate shortages, losses and pilfering. There is also the need to computerise the operations of the Unit to enhance effectiveness, efficiency and speedy monitoring as well as proper evaluation of Stores, Procurement and Suppliers performance. Inventory management software installation needs to be completed on time for productivity increase.

An investigation directed by Aronsson, Abrahamsson and Spens (2011) assessed the inventory chains in medical care frameworks as far as 'deftness and lean assembling'. The investigation attempted to uncover the cycle of medical care supply chains and how quick and lean it very well may be by making a production network course and

what is required for the use of an exact examination in store network the board in medical care to guarantee adequacy of the inventory chains inside the medical care frameworks. A study has shown that effective supply chain management practice in Malaysia can play a vital role in overall improvement of operational effectiveness within Indian healthcare industries, given the close relationship between supply chain management (SCM) and SCP practices with the highest levels of efficiency and performance (Mustaffa & Potter 2009).

In view of the investigation, the examination theories are upheld. The examination uncovers that inventory network adaptability has an intercession impact between combination of inventory network, request evaluation, execution of the provider and responsiveness of the supply chain practices. Be that as it may, none of such investigations have been analyzed the impact of production network execution on understanding fulfillment in the medical clinics certain particularly in Korle-Bu Teaching Hospital area of Ghana, the examination tends to suggest powerful inventory network execution essentially improves the supply chain practices fulfillment in Korle-Bu Teaching Hospital of Ghana.

2.9 The purpose and importance of Healthcare Supply Chain Management Practices

Almutairi, A. M., Salonitis, K., & Al-Ashaab, A. (2020), the main objectives of healthcare supply chain management practices are to increase visibility and efficiency across the supply chain in the health organization and, in recent years, this has also come to include the strategic goal of improving supply chain quickness and flexibility a must during these times of increased uncertainty and volatility in both supply and demand conditions. Getting health supply chain management right means that supply

partners are better able to detect and resolve bottlenecks, potential disruptions, and other issues arising anywhere in the end-to-end supply chain. It can help improve patient care and safety while at the same time reining in waste and unnecessary spending. (D Pamucar, AE Torkayesh, S Biswas - Annals of Operations Research, 2023)

Almutairi, A. M., Salonitis, K., & Al-Ashaab, A. (2020), suggested that the main activities involved in healthcare supply chain management include monitoring and supporting the flow of medicines, medical supplies and equipment, and medical services from manufacturer to patient. It includes supply chain quality management and planning, supply chain automation and optimization, and supplier relationship and risk management. When firms leverage digital tools and technology to carry out healthcare supply chain management, it involves using actionable insights obtained from multi-sourced data to continuously adjust and optimize supply chain systems and processes.

2.10 Challenges and Bottlenecks faced in the Supply Chain Management Practices, including issues related to Logistics, Funding, Technology, and Human Resources

Bottlenecks indicate a congestion point in optimized medical care, often causing delays, a backlog of patients or administrative processes, increased costs, and impaired medical care, Asamoah, K., Asare-Bediako, E., & Jacqueline, A. P. (2023). Improvement and automation of medical care workflow have, therefore, become a priority. As an example, in the emergency department, efficient patient flow is crucial. In the perioperative setting, typical bottlenecks can be related to the hospital environment, equipment, infrastructure, material-related issues, as well as

miscommunication, disruptions in staff and patient management, and perioperative surgical issues. These can affect surgical outcomes or lead to a delay in the transfer of care to postoperative care systems. A disturbance in any of these may lead to "congestion" and a delay in optimized patient care or suboptimal clinical outcomes for the patient in Ghanaian Health Services.

Maks Mihalj, MD, Dr (2022), the first possible bottleneck is the optimization of supply chain management (SCM). In healthcare, this refers to a continuous and reliable supply of material, technology, and personnel that is, resources which enable the delivery of optimized medical care while maintaining cost-effectiveness. When bottleneck occurs within this process, such as when too many patients arrive simultaneously at the postoperative care unit (PACU), the system may reach a bottleneck due to staff shortage. Bottlenecks create disruptions and lead to inefficiency and additional costs. In an attempt at cost containment, while keeping quality of care and patient safety as high, procurement process mapping has found its way into implementation in the healthcare setting. These include, but are not limited to, blood bank supply, pharmaceutical supply, laboratory chains, and even surgical services.

Rathor, K. (2023), when it comes to healthcare services managing specific bottleneck points should start on a strategic level, despite the common "impression" that SCM is mainly an operational task. This includes careful coordination and teamwork among surgical subspecialties, anaesthesia, postoperative care, and other supportive fields to ensure the best medical treatment while adapting to the current epidemiological, financial, infrastructural, and logistic situations must be responded rapidly for the administration or provided to prevent bottlenecks in SCMP. M. Arora, Y. Gigras

(2018), the limitations on infrastructure, such as the number of operating rooms (OR), the setup of a waiting area, availability of PACU equipment and ICU beds, and strategies to overcome functional barriers in the interdisciplinary setting, have to be clearly defined. Tahri, M. (2024), optimization of this process includes a shift to a systems and resource sharing mindset, also called "systems thinking". In systems thinking, cohesiveness, timeliness, and effectiveness are shared goals among all stakeholders. Restructuring on the supply chain practices level includes day-to-day planning, control and monitoring of functionality of services, contingency scheduling (i.e., having capacity for an emergency case), same-day workload, and prevention of elective surgery backlog. (Mihalj, M., Corona, A., Andereggen, L., Urman, R. D., Luedi, M. M., & Bello, C. (2022), these are some the bottlenecks indicates to optimize supply chain practices:

Optimizing the infrastructure: Tackling environmental factors by eliminating bottlenecks. Infrastructure and design should allow for parallel work and help reduce delays. The availability of different workspaces with proximity well designed operation room (OR) emergency room etc. for hospitals. Constructing and connecting departments and units appropriately closely to improve SCP teamwork and easy services and movement for staffs and patients installed of setting up units from each other.

Optimizing the equipment: Providing the necessary equipment when required is key to ensuring smooth and secure patient throughput in the perioperative setting. As in any institution, SCMP must be based on objective inventory systems. Such systems help monitor individual demands and stock levels and thus may prevent rush orders

based on poor decision-making or the cost-intensive maintenance of unused materials that may be subject to expiration or expensive maintenance.

A lack of documentation of missing or broken instruments may lead to insufficient tray setups, leading to further delays. Extensive inventory systems and standardizations help minimize consequential additional time and cost efforts, and should be implemented in supply chain management practices.

Large-scale implementation of such inventory systems is limited, as each team and surgical specialty prioritizes its individual goals, (Mihalj, M., Corona, A., Andereggen, L., Urman, R. D., Luedi, M. M., & Bello, C. (2022). For example, medical staff is basically interested in flexible delivery of drugs, and in fast and reliable delivery of special medications when needed. They may not tolerate an "out of stock" notice or an alternative medicine that is of lower quality and may be organized as a quick fix.

On the other hand, the hospital administration puts much emphasis on minimizing costs. Surgeons rely on the quick supply of instruments to perform their procedures and are interested in having a stock of material and technical equipment that can be accessed without delay. A lack of stock resulting in emergency supply orders may in fact lead to treatment delays, additional costs, and life-threatening situations. By identifying mutual goals, such as cost reduction, creating highly efficient workflows and helping maintain patient safety and quality of care, limitations on developing system-based inventories can be overcome, even in times of financial pressure on healthcare sectors in Ghana. Adequate information about alternative materials and instruments needs to be shared among OR workers, such that in a collaborative approach, decisions on the elimination of or changes to highly expensive or unused

items on a surgical tray may result, while overcoming concerns of change based on mistrust. This can additionally help create a basis for a more respectful and appreciative approach among all team members in the OR and to supply chain management practices.

Optimizing the materials (drug supply): Drug shortages are common in low-, middle- and high-income countries alike and may affect all groups of drugs. A plausible solution is to find strategies to help reduce the incidence and impact of drug shortages in the future. Implementing national surveys that assess the number and type of materials and medication provided and keeping track of such data over the long run allows drug supplies to be managed also in case of a pandemic. Such strategies require strong collaborative networks among institutions, anesthesiologists, intensive care physicians, and pharmacists alike and are paramount for efficient decongestion of the supply bottlenecks.

Optimizing the communication: The flow of information is key in all steps in supply chain practices process. The implementation of a coordinated communications system within the perioperative supply chain by centralized decision-making and IT-enabled intraoperative prompts was introduced in a US academic medical centre where over 33,000 surgical cases were studied. Simply having such a centralized decision-making location led to a 3.4% reduction in preoperative processing time, and when combined with IT-enabled prompts, a 10.8% overall reduction could be achieved.

Setting boundaries for the flow of such information is aggravated by hierarchical management styles, cost designations used by the financial accounting system, remote locations of departments, and silo thinking of individual staff members, (Mihalj, M., Corona, A., Andereggen, L., Urman, R. D., Luedi, M. M., & Bello, C. (2022).

Communication in written form, in person, or over the telephone is typical in such low-spirited systems. A lack of "in-time" information and a lack of coordination among internal functions inevitably leads to disruptions such as missing laboratory values, unavailable radiology technicians, missing equipment, material, etc. It is imperative to keep timely information among all team members to ensure workflow optimization and enable the best quality of care in the supply chain practices. A possible solution for such communication difficulties is so called "link practitioners". Link practitioners are mediators between department, units and associated staff. They act as patient advocates, ensuring timely readiness for healthcare delivery. Such a role requires a high understanding of all processes involved in the supply chain management setting and a solid understanding of all key stakeholders' interests. Senior healthcare practitioners who specialize in perioperative care (e.g. anaesthetists) might be well suited for such a role and help achieve an adequate flow of perioperative information, leading to efficient and safe patient treatment.

Successful management of bottlenecks in the supply chain management practices setting can be achieved using a multidisciplinary approach that includes aligned strategic decision-making, tactical planning, and operational adjustments, (Asamoah, K., Asare-Bediako, E., & Jacqueline, A. P. (2023). Bottlenecks limit the maximum output of a system. Therefore, it is in the interest of all participating disciplines and teams to reduce such congestions.

Furthermore, several factors may result in disturbances in the perioperative throughput of patients. Among these are infrastructure, architectural design and limitations, inefficient equipment and material supply chains, communication-related limitations on the flow of information, and system-related, patient-related, or staff-

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related factors associated with postoperative care, (Mihalj, M., Corona, A., Andereggen, L., Urman, R. D., Luedi, M. M., & Bello, C. (2022). This has a tremendous effect not only on economic factors but also on staff satisfaction, patient safety, and patient outcome. Further studies are needed to identify bottlenecks in the future and maintain workflow by forecasting instead of reacting to acute disruptions.

2.11 Ways to improve supply chain management practices to enhance healthcare service

Improving supply chain management practices is essential for enhancing healthcare services. Here are some key strategies:

Forecasting and Planning:

1. Use data analytics and forecasting tools to accurately predict demand, minimizing stockouts and excess inventory.
2. Build strong partnerships with reliable suppliers to ensure a consistent supply of quality medical products.

Inventory Management:

1. Implement efficient inventory systems to ensure the timely availability of medical supplies and minimize waste.

Government Support and Collaboration with NGOs:

2. Partner with NGOs to leverage their expertise and resources.
3. Collaborate between healthcare providers, suppliers, and logistics partners to streamline communication and optimize the supply chain network.
4. Advocate for government support and investment in healthcare infrastructure and supply chain improvements.

Data Analytics and Technology Integration:

1. Utilize digital solutions such as electronic health records and barcoding for accurate tracking, reducing errors, and enhancing visibility.

2. Leverage data analytics to forecast demand, identify trends, and make informed decisions to prevent supply chain disruptions.

Quality Assurance and Standardization:

1. Implement stringent quality control measures to ensure the safety and effectiveness of medical supplies.

2. Standardize processes and products to simplify procurement, reduce costs, and improve overall efficiency.

Training and Education:

1. Invest in training staff on supply chain best practices to enhance their skills and awareness.

2. Provide capacity-building programs for healthcare staff involved in supply chain management.
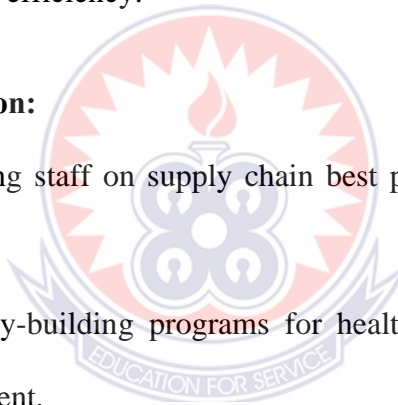
Regulatory Compliance and Emergency Preparedness:

1. Develop contingency plans for unexpected events to ensure the supply chain remains resilient during crises.

2. Stay updated on healthcare regulations and compliance standards to avoid disruptions and maintain quality.

Local Sourcing and Sustainability:

1. Promote local procurement of medical supplies to reduce dependence on international sources and create a more resilient supply chain.

2. Integrate sustainable practices, considering the environmental impact and long-term viability of sourcing and disposal methods.

2.12. The Ghana Integrated Logistics Management Information System (GhILMIS) supply chain enhancement towards supply chain practices in the healthcare sector

The Ghana Integrated Logistics Management Information System (GhILMIS) is an electronic supply chain management system introduced by the Ministry of Health to enhance supply chain practices in the healthcare sector. Launched as part of a five-year strategic plan, GhILMIS aims to coordinate demand and supply chain processes effectively. According to Minister of Health Mr. Kwaku Agyeman-Manu, the system addresses challenges such as shortages of medical supplies caused by delayed approval and procurement processes, and the lack of adequate data on stock levels. GhILMIS improves the ability to forecast demand, reduces administrative processing time, and increases management efficiency. This system is expected to significantly improve the country's healthcare delivery by addressing existing implementation challenges and transforming the public health supply chain.

2.13 Procurement and Supply Chain Directorate (PSCD) responsibilities to in improve supply chain practices in Ghana Health Service (GHS)

The Procurement and Supply Chain Directorate (PSCD) of the Ghana Health Service (GHS) is responsible for enhancing supply chain practices within the healthcare sector. Its key responsibilities include:

Technical Expertise and Guidance: The PSCD ensures the availability of technical expertise and guidance in developing procurement and supply chain policies, plans, regulations, standards, programs, and projects for the Ministry of Health.

Central Procurement Coordination: It coordinates central procurement and oversees the management of the Central Medical Stores, providing a framework for efficient procurement, distribution, and utilization of health sector goods, works, and services.

Monitoring and Evaluation: The PSCD monitors and evaluates the utilization of supplies by GHS, teaching hospitals, and agencies contracted by the Ministry to ensure efficiency.

Specific units under the PSCD include:

Procurement Regulations/Standards Unit:

1. Develops and reviews procurement policies.

2. Designs systems, plans, and strategies.

3. Maintains and updates procurement procedures and standard bidding documents.

4. Manages procurement of goods, services, and works.

5. Coordinates emergency procurement and donations.

6. Provides training and capacity building for procurement professionals.

7. Advises on all procurement issues within the Ministry.

Central Medical Stores Unit:

1. Receives, stores, and distributes goods for Ministry agencies.

2. Monitors the supply chain to ensure timely delivery and quality of goods.

These responsibilities and structures are aimed at improving the efficiency and effectiveness of the healthcare supply chain in Ghana.

2.14 Chapter Summary

To sum up, enhancing Ghana's supply chain management is a tremendous challenge but is necessary for the growth of the nation. The government needs to prioritize supply chain practices and invest in the healthcare sector to build more procurement and supply chain practices, to improve efficient, and effective healthcare system. By increasing funding, improving infrastructure, investing in healthcare workers, improving access to medicines and equipment, promoting preventive care and education, and ensuring accountability and transparency, Ghana can enhance its supply chain practices and give its population better health outcomes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The primary objective of this chapter is to provide a comprehensive analysis of the research methods used in the present study. The chapter discussed the research design used for the investigation of the study issue. The study primarily focused on the demographic composition and the specific attributes of the selected sample. In addition, the methodology used for data collection, including the process and measurement device, was thoroughly examined. Additionally, the statistical methods utilized for data acquisition, analysis, and presentation were also addressed. Finally, the chapter also contains the profile of the case institutions, i.e. the Korle-Bu Teaching Hospital.

3.1 Research Design

A research design is defined as a comprehensive framework outlining the researcher's intended method to addressing the research questions. According to Saunders et al. (2007) and Cooper and Schindler (2006), the exploration configuration is a visual representation used for the purpose of selecting, measuring, and analyzing data. There are three main types of examination designs, namely descriptive, exploratory, and analytical. This review adopts examination strategies that are enlightening and instructive. The analyst used a systematic research design in conjunction with visual representations to comprehend various points of interest. Furthermore, the use of an illustrative plan was employed to elucidate the correlation of supply chain management practices. Finally, the informative examination strategy, also known as the casual exploration configuration, aims to establish connections between various aspects. This strategy is used to establish links between two or more aspects of

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interest. An illustrative analysis is conducted to explore the interconnections between events and the importance of these connections by identifying patterns associated with a certain phenomenon, as well as the relationships that define this phenomenon. The use of explanatory design in this study is because it helps to explore relationships between variables and understand the reasons behind a phenomenon.

3.2 Research Methodology

A quantitative research approach was used in the study with the goal of evaluating the supply chain management practices at the Korle-Bu Teaching Hospital's operations. The motivation behind this approach was to use the participants' subjective and real-world experiences to develop a flexible understanding of the SCM context.

3.3 Population of the Study

Every study is centered on an object of interest from which information is drawn to establish a study. The number of inhabitants in an examination is characterized as the assortment of all people who share comparable attributes dependent on what a scientist is keen on and consequently fit the bill to be remembered for the investigation (Creswell 2014, p.18). Inside the setting of exploration, a populace is characterized collectively of people taken from everybody who share a typical trademark, like age, sex, or work conditions who are investigated on in light of their importance to an examination question (Plonsky & Oswald, 2020).

As stated by Burns and Grove (1993), the term "population" encompasses any entities (such as humans, objects, and events) that satisfy the requirements for inclusion in a research sample. The population under investigation include all the individuals or entities who are eligible to participate in the research. The individuals and/or instances that the researcher aims to generalize about are as follows. The population of this

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research is therefore the procurement officers, supply chain practitioners and logisticians of the Korle-Bu Teaching Hospital. The population of the study was made up of A, B and C. The population were the health service procurement/Purchasing officers/Storekeepers.

These key personnel were chosen due to their philosophies, values and their direct involvement in related to supply chain management in respective to the hospitals as well as receiving PPEs and other logistics to aid perform their core duties, the target population was chosen because the study want to ascertain the challenges they encounter when providing health care services to the hospital. Thus, their abilities to influence policies relating to supply chain management (supplier management, inventory management and last mass distribution management) would help to obtained relevant information aimed at drawing objectives conclusions.

3.4 Sample Size and Sampling Technique

An example is alluded to as the rate or part of the populace that responds to the examination question (Neuman, 2007). One might say that the purposes behind endeavor overviews is to empower the analyst to sum up from the example taken from the review populace. It is vital to add that, how respondents are chosen for a review is very basic for the achievement or in any case of the review. The review embraced the advantageous inspecting procedure to gather field information from staff considered fit to give the right data to the review. This inspecting strategy permitted the specialist to advantageously gather information from inventory network experts who were accessible and available.

The size of test for a review should not be exorbitantly huge, nor excessively little, yet rather an ideal one. As per Kothari (2004), an ideal example is one which satisfies the

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prerequisites of effectiveness, representativeness, unwavering quality and adaptability. The selection of a size was justified by the need to guarantee the accuracy of the data. The review pointed toward studying the Korle-Bu Teaching Hospital Procurement and Supply Chain Management department, Stores and wellbeing offices situated inside the Korle-Bu Teaching Hospital. The study employed simple random technique for the selection of the patient's aspect. Simple random sampling was carried out through the generation of random numbers for the elements in the sampling frame through a computer application called Random Number Generator (RNG).

In selecting study participants, purposive sampling technique was employed to purposefully pick staff from the procurement units and central stores, since they are directly involved in SCM practices in the facility. The Supply Officer was also selected to participate in the study, since her duties are directly concerned with SCM. Originally the study was designed to get all 60 staff of the departments but 49 respondents were drawn from the population to participate in the study.

3.5 Data Collection Method

There are three different ways of gathering information; observation and direct communication, such as through questionnaires and interviews (Sekaran & Bougie, 2016). Direct communication was one of the two categories secondhand by the researcher (primary data). With the immediate correspondence, questionnaires were used for this study. As indicated by Subedi (2016), Likert-type data is often used in assessing attitudes, providing a range of responses to a specific question or statement. The use of a structured questionnaire with a 5-point Likert scale is a key aspect of the quantitative approach. Likert scale are commonly used to quantify participants'

attitudes, opinions, or perceptions by providing a range of predetermined responses.

The participants were provided with information on the objectives of the study and the methodology that was used for conducting the review. The analyst exercised control over the polls via the use of drop and pick tactics. Similarly, they facilitated the establishment of appropriate and legitimate responses to sensitive matters. The surveys provided the expert with an opportunity to collect data that was not readily available, so enhancing the quality of replies and improving the potential outcomes of the study. Achieving optimal collaboration and ensuring accurate data collection for a research project has always been a significant challenge, particularly with regards to obtaining error-free responses and maximizing the number of returned and completed questionnaires. In order to mitigate this issue, the analyst effectively supervised the polling process among the personnel of the evaluated hospital.

3.6 Data Analysis Method

The analysis and interpretation of data was essential elements in every research endeavor. The characterization of the scientific process is essential for each research methodology (Creswell, 2014). According to Trochim & Donnelly, (2006), the analysis of material may be both challenging and exciting in the context of research. Data analysis may be defined as the process of interpreting and comprehending the significance of the data that was collected in a research study. The purpose of analyzing the data obtained from the test questions is to consolidate the material in order to address both the research questions posed and the research objectives. The raw data was collected using the IBM Statistical Package for the Social Sciences (adaption 27), and afterwards, descriptive and inferential statistics such as frequency distribution tables and percentages were used to display and evaluate the data. The

analyst used these procedures since they provided enhanced clarification of the collected data in a brief manner. Various metrics were used to represent different attributes. The statistical measures of mean and standard deviation was use to characterize various dimensions of supply chain management practice, while frequencies and percentages were utilized to examine overall information pertaining to the respondents. Inferential factual investigation, for example, connection and different straight relapse examination were utilized to decide the connection between the autonomous variable (store network the executives practices) and ward variable, to test the impact of supply the executives rehearses on conveyance of individually. A relapse investigation was likewise finished for the different factors.

3.7 Reliability and Validity Tests

Reliability: The degree to which the methods of data collection or analysis yield consistent results. Unwavering quality shows the consistency of measures, that is to say, the capacity of an estimation instrument to gauge exactly the same thing at whatever point it is utilized.

Validity then again surveys whether a proportion of an idea truly gauges that idea, that is to say, the degree to which the idea estimates what it was intended to quantify. Hence, for an exploration study to be exact, it is basic that the discoveries are both solid and legitimate (Singh, 2007). To work on the nature of the review, a few stages was taken. On account of inquiries of legitimacy, thought was given to the writing audit of the review. The vast majority of the actions for the separate develops will adjusted from past investigations. The Likert scale was used to measure the items to reduce the likelihood of bias in the method. Likewise, the created instrument was painstakingly investigated with the assistance of the manager of the review.

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3.8 Ethical Considerations of the Study

Key to the successful conduct of any research work is the respect of ethical concerns of the study population within which the study is being undertaken. To ensure that the study did not breach any of such ethical issues of the Hospital, the following measures were taken:

The research questions were structured such that, participants in the research suffered no inconvenience and embarrassment in their resolve to help in the findings as reported in this study. The staff and management of the health institution was guaranteed of their utmost confidentiality with regards to information they provided. Moreover, those who took part in the study did it under no constraint but did so in their own wish. Their consent was sought throughout the survey period. To the best of the researcher's ability, optimum circumspection and objectivity was exercised throughout the study period.

3.9 Profile of the Korle-Bu Teaching Hospital (KBTH)

Korle-Bu Teaching Hospital (KBTH) is a public teaching hospital located in the Ablekuma South District in the Accra Metropolitan District in Accra, Capital of Greater Accra Region. The Korle Bu Teaching Hospital has moved from an initial 192-bed capacity hospital to become a leading national Centre in Ghana and the third largest hospital in Africa. "Korle Bu" which in Ga parlance means 'the valley of the Korle lagoon; was established on October 9, 1923 as a General Hospital to address the health needs of the indigenous people under the administration of Sir Gordon Guggisberg, the Governor of Gold Coast. By 1953, population growth and the proven efficacy of hospital-based treatment caused a rise in hospital attendance. The demand for this from of treatment rose so high that the then government was compelled to set

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up a taskforce to study and make recommendations on how the Hospital could be expanded to meet the rising patient numbers. The recommendations of the taskforce were accepted by the government and their implementation resulted in the construction of new structures, such as the Maternity, Medical, Surgical and Child Health blocks. This increased the Hospital's bed capacity to 1,200. Korle Bu Hospital became Korle Bu Teaching Hospital in 1962 when the University of Ghana Medical School (UGMS) was established for the training of medical doctors. Currently, the UGMS and five other constituent schools are subsumed under the College of Health Sciences to train an array of health professionals. All the institutions of the College undertake their clinical training and research in the Hospital (KBTH R&D Policy Guidelines & Procedures 2016).

One of the KBTH's core mandates as a teaching hospital is to conduct research. Research is systematic investigation that includes development, testing and evaluation, and activity which is designed to develop or contribute to generalizable knowledge. KBTH's Research and Development refers to any activity aimed at resolving scientific or technological uncertainty resulting in the advancement of science or technology. The advances includes:

1. New or improved products e.g. a new drug, vaccine or diagnostic tool

2. Processes e.g. a new surgical technique

3. New treatment protocols

4. Services and knowledge's e.g. an efficient appointment system or improved bed occupancy.

3.10 Study Location

Please refer to the KBTH Map provided below.
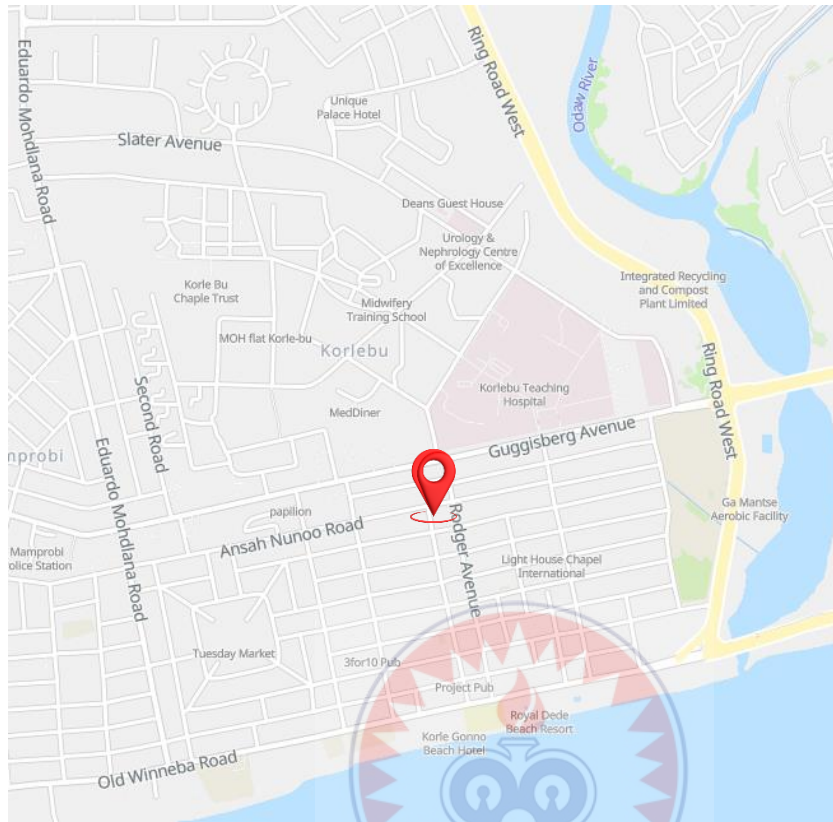
Figure 3.10: KBTH location (Map of the Accra Metropolitan Area Source)

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSIONS

4.0 Introduction

The research was directed to look at assessing supply chain management practices in the Ghana Health Services in the Korle-Bu Teaching Hospital. In particular, the investigation looked to supply chain management practices in the Ghana Health Services in the Korle-Bu Teaching Hospital, dissect the supply chain management practices procedures in the Ghana Health Services, Korle-Bu Teaching Hospital, evaluate the impact of keeping mass distribution on SCM execution in the Korle-Bu Teaching Hospital of Ghana and assessing supply chain management practices execution on quiet's satisfaction.

4.1 Demographics Information of Respondents

Demographic information of the respondents was descriptively measured with frequency and percentages (%) because these statistical tools are appropriate to measure categorical data. This information provides enough description of the respondents that were surveyed so as to prove the sample was selected from the target population. The findings were presented in Table 1. The demographics of the respondents surveyed in this study was measured as depicted in Table 1 below. It was revealed that the number of males who responded to the questionnaire were 21 representing 42.9 of the participants and the number of females who responded to the questionnaire were 28 representing 57.1% of the participants. The findings on the sex demographic characteristics of the respondents show that majority of the respondents were males.

4.1.1: Demographic Information of Respondents

Variable	Options	Frequency	Percentage%
Sex	Male	21	**42.9**
	Female	28	**57.1**
Total		**49**	**100**
Age	20 and below years	2	**4.1**
	21-30 years	17	**34.7**
	31-40 years	27	**55.1**
	51-60 years	3	**6.1**
Total		**49**	**100**
Level of	Below HND	1	**2.0**
Education	HND/Equivalent	12	**24.5**
	First degree	26	**53.1**
	Post Graduate degree	10	**20.4**
Total		**49**	**100**
Length of	**Less than 5 years**	**24**	**49.0**
service	**5-10 years**	**12**	**24.5**
	11-15 years	**3**	**6.1**
	More than 15 years	**10**	**20.4**
Total		**49**	**100**

Source: Field Survey, (2024)

Secondly, out of the total sample who answered the questionnaires, 2 of them were between the ages of 20 and below years representing 4.1%, 17 of them were between the ages of 21-30 years representing 34.7%, 27 of them were between the ages of 31-40 years representing 55.1% and 3 of them were over 51-60 years representing 6.1%.

The findings on the age demographic characteristics of the respondents show that majority of the respondents were between the ages of 31-40 years.

Also, out of the total sample population who answered the questionnaires about the educational level of the respondents, it was revealed that 1 of them have certificates below HND representing 2%, 12 of them have an HND/Equivalent representing 24.5%, 26 of them have a first degree representing 53.1%, and 10 of them have Post Graduate representing 20.4%. The findings of the educational level of the respondent demographic characteristics of the respondents show that majority of the respondents have a first-degree.

Furthermore, out of the total sample population who answered the questionnaires about the length of service, 24 of them have work with the hospital for less than 5 years representing 49%, 12 of them have work with the hospitals for 5-10 years representing 24.5%, 3 of them have work with the hospitals for 11-15 years representing 6.1% and 10 of them have work with the hospitals for more than 15 years representing 20.4%, the findings on the length of service demographic characteristics of the respondents show that majority of the respondents have worked for less than 5 years in their respective hospitals.

4.2 Descriptive Statistics of Constructs

The constructs were descriptively measured with the means (M) and standard deviation (SD). The interpretation of the mean was based on these subjectively created criteria as informed by previous studies and scale of Measurement: *1=Very Ineffective; 2 = Ineffective; 3= Neutral; 4 = Effective; 5 = Very Effective.*

4.2.1: Supplier Management Strategy

	Mean	Standard Deviation
The hospital deal with alternative suppliers	2.27	2.14
The hospital pursues supplier collaboration	2.35	2.11
The hospital builds strong strategic alliance with suppliers.	2.16	2.03
The hospital has good communication with its suppliers	2.06	1.91
There is complete information sharing between the hospital and its suppliers	1.94	1.63
The hospital provides incentives to suppliers as source of motivation	3.45	3.15
The hospital regularly monitors our suppliers for possible supply chain risk.	2.45	2.12
There are frequent meetings between the hospital inventory staff and its suppliers	2.88	2.56
The hospital ensures early supplier involvement in all inventory-related.	2.55	2.25

Source: Field survey, (2024)

The findings relating to supplier management construct indicated that the respondents agreed that the hospital deal with alternative suppliers. Dealing with Alternative Suppliers (M) = 2.27: The relatively low mean score (2.27) suggests that the hospital's effectiveness in dealing with alternative suppliers is perceived as mediocre, indicating that this aspect of the supplier management strategy could be improved, (SD) = 2.14: The moderate to high standard deviation indicates variability in experiences, suggesting that some respondents may find dealing with alternative suppliers more effective than others. Pursuing Supplier Collaboration, (M) = 2.35: The mean score of

2.35 reflects a similar level of satisfaction with supplier collaboration, indicating that while there is some collaboration, it might not be as strong or effective as it could be. (SD) = 2.11: The high standard deviation suggests that perceptions of supplier collaboration vary significantly among respondents. Building Strong Strategic Alliances with Suppliers, (M) = 2.16: The low mean score (2.16) indicates that respondents are not highly satisfied with the hospital's ability to build strong strategic alliances with suppliers, suggesting that these alliances may need strengthening, (SD) = 2.03: The high standard deviation indicates significant variability in experiences with strategic alliances, meaning some respondents may perceive these alliances more positively than others. Communication with Suppliers, (M) = 2.06: The low mean score (2.06) suggests that communication between the hospital and its suppliers is perceived as weak or ineffective by respondents, (SD) = 1.91: The standard deviation shows variability in how respondents perceive the effectiveness of communication, though it is generally seen as needing improvement.

Information Sharing Between the Hospital and Suppliers, (M) = 1.94: The mean score of (1.94) indicates a low level of satisfaction with the completeness of information sharing between the hospital and its suppliers, pointing to potential issues with transparency or communication flow, (SD)= 1.63: The lower standard deviation suggests that respondents consistently view information sharing as insufficient. Providing Incentives to Suppliers, (M) = 3.45: The relatively higher mean score (3.45) shows that providing incentives to suppliers is one of the more positively perceived strategies, indicating that respondents feel this practice is effective in motivating suppliers, (SD) = 3.15: The very high standard deviation suggests a wide range of opinions on the effectiveness of supplier incentives, with some finding it highly effective and others less so. Monitoring Suppliers for Supply Chain Risks (M) = 2.45:

The mean score of 2.45 suggests moderate satisfaction with how the hospital monitors suppliers for potential supply chain risks, indicating that while monitoring exists, it may not be as thorough or proactive as needed, (SD) = 2.12: The high standard deviation indicates varied perceptions, suggesting that some respondents feel risk monitoring is adequate, while others do not. Frequent Meetings Between Hospital Inventory Staff and Suppliers (M) = 2.90: The mean score of (2.90) indicates moderate satisfaction with the frequency of meetings between hospital inventory staff and suppliers, suggesting that while meetings occur, they may not be frequent or effective enough for all respondents. (SD) = 2.56: The high standard deviation suggests significant variability in the perceived effectiveness and frequency of these meetings. Ensuring Early Supplier Involvement in Inventory-Related Matters, (M) = 2.55: The mean score of 2.55 indicates moderate satisfaction with the hospital's practice of involving suppliers early in inventory-related matters, suggesting that this strategy is somewhat effective but could be improved. (SD) = 2.25: The high standard deviation suggests a wide range of experiences, with some respondents finding this practice more effective than others.

General Satisfaction Levels: The mean scores across most factors are low to moderate, typically ranging from 1.94 to 3.45. This indicates that respondents are generally not very satisfied with the hospital's supplier management strategies, particularly in areas like communication, information sharing, and strategic alliances.

Strengths: The provision of incentives to suppliers (mean of 3.45) is the only area that stands out as a relative strength, suggesting that this practice is more positively viewed and could be a key lever for improving supplier relations.

Areas for Improvement: The lowest scores are seen in information sharing (mean of 1.94) and communication (mean of 2.06), indicating significant weaknesses in these areas. Improving transparency and the flow of information between the hospital and its suppliers could potentially lead to better overall supplier management.

Consistency: The high standard deviations across most factors suggest significant variability in how these strategies are perceived and implemented, indicating that experiences with supplier management strategies are inconsistent and could benefit from standardization or more effective implementation.

In summary, the data suggests that the hospital's supplier management strategies are generally seen as needing improvement, particularly in communication, information sharing, and strategic alliances. While providing incentives to suppliers is viewed more positively, other aspects of the strategy would benefit from increased focus and development to enhance overall effectiveness and satisfaction. These results are in line with the findings of Fox et al., (2009) and Mwangu and Iravo (2015), Ryu, Park and Min (2007) and Wu et al. (2005). Fox et al. (2009) stated that, hospitals procurement and supply chain managers should have alternative suppliers which will help avoid shortage of drugs and other logistics in the hospitals. Also, Mwangu and Iravo (2015), Ryu, Park and Min (2007) and Wu et al. (2005) stressed that strategically collaborating with suppliers allow hospitals to acquire high-value drugs and logistics even in times of shortages

4.2.2: Supply Chain Management Strategies among Hospitals

	Mean	Standard Deviation
The hospital uses external and internal medicines to select health commodities	2.31	2.08
The hospital establish maximum, minimum and reorder levels for hospital commodities	2.25	2.05
The hospital engages in stock taking	1.65	1.54
The hospital uses past consumption to determine quantity of health commodity needed	2.06	1.84
The hospital use request from users to determine the quantity of health commodity needed	2.02	1.85
The hospital plan in advance	1.86	1.67
The firm uses enterprise resource planning system (Barcode) to track its inventory	3.29	3.08
All the hospital inventory items have been classified according to their order of importance	2.31	2.13
The hospital adopts a classical economic order quantity model.	2.65	2.46
The hospital observes periodical replenishment of Stocks	2.12	1.91
The hospital maintains a minimum stock level	2.22	1.97
The hospital uses JIT stock control system	2.78	2.57
The hospital uses the JIT system to eliminate waste	2.63	2.45
The inventory management practices enable the hospital to avoid inventory bottleneck in production	2.69	2.49
The hospital receives drugs and PPE at schedule delivery time.	2.57	2.26
The hospital practices vender managed inventory systems.	2.76	2.44
The hospital uses automatic stock tracking	3.29	2.98
The hospital exercises selective control over its inventory items	2.78	2.53
The hospital collaborates with its suppliers in system Upgrade	2.63	2.39

Source: Field survey, (2024)

The extent of respondents' agreement regarding the items measuring inventory management, it was discovered that in these instances, the respondents agreed that hospital uses external and internal medicines to select health commodities.

Use of External and Internal Medicines to Select Health Commodities, (M) = 2.31: On average, the effectiveness of using external and internal medicines to select health commodities is rated at (2.31), indicating moderate satisfaction but with considerable room for improvement. (SD) = 2.08: The relatively high standard deviation suggests that there is significant variability in how different respondents perceive the effectiveness of this strategy. Establishing Maximum, Minimum, and Reorder Levels for Hospital Commodities (M) = 2.24: The mean score of (2.24) suggests that the practice of establishing these levels is seen as somewhat effective, but not highly rated, indicating that there might be issues with maintaining optimal stock levels, (SD) = 2.05: The standard deviation indicates moderate variability, with differing opinions on the effectiveness of this strategy. Engaging in Stock Taking (M) = 1.65: The low mean score of (1.65) indicates general dissatisfaction with the hospital's stock-taking practices, suggesting that this is a weak point in supply chain management. (SD) = 1.54: The lower standard deviation here suggests more consistent dissatisfaction among respondents. Using Past Consumption to Determine Quantity of Health Commodities Needed, (M) = 2.06: The practice of using past consumption data to determine quantities needed is rated low at (2.06), implying that respondents are not highly satisfied with this method. (SD) = 1.84: There is moderate variability in responses, indicating differing experiences with this approach.

Using Requests from Users to Determine Quantity of Health Commodities Needed, (M) = 2.02: This strategy has a low mean score of (2.02), indicating that determining

quantities based on user requests is not highly regarded, potentially due to inefficiencies or inaccuracies, (SD) = 1.85: The standard deviation suggests that opinions on this practice vary, though many find it lacking. Planning in Advance (M) = 1.86: The low mean score of (1.86) suggests dissatisfaction with the hospital's advance planning, indicating that there may be significant issues in this area. (SD) = 1.67: The moderate variability indicates that while some may have had better experiences with planning, many find it inadequate. Use of Enterprise Resource Planning (ERP) System (Barcode) to Track Inventory (M) = 3.29: This factor has a higher mean score of (3.29), indicating a relatively higher level of satisfaction with the use of ERP systems for inventory tracking. (SD) = 3.08: The very high standard deviation suggests wide variability, with some respondents finding this system highly effective and others less so. Classification of Inventory Items According to Importance (M) = 2.31: The mean score of (2.31) suggests moderate satisfaction with how inventory items are classified, but there is room for improvement, (SD) = 2.13: The moderate to high variability indicates differing opinions on the effectiveness of this classification system. Adoption of a Classical Economic Order Quantity (EOQ) Model, (M) = 2.65: The adoption of an EOQ model is rated at (2.65), showing moderate satisfaction, though the score suggests that the model may not be fully optimized in practice, (SD) = 2.46: The high variability indicates that experiences with the EOQ model are inconsistent. Periodical Replenishment of Stocks, (M) = 2.12: The mean score of (2.12) indicates low satisfaction with the hospital's practice of periodically replenishing stocks, suggesting that this process might be inefficient. (SD) = 1.91: The standard deviation shows moderate variability, indicating differing experiences with stock replenishment.

Maintaining a Minimum Stock Level, (M) = 2.22: The practice of maintaining

minimum stock levels has a low mean score of 2.22, reflecting dissatisfaction, likely due to frequent stock shortages or inefficiencies in maintaining these levels, (SD) = 1.97: The moderate variability suggests that some respondents may experience better stock level management than others. Use of Just-In-Time (JIT) Stock Control System, (M) = 2.78: The use of the JIT system is rated at (2.78), indicating a somewhat higher level of satisfaction compared to other strategies, though it's still not high, (SD) = 2.57: The high standard deviation indicates significant variability, suggesting that the effectiveness of JIT implementation varies widely. Use of JIT System to Eliminate Waste (M) = 2.63: The mean score of (2.63) suggests moderate satisfaction with the JIT system's ability to eliminate waste, though it indicates that there may be inefficiencies or challenges in fully realizing its benefits, (SD) = 2.45: The variability is high, indicating inconsistent experiences with waste elimination. Avoiding Inventory Bottlenecks in Production, (M) = 2.69: The practice of avoiding inventory bottlenecks has a mean score of (2.69), reflecting moderate satisfaction but indicating that bottlenecks still occur, (SD) = 2.49: The high variability suggests that the effectiveness of this practice is inconsistent. Receiving Drugs and PPE at Scheduled Delivery Times (M) = 2.57: The timeliness of receiving drugs and PPE has a moderate mean score of (2.57), suggesting that while deliveries are somewhat timely, there are still delays or inconsistencies. (SD) = 2.26: The high standard deviation indicates varied experiences with delivery times. Practicing Vendor Managed Inventory Systems, (M) = 2.76: The use of vendor-managed inventory systems has a mean score of (2.76), indicating moderate satisfaction with this practice, (SD) = 2.44: The variability in responses suggests that while some find this system effective, others do not. Use of Automatic Stock Tracking, (M) = 3.29: This factor shares the highest mean score (3.29), indicating a relatively higher level of satisfaction with automatic

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stock tracking, (SD) = 2.98: The high variability suggests that the effectiveness of automatic stock tracking is not consistent across the board. Selective Control Over Inventory Items, (M) = 2.78: The hospital's practice of exercising selective control over inventory items has a moderate mean score of 2.78, indicating satisfaction with this strategy, though not universally high, (SD) = 2.53: The high standard deviation shows that experiences vary significantly. Collaboration with Suppliers in System Upgrades (M) = 2.63: Collaboration with suppliers for system upgrades has a moderate mean score of (2.63), suggesting that while there is some satisfaction, this is an area that could benefit from more consistent implementation, (SD) = 2.39: The high variability indicates that the effectiveness of these collaborations varies widely.

Inconsistency in Experiences: The high standard deviations across almost all factors indicate significant variability in how these strategies are implemented or perceived, pointing to inconsistent practices and outcomes. These results are supported by works of Kumar, Ozdamar and Zhang (2008) whose findings suggested that, the applications of just-in-time (JIT) and reengineering help in reducing deficiency of goods. Also, the result by Management (2018) indicated that, lean inventory practices, accuracy of inventories and information technology were the most appropriate practice that has a significant effect on the performance of government health facilities in the Kisumu County supply chain.

In summary, the data indicates that there is considerable room for improvement in the supply chain management strategies among hospitals. Areas such as stock-taking, planning, and maintaining stock levels are particularly weak, while practices involving advanced systems like ERP and automatic stock tracking show slightly higher satisfaction but still face significant inconsistencies in effectiveness.

4.2.3: Last Mass Distribution Management

	Mean	Standard Deviation
The transportation management practices enable timely delivery of products and services to customers	2.65	2.30
The hospital has timely delivery of drugs and PPE	2.35	1.93
The hospital has effective distribution of drugs and PPE	2.37	2.04
The hospital has long lead time	2.69	2.45
The hospital has short lead time	3	2.79
Through transportation management products are made available to the customer desire location	2.45	2.09
The hospital products and services are delivered using the right mode of transportation	2.59	2.35
The hospital uses electronic system to track all product that are transported to the hospital	3.59	3.33
The hospital prepares adequately to avoid inventory shortages of drugs and PPE	2.20	2
The hospital depends on timely deliveries from Suppliers	2.45	2.28

Source: Field survey, (2024)

More so, the findings relating to last mass distribution management construct indicated that the respondents somewhat agreed that the transportation management practices enable timely delivery of products and services to customers. Transportation Management Practices Enabling Timely Delivery (M) = 2.65: On average, the satisfaction with transportation management practices is (2.65), which suggests a moderate level of satisfaction but still indicates that there is room for improvement in ensuring timely delivery of products and services to customers, (SD) = 2.30: The high standard deviation indicates that perceptions vary widely among respondents, with

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some likely satisfied and others dissatisfied with the transportation management practices. Timely Delivery of Drugs and PPE, (M) = 2.35: The average score of (2.35) suggests that the hospital's ability to deliver drugs and PPE on time is viewed as suboptimal, indicating that patients or staff often experience delays, (SD) = 1.94: The moderate variability in responses suggests that while some experiences are better than others, there is still considerable inconsistency in timely delivery.

Effective Distribution of Drugs and PPE, (M) = 2.37: The effectiveness of the hospital's distribution of drugs and PPE has a mean score of (2.37), reflecting a generally low level of satisfaction and indicating potential inefficiencies in distribution processes, (SD) = 2.04: The standard deviation suggests that there is significant variability in how effectively different individuals perceive the distribution process. Long Lead Time, (M) = 2.69: The hospital's long lead time is rated at (2.69), which implies that respondents feel that there are delays in receiving products, reflecting negatively on the supply chain efficiency, (SD) = 2.45: The very high standard deviation indicates that experiences with lead times are highly inconsistent, with some facing longer delays than others. Short Lead Time, (M) = 3: The mean score of 3 for short lead times is higher than for other factors, suggesting that, on average, respondents view some aspects of the hospital's operations as having shorter lead times, though this is still a neutral rating, (SD) = 2.79: The high standard deviation reflects that there are widely varying experiences, with some respondents perhaps enjoying very short lead times while others do not. Product Availability at Desired Locations through Transportation Management, (M) = 2.45: The ability of transportation management to ensure that products are available at the desired locations is rated at (2.45), indicating moderate satisfaction but pointing to a need for improvement, (SD) = 2.09: The moderate to high variability in responses shows that

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the experience of product availability is inconsistent. Right Mode of Transportation for Deliveries, (M) = 2.59: The hospital's use of the right mode of transportation for deliveries has a mean score of (2.59), suggesting moderate satisfaction with the transportation methods used, though improvements could still be made, (SD) = 2.35: The high variability indicates diverse opinions on whether the transportation mode is appropriate, with some respondents possibly finding it more effective than others.

Electronic System to Track Transported Products, (M) = 3.59: This factor has the highest mean score at (3.59), suggesting a relatively higher level of satisfaction with the hospital's use of electronic systems to track products, though the score still isn't particularly high, (SD) = 3.33: The extremely high standard deviation implies that experiences with the electronic tracking system vary greatly, with some finding it effective and others less so. Adequate Preparation to Avoid Inventory Shortages of Drugs and PPE, (M) = 2.20: The low mean score of (2.20) suggests that respondents are generally dissatisfied with the hospital's preparations to avoid inventory shortages, indicating a significant area of concern, (SD) = 2: The standard deviation shows considerable variability, suggesting that some may have experienced fewer shortages, while others encountered more frequent issues. Dependence on Timely Deliveries from Suppliers, (M) = 2.45: The hospital's dependence on timely deliveries from suppliers is rated at (2.45), indicating moderate satisfaction but suggesting that this is an area where timely delivery is not always assured. (SD) = 2.28: The high standard deviation points to diverse experiences, with some respondents facing delays more frequently than others.

General Satisfaction: The mean scores across most factors are low (around 2.2 to 3.6), indicating overall dissatisfaction with the last mass distribution management in

the hospital. The highest satisfaction relates to the electronic tracking system, but even this has a relatively neutral score.

Inconsistency in Experiences: The high standard deviations across all factors highlight significant variability in experiences, suggesting that while some individuals may have satisfactory experiences, many others do not, leading to a wide range of perceptions. These results are buttressed by the findings of Nguegan and Mafini (2017) and Yang et al. (2004). Nguegan and Mafini (2017) tracked down that a transportation framework that offers a solid assistance level diminish production network vulnerability and the sum stock needed all through the store network. Likewise, Yang et al. (2004) inferred that, inbound and outbound transportation execution as far as meeting conveyance plans and giving ideal answer to requests incredibly affects the organizations' capacity to accomplish item assortment, agreeably conveyance administration and in general execution.

In summary, the data reflects general dissatisfaction with the hospital's last mass distribution management, particularly in areas like timely delivery and inventory management. The high variability in responses suggests that these issues are not consistent across the board, with some patients or staff experiencing better outcomes than others. Improving consistency and efficiency in these areas could help elevate overall satisfaction.

4.2.4: Supply Chain Practices of the Hospital

	Mean	Standard Deviation
Speed in service delivery	2.53	2.20
Hospital response to patients' requests	2.37	2.06
Quick registration and admission process	2.49	2.17
Responsiveness to customer request	2.49	2.18
Transportation of healthcare logistics	2.37	2.05
Hospital- Supplier relationship rate	2.33	2.01
Supply chain response time	2.29	1.95
Last mass distribution rate	2.78	2.45

Source: Field survey, (2024)

The descriptive results relating to hospital supply chain performance show that the respondents agreed that there are frequent patient complaints. Speed in Service Delivery, (M) = 2.53: On average, the hospital's speed in service delivery is rated at (2.53). This suggests a moderate level of satisfaction, though it remains relatively low, indicating that patients or stakeholders perceive room for improvement, (SD) = 2.20: The high standard deviation indicates considerable variability in how different individuals perceive the speed of service delivery.

Some may find it adequate, while others might be less satisfied. Hospital Response to Patients' Requests, (M) = 2.37: The average satisfaction score is (2.37), indicating that the hospital's response to patient requests is generally viewed as subpar, with many patients likely feeling that the response time or quality could be better, (SD) = 2.06: There is significant variability in satisfaction, meaning opinions differ widely among patients. Quick Registration and Admission Process, (M) = 2.49: With an

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average score of (2.49), the registration and admission process are seen as moderately satisfactory, but not highly rated, suggesting there may be delays or inefficiencies in this process, (SD) = 2.167: The standard deviation indicates that experiences vary significantly, with some patients possibly having quicker and smoother processes than others.

Responsiveness to Customer Request, (M) = 2.49: The hospital's responsiveness to customer requests is rated similarly to the registration process, at (2.49), suggesting moderate satisfaction with how the hospital handles patient inquiries and needs, (SD) = 2.18: There is considerable variability in responses, indicating diverse patient experiences. Transportation of Healthcare Logistics, (M) = 2.37: The transportation of healthcare logistics is rated at (2.37), showing that satisfaction is low, with many likely perceiving that logistical operations could be more efficient, (SD) = 2.05: The variability in responses suggests that the quality of logistics services may be inconsistent. Hospital-Supplier Relationship Rate, (M) = 2.33: The hospital's relationship with suppliers is rated at (2.33) on average, indicating that this is another area where satisfaction is relatively low, possibly affecting the overall supply chain efficiency, (SD) = 2.01: The standard deviation shows a wide range of perceptions, with some perhaps more satisfied with the hospital's supplier relationships than others. Supply Chain Response Time, (M) = 2.29: The supply chain response time has an average rating of (2.29), which is low, suggesting that delays in the supply chain are a concern for patients or stakeholders, (SD) = 1.948312: While still significant, the standard deviation is slightly lower here, indicating a somewhat more consistent perception of response times, though still with notable variability. Last Mass Distribution Rate, (M) = 2.78: This factor has the highest mean score at (2.78), indicating that mass distribution efforts are seen as relatively better compared to other

aspects of the supply chain practices. However, the score is still below an ideal level, implying there is room for improvement, (SD) = 2.45: The very high standard deviation suggests a wide range of experiences with mass distribution, with some finding it much more effective than others.

General Satisfaction Levels: Across the board, the mean scores are low (around 2.3 to 2.8), indicating general dissatisfaction with the hospital's supply chain practices. No aspect is rated particularly highly, suggesting that significant improvements are needed.

Variability in Experiences: The high standard deviations across all factors suggest that patient or stakeholder experiences with the hospital's supply chain practices are highly inconsistent. Some may have had positive experiences, while others have encountered significant issues. The results are been supported by the findings of Ferrand et al. (2016) and Benton and Maloni (2005) and Aronsson, Abrahamsson and Spens (2011). Ferrand et al. (2016) and Benton and Maloni (2005) found that the influence of power-driven buyer seller relationships on supply chain satisfaction and the supplier relationship has a considerable positive impact on both Performance and feeling satisfied. Aronsson, Abrahamsson and Spens (2011) also revealed that the hospital is highly agile and can at the same time benefit from lean strategies as the patient's special condition.

In summary, the data reflects a generally low level of satisfaction with the hospital's supply chain practices, with significant variability in patient and stakeholder experiences. The hospital would benefit from efforts to improve consistency and efficiency in these areas.

4.2.5 Patients Satisfaction towards Supply Chain Practices

	Mean	Standard Deviation
The hospital is equipped with devices, technology, and medical equipment	2.02	1.80
Internal organization helps achieve rapid response to patients	2.35	2.03
The hospital makes reliable drugs available for patients	2.14	1.79
The hospital has all necessary medicals available	2.45	2.14
Courtesy and professionalism of hospital staff	2.31	2.01
The hospital has available drugs and equipment for patients	2.27	1.99
Providing clear complete, and accurate information	2.45	2.15
Feedback and complaints about drugs	2.49	2.19
Behaviour and mannerism of hospital staff	2.55	2.27
Timeliness of feedback	2.59	2.26
Fairness of pricing of drugs by the hospital staff	2.27	2.01

Source: Field survey, (2024)

In addition, the findings relating to patient's satisfaction construct indicated that the respondents somewhat agreed that hospital is equipped with devices, technology and medical (M) = 2.02, on average, patients rated their satisfaction with the hospital's equipment and technology at 2.02, suggesting relatively low satisfaction. (SD) = 1.80, indicates moderate variability in patient satisfaction, meaning patients' opinions were somewhat spread out. Internal Organization and Rapid Response to Patients (M) = 2.35: The average satisfaction score is slightly higher, at 2.35, but still relatively low, indicating that patients are not particularly satisfied with the hospital's internal

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organization and response times. (SD) = 2.03: There is considerable variability in satisfaction, showing that some patients are much more satisfied or dissatisfied than others. Availability of Reliable Drugs: (M) = 2.14: The satisfaction level here is also low 2.14, implying that patients feel the hospital could do better in ensuring reliable drugs are available. (SD) = 1.78: The variation in patient responses is moderate.

Availability of Necessary Medicals: (M) = 2.47: Patients rated this aspect at 2.47, which is still low but slightly higher than the other factors, suggesting a bit more satisfaction with the availability of necessary medical supplies. (SD) = 2.14: The high standard deviation indicates significant variation in responses, with some patients more satisfied or dissatisfied than others. Courtesy and Professionalism of Hospital Staff: (M) = 2.31: Patients are moderately satisfied with the staff's courtesy and professionalism, though the score is still low at 2.31. (SD) = 2.01: There is considerable variability in satisfaction levels. Availability of Drugs and Equipment: (M) = 2.27: Similar to other aspects, the average satisfaction is low at 2.27, indicating that patients are not fully satisfied with the availability of drugs and equipment. (S D) = 1.99: Again, there is a fair amount of variability in patient responses. Clarity, Completeness, and Accuracy of Information Provided: (M) = 2.47: This aspect has a mean satisfaction score of 2.47, showing moderate satisfaction but still on the lower side. (S D) = 2.15: There is significant variability in responses. Feedback and Complaints about Drugs: (M) = 2.49: The satisfaction score of 2.49 suggests patients feel that feedback and complaints are moderately handled, though there's room for improvement. (SD) = 2.19: Responses vary widely. Behavior and Mannerism of Hospital Staff: (M) = 2.55: Patients are slightly more satisfied with the behavior and mannerism of staff, as indicated by the mean score of 2.55, though it's still not high. (SD) = 2.27: There is substantial variability in responses. Timeliness of Feedback:

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(M) = 2.59: This has the highest mean satisfaction score of 2.59, indicating that timeliness of feedback is the best-rated factor among those listed, though it remains relatively low. (SD) = 2.26: Again, there is a significant spread in responses. Fairness of Pricing of Drugs: (M) = 2.27: The fairness of drug pricing has a low satisfaction score of 2.27, indicating that patients are not very satisfied with the pricing practices. (SD) = 2.010: There's considerable variability in how patients perceive this aspect.

The low mean scores across all factors suggest that patients are generally dissatisfied with the hospital's supply chain practices. The relatively high standard deviations indicate that patient opinions are varied, with some patients possibly being more dissatisfied than others. The patient satisfaction was negatively affected by the speed, attitude of the pharmacist, counseling for medicinal products, pharmacy site and waiting area, Khudair (2011). Javed (2018) has also shown that the greatest cause of patient satisfaction is public sector empathy and responsiveness in the private sector.

In summary, the data suggests that while there are some areas of moderate satisfaction (e.g., timeliness of feedback), most aspects of the hospital's supply chain practices are viewed negatively by patients, and there's a wide range of experiences among them.

4.3 Indicator and Construct Reliability and Validity

These assessments are crucial for understanding the reliability and validity of the measures used in evaluating supply chain management practices at the hospital.

4.3.1: Assessment of Indicator and Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Supply Chain Management Strategies among Hospitals	0.72	0.75	0.50
Supplier Management	0.7	0.73	0.49
Last Mass Distribution Management	0.72	0.75	0.49
Supply Chain Practices of the Hospital	0.69	0.72	0.47
Patients Satisfaction towards Supply Chain Practices	0.69	0.72	0.48

Source: Field survey, (2024)

Supply Chain Management Strategies among Hospitals, Cronbach's Alpha (0.72) and Composite Reliability (0.75) are both above 0.7, indicating good internal consistency and reliability. The AVE (0.50) is slightly above the threshold of 0.5, demonstrating adequate convergent validity, meaning the indicators for this construct sufficiently capture the variance of the construct. Supplier Management: Cronbach's Alpha (0.7) and Composite Reliability (0.72) are also acceptable, indicating the indicators reliably measure the construct.

However, the AVE (0.49) is just below the 0.5 threshold, suggesting slightly lower convergent validity. This indicates that while the indicators are reliable, they may not fully capture the underlying construct. Last Mass Distribution Management, Cronbach's Alpha (0.72) and Composite Reliability (0.75) indicate good reliability. Similar to Supplier Management, the AVE (0.49) is slightly below 0.5, which could indicate some issues with convergent validity. Supply Chain Practices of the Hospital,

Cronbach's Alpha (0.69) is marginally below 0.7, which might suggest slightly lower internal consistency. Composite Reliability (0.72) is acceptable, but the AVE (0.47) is below 0.5, indicating that the indicators might not adequately represent the full construct, affecting validity.

Patients Satisfaction towards Supply Chain Practices, Cronbach's Alpha (0.69) and Composite Reliability (0.72) are marginally below the ideal values but still reasonably close. AVE (0.48) is below the acceptable threshold, indicating possible issues with convergent validity.

Overall Interpretation, most constructs demonstrate good reliability as evidenced by their Cronbach's Alpha and Composite Reliability values. However, AVE values for several constructs fall below the ideal 0.5 threshold, suggesting that while the indicators are consistent and reliable, they may not fully capture the variability of the constructs, which could affect the validity of the model. Further refinement of the measurement model or inclusion of additional indicators may improve the validity.

4.4 Correlation Matrix (Hypothetical)

4.4.1: Correlation Matrix (Hypothetical)

Constructs	SCMS	SM	LMDM	SCP	PS
Supply Chain Management Strategies	1.00	0.6	0.55	0.5	0.65
Supplier Management	0.6	1.00	0.58	0.48	0.55
Last Mass Distribution Management	0.55	0.58	1.00	0.52	0.60
Supply Chain Practices	0.5	0.48	0.52	1.00	0.53
Patients Satisfaction	0.65	0.55	0.60	0.53	1.00

Hypothetical Correlations**

Source: Field survey, (2024)

Supply Chain Management Strategies and Patient Satisfaction:

Patient Satisfaction (0.65): A strong positive correlation suggests that when hospitals have effective supply chain management strategies, patients tend to be more satisfied. Efficient supply chain strategies ensure that patients receive the care and services they need, contributing to their overall satisfaction. Supplier Management (0.60), this moderate to strong correlation indicates that hospitals that excel in managing their supply chains also tend to manage supplier relationships well. Effective supplier management supports the supply chain by ensuring timely deliveries and proper resource allocation. Last Mass Distribution Management (0.55), this moderate correlation suggests that effective supply chain management strategies help hospitals handle mass distribution processes better, such as distributing drugs and personal protective equipment (PPE). Supply Chain Practices (0.50), a moderate correlation indicates that supply chain management strategies impact the general practices within the hospital, such as responsiveness, inventory control, and logistics.

Supplier Management and Other Constructs:

Patient Satisfaction (0.55): Supplier management positively influences patient satisfaction, as the availability of high-quality supplies and reliable deliveries directly impacts the care provided to patients. Last Mass Distribution Management (0.58), this moderate to strong correlation shows that effective supplier management plays a crucial role in mass distribution management, ensuring timely and accurate distribution of medical supplies. Supply Chain Practices (0.48), a moderate correlation indicates that the hospital's ability to manage suppliers contributes to its overall supply chain practices. For example, reliable supplier relationships help maintain consistent inventory levels and avoid shortages.

Last Mass Distribution Management and Other Constructs:

Patient Satisfaction (0.60), hospitals with efficient mass distribution processes, such as timely delivery of drugs and PPE, tend to have higher patient satisfaction. Patients benefit from prompt and reliable access to the supplies they need. Supply Chain Practices (0.52), a moderate correlation suggests that good management of mass distribution positively affects general supply chain practices, particularly regarding logistics, transportation, and the availability of supplies within the hospital.

Supply Chain Practices and Other Constructs:

Patient Satisfaction (0.53), this moderate positive correlation indicates that efficient supply chain practices, such as quick service delivery, proper inventory management, and effective communication, contribute to better patient experiences and satisfaction.

Strong Relationships: Supply Chain Management Strategies with Patient Satisfaction (0.65) and Supplier Management (0.60) suggest that having robust strategies in place is key to both patient satisfaction and managing suppliers effectively.

Moderate Relationships: Supplier Management with Last Mass Distribution Management (0.58) and Supply Chain Practices (0.48) show that supplier relationships are vital but not the only factor affecting supply chain practices and distribution management.

Moderate to Weak Relationships: Lower correlations, like Supply Chain Practices with Supplier Management (0.48), indicate that while there is a relationship, other factors may contribute to supply chain efficiency.

Typically, the higher correlations suggest that efficient supply chain management strategies and strong supplier relationships are the most important drivers of patient satisfaction and operational success within the hospital. Lower correlations with

Supply Chain Practices point to variability in execution across these areas.

4.5 Summary of the Chapter

The research focuses on the hospital's approach to Supply Chain Practices, which includes working with alternate suppliers, collaborating with suppliers, forming strong strategic alliances, maintaining open lines of communication with suppliers, offering incentives to suppliers to encourage them, keeping an eye out for potential supply chain risks, holding frequent meetings between inventory staff and suppliers, and guaranteeing early supplier involvement in all inventory-related matters.

Hospitals that prioritize comprehensive supply chain management improve patient care and operational efficiency. While supplier management is crucial, hospitals also need to focus on other areas such as inventory systems, internal processes, and distribution efficiency. Hospitals must focus on improving overall supply chain processes beyond just supplier relationships to achieve full efficiency and patient satisfaction.

The findings suggest that the hospital's perceived effectiveness in negotiating alternative suppliers is poor suggesting room for improvement in this area of the supplier management plan. Information sharing between the hospital and its suppliers is seen as inadequate, and communication with suppliers is seen as feeble or ineffectual. Although incentives to suppliers are viewed as a more favorable approach, additional factors.

Korle-Bu Teaching Hospital face significant challenges in their supply chain practices, impacting patient satisfaction and operational efficiency. Inconsistent inventory management leads to stockouts or overstocking (Sutherland & Williams

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2021), delaying patient care and lowering satisfaction. Slow responses to patient needs, due to poor supply chain logistics (Johnson & Clark 2022), further diminish the hospital's ability to serve patients effectively. Weak supplier relationships and inflexible procurement processes result in delayed or unreliable deliveries, causing supply shortages and increased operational costs (Lee & Kim 2020). Inefficient distribution systems, especially in mass distribution of drugs and PPE, create bottlenecks in hospital operations. The lack of real-time tracking hampers visibility and control over inventory movement, leading to mismanagement of resources. Poor communication and outdated manual processes exacerbate these issues, making it harder to coordinate between departments (Patel & Brown 2021). Unreliable suppliers and insufficient collaboration also contribute to inefficiencies, as hospitals struggle to maintain a steady flow of medical supplies

During high-demand periods, such as pandemics, these problems intensify, leading to delays in delivering critical supplies. Overall, hospitals need to adopt better supply chain technologies (Robinson & Davies 2020), improve supplier collaboration, and streamline distribution logistics to enhance patient satisfaction and healthcare delivery.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This part presents the outline of the exploration goals of the examination, ends drawn from the discoveries and suggestions for strategy contemplations. The section finishes up with ideas for additional examination.

5.1 Summary

This investigation was guided by theoretical contentions comparable to the critical commitments of supply chain management hazard and procedures on the presentation of supply chain practices in Korle-Bu Teaching Hospital. The reason for the examination was to assess the current state of supply chain management practices within the GHS (Korle-Bu Teaching Hospital), identify key bottlenecks, and propose actionable recommendations to enhance the efficiency, transparency, and resilience of the health service supply chain in Ghana. Assess the effect of supplier management strategy on hospital supply chain practices Korle-Bu Teaching Hospital; analyse the effect of inventory management strategy on hospital supply chain practices, assess the effect of last mass distribution management strategy on hospital supply chain practices; examine the influence of hospital supply chain practices in Korle-Bu Teaching Hospital.

The investigation created and tried four goals to help accomplish the exploration principle destinations. The examination received the positivism theory along these lines depending on the quantitative methodology and logical exploration plan. An organized poll was created from audits of past examinations to accumulate information from procurement and supply chain Department of Korle-Bu Teaching

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Hospital. The statistics procedure was utilized on account of the Procurement/Purchasing officers/Storekeepers and others on account of Supply Chain Management. Upon the organization of the poll were created for wellbeing staff and patients individually and the hospital. The information was then prepared utilizing the IBM SPSS (version 27) and Microsoft Excel (2019) programming. Both enlightening and inferential measurements were utilized to address the issues in the examination. Reliability and Validity data collection methods were designed to ensure both reliability (consistency in results) and validity (measuring the intended concepts). The use of a structured questionnaire, including a 5-point Likert scale, was instrumental in reducing biases. Measures were adapted from previous studies to strengthen the accuracy of the findings. More critically, frequencies and rates were used to examine information on the account of the Procurement/Purchasing officers/Storekeepers, and individual qualities of the respondents.

Additionally, examination balanced, implies that the technique assumes critical parts in improving execution levels of the Procurement/Purchasing officers/Storekeepers considered. The outcomes infer that a greater amount of these systems are received by the hospital in dealing with their inventory network hazard, which prompts higher inventory network exhibitions and perpetually would prompt for supply chain practices fulfillment.

Secondly, the research reveals several weaknesses in Korle-Bu Hospital's supplier management strategies, particularly in communication, information sharing, and strategic alliances. These deficiencies contribute to inconsistent supply chain management and may hinder the hospital's ability to effectively manage its inventory and ensure the timely delivery of critical supplies. However, practices such as

providing incentives to suppliers show potential as an effective approach to improving supplier relationships. The findings highlight the need for the hospital to enhance its collaboration, communication, and risk management strategies to improve the overall efficiency and reliability of its supply chain.

Thirdly, the hospital's last mass distribution management shows a clear need for improvement, especially in ensuring timely deliveries, reducing lead times, and better preparing for inventory shortages. The high variability across responses suggests that while some departments may have better experiences, the overall system lacks uniformity and efficiency. Addressing these inconsistencies will be crucial in improving the hospital's supply chain performance and, ultimately, patient outcomes. Thus, the strategy plays significant roles in improving hospitals' supply chain practice. Since last mass distribution management is the only mode of transportation system for Korle-Bu Hospital hence, they largely depend on last distribution management strategy to distributes their drugs and personal protective equipment to the various department.

5.2 Conclusions

Findings indicate that the hospital's supplier management strategies are largely ineffective or inconsistent. Most respondents express dissatisfaction with key areas like communication, information sharing, and strategic alliances. The unsatisfaction with these areas suggests that the hospital struggles to maintain reliable supplier relationships and effective supply chain practices. However, providing incentives to suppliers stands out as a strength and a potential model for improving other aspects of supplier management.

The research highlights general dissatisfaction with the hospital's last mass distribution management, particularly in areas like timely delivery of drugs and PPE, and long lead times. The overall scores indicate that while some aspects, such as electronic tracking, are somewhat positively viewed, most areas require significant improvement. The high standard deviations across all factors suggest wide variability in experiences, indicating that the hospital's supply chain practices are not uniformly effective. These issues could lead to operational inefficiencies, inventory shortages, and patient dissatisfaction.

Furthermore, Korle-Bu Teaching Hospital face significant challenges in their supply chain practices, impacting patient satisfaction and operational efficiency. Inconsistent inventory management leads to stockouts or overstocking (Sutherland & Williams 2021), delaying patient care and lowering supply chain practices. Slow responses to patient needs, due to poor supply chain logistics (Johnson & Clark 2022), further diminish the hospital's ability to serve patients effectively. Therefore, the management should implement the above strategies with all seriousness which would allow the hospitals to have efficient supply chain practices which would translate into regular flow of drugs and office supplies supply chain logistics into the hospitals thereby leading to patients' and staffs 'satisfaction.

Finally, the study findings on the research, conclude that supply management strategies except inventory management strategy and supply chain practices generally have negative influence on health service supply chain practice levels of hospitals. More precisely, the data indicates that there is considerable room for improvement in the supply chain management strategies among hospitals and supplier management strategy. Areas such as stock-taking, planning, and maintaining stock levels are

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particularly weak, while practices involving advanced systems like ERP and automatic stock tracking show slightly higher satisfaction but still face significant inconsistencies in effectiveness, Typically, the higher correlations suggest that efficient supply chain management strategies and strong supplier relationships are the most important drivers of patient satisfaction and operational success within the hospital. Lower correlations with Supply Chain Practices point to variability in execution across these areas.

5.3 Recommendations

Based on these research findings and conclusions, the following recommendations are hereby made for hospitals management to consider implementing. The study recommended that hospitals management should pay more attention to Supply Chain Practices during Supply Chain Management Strategies, Supplier Management and Last Mass Distribution Management. Hospitals should invest software that is capable in linking all actors in the supply chain to share information, effective communication and establish long term relationship among the actors in the supply chain, by so doing, trust, loyalty, Supply Chain quality, efficiency, accessibility and commitment would be strongly built between the hospital to suppliers with high level of professionalism efficiency and effectiveness. These would in turn better supply chain practice and invariably improvement in the Korle-Bu Teaching Hospital.

Also, the study recommended that management of Korle-Bu Teaching Hospital should pay less attention to supply chain management strategies among hospitals and supplier management strategy because it was found to have less influence on hospitals supply chain practice levels. Management should, therefore, adopt and invest on strategies other than inventory management strategy. This is because, continuous investment in this strategy would only increase operational cost without consequently

improving supply chain practice in terms of quality, speed, flexibility and dependability of the hospitals operational systems.

The study further recommended that management of the various departments in the Korle-Bu Teaching Hospital should implement and invest on last mass distribution strategy. Last mass distribution management strategy is virtually the most significant supporting discipline of a hospitals; hence management must ensure that items get to the respective officers and departments of the hospital through last mass distribution. This can be done by implementing efficient planning, administration and optimization of flows of drugs and personal protective equipment (PPEs). All health service and procurement processes must be supported in the best possible way by efficient hospital logistics, thus ensuring optimal supply chain practices and safety.

Lastly, this analysis aligns with findings from previous studies, such as those by Fox et al. (2009) and Mwangu & Iravo (2015), which emphasize the importance of collaboration, risk management, and having alternative suppliers in the health service supply chain.

5.4 Recommendations for Korle-Bu Teaching Hospital:

1. **Improve Communication and Information Sharing:** Investing in better communication systems and ensuring more transparent and timely information sharing could significantly improve supplier relationships and the efficiency of procurement processes.

2. **Strengthen Strategic Alliances:** Focusing on long-term partnerships and strategic collaboration with suppliers can help in securing critical medical supplies, especially during crises like drug shortages.

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3. **Consistent Supplier Monitoring:** Developing a more robust supplier monitoring system to manage risks would enhance supply chain resilience.

4. **Standardize Practices:** To reduce variability in how practices are perceived, standardizing supplier management protocols across departments could improve the consistency of implementation and outcomes.

5.5 Suggestions for Further Research

1. **Automating Manual Processes**: Replace outdated manual processes with automated systems to improve responsiveness and coordination between supply chain stakeholders. This would reduce delays in patient care due to slow procurement and inventory handling.

2. **Enhancing Supplier Relationships**: Strengthen supplier relationships through frequent meetings, collaboration on inventory-related matters, and early supplier involvement in planning processes to ensure a more responsive and resilient supply chain.

3. **Supply Chain Visibility**: Invest in technologies that provide real-time visibility into the movement and availability of inventory. This will help hospitals anticipate shortages and adjust procurement and distribution strategies accordingly.

4. **Capacity Building in Supply Chain Staff**: Train inventory and procurement staff on advanced supply chain management practices, ensuring they are equipped to handle complex supply chain issues and contribute to operational improvements.

5. **Holistic Supply Chain Strategy**: Instead of focusing solely on supplier relationships, hospitals should adopt a comprehensive supply chain strategy

that encompasses all aspects of procurement, inventory management, and distribution, with a focus on integrating technology to improve efficiency. By addressing these areas, hospitals within the Ghana Health Services can improve supply chain practices, enhance operational efficiency, and ultimately improve patient satisfaction.

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APPENDIX A

UNIVERSITY OF EDUCATION, WINNEBA
SCHOOL OF BUSINESS
DEPARTMENT OF PROCUREMENT AND SUPPLY CHAIN
MANAGEMENT RESEARCH QUESTIONNAIRE

Dear Sir/Madam

I am a student from the Department of Procurement and Supply Chain Management from the above mentioned institution. As part of the requirements for a partial fulfilment of my master's degree, I am conducting research titled; **'Assessing Supply Chain Management Practices in the Ghana Health Services: a case study of the Korle-Bu Teaching Hospital'**. Anonymity and confidentiality of your response is guaranteed. I really appreciate your time and energy spent on this questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS

1. Sex   a. Male [ ]   b. Female [ ]

2. Age bracket

   20 and below years [ ]   21-30 years [ ]

      31-40 years [ ]   51-60 years [ ]   Over 61+ years [   ]

3. Indicate your highest level of education.

   No formal education [ ]   Below HND [ ]   HND/Equivalent [   ]   First Degree [ ]

     Post Graduate degree and above [   ]   Other (Please specify)_____

4. How many years have you been working in this Hospital?

Less than 5 years [ ] 5-10 years [ ]   11-15 years [ ] More than 15 years [ ]

5. Ownership status of affiliated hospital

   Public hospital [ ]   Private hospital [ ]

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SECTION B: SUPPLY CHAIN MANAGEMENT STRATEGIES AMONG HOSPITALS

Rate, by ticking, the state of effectiveness of these supply chain risk mitigation strategies in this hospital

1=Ineffective; 2= slightly effective; 3= moderately effective; 4= Effective 5=highly effective

No	Inventory Management	1	2	3	4	5
1	The hospital uses external and internal means to select health consumables					
2	The hospital establish maximum, minimum and reorder levels for hospital consumables					
3	The hospital engages in stock taking					
4	The hospital uses past consumption to determine quantity of health commodity needed					
5	The hospital use request from users to determine the quantity of health consumables needed					
6	The hospital plan in advance					
7	The hospital uses enterprise resource planning system (Barcode) to track its inventory					
8	All the hospital inventory items have been classified according to their order of importance					
9	The hospital adopts a classical economic order quantity model.					
10	The hospital observes periodical replenishment of Stocks					
11	The hospital maintains a minimum stock level					
12	The hospital uses JIT stock control system					
13	The hospital uses the JIT system to eliminate waste					

14	The inventory management practices enable the hospital to avoid inventory bottleneck in production					
15	The hospital receives drugs and PPEs at schedule delivery time.					
16	The hospital practices vender managed inventory systems.					
17	The hospital uses automatic stock tracking					
18	The hospital exercises selective control over its inventory items					
19	The hospital collaborates with its suppliers in system Upgrade					

	SUPPLIER MANAGEMENT *1=Ineffective; 2= slightly effective; 3= moderately effective; 4= Effective 5=highly effective*	1	2	3	4	5
1	The hospital deals with alternative suppliers					
2	The hospital pursues supplier collaboration					
3	The hospital builds strong strategic alliance with suppliers.					
4	The hospital has good communication with its suppliers					
5	There is complete information sharing between the hospital and its suppliers					
6	The hospital provides incentives to suppliers as source of motivation					
7	The hospital regularly monitors their suppliers for possible supply chain risk.					
8	There are frequent meetings between the hospital inventory staff and its suppliers					
9	The hospital ensures early supplier involvement in all inventory-related.					
	LAST MASS DISTRIBUTION MANAGEMENT					
1	The transportation management practices enable timely delivery of products and services to customers					
2	The hospital has timely delivery of drugs and PPEs					
3	The hospital has effective distribution of drugs and PPEs					
4	The hospital has long lead time					

5	The hospital has short lead time					
6	Through transportation management products are made available to the customer desire location					
7	The hospital's products and services are delivered using the right mode of transportation					
8	The hospital uses electronic system to track all product that are transported to the hospital					
9	The hospital prepares adequately to avoid inventory shortages of drugs and PPEs					
10	The hospital depends on timely deliveries from Suppliers					

SECTION C: SUPPLY CHAIN PRACTICES OF THE HOSPITAL

To what extent has the implementation of supply chain management strategies improve healthcare supply chain practices of the hospital?

1=Very Ineffective; 2= Ineffective; 3= Neutral ; 4= Effective; 5= Very Effective

No	Hospital supply chain Practices	1	2	3	4	5
2.	Speed in service delivery					
3.	Hospital response to patients' requests					
4.	Quick registration and admission process					
6.	Responsiveness to customer request					
7.	Transportation of healthcare logistics					
8.	Hospital- Supplier relationship rate					
9.	Supply chain response time					
11.	Last mass distribution rate					

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SECTION D: PATIENTS SATISFACTION TOWARDS SUPPLY CHAIN PRACTICES

To what extent has the implementation of healthcare supply chain improves patient satisfaction of this hospital?

1=Very Ineffective;   2= Ineffective;   3= Neutral ;   4= Effective;   5= Very Effective

NO	Patients Satisfaction towards supply chain practices	1	2	3	4	5
1.	The hospital is equipped with devices, technology, and medical equipment					
2.	Internal organization helps achieve rapid response to patients					
3.	The hospital makes reliable drugs available for patients					
4.	The hospital has all necessary medicals available					
5.	Courtesy and professionalism of hospital staff					
6.	The hospital has available drugs and equipment for patients					
7.	Providing clear complete, and accurate information					
8.	Feedback and complaints about drugs					
9.	Behaviour and mannerism of hospital staff					
10.	Timeliness of feedback					
11.	Fairness of pricing of drugs by the hospital staff					

1. **General Perception:**

   a. How would you rate the overall effectiveness of supply chain management practices within your hospital?

   1) Very Ineffective

   2) Ineffective

   3) Neutral

   4) Effective

   5) Very Effective

2. **Procurement and Sourcing:**

   a. How efficiently does your hospital procure medical supplies and equipment?

   1) Very Inefficient

   2) Inefficient

   3) Neutral

   4) Efficient

   5) Very Efficient

   b. Are there any challenges you face when sourcing medical supplies?

   If yes, please

   specify:…………………………………………………………………..

   …………………………………………………………………………………

3. **Inventory Management**:

   a. How effectively are inventory levels monitored and controlled within your hospital? 1) Not Effectively at All

   2) Somewhat Effective

   3) Neutral

   4) Effective

   5) Very Effective

   b. What methods or tools are currently used for inventory management?

   :………………………………………………………………………………

   …………………………………………………………………………………

4. **Distribution and Logistics:**

   a. How would you rate the efficiency of distribution channels for delivering medical supplies to your hospital?

   1) Very Inefficient

   2) Inefficient

   3) Neutral

   4) Efficient

   5) Very Efficient

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Are there any logistical challenges hindering the timely delivery of supplies to your hospital?

If yes, please specify:………………………………………………………………..

……………………………………………………………………………………………

5. **Technology Utilization:**

a. To what extent does your hospital utilize technology (e.g., inventory management software, tracking systems) to enhance supply chain operations?

1) Not at all
2) Minimal
3) Moderate
4) Extensive
5) Fully Integrated

6. **Collaboration and Partnerships:**

a. How would you describe the level of collaboration between different stakeholders involved in the hospital's supply chain (e.g., suppliers, distributors, hospital staff)?

1) Very Poor
2) Poor
3) Neutral
4) Good
5) Very Good
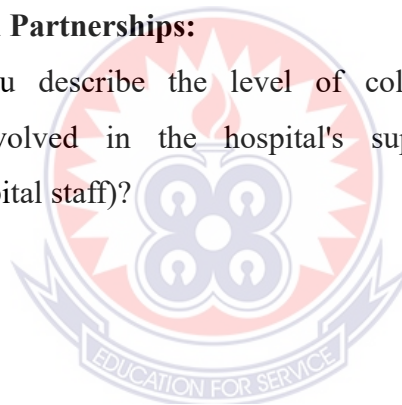
b. Are there any initiatives in place to foster better collaboration and partnerships? If yes, please describe:

……………………………………………...............………………………..

……………………………………………………………………………………………

7. **Future Improvements:**

a. What areas of supply chain management do you believe require the most improvement within your hospital?

…………………….………………………………………………………………

………………………………………………………………………………

b. Do you have any suggestions or recommendations for enhancing supply chain practices within hospitals?

……………………………………………………….…………………………

……………………………………………………………………………………

Thank you for agreeing to participate in this research study.