



Healthcare Logistics

The importance of speedy CAPAs: introducing the supply chain integrity team

Why speed matters

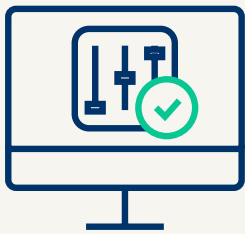
Direct from the desk of Marie Daly, Global Supply Chain Integrity Head, in the centre of England



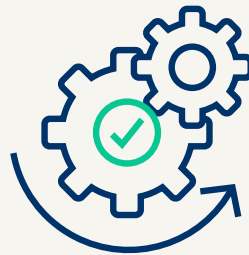
The healthcare industry operates in an environment of complex logistics and stringent regulatory requirements. Ensuring timely delivery of healthcare products is not just standard, it is a non-negotiable necessity. For an industry that directly impacts patient health and well-being, there can be zero tolerance for error.

Corrective and Preventive Actions (CAPAs) lie at the heart of maintaining quality, efficiency, and compliance. CAPAs involve identifying the root cause of an issue, implementing corrective measures to address the problem, and establishing preventive actions to avoid recurrence.

Fast CAPA responses are essential for the following reasons:

**Risk mitigation:**

Swift actions prevent minor issues from escalating into major problems, thereby safeguarding the integrity of the supply chain.

**Continuous improvement:**

Timely CAPA responses contribute to ongoing improvements in processes and systems, reducing the likelihood of future deviations.

**Customer trust:**

Quick and effective resolution of issues enhances customer confidence and satisfaction, fostering long-term partnerships.

**Regulatory compliance:**

Adhering to industry standards and regulatory requirements demands prompt action to resolve any discrepancies.

Kuehne+Nagel's supply chain integrity team: A case study in excellence

In February 2022 after a customer escalation, it became clear to the Healthcare Logistics team at Kuehne+Nagel, that they needed to overhaul their CAPA process. A centralised, global team dedicated to consistency and fully meeting customer CAPA expectations was needed. A team that could step in and liaise with all the parties involved—from Kuehne+Nagel healthcare operations to airlines and shipping lines—and that, when a deviation occurred, could collect and analyse all the evidence about the incident: The supply chain integrity (SCI) team was born. A CSI for logistics, the SCI team conduct forensic-like investigations into shipment irregularities and enroute incidents, delving into all areas of service to get to the root cause of a deviation.





The complexity of CAPA investigations varies, with some requiring a deep analysis of temperature data-logger records, mapping the recorded data against shipping milestones, with links to the actual weather conditions during the journey, and speed of travel. By a process of elimination, the SCI team identify and address both the contributory and root cause of the problem. The team go to whatever lengths are necessary to determine when and for how long any excursions occurred and whether they were considered 'expected', 'unexpected' or 'out of service standard'.

Recently the team were confronted with solving the mystery of why the temperature data loggers on a sea shipment indicated a cyclical dipping of temperature during transit. The SCI team investigated and analysed factors such as the reefer's position and weather conditions, and after painstakingly

examining all the possible causes for the periodic fluctuation in the temperature, they consulted a university professor to understand if it were possible that humidity was affecting the temperature. On discovering that the dehumidification settings were indeed causing the air to cool, preventative actions were swiftly implemented.

The SCI team has grown from a small group of three people to a robust team managing the entire process across the business (for certain shipments). Transforming Kuehne+Nagel's CAPA reporting process, making it the industry benchmark. In 2024 alone, the SCI team completed over 1,200 investigations. They operate with a clear set of key performance indicators (KPIs), aiming to resolve issues within 20 working days in alignment with the typical response time of carriers, ensuring prompt and effective resolution of deviations.

The people behind the success

The success of the SCI team is driven by the dedication and expertise of its members, who, coming from diverse areas of the business, bring with them a wealth of experience and knowledge. A shared passion for solving mysteries and a meticulous, painstaking attention to detail, unites the team.



The team dynamic is crucial, as their superior success depends on them learning from each other and supporting one another to provide an exceptional customer experience. All members of the team thrive on a culture of continuous learning and mutual support. Their goal is to implement meaningful improvements that enhance the overall integrity of the supply chain.

Michele Avis



Anderson Gane



Tobiasz Tomkiewicz



Karen Ross



Stephanie Childers



Joss Morrison



Conclusion

In summary, the importance of supply chain integrity in healthcare logistics cannot be overstated. It is the foundation upon which patient safety and product quality are built. Fast and effective CAPA responses are integral to maintaining this integrity, ensuring that any deviations are promptly addressed, and prevented from recurring.

The Kuehne+Nagel SCI team exemplifies the commitment, expertise, and dedication required to achieve excellence in this critical area. Their success story highlights the value of a centralised, global approach to supply chain integrity and the transformative power of rapid CAPA responses.

About us

With approximately 80,000 employees at almost 1,300 sites in close to 100 countries, the Kuehne+Nagel Group is one of the world's leading logistics providers. Headquartered in Switzerland, Kuehne+Nagel is listed in the Swiss blue-chip stock market index, the SMI. The Group is the global number one in air and sea logistics and has strong market positions in road and contract logistics.

Kuehne+Nagel is the logistics partner of choice for 400,000 customers worldwide. Using its global network, logistics expertise and data-based insights, the Group provides end-to-end supply chain solutions for global companies and industries. As a member of the Science Based Target Initiative (SBTi), Kuehne+Nagel is committed to sustainable logistics by reducing its own environmental footprint and by supporting its customers with low-carbon logistics solutions.

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