

The Management Practice and Reflection of Centralized Drug Procurement in Hospitals

Yuchen Li*

Shandong Provincial Third Hospital, Jinan 250031, Shandong, China

**Author to whom correspondence should be addressed.*

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Abstract: The centralized procurement of drugs in the medical system is a key link, which not only affects the economic effect of institutions, but also relates to the medical quality and patient safety. In the current era, centralized drug procurement in hospitals can meet the needs of most patients; however, the specific steps of the work still need to be optimized. Starting from the level of hospital drug centralized procurement work, this paper discusses the policy background, analyzes the practice of drug centralized procurement in tertiary hospitals, and provides specific work management suggestions, aiming to improve work efficiency and serve as a reference for optimizing subsequent hospital drug centralized procurement work.

Keywords: Hospital drugs; Centralized procurement work; Management practice; Suggestions

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1. Introduction

The medical system in our country is constantly changing, which is also due to adapting to the requirements of modern medical care. The complex operation of the medical system requires strong economic support, and the centralized drug procurement in hospitals involves a large amount of capital flow, thus drawing much attention. Hospitals are the main body of drug centralized procurement, and the management of drug centralized procurement work will have the most direct impact on the implementation of the centralized procurement policy. The drug market is constantly changing, and people's demand for medical care is also gradually increasing. The challenge of hospital drug centralized procurement work has intensified. How to ensure the safe supply and stability of drugs while effectively controlling the procurement cost of drugs is an urgent problem for hospital managers to solve. In addition, the development of digital technology and the increasing accumulation of medical data have forced managers to think deeply about the details of centralized procurement work and optimize as much as possible from different details to improve the efficiency of centralized procurement work management.

2. The development background of the centralized drug procurement policy

The policy of centralized drug procurement has a very profound background from its introduction to its formal use in the medical field. This article will analyze it from both macro and micro aspects: On the one hand, from the macro background, whether the national medical insurance system can operate sustainably is facing extremely severe challenges ^[1]. The degree of population aging in China is gradually deepening, the base of the elderly population is also expanding, and the prevalence rate of chronic diseases keeps rising, which prompts the people's demand for medical services to become increasingly vigorous, and thus, the expenditure of medical insurance funds is also increasing. In terms of the proportion of each expenditure, the cost of drug procurement accounts for a large proportion, which increases the burden on medical insurance funds. If timely control measures are not taken, the stability of the medical insurance system will also be greatly reduced. At the same time, the relevant state departments are constantly deepening the reform of the medical and health system, which is also an extremely crucial task ^[2]. For a long time, the policy of centralized drug procurement has been the starting point of medical reform, aiming to change the scattered situation of drug procurement in the past through the centralized procurement model. This large-scale procurement method, due to the large batch size, has a greater space for price reduction, and medical resources have been optimally allocated, promoting the medical industry to be more standardized and efficient ^[3]; On the other hand, from the perspective of the micro background, the problem that the people have difficulty in seeing a doctor and treating diseases has not been fundamentally solved, which has become an urgent livelihood issue to be addressed now. Because all links in the drug market are closely interrelated, and under the superposition of various factors, there has been a situation of successive markups, which results in an excessively high price for the final patients. This situation will not only increase the economic pressure on patient families but also cause irreparable regret, as some families are unable to afford it and cannot receive treatment on time. From the perspective of hospitals, if the cost of drug procurement cannot be effectively controlled, it will also affect their stable operation ^[4]. In the process of hospital drug procurement, it is usually necessary to negotiate with multiple suppliers, and the procurement process is extremely cumbersome, making it difficult to lower the cost. In addition, the instability of drug prices themselves may also increase the cost of hospitals. The fierce competition in the drug market has led some enterprises to ignore the regularity of marketing methods in pursuit of short-term interests, disrupting the market order. This kind of market chaos has blocked the promotion of high-quality drugs and also affected patients' choice of medicine. The centralized drug procurement policy can help patients control costs within a certain range, reducing the economic pressure on patients to a large extent.

3. The practice and management of the hospital in the centralized drug procurement work

The state holds a positive and encouraging attitude towards the centralized drug procurement policy. Tertiary hospitals are the main body of the medical system, and they are the pioneers in the work of centralized drug procurement ^[5]. In actual management practice, certain achievements have been made, but inevitable challenges also exist. The work of centralized drug procurement in tertiary hospitals currently presents diversified characteristics, as follows: In terms of drug use, the actual utilization rate of winning bid drugs in centralized procurement continues to rise ^[6]. Hospitals adjust and optimize the drug use directory to ensure that centralized procurement drugs meets clinical supply. Many commonly used drugs, such as drugs for the treatment of chronic diseases such as hypertension or diabetes, or some tumor treatment drugs, can be purchased through centralized

procurement, which can help patients reduce costs; In terms of procurement management, hospitals will create procurement channels for centralized procurement drugs, reduce intermediate links, and contact intermediate agencies and selected enterprises, which makes the originally cumbersome procurement links more concise and improves the procurement efficiency ^[7]. In addition, by using advanced information systems, hospitals can monitor the procurement and inventory of target drugs at any time to ensure the stability of drug supply. For example, hospitals can create an electronic order platform with suppliers, provide timely feedback on procurement information, and then shorten the procurement time to the shortest possible.

However, starting from the drug collection work of tertiary hospitals, some problems cannot be ignored. First, the stability of the drug supply is insufficient. The enterprises cooperating with the hospitals, affected by factors such as production capacity and raw material supply, find it difficult to supply drugs promptly, which is not conducive to the smooth conduct of clinical drug use in hospitals ^[8]. Even drug shortages occur, affecting the treatment of patients and easily causing doctor-patient conflicts. Second, the more prominent clinical adaptation problem. When the specifications and dosage forms of the collected drugs are different from those previously used in tertiary hospitals, it is easy for doctors and patients to have doubts about their efficacy and safety, which is not conducive to the promotion of drugs. For example, after the change of some drug dosage forms, patients have insufficient compliance in taking medicine, resulting in a relatively weak overall treatment effect. Third, there are prone to loopholes in information management ^[9]. Although the hospital has introduced an information system, there are differences in the integration and sharing of drug information, and there are data barriers among various departments within the hospital, which can easily cause information obstacles in links such as inventory management and procurement plan formulation, seriously affecting work collaboration and scientific decision-making.

Starting from the drug collection work in tertiary hospitals, certain achievements have been made in its working practice, but some problems are also faced. Only by optimizing the management process and strengthening communication and cooperation among all parties can problems such as clinical and information management be effectively solved, the smooth implementation of drug collection work be promoted, and convenience be provided for patients through policies to improve the quality of medical services.

4. Management suggestions for the centralized drug procurement work in hospitals

4.1. Strengthening the control of drug quality

The drug collection activities carried out by the hospital require attention to supervision after the drugs are launched on the market to effectively improve the drug quality. The hospital's drug supervision and other departments can understand the quality of the centralized collection of drugs, carry out all-around monitoring, grasp the content and concentration of each component of the drugs, and analyze the consistency of the products. The component content of drugs directly determines the therapeutic effect of the drugs. If the effective components are lacking, it is difficult to achieve the expected therapeutic effect ^[10]. Unstable component concentrations can easily lead to inaccurate drug dosages for patients, resulting in a lack of safety in treatment. For example, for a certain antibiotic drug collected by the hospital, there are different batches of the drug, and the content of the effective components fluctuates greatly. During the use process, it is prone to an insufficient therapeutic effect and even adverse reactions in patients, thereby affecting the improvement of the therapeutic effect.

In the process of drug quality control and management, clinical comparisons can be carried out. Through

these comparison activities, a scientific assessment of centralized procurement of drugs can be conducted, involving efficacy and adverse reactions. For example, for a certain type of drug with blood pressure-lowering effects, clinical research can be conducted with the original imported drugs, and the medication performance of different patients can be observed and recorded, including blood pressure control and adverse reactions ^[11]. After the conduct of the research, if it is found that the effect of the centralized procurement drug is comparable to that of the original drug and their adverse reactions are approximately the same, it can give doctors and patients confidence in the drug. However, if significant differences occur, the procurement strategy can be adjusted by promptly identifying the problems and using optimization measures.

Moreover, the implementation of clinical comparisons can promote the improvement of the quality of drugs collected through centralized purchasing. Judging from the research results, there are certain deficiencies in some aspects of the collected drugs. Enterprises can adjust the process in a targeted manner, optimize the quality control, and effectively enhance the drug quality. Meanwhile, based on the research results, it can provide convenience for the regulatory authorities to adjust the quality standards and regulatory methods, and guarantee the drug quality ^[12]. At the same time, a quality traceability system can also be established. Through the use of information technology, the entire process of drug production can be tracked and recorded. When quality problems occur, the root cause can be quickly traced, the reasons for the problems can be identified, and timely recall and rectification methods can be used to guarantee the safety of patients.

4.2. Simplify the procurement process

In the process of drug procurement in hospitals, the various links are rather cumbersome, which hinders the improvement of procurement efficiency. Under the traditional mode, the departments are responsible for submitting the applications for drug demands, which need to be approved by multiple departments before the procurement work can be finally realized. In the above activities, there is a lack of timeliness and smoothness in information transmission among various departments, which is prone to causing information islands, and the approval of drugs has a long cycle. For example, for the procurement application of drugs, it usually requires the participation of departments such as the Pharmacy Department, the Finance Department, and the Procurement Department. The implementation of each link is inseparable from signing and confirmation, which requires a lot of time and manpower.

In order to enhance the effectiveness of procurement, it is necessary to simplify the procurement process and strengthen the use of information technology. Through the construction of an integrated drug procurement platform, the integration of various links can be carried out to promote information sharing and the conduct of approval. Departments can submit procurement applications through the platform and utilize the automatic push function of the system for real-time display ^[13]. The implementation of the above activities helps to shorten the approval time and effectively improve the procurement efficiency.

4.3. Establishing a drug reserve system

Hospitals can improve the efficiency of centralized drug procurement through the improvement of the drug reserve system. As the supply of drugs is affected by many factors, such as natural disasters, raw materials, and drug manufacturing enterprises, the existence of these factors can easily lead to an insufficient supply of drugs. In order to effectively deal with the problem of drug supply shortages, hospitals need to carry out scientific reserve plans based on drug usage and demand. By flexibly using big data technology, conduct in-depth mining of drug usage

data, and grasp seasonal changes, disease trends, and hospital planning, etc., to effectively judge the demand for different drugs. For example, in the face of the high incidence season of influenza, the reserve of related drugs can be increased in advance ^[14]. For common drugs for certain chronic diseases, the drug inventory can be replenished in a timely manner in combination with the number of hospital patients, medication cycles, and other information to meet the medication needs of patients. The reserve activities of drugs also need to consider the validity period and storage conditions of drugs, establish a good drug management mechanism, strictly follow the first-in, first-out principle, and regularly inspect the reserved drugs to avoid drug waste due to expiration ^[15]. For drugs with special storage requirements, they can be refrigerated and protected from light, and it is necessary to determine whether the equipment can operate normally, thereby providing a practical guarantee for the quality of drugs.

Moreover, from the perspective of the hospital's drug reserve plan, a good response mechanism can be formulated. When facing the problem of drug supply shortage, the contingency plan can be promptly initiated to allocate the reserved drugs and provide them to the clinical department first. The in-depth cooperation between hospitals and enterprises can effectively deal with emergencies and make accurate and rapid responses to replenish the drug inventory. At the same time, hospitals can enhance communication and cooperation. In the face of special circumstances, they can conduct mutual drug adjustment and assistance, thereby addressing the challenges faced by the drug supply and making the hospital's drug supply more stable, and improving the effectiveness of medical services.

5. Conclusion

In conclusion, in the drug collection work of the hospital, it is necessary to attach importance to the construction of a scientific drug reserve system, effectively improve the stability and safety of drug supply, and solve the problem of drug shortage. Among them, in the management of hospital drug collection work, in order to further improve and implement it, the hospital management needs to pay more attention and make sufficient efforts. Specifically, the drug collection work of the hospital can effectively improve the effect of centralized collection through measures such as drug quality management, optimization of the procurement process, and improvement of the drug reserve system. At the same time, the continuous innovation of management concepts and technologies can point out the direction for the centralized drug collection work of the hospital, provide better services for patients, and effectively improve the medical quality.

Disclosure statement

The author declares no conflict of interest.

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