A decorative graphic on the right side of the page, featuring a dark blue semi-circle on the left, a light blue semi-circle on the right, and a yellow outline of a quarter-circle in the top right and bottom left corners.

Feedback, analysis, implementation

Sana Cross Check

Quality Report 2021

Dear Readers,

The past two years have been difficult for the healthcare system. In such turbulent times, strong cooperation within efficient collective purchasing. Our aim with the Sana Cross Check is to further strengthen our cooperation by exploring the critical points, evaluating the cooperation and thus jointly addressing the next steps.

After this exceptional period, there is a strong desire to be honest about what went well, not so well, or even badly. This is reflected in the particularly large amount of feedback from cooperating hospital partners and business partners this year. Thank you for participating so actively!

We are particularly pleased with the extensive feedback provided by the cooperation hospitals to the industry business partners, and with an own section give this feedback the space it needs.

The content of the Sana Cross Check covers the important topics for purchasing and logistics. In the pandemic year of 2020 there was a particular focus on supply security and partnership, and this focus is retained in the Sana Cross Check 2021.

The tasks for which we need to find solutions together are diverse and complex. New issues and challenges for the post-pandemic period have been added. This means that the right strategy is needed for digitalisation, business partner management and competence development and, above all, continued trust-based cooperation.

The relevant results and findings of the survey can be found on the following pages.

We hope you find it interesting!

Adelheid Jakobs-Schäfer and Lennart Eitzholtz



Our aim with the Sana Cross Check is to strengthen our cooperation even further.

Adelheid Jakobs-Schäfer
Chief Representative
Purchasing & Logistics,
Sana Kliniken AG

Lennart Eitzholtz
Managing Director
Sana Einkauf & Logistik GmbH

>13,000

claim responses by business partners - the cooperation hospitals spent a lot of time providing differentiated evaluations

Numbers that count



This time nearly twice as many cooperating hospital partners participated in the survey as in 2019 - as the number of challenges grows, clearly so does the motivation to provide feedback

1.9 billion euros
The total purchasing volume of the participating cooperating hospital partners

1.9



This is already the **fourth Sana Cross Check**

62

Industry business partners evaluated SEL

96

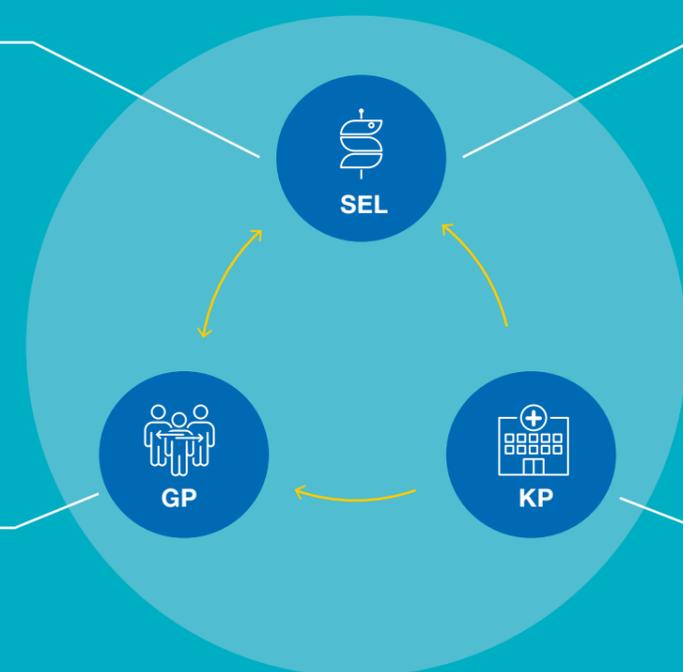
Cooperating hospital partners evaluated SEL

70

Industry business partners were evaluated by Sana Einkauf & Logistik

87

Cooperating hospital partners evaluated **1,024** industry business partners





Business partners (BP)

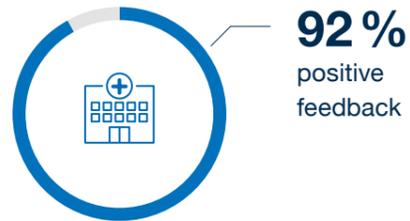


Cooperating hospital partners (CHP)

Our actions examined

Strategy and market

1 (Cooperation) culture is particularly evident in exceptional situations.



The cooperation with SEL is based on appreciation, respect and trust even in difficult times like the pandemic.

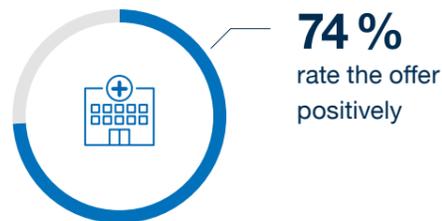
92% and 89% respectively agree with this statement. This shows that the many years of work put into ensuring a good feedback culture, overseen with the Sana Cross Check, is paying off.



In the pandemic, SEL continued to pursue its long-term strategy, forging strategic partnerships while adding entirely new (digital) service offerings.

The goal: To automate and render transparent business processes that add value for both cooperating hospital partners and business partners and to move the cooperation forward together.

2 How did you perceive the services offered during the pandemic?



74% of collaborative partners rate SEL positively for its services during the pandemic. It is noticeable that the range of services is not equally well received by all the cooperation partners. The strategy for the procurement of personal protective equipment (PPE) in particular will have contributed to this result - bundling orders was not always the best way to go.



In addition, cooperating hospital partners and business partners want more transparency - for example, with regard to the goals of the strategic cooperation with EK-UNICO.

Portfolio & Business Partner Management

Background:

Sana Portfolio Management is established as a functioning tool for Sana purchasing cooperation.

It enables bundling effects, allowing price reductions to take place and purchase agreements to be established. The negotiated portfolios meet medical needs. For public-sector clients, Sana's management in handling European public procurement regulation ensures legal certainty in purchasing.

The COVID-19 pandemic has disrupted existing supply chain solutions. In doing so, it has shown the limits of control by Sana Portfolio Management. The focus was on price stability and supply security.

During the pandemic, the frequency of negotiations was scaled down. This relieved the burden on cooperating hospital partners and ensured price stability with a price moratorium.

In the course of the pandemic, however, prices for certain product areas, such as personal protective equipment, could not be kept down due to increased global demand. The cooperating hospital partners are particularly critical of the fact that, despite valid commitment declarations to the industry's business partners, goods were not continuously available.

Supply chain problems were a growing challenge even before the pandemic. In the future, portfolio management will increasingly demand and support supply security for supply-critical portfolios in addition to commitment based on reliable volume forecasts and purchase agreements between healthcare facilities and the industry.

How can forecasts be better aligned with existing volumes? The business partners' view and commitment to smart solutions is clearly illustrated by the proposed digital inventory platform for supply-critical products.

European public procurement regulation management is gaining traction. In cooperation with the procurement specialists from the EK-UNICO team, this area will be further professionalised and expanded.

"For over 80 percent of all critical products there was no shortage, only a distribution problem."

Dr. Meinrad Lugan,
Chairman of the Board of Management of BVMed and Member of the Executive Board of B. Braun



To the article

Claims:

1 *The portfolio strategy and the condition models enable the cooperation clinics to benefit from the best-possible prices.*

74% agree

2 *Commitment declarations support secure delivery by the business partner.*

46% question compliance with the commitment declarations

3 *SEL offers participation in EU procurement procedures for bundled product groups. Product groups are chosen in alignment with the needs of the cooperating hospital partners.*

58% of the cooperating hospital partners from public institutions agree

e-HealthCare supply chain and operational processes

Claims:

1 *Sana eOne is the central digital platform for cooperation. It continues to evolve and support daily work.*



2 *SEL provides current conditions and appropriate master data.*



3 *The healthcare content data portal (HCDP) establishes the precondition for more efficient flows of goods and communication.*



Comment from a cooperation hospital:

„I have high expectations for PIM and hope it will lead to a consistent database for the in-house enterprise resource planning system.“

Background:

The Sana eOne collaboration portal is the central platform for digital collaboration. From newblogs and purchase agreement reporting through to Sana Cross Check, this is where cooperating hospital partners and business partners can find all the necessary information.

With the digital representation, SEL creates transparency with regard to, among other things, bindingness and thus improves the daily routine. Optimising these is an important part of crisis prevention.

Additional functionalities will gradually be added to Sana eOne. For example, the product information management system (Sana ePIM) will in future support the operational processes of the cooperating hospital partners and Sana General Hospital Supply (GHS) with quality-checked master data.

How have the new IT developments been received within the purchasing cooperation?

More than 80 % of the cooperation hospitals already see Sana eOne as supporting their daily work. For hospital pharmacies, full functionality in the portal was not available at the time of the Sana Cross Check, which is why the response here is more reserved.

Today, 70 % of the cooperating hospital partners are already satisfied with the master data quality provided. With the launch of Sana ePIM, master data continues to improve in quality and completeness. With new functions, Sana ePIM should also support work routines in purchasing and logistics.

The basic prerequisite is master data that has been verified in accordance with the Content Validation Network (COVIN) and provided by the industry. SEL has opted for the Healthcare Content Data Portal (HCDP) master data initiative. 81 % of business partners in the medical devices sector see the added value and validate the strategy with this result. Now, business partner participation in the HCDP needs to be increased!

Care and support

Background:

SEL's consulting and service offer seeks to have the best possible impact on each cooperating hospital partner. The key account management supports hospitals with implementation.

The business partners have a central contact person in strategic purchasing who forms the interface to the purchasing cooperation. In the course of the COVID 19 pandemic new communication formats were established that complement face-to-face conversation. How do business and cooperation hospital partners perceive this other form of cooperation?

Claim:

During the pandemic, too, the SEL team is ensuring adequate care and support with face-to-face meetings and digital formats.

Despite the challenging situation, the verdict of both the cooperating hospital partners and business partners was fundamentally positive. There is potential in providing needs-based support for the pharmacy sector, which has grown strongly. In order to intensify communication with the pharmacies, SEL has created the position of Senior Consultant Pharma.

Competence

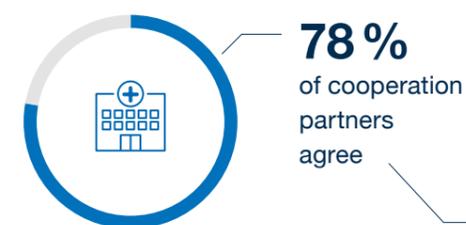
Background:

MDR, KHZG (German Hospital Future Act for the Digitalisation of Hospitals), VgV (European Public Procurement Regulation) - employees in purchasing and logistics and the medical technology industry need to be up to date in more and more subject areas. SEL offers cooperating hospital partners and business partners analogue and digital formats for knowledge transfer. The issues for industrial companies, hospital pharmacies and hospital buyers are highly diverse. Does the SEL training programme meet everyone's needs?

Claim:

The training programmes (TransForm and IOM certificate course) cover relevant subject areas and thus support knowledge transfer for cooperating hospital partners/business partners.

The TransForm program has been particularly well received by cooperation hospitals. For business partners and hospital pharmacies, the offer will be gradually supplemented.

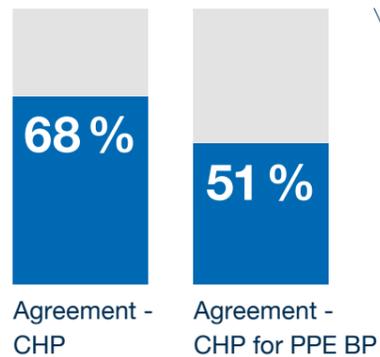


Cooperating hospital partner feedback to industry business partners

2

Claim:
Business partners have continued to make use of service and consulting offerings during the pandemic. The offerings support the work carried out in hospitals.

Background:
During the acute phase of the pandemic, business relationships between hospitals and industry business partners faced challenges. These included the procurement of protective equipment, price stability despite lower purchase volumes, and fair and appropriate communication in an extraordinary situation.



Hospitals took advantage of the opportunity to provide feedback to business partners. What worked well? Where do we once again need to work more closely together?

The cooperation has worked. Nevertheless, the PPE (Personal Protective Equipment) business partners in particular, which have been in focus during the pandemic, have performed less well.

The top 15 most commonly rated business partners

	Overall rating	Communication
3M Deutschland GmbH	★★★★☆ 3.5/5	★★★★☆ 3.5/5
Abbott Medical GmbH	★★★★★ 4.1/5	★★★★★ 4.1/5
Arthrex GmbH	★★★★★ 4.4/5	★★★★★ 4.2/5
B.Braun Deutschland GmbH & Co. KG	★★★★★ 3.7/5	★★★★★ 3.3/5
Biotronik Vertriebs GmbH & Co. KG	★★★★★ 3.5/5	★★★★★ 3.3/5
Boston Scientific Medizintechnik GmbH	★★★★★ 3.5/5	★★★★★ 3.3/5
Dräger Medical Deutschland GmbH	★★★★★ 3.5/5	★★★★★ 3.3/5
Fresenius Kabi Deutschland GmbH	★★★★★ 4.0/5	★★★★★ 3.5/5
Johnson & Johnson Medical GmbH	★★★★★ 4.1/5	★★★★★ 4.0/5
Medtronic GmbH	★★★★★ 3.7/5	★★★★★ 3.3/5
Mölnlycke Health Care GmbH	★★★★★ 3.0/5	★★★★★ 2.8/5
Paul Hartmann AG	★★★★★ 3.7/5	★★★★★ 3.5/5
Stryker GmbH & Co. KG	★★★★★ 3.9/5	★★★★★ 3.8/5
Teleflex Medical GmbH	★★★★★ 3.9/5	★★★★★ 3.4/5
Zimmer Biomet Deutschland GmbH	★★★★★ 4.4/5	★★★★★ 3.9/5

Voices from industry business partners



Question:
The COVID 19 pandemic was a particular test for industry business partners who supplied protective materials and disinfectants. Besides a stable supply chain, also crucial was structured and reliable communication. Our cooperation hospitals were dissatisfied with their communication with you during the pandemic. How have you responded to this feedback? What steps are being taken to improve communication?

What steps are being taken to improve communication?



“3M takes this feedback very seriously and is continuously working to optimise communication with its customers. With regard to improved communication with the cooperation hospitals, we would like to tackle this together with Sana Einkauf & Logistik GmbH. Particularly in difficult times, we want to provide the cooperation hospitals with more comprehensive information, so that they can better meet the individual challenges that they face.”

Jochen Post
Senior Sales Leader MSD
(Medical Solutions Division)
3M



“In general it can be said that contract customers with planned volumes were always supplied with Priority 1 (historical volumes from the previous year). Communication regarding orders and product availability took place via various channels. (customer-service hotline, e-mail and sales). From Q2/2020 onwards, we were able to offer additional quotas of PPE products.”

Ralf Schäfer
Key Account Manager Mölnlycke Healthcare



“Paul Hartmann is very grateful for this feedback. The result of the Sana Cross Check was very important for us. We have included the key points - communication and delivery commitment - as areas for action. Capacities have been increased and minimum reserves raised. But above all, we want to get better at communicating with the facilities. Initial measures have already been taken.”

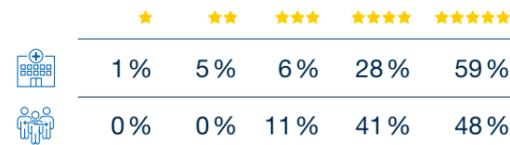
Uli Zihla
Senior Vice President Germany
Paul Hartmann AG

All the claims, all the results

Below are all the relevant results of the 2021 Sana Cross Check.

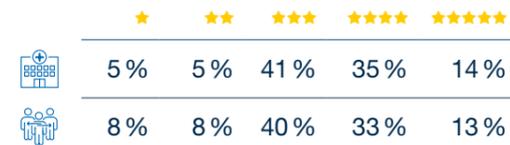
Care

The SEL team is also ensuring adequate support during the pandemic with face-to-face meetings and digital formats.



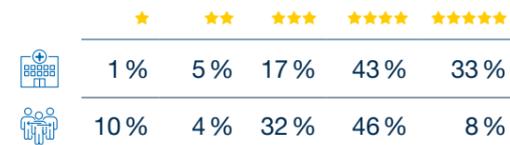
eProcurement

The eProcurement providers offered by SEL (HBS and GHX) are reliable and offer suitable added value. In full hospital care, SEL has achieved a high level of automation with digitalisation.



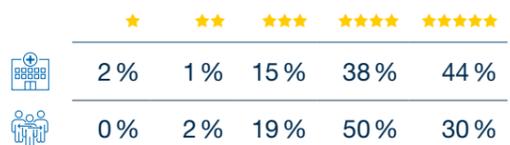
IT strategy

Procurement processes in purchasing and logistics are being digitalised with suitable tools.



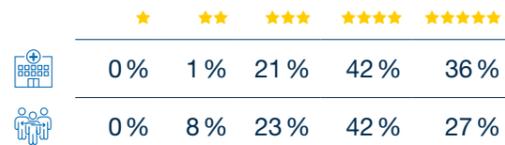
Communication

SEL attaches importance to adequate information and communication. In this context, SEL is continuing to develop the electronic formats and is focusing on value-creating exchange within each cooperation.



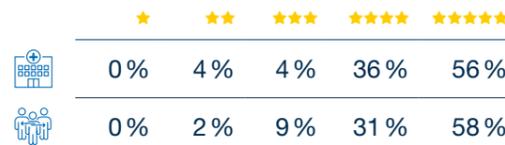
Skills development

SEL's TransForm program cover relevant topics and thus support knowledge transfer.



Cooperation culture

The cooperation with SEL is based on appreciation, respect and trust, even in challenging times like the pandemic.



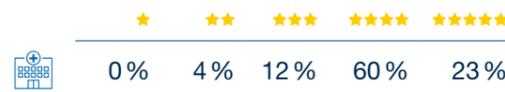
Hospital logistics

SEL itself has a General Hospital Supply (GHS) department. I know GHS as a cooperating hospital partner. GHS reduces the amount of logistical work for business partners.



Medical competence

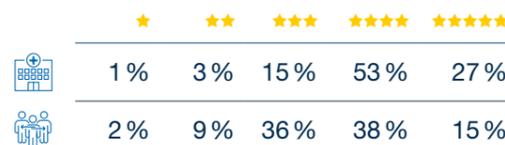
Cooperating hospital partners receive negotiation results that medically correspond with the needs of their hospital.



Sana Business

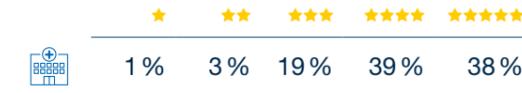
Partner Management

SEL has entered into framework agreements with all relevant business partners. The business partnerships are being further developed holistically.



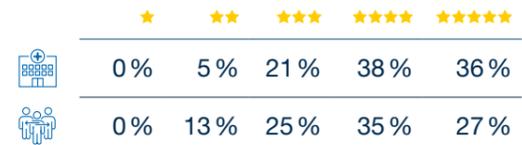
Sana networks

The Sana networks are also digitally valuable formats for the further development of cooperation and the exchange of knowledge and experience.



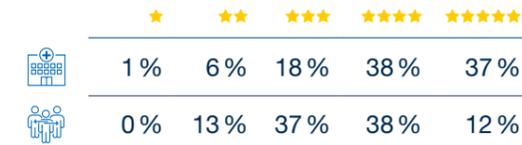
Sana portfolio management

The portfolio strategy and the conditions models make it possible to offer the best-possible prices.



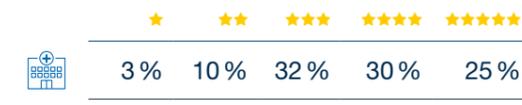
Sana strategy - purchasing and logistics

SEL is focusing on a service and consulting offer that creates added value, including during the pandemic.



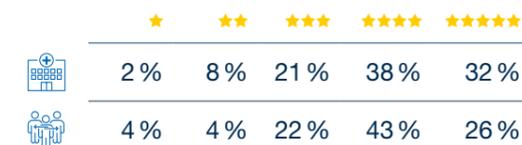
Service competence

SEL provides helpful support in the event of product shortages and with the procurement of alternatives.



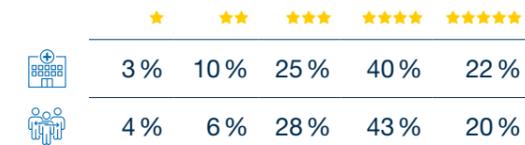
Master data

SEL provides current conditions and appropriate master data. The HCDP master data initiative creates the prerequisite for more efficient goods and communication streams.



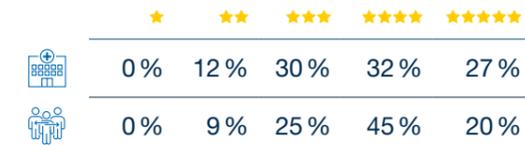
Supply Chain

SEL includes in negotiations assumptions for delivery reliability, delivery quantity and delivery quality.



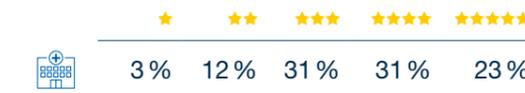
Purchase agreements

SEL focuses on commitment. The timeframes for commitment reports are manageable. SEL is a binding purchasing cooperation.



Availability

SEL includes in negotiations delivery reliability, delivery quantity and delivery quality requirements.



Award procedures (VgV)

SEL offers the possibility of participation in Europe-wide award procedures for bundled product groups. The selection of product groups is tailored to the needs of the cooperating hospital partners. The service specifications and the procedures are structured transparently.



Operational ordering and billing process

SEL ensures a smooth ordering and billing process at Sana hospitals.



Cooperating hospital partners



Business partners

**Question.
Feedback.
Change.**

**The Sana
Cross Check.**

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