Cook Children’s Supply Chain Project
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IE 4350: Senior Capstone

ABSTRACT
The purpose of this project was to follow the DMAIC method and improve the pickup and delivery routes for Inventory & Distribution department at Cook Children’s Hospital.

INTRODUCTION
Receiving and delivering mail or packages on time in a hospital is important because delaying care to patients is never what any hospital intends to do. Having the necessary supplies on hand when a medical professional at Cook Children’s is attending to any patient keeps the patient flow moving. With the completion of this project, mail couriers should improve upon the established baseline for all routes.

METHODOLOGY

Define
Current State vs Future State

Measure

Route 1 Observations - Dodson Building
Route 2 Observations - Cook Children’s Medical Center AM Route
Route 3 - ROB/USPS AM Pickup
Route 4 Observations - 901 Building
Route 5 - 1100 Building
Route 6 - ROB PM Pickup

Analyze

Controlled: What Inventory & Distribution (I&D) is able to control
Non- Controlled: What is out of Inventory & Distribution’s control

Improve & Control
Performance based raises
Documenting when a courier leaves and returns

RESULTS

The data shows combining mail with packages is better than having both done separately. Combining mail and packages minimized delivery time by an average of 37%. The number of steps couriers walked was reduced by an average of 35%. Since the new process is still relatively new, there will still be things to work out. As more cross training is done, there will be more improvement.

CONCLUSION
Cross training for all mail couriers needs to continue so the outcomes for deliveries and pickups can improve.