Health Business Services

Health Sector Procurement Compliance & VFM

November 2018
‘In public healthcare systems limited resources mean that every available intervention cannot be provided in every situation for all who need or want it. Choices must be made among effective healthcare interventions, and the decision to fund one means that others cannot be funded’

*Guidelines for the economic evaluation of health technologies: Canada* [3rd Edition]. Ottawa; Canadian Agency for Drugs and Technologies in Health; 2006.

Every € spent unnecessarily is a € not available to treat another patient
1) To help you to achieve greater value for money from your procurement activities (€ and non-cash benefits) to support reinvestment into patient care and service delivery.

2) To explain the regulatory environment, policy and governance framework for procurement, identifying key sources of information.

3) To help you identify What good procurement looks like and the steps your organisation must take to become fully compliant with legal, policy and corporate governance obligations which are essential to ensure and demonstrate VFM and to protect the individual and the organisation from reputational harm.
Regulatory, Policy and Corporate Governance aspects of Procurement covered:

So for you:
- Some aspects may be new or you are not fully familiar with, however
- What I cover is **fully relevant** to your organisation

Questions?
- Given the short timeframe can you please hold questions until the end of my presentation?
- I will do my best to answer today
- If not, we will ‘park’ and I **WILL** get back to you

Presentation Slides and Key Documents Referenced?
- An electronic copy of the presentation deck will be provided to you.
- Electronic links will be provided to the relevant information on the HSE National Contracts Office internet site: [http://hsenet.hse.ie/HSE_Central/PrimaryCare/National_Contracts_Office/NonStatutoryProvidedServices/](http://hsenet.hse.ie/HSE_Central/PrimaryCare/National_Contracts_Office/NonStatutoryProvidedServices/)
Non Pay Spend Definitions:

- **Addressable Spend (Contractible)**
  - Spend on goods and services that is covered under procurement rules i.e. can be impacted through procurement and sourcing activities.

- **Spend Under Cover**
  - Spend on goods and services that are covered under the scope of a Framework Agreement (FA) however all terms are not agreed e.g. a mini competition is required to finalise a Contract.

- **Spend Under Management**
  - Spend on goods and services that are on a formal Contract or a direct drawdown Framework Agreement with all terms agreed (SUM).
What is public procurement compliance?

Compliance for public bodies has in effect 3 levels

1. Compliance to legal obligations – EU Directives, Irish Regulations, Irish Law
2. Compliance to Government Policy – Circulars issued by Ministers, Public Spending Code, etc.
3. Compliance to internal corporate controls and policies

Precedence is in the order set out, that is ...

– Corporate policies cannot overrule Government policy or legal obligations
– Government policy cannot overrule legal obligations
Government Procurement Policy
The Public Service will speak with ‘one voice’ to the market.

Common goods and services will be sourced from one office, formed from resources who will come together from across the civil and public service i.e. the Office of Government Procurement (OGP).

Health, Education, Local Government and Defence will each retain a single sector procurement function to procure their sector-specific categories.
Single Sector Procurement Function ‘One Voice’ to the Market
HSE Service Agreement with S38 & S39 Agencies

“HSE Group” means any of the voluntary hospitals and such other providers who receive funding from the Executive pursuant to section 38 and/or 39 of the Health Act 2004 as the Executive may notify to the Provider from time to time;

Part 1 - Section 2.3 “As a condition to the provision of the Funding and in accordance with the terms of this Arrangement, the parties agree that in carrying out their respective obligations under this Arrangement, they shall endeavour, within the agreed Funding and without prejudice to any statutory rights or obligations of the Executive, to (inter alia):

(8) comply with the government decision in relation to procurement which mandates “Health” to act as one voice to the market, and recognise and cooperate with the Executive’s shared services in this regard” ;
Changes to Part 2 Schedule 6 (2017)

Procurement

Implementation of the Government Procurement model:
– Develop HSE Group multi-annual Procurement Plan
– Develop individual Agency Procurement Plans (S.A. >€3mil)

Collaborative Partnership Approach:

- **HSE** to provide professional support and guidance, planning tools / reports & analyses to drive improved compliance / vfm

- **Service Provider** to:
  – Nominate Senior Manager – Planning / Coordination
  – Provide summary spend data & contract information
  – Provide information on procurement and purchasing structures

All individual Staff authorised to source suppliers must:
– Be registered on [www.HBSPASS.ie](http://www.HBSPASS.ie)
– Use [www.HBSPASS.ie](http://www.HBSPASS.ie) as primary source of supply.

2018 Compliance Requirements
Welcome to HSE Procurement Contract Information site.
The website provides access to HSE Contract Information and Procurement Support for the Health Sector.

Please login or register for access.

<table>
<thead>
<tr>
<th>Base</th>
<th>Users</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSE</td>
<td>573</td>
<td>45.55%</td>
</tr>
<tr>
<td>S39+</td>
<td>549</td>
<td>43.64%</td>
</tr>
<tr>
<td>S38</td>
<td>105</td>
<td>8.35%</td>
</tr>
<tr>
<td>Tusla</td>
<td>31</td>
<td>2.46%</td>
</tr>
</tbody>
</table>

1258 Registered Users >350 Agencies
Welcome to HSE Procurement Contract Information site.
The website provides access to HSE Contract Information and Procurement Support for the Health Sector.

Please login or register for access.
Procurement Regulatory Framework

- EU Procurement Directives / Transposing S.I. (2016)
- Code of Practice for the Gov of State Bodies (2016)
- Public Procurement Guidelines (2017)
- Ethics in Public Procurement.

- Circular 10/14
- Circular 40/02

- HSE NFR - 01 (or equivalent)
- HSE Procurement Policy (or equivalent)
Procurement Regulatory Framework

The “External” Regulatory Environment
– Public Procurement Directives
– National Procurement Guidelines / Circulars
– Code of Practice for Governance of State Bodies
– Contract Law

EU Directive 2014/24/EU was adopted on 28 March 2014 and transposed into national law on 18 April 2016
Procurement Regulatory Framework

Public Procurement Directives

- Sub-set of EU competition law
- Promote cross-border trade
- Same rules across EU
- Promote transparency in purchasing and value for money
Procurement Regulatory Framework

All purchasing decisions must comply with Fundamental Principles of EU Treaties:
- Equal treatment
- Non-discrimination
- Transparency
- Proportionality
- Mutual Recognition

Best practice – apply regardless of value
Analysis of Procurement Procedures
The six Procurement Procedures may differ in certain key areas

<table>
<thead>
<tr>
<th>Procurement Procedure</th>
<th>Can be used in any circumstance and for any contract</th>
<th>Prequalification required</th>
<th>Suitable for complex procurements</th>
<th>Dialogue / negotiation with vendor allowed</th>
<th>Precise requirements needed</th>
<th>Awarded based solely on tender submissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Procedure</td>
<td>✔</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Restricted Procedure</td>
<td>✔</td>
<td>✔</td>
<td>✗</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Competitive Dialogue</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
<td>✗</td>
<td>✔</td>
<td>✗</td>
</tr>
<tr>
<td>Competitive Procedure with Negotiation (CPN)</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✗</td>
</tr>
<tr>
<td>Innovative Partnership</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Negotiated Procedure Without Prior Publication</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
</tr>
</tbody>
</table>

* CPN does allow for the contract to be awarded based solely on the tender; this is dependant on tenders being sufficiently detailed and acceptable to the authority to accept without negotiation.
Sourcing Suppliers Above Threshold

It is important to note there are strict procedural requirements set out in the EU Directives and National Legislation in regard to the sourcing of suppliers and awarding of contracts above the EU Threshold. Failure to comply in full may result in legal challenge to the process which prohibits the awarding of a contract, and may also result in reputational harm and financial losses being incurred.

HSE NFR-01 requires that:
IN ALL CASES OF PROCUREMENT (of goods and services) WHERE VALUE IS GREATER THAN EU THRESHOLD, IT IS A MANDATORY REQUIREMENT THAT THE PROCUREMENT FUNCTION IS NOTIFIED IN ORDER TO TAKE RESPONSIBILITY FOR MANAGING THE ‘TENDERING PROCESS’.
National Public Procurement Guidelines:

**Probity:** Use ethical, honest and fair processes

**Transparency:** Basis for decisions must be ‘demonstrably clear and objective’

**Accountability:** Respecting prevailing guidelines that affect Accounting Officers

Contracting authorities must ensure compliance and exercise powers lawfully:

- Strict conflict of interest rules
- No gifts/benefits of any kind

Government policy is that public bodies, where possible, should make use of central arrangements.

**(COMPLY)**

Where public bodies do not utilise central procurement contracts or frameworks they should be in a position to provide a Value for Money justification.

**(EXPLAIN)**
If you have a requirement to purchase goods or services in excess of €25k, you must carry out a formal tender process using the eTenders website, and you may need to obtain professional procurement input/support.
2.12. Budget Holders must, within twelve months of the coming into force of these regulations, ensure that they have reviewed and analysed their likely purchasing requirements over the following 3 years.

2.13. They must put in place a procurement plan, in conjunction with procurement/ Materials Management/ Estates/ICT as appropriate to address:

2.13.1. Appropriate categorisation and rationalisation of suppliers.

2.13.2. Contracts to be renewed or terminated/allowed to lapse and their timeframes

2.13.3. Additional contracts to be put in place

2.13.4. Main service developments (new services, service expansions, service reductions) likely to impact on procurement over the following 12 months.

2.13.5. Any other relevant matters.

2.14. Procurement plans should be updated annually and replaced every three years.

Given the need for obtaining value for money and making best use of scarce staffing resources there is a requirement to co-ordinate and aggregate procurement plans.
Circular 40-02 & Public Procurement Policy Framework

Require public bodies to complete and publish (FOI) a schedule in respect of all contracts / expenditure above €25,000 quarterly identifying those which have been awarded without a competitive process and also and an Annual Report.

The Circular 40-02 Annual Report must be submitted to the C&AG by March 31st each year cc the OGP.

The C&AG has recommended (2012) that every department and office should create a Central Register of All Contracts which records key data, including whether or not a competitive process was used – this requirement is included in the Public Procurement Policy Framework (2018).
NFR 01 – Purchase to Pay

Exceptional Circumstances

In exceptional circumstances sourcing options relevant to value thresholds may not apply.

- These include Extreme Urgency cases where it’s necessary to avoid:

  **Significant Risk to**
  - Persons
  - Property
  - Be a financial loss to HSE

**All urgent cases must**

- Have been unforeseeable
- Not arisen due to lack of planning or action by HSE
- Must be approved by Assistant National Director/CEO/CO and co-signed by ACFO

*Head of Procurement must also be notified of all cases*
Circular 10/14

- Advertise contracts over €25,000 on eTenders
- Use open procedure
- Turnover no more than twice contract value
- Allow self-declaration
- Provide constructive de-briefing
- Split contracts into lots
- Facilitate SME collaboration
- Use standard templates
Code of Practice for the Governance of State Bodies (2016)

Guidance for Good Procurement
Code of Practice for the Governance of State Bodies (2016)

Procedures for Procurement:
Code Provisions

8.16 Public Procurement:
8.17 Procedures:
8.18 Legal Obligations:
8.19 EU Treaty Principles:
8.20 Corporate Procurement Plan:
8.16 Public Procurement:

It is the responsibility of the Board to satisfy itself that the requirements for public procurement are adhered to and to be fully conversant with the current value thresholds for the application of EU and national procurement rules.

The Board should satisfy itself that procurement policies and procedures have been developed and published to all staff.

It should also ensure that procedures are in place to detect non-compliance with procurement procedures.

Entities should have a contracts database/listing for all contracts/payments in excess of €25,000 with monitoring systems in place to flag non-competitive procurement. Non-competitive procurement should be reported in the Chairperson’s comprehensive report to the Minister.
8.17 Procedures:
Similarly, the Board should ensure that competitive tendering should be standard procedure in the procurement process of State bodies. Management, and ultimately the Board, should ensure that there is an appropriate focus on good practice in purchasing and that procedures are in place to ensure compliance with procurement policy and guidelines.
8.18 Legal Obligations:

EU Directives and national regulations impose legal obligations on public bodies in regard to advertising and the use of objective tendering procedures for awarding contracts above certain value thresholds. Even in the case of procurement which might not be subject to the full scope of EU Directives, such as certain ‘non-priority’ services or service concessions, the EU Commission and European Court of Justice have ruled that EU Treaty principles must be observed.
8.19 EU Treaty Principles:
The essential Treaty principles include non-discrimination, equal treatment, transparency, mutual recognition, proportionality, freedom to provide service and freedom of establishment. There is a strongly implied requirement to publicise contracts of significant value to a degree which allows parties in other Member States the opportunity to express an interest or to submit tenders.
8.20 Corporate Procurement Plan:
The Office of Government Procurement Policy framework requires that all non-commercial State bodies complete a Corporate Procurement Plan. This plan is underpinned by analysis of expenditure on procurement and the procurement and purchasing structures in the organisation. The plan should set practical and strategic aims, objectives for improved procurement outcomes and appropriate measures to achieve these aims should be implemented.

The Chairperson should affirm adherence to the relevant procurement policy and procedures and the development and implementation of the Corporate Procurement Plan in the comprehensive report to the Minister.
In Summary – Good Procurement requires that:

**The Board** must satisfy itself that the requirements for public procurement are adhered to;
- that procurement policies and procedures have been developed and published to all staff and that procedures are in place to detect non-compliance
- that there is an appropriate focus on good practice in purchasing and that procedures are in place to ensure compliance with procurement policy & guidelines.
- that EU Treaty principles must be observed and that competitive tendering should be standard procedure in the procurement process.
- that a contracts database/listing for all contracts/payments in excess of €25,000 with monitoring systems in place to flag non-competitive procurement is in place.

- that all non-commercial State bodies complete a Corporate Procurement Plan
  - this plan is underpinned by analysis of expenditure on procurement and the procurement and purchasing structures in the organisation.
  - the plan should set practical and strategic aims, objectives for improved procurement outcomes and appropriate measures to achieve these aims should be implemented

**The Chairperson** should affirm adherence to the relevant procurement policy and procedures and the development and implementation of the Corporate Procurement Plan in the comprehensive report to the Minister.
Corporate Procurement Planning
Corporate governance / Best Practice in Procurement requirement

Targeted initially at HSE / Hospital Groups & CHOs & associated Section 38 Agencies and Section 39 Agencies with an annual grant value >€3mil.
Corporate Procurement Planning for Health Agencies

- **Supply Management**
  - Ensuring supply – capacity, quality
  - Forecasting
  - Contracted – legal, commercial
  - Stratification of suppliers
  - Supplier Performance
  - Supply/supplier risk management

- **Total Cost Management**
  - Identify stakeholder
  - Understand their context – business/service perspective
  - Understand their expectations of Procurement, vice versa
  - Relationship
  - Relative important/influence
  - Alignment
  - Ongoing communication

- **Stakeholders**
  - Alignment of Procurement Strategy & Health strategy
  - Service and budget objectives
  - Pipeline planning – health, local
  - Capacity planning
  - Compliance agenda
  - Procurement Transformation

- **Processes & Systems**
  - Procurement processes and systems – scope
    - CPP planning, category/
    - strategy development,
    - tendering,
    - purchase to pay,
    - Contracting,
    - post contract management
  - Design principles:
    - Defined & documented,
    - standardised,
    - compliant,
    - Controlled
    - efficiency

- **Policy & Governance**
  - Directives, Policy
  - Authorities and decision making
  - Service agreements

- **Organisation**
  - HSE/Non HSE
    - Organisation – HBS, Procurement and Non Procurement
    - OGP and other centralised Procurement
    - Procurement Model –
      - devolved, Centre-led, centralised
    - Direct vs indirect
    - Resource capacity and skills
    - Roles and responsibilities

- **Strategic Procurement**
  - Spending
  - Efficiency, savings
  - Controllable, non-controllable
  - Addressable, un-addressable
  - Portfolios, categories
  - Category strategies
  - Requirements
  - Total or all of life cost
  - Users/Buyers/Suppliers

**Design principles**:
- Defined & documented
- Standardised
- Compliant
- Controlled
- Efficiency

**Procurement processes and systems**:
- CPP planning, category/
- Strategy development,
- Tendering,
- Purchase to pay,
- Contracting,
- Post contract management

**Alignment of Procurement Strategy & Health strategy**
- Service and budget objectives
- Pipeline planning – health, local
- Capacity planning
- Compliance agenda
- Procurement Transformation
Strategic Procurement

- Identify Executive Management Team nominee (Procurement Coordinator) to coordinate the Corporate Procurement Plan, Sourcing Plan and Compliance Improvement Plan activity;
- Confirm alignment of the Corporate Procurement Plan with strategic objectives, service delivery and programme requirements set out in the Mid West Community Healthcare’s Operational Plan;
- Establish corporate ownership and prioritisation of procurement and compliance by inclusion of the CPP Monthly Report and Quarterly Reviews as a standing topic on the Executive Management Team Meeting Agenda;

Policy & Governance

- Establish what specific procurement related policies and procedures are in place;
- Establish Document Control Centre and Revision Control;
- Review Policies and Procedures to ensure alignment with HSE NFR;
- Approval/Sign-off of Policies and Procedures;
- Identify, communicate and train staff involved in the procurement process in regard to approved Policies and Procedures as appropriate to their role;
- Identifying areas of non-compliance and ensuring suitable processes and systems are in place to enforce compliance by the organization;
**Organisation**

- Identify internal procurement function structure, staffing levels, roles and responsibilities across all business divisions;
- Carry out initial competency assessment of all staff members identified in the internal procurement function;

**Stakeholders**

- A core Procurement Compliance Improvement Team will be established comprising of the Procurement Coordinator and key Business Managers from across the service divisions. Additional staff members may be drafted in to assist on specific matters as required;
- The Procurement Compliance Improvement Team will review expenditure and identify compliant spend / non compliant spend and take appropriate actions to manage associated risks. The core team will focus on understanding the current policies, the reasons for non-compliance and identification of the necessary process and control improvements to move Mid-West Community Health Care from a position of 43% compliance in 2016 to a position of 100% compliance by the end of 2020;

**Supply Management**

- Identify operational Contract Management ownership and arrangements for monitoring and dispute escalation for all major expenditure categories;
- Identify strategic Supplier Relationship Management ownership and arrangements for monitoring and dispute escalation for all critical supply and service contracts;
Processes and Systems

- The core team members will be facilitated with access to MS Lync to enable the majority of meetings and work to be conducted online;
- The core team will work in collaboration with HBS Procurement using the Compliance Improvement Tool (CIT) and the Compliance Improvement Tracking System (CIPTS) to record activity and progress regarding compliance improvement;

Total Cost Management

- Achieving better value for money / Identification of opportunities for improved compliance, risk management and savings by means of:
  - Identification of expenditure by category which is subject to public procurement regulations i.e. Procurable Spend;
  - Identification of procurable Spend under Management (SUM) i.e. spend that is covered by a formal contract.
  - Identification and use of existing HSE and OGP contracts / frameworks where available;
  - Identification and registration of existing local contracts details / expiry dates on HBS PPMS System Central Contracts Register;
  - Identification of spend / categories requiring competitive procurement processes and completion of Procurement Support Requests (PSR);
  - Identification of all contracts / payments made >€25K with monitoring systems in place to flag non-competitive procurement.
- Alignment of Mid West Community Healthcare sourcing requirements under a single aggregated procurement sourcing plan for the public health service;
- Developing / updating a procurement risk register.
<table>
<thead>
<tr>
<th>Goal/ID</th>
<th>Actions to Achieve</th>
<th>Dimension</th>
<th>Goal/Target</th>
<th>Target Date</th>
<th>Owner</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identify Executive Management Team nominee to coordinate the Corporate Procurement Plan, Sourcing Plan and Compliance Improvement Plan activity (Procurement Co-ordinator)</td>
<td>Strategic Procurement</td>
<td>Executive Management team nominee</td>
<td>01/09/2018</td>
<td>Co</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Confirm alignment of the Corporate Procurement Plan with strategic objectives, service delivery and programme requirements set out in the Mid West Community Healthcare’s Operational Plan.</td>
<td>Strategic Procurement</td>
<td>Alignment confirmed.</td>
<td>01/09/2018</td>
<td>PC, BPM &amp; CCP</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Establish corporate ownership and prioritisation of procurement and compliance by inclusion of the CPP Monthly Report and Quarterly Reviews as a standing topic on the Executive Management Team Meeting Agenda.</td>
<td>Strategic Procurement</td>
<td>CPP standing item on Executive agenda.</td>
<td>01/10/2018</td>
<td>Co</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Establish what specific procurement related policies and procedures are in place.</td>
<td>Policy and Governance</td>
<td>Review NFR’s in relation to CH03.</td>
<td>01/09/2018</td>
<td>PC, BPM &amp; CCP</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Establish Document Control Centre and Revision Control.</td>
<td>Policy and Governance</td>
<td>Establish DCC for CH03 Procurement/Compliance.</td>
<td>01/09/2018</td>
<td>PC &amp; CPP</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Review Policies and Procedures to ensure alignment with HSE NFR.</td>
<td>Policy and Governance</td>
<td>CH03 PPG aligned with NFR’s</td>
<td>01/09/2018</td>
<td>PC, BPM &amp; CCP</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Approval / Sign-off of Policies and Procedures.</td>
<td>Policy and Governance</td>
<td>CH03 PPG signed off.</td>
<td>01/09/2018</td>
<td>Co</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Identify, communicate and train staff involved in the procurement process in regard to approved Policies and Procedures as appropriate to their role.</td>
<td>Policy and Governance</td>
<td>Train staff on PPG in accordance with their role (Stabilisation)</td>
<td>01/09/2018</td>
<td>PC</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Identifying areas of non-compliance and ensuring suitable processes and systems are in place to enforce compliance by the organization.</td>
<td>Policy and Governance</td>
<td>Establish CH03 Compliance Improvement Programme.</td>
<td>01/09/2018</td>
<td>PC, BPM &amp; CCP</td>
<td></td>
</tr>
</tbody>
</table>
This corporate procurement plan sets out HSE Mid West Community Healthcare procurement objectives for the period 2018 – 2021. The objectives reflect both national and local procurement policies and priorities.
Professionalising Health Sector Procurement

Competency and Capacity Development

HBS Health Business Services
Welcome to the HBS Procurement Capacity and Competency Framework

Framework
- Role Behaviour
- Candidate Characteristics
- Eligibility Criteria
- Core Competencies
- Technical Competencies

Corporate Procurement Planning
- Business Systems Support
- Sourcing & Contracts
- Logistics & Inventory Management
Public Procurement Supply Chain Excellence

Syllabus

NFQ Level 7 Certificate
- Logistics & Inventory Management
  - Inventory Management
- NFQ Level 7 Diploma
- Logistics: Demand Management & Customer Relationship Management
- NFQ Level 8 Honours Bachelor Degree
  - Logistics: Demand Management & Customer Relationship Management
  - Strategic Planning and Implementation in Supply Chains
- NFQ Level 9 Post Graduate Degree Year 1: Semester 1
  - Strategic Planning and Implementation in Supply Chains
- NFQ Level 9 Post Graduate Degree Year 1: Semester 2
- NFQ Level 9 Masters Degree Semester 1
- NFQ Level 9 Masters Degree Semester 2
  - Procurement Excellence in Healthcare - Deploying innovative procurement solutions to stimulate and support Supply Chain Excellence in Healthcare

Logistics & Inventory Management
- Logistics: Demand Management & Customer Relationship Management
- Strategic Planning and Implementation in Supply Chains
- Procurement Excellence in Healthcare - Deploying innovative procurement solutions to stimulate and support Supply Chain Excellence in Healthcare

Inventory Management
- Inventory Management
- Logistics: Demand Management & Customer Relationship Management
- Strategic Planning and Implementation in Supply Chains
- Procurement Excellence in Healthcare - Deploying innovative procurement solutions to stimulate and support Supply Chain Excellence in Healthcare

Sourcing & Contracting
- Professional Purchasing
- Public Sector Procurement - Legal Framework
- Strategic Procurement Development
- Procurement Excellence in Healthcare - Deploying innovative procurement solutions to stimulate and support Supply Chain Excellence in Healthcare

Business Management & Intelligence
- Fundamentals of Business
- Business Intelligence & Support for Decision Making
- Information Systems & Decision Support
- Procurement Excellence in Healthcare - Deploying innovative procurement solutions to stimulate and support Supply Chain Excellence in Healthcare

Operational Excellence
- Introduction to Quality Systems
- Lean Quality Systems
- Information Systems & Decision Support
- Procurement Excellence in Healthcare - Deploying innovative procurement solutions to stimulate and support Supply Chain Excellence in Healthcare

Organisational Behaviour
- Personal Development & Skills
- Positive Employee Engagement
- Corporate and Managerial Behaviour: Lean Coaching
- Procurement Excellence in Healthcare - Deploying innovative procurement solutions to stimulate and support Supply Chain Excellence in Healthcare

Work-Related Project
- Individual Work-Related Project
- Team Work Related Project
- Team Work Related Project
- Procurement Excellence in Healthcare - Deploying innovative procurement solutions to stimulate and support Supply Chain Excellence in Healthcare

Belt
- White Belt
- Yellow Belt
- Green Belt
- Black Belt

Interactive Workshops & Seminars
- Dissertation 12 - 15,000 Words
- Procurement Excellence in Healthcare - Deploying innovative procurement solutions to stimulate and support Supply Chain Excellence in Healthcare
Apprenticeship is defined as a programme of structured education and training which formally combines and alternates learning in the workplace with learning in an education or training centre. It is a dual system, a blended combination of on-the-job employer-based training and off-the-job training.
Thank You.

Procurement.support@hse.ie

Brendan.white@hse.ie
087 8377365