

Case study

Guy's and St Thomas' Trust: Off-site freight consolidation

Background

Lambeth and Southwark are two of the most deprived boroughs in London with poor levels of air quality impacting on public health. Guy's and St Thomas' is

one of the largest NHS Trusts in the country employing over 16,000 staff across two main hospital sites, St Thomas' Hospital by Westminster Bridge and Guy's Hospital by London Bridge, as well as a number of community based sites. The hospital receives over 40,000 truck deliveries per annum, with one delivery every 3 minutes during peak hours, equivalent to a medium size car factory.

Aim

The Trust recognised the need to reduce the volume of in-bound deliveries to both improve local air quality and to future proof the Trust ahead of planned redevelopment which will lead to a further increase in clinical activity and traffic.

Delivery

The Trust set up an off-site consolidation centre at Dartford in partnership with CEVA Logistics with the aim to consolidate 90% of truck deliveries. The business case also identified a number of other benefits from adopting an off-site



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From January 2020 the use of hybrid 7.5T electric trucks will also be piloted to shuttle deliveries from the consolidation centre into each site. The reduction in truck delivery volume is also improving delivery reliability by designing out the risk of couriers being unable to

consolidation model:

- Space - over 1,300 sq m of space could be freed up for clinical use by using the consolidation centre to re-design processes and move bulk storage of products such as IV fluids off-site.
- Overhead - different product lines could be cross-docked off-site to enable an integrated on-site team to put-away once, reducing overhead costs by over 30%.
- Waste - outer cardboard packaging to be removed at the consolidation centre reducing delivery volume and designing out on-site waste collection.

Impact

The new facility opened in August 2019 with a 9 month phased implementation.

Further case studies can be found here:

<https://tfl.gov.uk/corporate/about-tfl/corporate-and-social-responsibility/transport-and-health>

deliver to loading bays that are full.

Future

The aim is to scale up the use of the consolidation centre to support other London hospitals who have the same challenge of needing to reduce truck delivery volumes into congested inner city locations and release on-site space to expand clinical services. The Trust is also piloting the adoption of electric vehicles for its own fleet to deliver into community sites and switching to cargo bikes to ship blood samples between clinics on the Guy's site and pathology laboratories on the St Thomas' site.

Guy's and St Thomas' are happy to talk about their experiences to NHS bodies wanting to explore consolidation of freight. Contact David.Lawson@gstt.nhs.net