



Supply Chain Management

Getting Supplies, Creating Solutions, Long-Term Planning

Noel Skaling, CMRP
Director, Supply Chain Management
Cottage Health

Kristin Tufvesson
Vice President, Finance
Cottage Health

Santa Barbara, CA | September 2021



1



OUR MISSION

To provide superior health care for and improve the health of our communities through a commitment to our core values of excellence, integrity, and compassion.

2

Santa Barbara Cottage Hospital
opened in 1891

130 years later, the hospital
continues to thrive with the same
spirit of community support that
led to its founding.



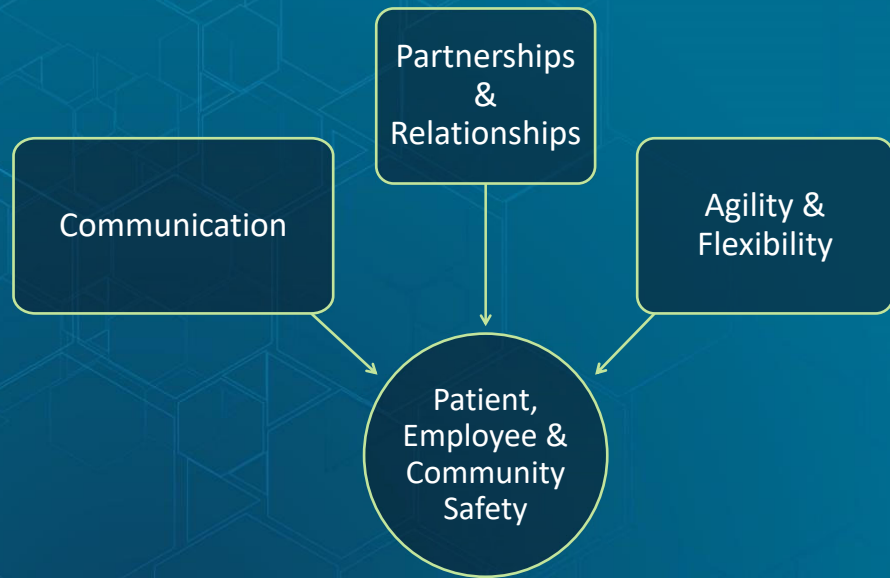
3

Growing to meet needs of today
and future generations



4

KEYS TO SUCCESS



5

ONSET OF COVID Supply Chain Disruption

6

QUICK ACTION IN JANUARY & FEBRUARY 2020



Communication

- External: Partnered with suppliers & manufacturers
- Internal: clinical leaders, senior management, and Cottage Incident Command Center



Information

- Global supply chain
- Supplies are mostly manufactured in China and only packaged domestically



Data

- Current inventory
- Demand requirements
- Daily supply consumption



Reporting

- Daily inventory dashboard for Cottage Incident Command Center
- Key measures: 7-day run rates, acquisition status, critical items ETA, scenario planning

7

ADVANTAGES GAINED

- Projected needs and quickly placed orders for PPE & equipment, to be first in queue for release of allocations
- Proactively looked for alternative sources and leveraged existing relationships to acquire product before COVID cases emerged locally
- Prevented any potential “hoarding” or misappropriation of scarce product
- Developed process to distribute and control
- Data driven and informed decision making

8

LIFE WITH COVID, WHAT NEXT?



- Global supply chain in complete disarray
- Demand for PPE continues to increase

9

CREATIVE, INNOVATIVE, IMAGINATIVE

Supply Chain Strategies

“Outside the Box” Thinking and Ideas

10

Strategy 1:

COMMUNITY OUTREACH AND DONATION SITE



11



COMMUNITY OUTREACH SUCCESS STORY

- Generous support from the community
- Allowed additional time to acquire required supplies
- 6,000 pediatric-size N95 masks -- trade with Stanford Children's Hospital

12

UNWANTED SOLICITATION FROM MULTIPLE SOURCES

- ✓ Exercised guiding principles of safety
- ✓ Followed organization's cyber security protocols



13

Strategy 2:

PARTNER
WITH LOCAL
VENDORS FOR
INNOVATIONS



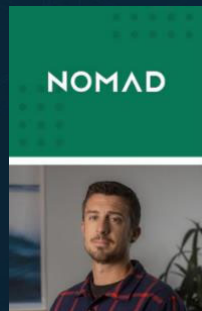
14

Local distillery manufactured hand sanitizer



15

Leveraged local mobile phone accessory vendor's connections to import PPE from China



16

UCSB Partnerships



17

NEW CHALLENGES Eyes on the Horizon

18

COTTAGE URGENT CARE CENTERS

12 Urgent Care Centers opened 2020-21

- No allocation for scarce consumables or PPE
- Sustaining these new remote locations from Santa Barbara Cottage Hospital allocations
- Need to find additional resources



19

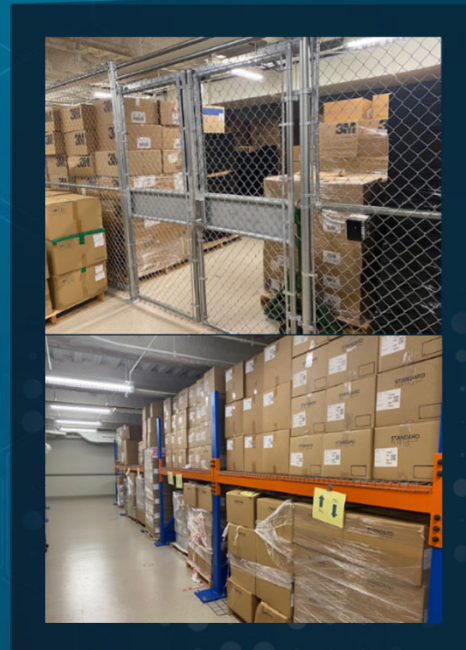
COVID-19 VACCINATION



20

COTTAGE CURRENT STATE

- Higher levels of on-hand inventory
- Awareness of complete supply chain



21



22

Determination & Perseverance
2020's Lessons and 2021's Challenges



Thank You

Susanna Shaw

Director, Environmental Safety and Security
Santa Barbara Cottage Hospital
s1shaw@sbch.org

Noel Skaling, CMRP

Director, Supply Chain Management
Santa Barbara Cottage Hospital
nskaling@sbch.org

Kristin Tufvesson

Vice President, Finance & Controller
Santa Barbara Cottage Hospital
ktufvess@sbch.org



California
Hospital
Association