

# 基于ABC-XYZ分析法提升中药饮片库存管理水平的应用实践<sup>△</sup>

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**摘要** 目的 提升医院中药饮片库存周转率,实现降本增效的精细化库存管理。方法 收集我院2022—2023年中药饮片库存数据,分别以销售金额、需求变异系数为依据,采用ABC分类法、XYZ分析法进行分类;通过交叉矩阵结合两类分类结果,划分为I级(AX、AY、BX)、II级(AZ、BY、CX)、III级(BZ、CY、CZ)三级管理优先级,分别制定差异化库存策略;对比库存管理优化前后周转率、库存成本等核心指标。结果 I级中药58种(14.22%),II级中药85种(20.83%),III级中药265种(64.95%)。库存管理优化后,中药饮片平均库存金额降低34.18万元,平均周转率提升73.03%,平均周转天数减少4.98 d,优化前后各指标的差异均有统计学意义( $P<0.01$ )。结论 ABC-XYZ分析法可突破传统ABC分类法单一维度局限,适配中药季节性强的特性,显著优化库存结构,提升周转效率、降低运营成本,为医院中药库精细化、科学化管理提供可行方案。

**关键词** 中药饮片;库存管理;ABC分类法;XYZ分析法;库存优化;周转率

## Practical application of ABC-XYZ analysis in traditional Chinese medicine decoction pieces inventory management

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**ABSTRACT** **OBJECTIVE** To improve the inventory turnover rate of traditional Chinese medicine (TCM) decoction pieces in hospitals and achieve refined inventory management for cost reduction and efficiency improvement. **METHODS** Inventory data of TCM decoction pieces in our hospital from 2022 to 2023 were collected. Based on the sale amount and demand coefficient of variation respectively, the ABC classification method and XYZ analysis method were adopted for classification. The two classification results were combined through a cross matrix to divide them into three-level management priorities: level I (AX, AY, BX), level II (AZ, BY, CX), and level III (BZ, CY, CZ). Differentiated inventory strategies were formulated for each level, and core indicators such as turnover rate and inventory cost before and after inventory management optimization were compared. **RESULTS** There were 58 types (14.22%) in level I, 85 types (20.83%) in level II, and 265 types (64.95%) in level III. After inventory management optimization, the average inventory value of TCM decoction pieces decreased by 341 800 yuan, the average turnover rate increased by 73.03%, and the average turnover days decreased by 4.98 days. The differences in all indicators before and after optimization were statistically significant ( $P<0.01$ ). **CONCLUSIONS** The ABC-XYZ analysis method can break through the single-dimensional limitation of the traditional ABC classification method, adapt to characteristics such as the strong seasonality of TCM decoction pieces, significantly optimize the inventory structure, improve turnover efficiency, and reduce operating costs. It provides a feasible plan for the refined and scientific management of hospital TCM warehouses.

**KEYWORDS** traditional Chinese medicine decoction pieces; inventory management; ABC classification; XYZ analysis; inventory optimization; inventory turnover

在福州市推进管理体制机制创新的背景下,如何利用医院有限的库房空间,对中药库存实施精准、高效且经济的管理,已成为当地医院药学领域的重要课题<sup>[1]</sup>。中药具有体积大、养护成本高、用药季节性强的特性<sup>[2]</sup>,

采购过量易导致积压、变质,进而影响疗效与安全。周转率是衡量医院中药库管理水平的关键指标<sup>[3]</sup>。数据显示,我国医院平均药品周转天数约为34 d,约是发达国家的6倍<sup>[4]</sup>。同时,随着中医药在传染病流行期间发挥重要作用<sup>[5]</sup>,公众对中药的需求持续增长。然而,高库存中药虽能保障临床用药连续性,却会显著增加运营成本。因此,推行中药库的现代化、精细化管理,对于提升药学服务质量、控制医院运营成本均至关重要。提高中药库存周转率,正是实现这一管理目标、避免中药积压损耗的关键路径。

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