

# Journal of Engineering Research

## FLOW OF ADMINISTRATIVE MATERIALS IN HEALTHCARE UNITS

---

*Ellen Santos Orácio*

Graduation Student at: Fatec Barretos

*Natalia Rafaela Candido Nazário*

Graduation Student at: Fatec Barretos

*Tatiane Silva Coelho*

Graduation Student at: Fatec Barretos

*Joyce Costa Henrique*

Professor at: Fatec Barretos

All content in this magazine is licensed under a Creative Commons Attribution License. Attribution-Non-Commercial-Non-Derivatives 4.0 International (CC BY-NC-ND 4.0).



**Abstract:** The present study seeks to eliminate the complexity of the materials and budget management system in organizations, including public bodies. To this end, the object of study was a Basic Health Unit (UBS) in a municipality in the interior of the State of São Paulo. The objective was to identify how the process that goes from the requisition to the replacement of administrative materials occurs in practice in this universe. It is true that efficient, effective and effective materials management is essential for the quality of health services. For this management to be successful and guarantee adequate care for patients, the study, which used an exploratory-descriptive methodology, became clear that it requires everything from the correct request to the adequate availability of administrative-medical-hospital materials. It is important to highlight that each UBS has its own particularities in its process of purchasing and replacing administrative-medical-hospital materials, incurring specific issues and applicable policies and regulations.

**Keywords:** Supply Chain, Materials Request, Flowchart, Basic health Unit.

## INTRODUCTION

The challenge for public bodies, both in Brazil and around the world, is to ensure timely access by the population to primary or basic health care (ROCHA, et. al. 2016; CIRINO et. al. 2020). Supply chain is a process that involves the acquisition, management and distribution of materials and services necessary for the functioning of an organization.

Inventory and budget management is always a challenge for organizations, and it is no different for public bodies. It is also necessary for public managers to know the processes and control techniques that make up the management of materials and stocks (SANTOS, 2015). Given this context, the present research aimed to identify the process

of requesting and replacing administrative materials from a municipal public entity in the interior of the State of São Paulo.

In order to highlight the importance of materials management in health organizations, and to understand and analyze the processes adopted in a public entity, one of the municipality's Basic Health Units was chosen as a sample.

The essential nature of the purchasing sector for hospitals and healthcare organizations is well-known, which influences the work of direct and indirect professionals and generates impacts at the "end", that is, in patient care, justifying the need for knowledge of the process by the manager, covering everything from planning purchasing activities, storage, management of materials in stock, as well as the dispensing of materials. Therefore, professionals need to master the process and the sectors related to the process need to have good interaction, so that the quality of assistance to those who need it is not compromised. Furthermore, the supply area supports everything from the most basic activities to the most complex functions of the organization (MELO et.al., 2016).

Good management of medical and hospital materials is considered to be one that manages to make materials available in both the expected quality and the necessary quantity, at the lowest cost and in the shortest time for the service to be adequately provided. (MELO et.al., 2016; GARCIA et.al., 2012). The study was carried out as a way of elucidating the process of requesting, purchasing and distributing administrative materials from one of the Basic Health Units (UBS's) in one of the 645 municipalities in the State of São Paulo.

The research was carried out with the aim of improving and developing a holistic view of the supply chain, more precisely materials, in which administrative materials are also

essential and not just medical equipment and assets, so that services are provided in the its essentiality.

After choosing the unit and sector under study, interviews were carried out with responsible managers within the unit's supply chain.

## **MATERIAL AND METHODS**

The present study can be classified as exploratory-descriptive with a qualitative approach. Two in-depth interviews were carried out, one with the municipal purchasing department and the other with the person responsible for controlling administrative materials in a basic unit. As analysis tools, the research used tools such as the SWOT matrix, which demonstrates the Strengths, Weaknesses, Opportunities and Threats for strategic analysis and the flowchart to better understand the processes related to the administrative materials of the supply chain necessary for the operation of the unit.

## **RESULTS AND DISCUSSIONS**

As an analysis tool, the SWOT matrix was used for the strategic part and, through observation and reports collected in the interviews, a flowchart of the process of requesting and distributing administrative materials for use in the basic health unit was created.

Flowchart is a graphic representation, that is, visual, which, through its drawings, is used to map and communicate in a clearer and more systematic way how a process works from start to finish. The symbols of a standard flowchart used make it easier to understand the steps, making the quality tool extremely useful for employees' daily lives, making it clear to understand the functions even for new employees.

In an in-depth interview with the managers responsible for municipal purchasing in the

health area of the municipality in question, it was noted that the basic units throughout the municipality contact management, requesting the materials. This contact takes place through a phone call or written relationship. In other words, the UBS's make requests to the Warehouse sector of the Municipal Health Department. The Warehouse sector investigates the need for the material and the quantity requested, in order to avoid loss of material. After this, the request is forwarded to the purchasing department at the Department of Health, but if adjustments are necessary, the warehouse stock analyst adjusts the list and forwards the request. Management makes a general list of requests from all other health units. Soon after, a Minute is made to the City Hall of the municipality. The Minutes are a document where the prices of bids made through the price registration procedure are indicated. In other words, while the contract is in force, every purchase or service included in that record will have the previously defined value. Then, the city hall in turn executes a Auction which is a type of bidding used in Brazil, considered as an improvement of the bidding regime for the Federal, State, District and Municipal Public Administration. Interested companies "compete" among themselves and then the company that can meet the expected requirements with the best conditions wins the auction. Thus, a contract is signed with the municipality, so that this company can provide supplies to the requesting units. Generally, the average contract period lasts 11 months. Delivery by the supplying company is not carried out directly to consumer units. Since the budget is always contained, firstly, the materials are delivered to the Municipal Secretariat, where the quantities are divided into units, taking into consideration, the most needed and then they are supplied.

At the basic health unit, at the beginning of each year a general consumption forecast is made. At the beginning of each month, an order is made for the materials necessary to carry out the services provided according to the establishment's demand. This way, the entry is made in the system to the department (warehouse) of the health sector, which in turn receives the request and has a period of more or less a week to meet the establishment's needs, when the unit is supplied to responsible checks the materials and "writes off" the inputs. Sometimes the quantity requested is not fulfilled by the warehouse, as they provide what they have in stock.

## CONCLUSIONS

The flowchart proposal developed becomes an important tool for the municipal health service, for analyzing the process, identifying bottlenecks and points for improvement to increase efficiency, effectiveness and effectiveness in the use of administrative materials in health organizations. The tool demonstrates the process in a clear and systemic way, and can be easily used by old and new employees, as well as managers who make decisions in the supply chain process in these organizations.

The study concludes that the UBS requests materials necessary for the administrative functioning of the unit on a monthly basis. The process involves registering these requests,

bids and contracts with qualified suppliers according to the type of contract. After acquisition, the materials are delivered to the responsible municipal secretariat, which distributes them to the UBSs according to needs, requests and demand for service. From the research carried out and flow identified, it can be seen in this case study, as demonstrated by (MELO et. al., 2016) that there is a lack of professionals with mastery and use of techniques to plan, execute and analyze processes and their activities in an integrated manner, which can often culminate in errors in the process of managing these materials by the healthcare organization, such as inappropriate storage or receipt, calculation errors in reports. It also shows the need for rapprochement between members of multidisciplinary teams in health organizations.

## THANKS

We would like to thank the professionals from the multidisciplinary team at the Basic Health Unit used as a sample for this study, for providing information that enabled the development of this study, especially the managers who actively and openly participated in the in-depth interview.

We thank the teachers at FATEC Barretos who helped guide our learning and our classmates for exchanging experiences, companionship and engagement.

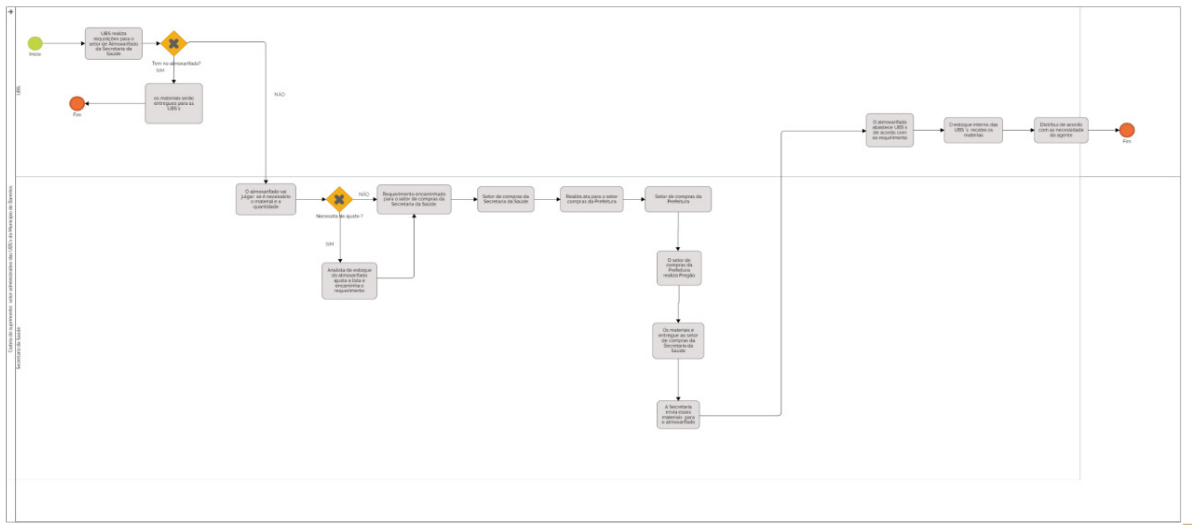


Figure 1: Process of distributing materials for administrative use in a requisition and basic health unit.  
 Source: Flowchart prepared by the authors based on the research.

## REFERENCES

CIRINO, Ferla Maria Simas Bastos et al. O Acesso Avançado como estratégia de organização da agenda e de ampliação do acesso em uma Unidade Básica de Saúde de Estratégia Saúde da Família, município de Diadema, São Paulo. *Revista Brasileira de Medicina de Família e Comunidade*, v. 15, n. 42, 2020.

FURTADO, Maria Eduarda Rocha et al. Fluxograma de processos como ferramenta tecnológica para a implantação do programa farmácia viva. *RECISATEC - Revista Científica Saúde e Tecnologia*. ISSN 2763-8405, v. 2, n. 1, p. e2184-e2184, 2022.

GARCIA, Simone Domingues, HADDAD, M. D. C. L., DELLAROZA, M. S. G., COSTA, D. B. D., MIRANDA, J. M. D.. Gestão de material médico-hospitalar e o processo de trabalho em um hospital público. *Revista brasileira de enfermagem*, v. 65, p. 339-346, 2012.

MELO, A. B.; GOMES, B. R. dos S.; PINHEIRO, B. do S. B.; MARTINS, L. F. J.; PALHETA, M. G.; SANTOS, R. S. U.; SOUZA, T. C. F.; SILVA, I. M. A gestão de materiais médico-hospitalar em hospital público. *Revista Gestão & Saúde*, [S. l.], v. 7, n. 1, p. Pág. 369-387, 2016. Disponível em: <https://periodicos.unb.br/index.php/rgs/article/view/3433>. Acesso em: 6 jul. 2023.

ROCHA, Suelen Alves; BOCCHI, Silvia Cristina Mangini; DE GODOY, Moacir Fernandes. Access to primary health care: integrative review. *Physis*, v. 26, n. 1, p. 87, 2016.

SANTOS, Ildomar Engroff dos. Gestão de estoque: um estudo de caso em uma empresa da administração pública federal. *Serafina Correa*, 2015.