



World Federation for
Hospital Sterilisation Sciences

DGSV

Deutsche Gesellschaft für
Sterilgutversorgung e.V.

Ermano Fegatilli

**How undesirable events can make you grow:
a case-study of the ancillary process at CHU Brugmann's CSSD**

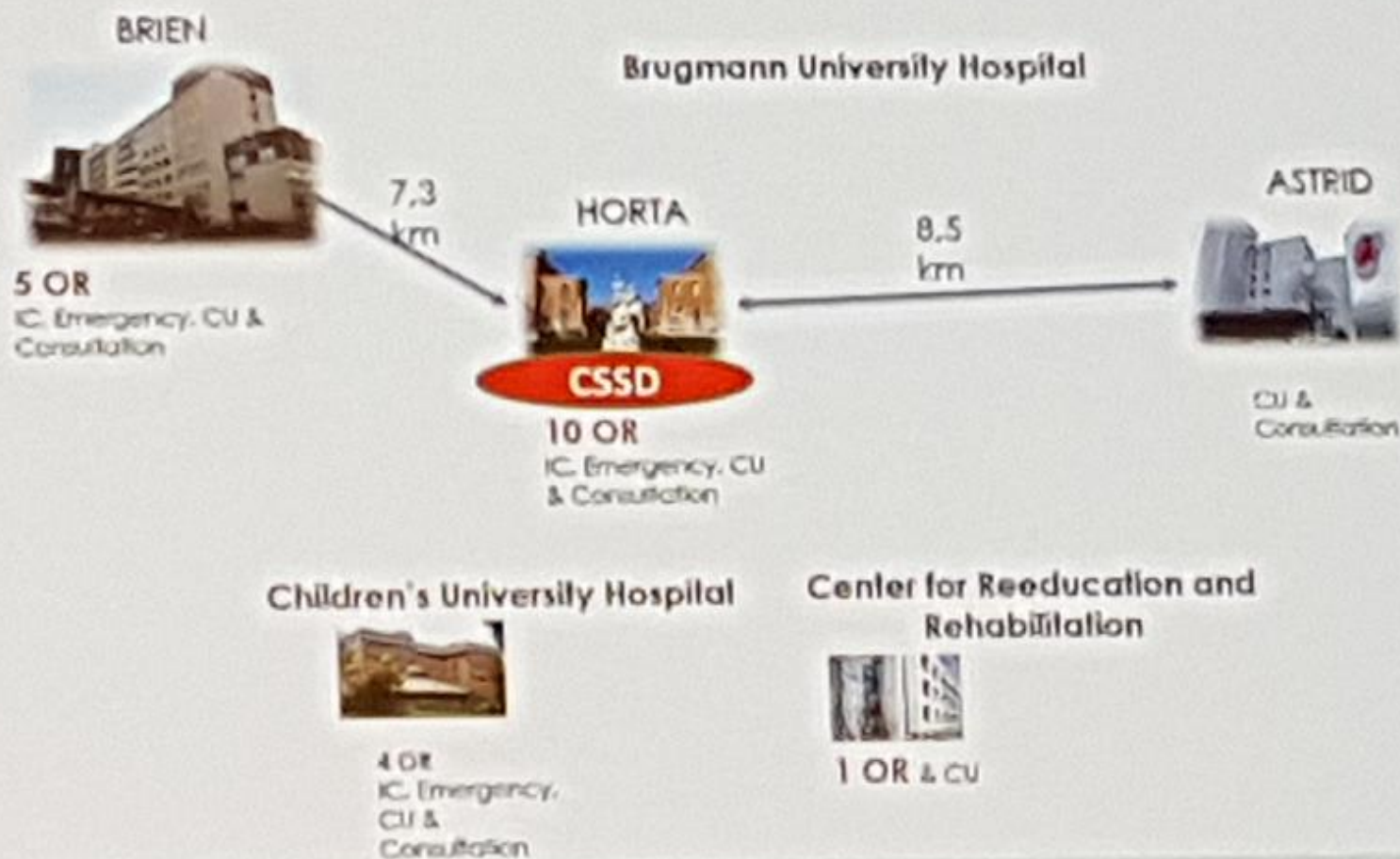
WORLD CONFERENCE
CENTER FOR
BONN

Who am I ?

- Master in Applied Economics (University of Liège)
- Business consultant at Möbius Consulting Group
- 8 years experience as project manager in healthcare (CHU Liège, CHU Brugmann)
- Experience in a merging CSSD's project
- 2 years experience as CSSD's manager at Brugmann University hospital
- Member of Aster (Belgian french speaking sterilization's association)

Context

- Before March 2015 : 2 CSSD
- After March 2015 : 1 unique CSSD on the site Horta
- Between March 2015 and June 2016: 73% of the undesirable events of the CSSD



Ancillary	48	73%
Hot packaging	4	6%
No conformity	12	18%
Others	2	3%
Total	66	100%

Ancillary process



The client (Surgeon, OR) commands the ancillary sets at the supplier (ancillary firms)

The supplier lends to the hospital (client)

A transporter delivers the ancillary sets to the CSSD or to the operating area (client)

The CSSD sterilizes the ancillary sets and delivers them to the operating area (client)

The surgeon uses them at the operating room

The CSSD cleans and disinfects the ancillary set

A transporter picks up the ancillary set at the CSSD and brings it back to the supplier

What kind of problems ?

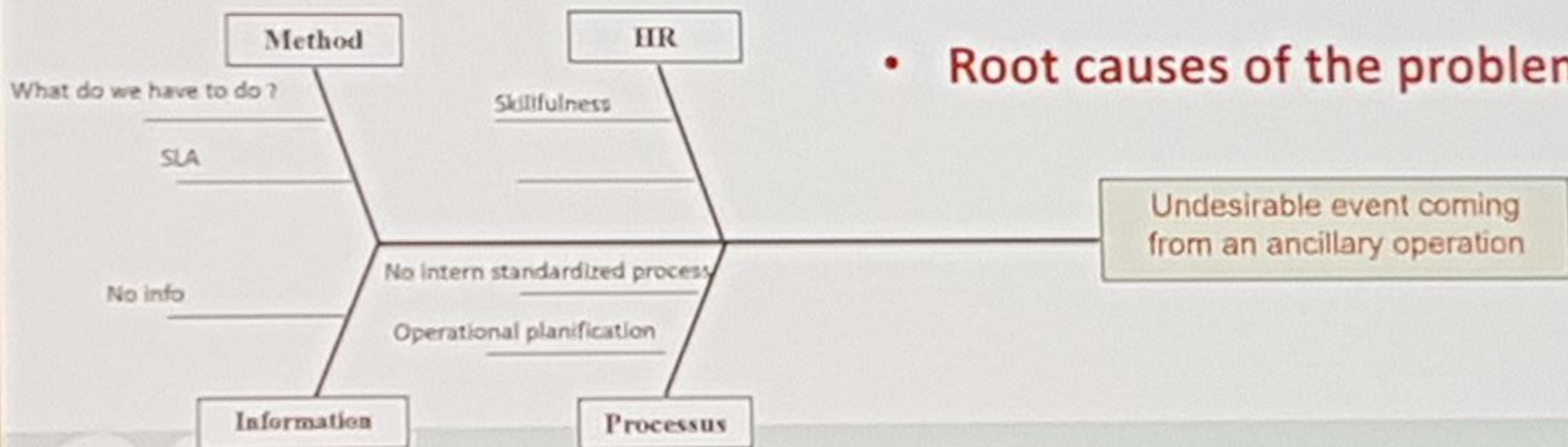
Initial situation

The CSSD is getting unexpected ancillary sets (without being informed). Most of the time, the CSSD gets it too late to fit with its operational activities. It is planned for a surgeon who should operate "hopefully" the day after, in one of three (/four) operating area clients of the CSSD.



• Problem identification :

- ✓ Wrong dispatching
- ✓ Missing sets
- ✓ Wrong identification of the set
- ✓ Not being delivered on time
- ✓ Not knowing about missing instruments
- ✓ Wrong collaboration with firms
- ✓ No operational planning



• Root causes of the problems

A process full of waste

- **Transport** – Moving people, sets & information
- **Inventory** – Storing parts of trays, sets, instruments
- **Motion** – Looking for info
- **Waiting** – For parts, information, instructions, material
- **Over production** – Making more than is immediately required, treating material not for us
- **Over processing** – Tighter tolerances or higher grade materials than are necessary
- **Defects** – Rework, new logistic dispatching
- **Skills** – Under utilizing capabilities



- **Resources consumed by inefficient or non-essential activities**
- **Activity that consumes resources but adds no value**



What do the partners want ?

O R



Sets have to be :

- Sterile
- Complete
- Done on time
- Delivered properly

Ancillary firm

The operation takes place and the surgeon uses many implants



CSSD

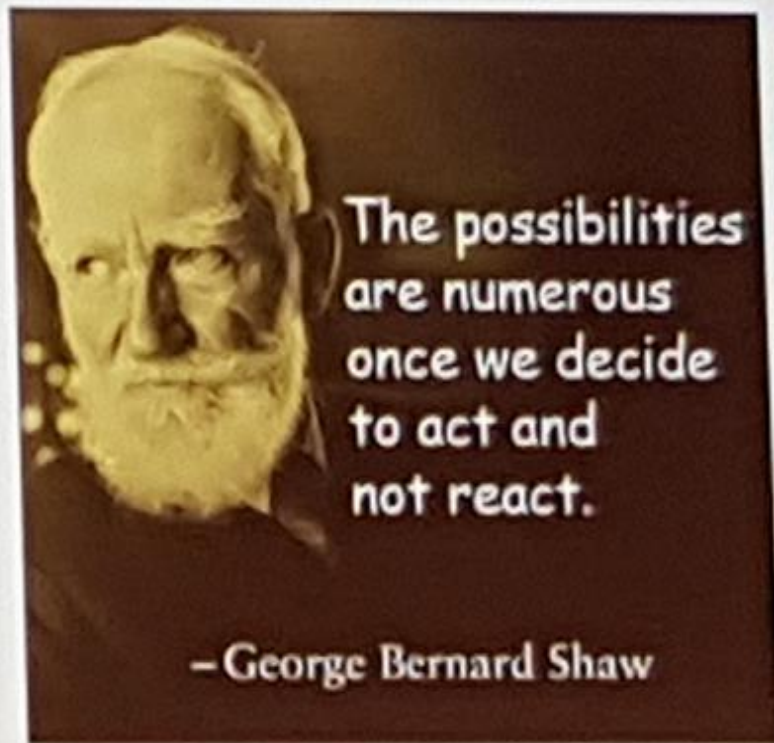
Being able to organize its activities



How do we do that ?

The CSSD need to act and not only react !

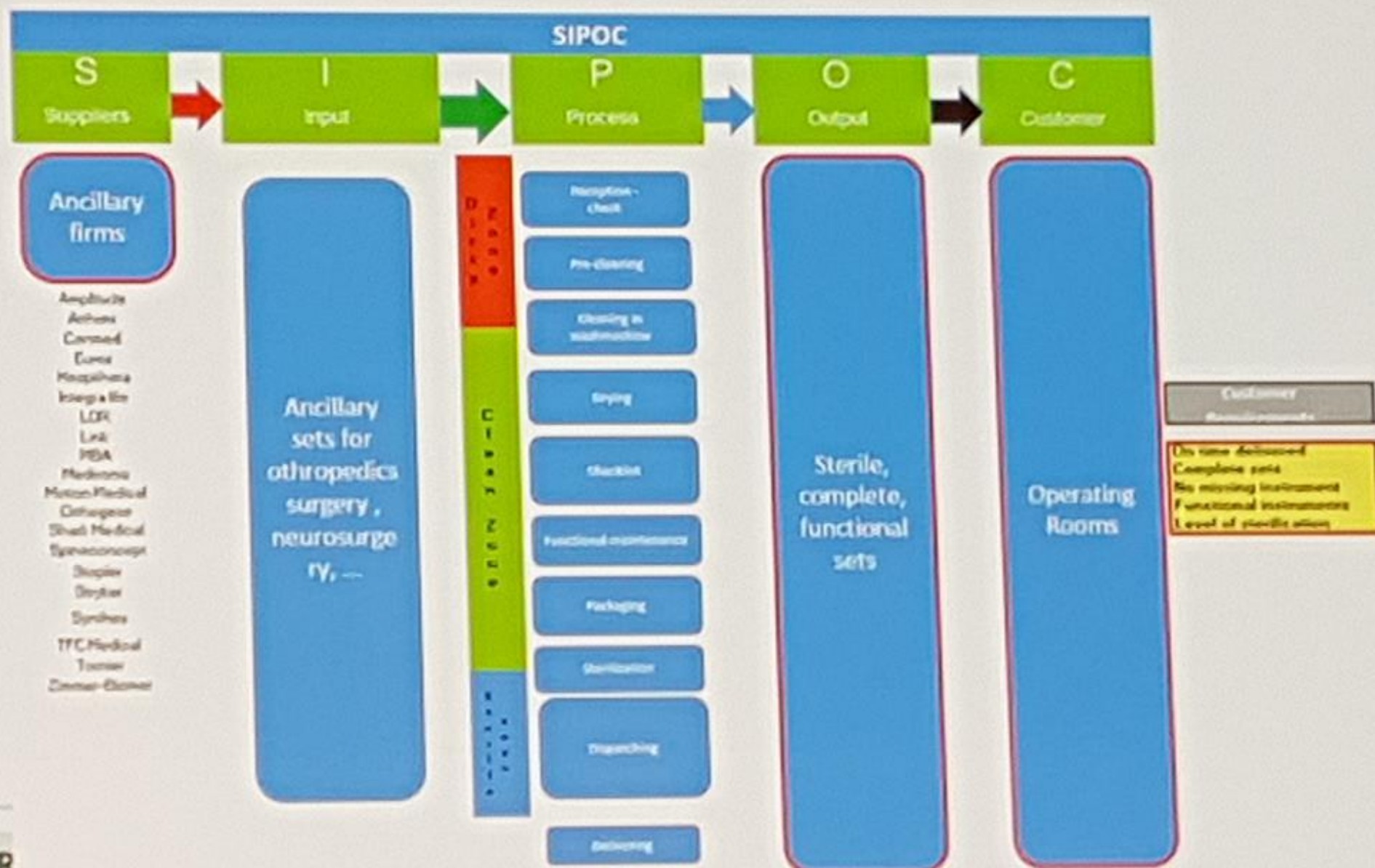
- We need to be involved !
- We need to know !
- We need to be able to do !
- We need to propose !
- We need to



How do we do that ?

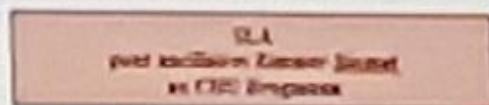
SIPOC

20
different
suppliers



Service-level Agreement

- Meet the firms individually
- Make an agreement with the firm on ...
 - the info
 - the delivery timing
- Keep on checking that the agreement is respected



SLA pour les fabricants d'instruments dentaires et CTO d'urgence

Le service se verra attribuer la gestion et le suivi de l'ensemble des demandes de service de la part des fabricants d'instruments dentaires et CTO d'urgence.

Article 1 - Confirmation de la demande

Pour la réalisation de matériel par le fabricant ou le fournisseur, le client adresse la fiche de commande d'urgence par mail à l'adresse email service@dentimarket.fr et se voit adresser service@dentimarket.fr pour que, dans les [plus brefs délais](mailto:service@dentimarket.fr), soit communiqué par courriel le statut de la commande pour les clients.

NOM	
PRENOM	
NUMERO DE TEL	
DATE DE FABRICATION	
NO DE COMMANDE (pour les clients, voir modèle)	
DATE DE FABRICATION (pour les clients)	
DATE DE FABRICATION (pour les clients)	

Article 2 - Confirmation de la livraison

Une fois préparée et livrée, le matériel de vos commandes urgentes, sera communiqué de mail, ainsi que la confirmation de matériel livré.

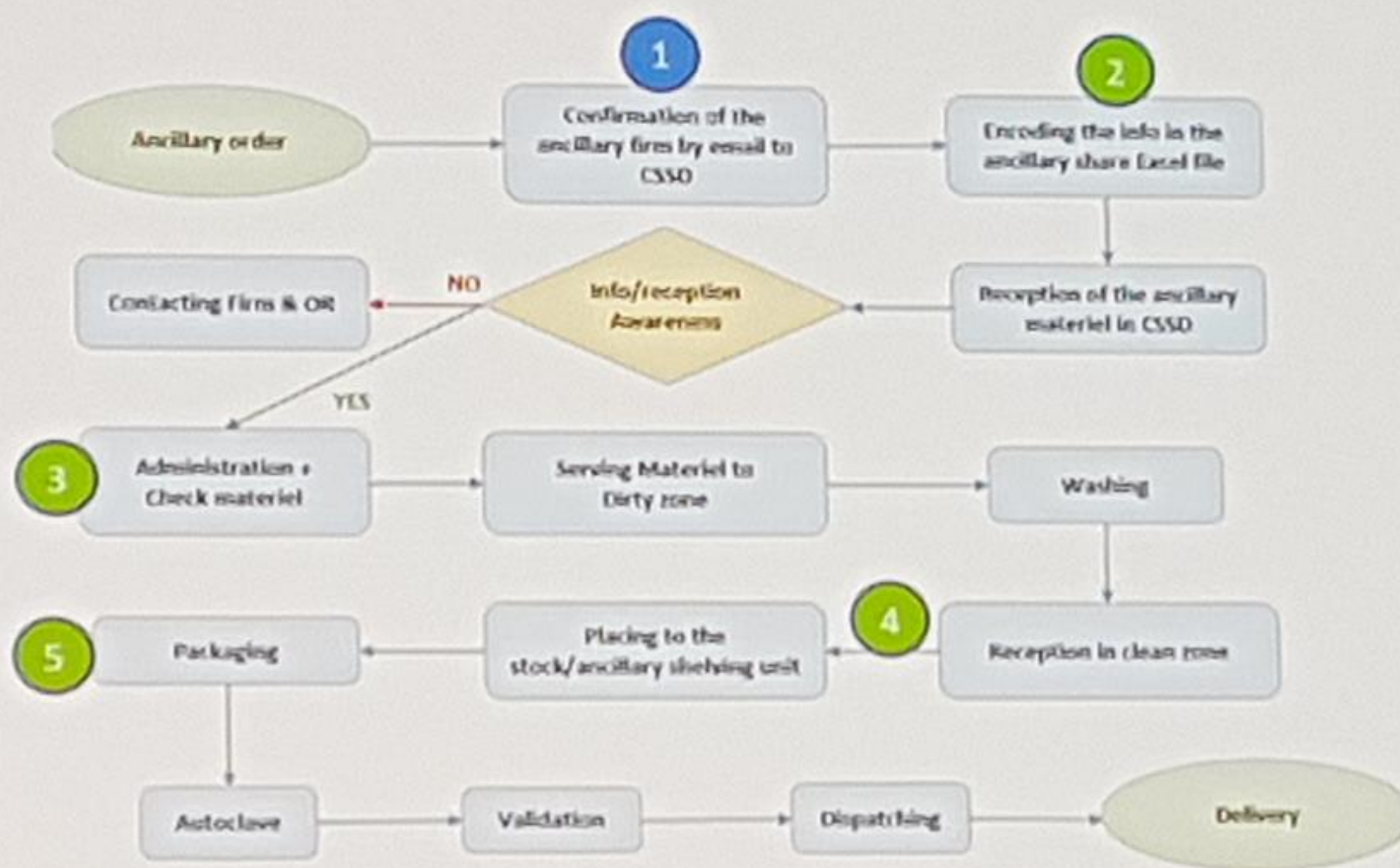
ARTICLE 3 - CONFIRMATION DE LA LIVRAISON	
NUMERO DE COMMANDE (pour les clients)	
DATE DE FABRICATION (pour les clients)	

CTO d'urgence - Service - 2016

STANDARDIZED INTERN PROCESS



How every agent of sterilization takes charge of the ancillary sets once they are delivered in the CSSD





Mon 03/07/2017 13:16

Dimitri Thienpont <d.thienpont@stoplex.be>

Confirmation sets de prêt Dr. Janssens 22/08

To Brugmanns - Asclifaire; Brien - QOP, Fiet Cornelis; Tom Dancet

Cher(e),

Merci pour votre commande, veuillez trouver ci-dessous la confirm

Hopital / Hopital Brien

Docteur : Dr. Janssens 22/08

Date de livraison : 21/08

Date d'intervention : 22/08

Date de reprise : a partir du 23/08

Matériel: Consève + low profile impactors + Procotyl L

Nombre de trays d'instruments : 15

Nombre de containers d'implants : 3

Si vous avez encore des questions, n'hésitez pas de me contacter.

Mes meilleures salutations,

Dimitri Thienpont
Customer Service Dept. Employee
T +32 7 7 767 10 69



Mi 14/07/2017 11:29

Deboeck, Hans <Hans.Deboeck@zimmerbiomet.com>

Union Zimmer Biomet pour Dr. Kalveta - spa 18.07.2017

To Quartier Opération; Brugmanns - Asclifaire

Cc: Paolo, Peter; Proctyl; Verderinghe; Bruchan; Bill; Deboeck, Hans

Bonjour,

On vous confirme la réservation suivante :

Date intervention : 18.07.2017

Patient : /

Nom du médecin : Dr. Kalveta - Spine

Liste du matériel:

- 1 coffre instrument
- 1 coffre potatis long extet n1 (1 case) 304
- 1 coffre et endia reduction Lames n1 (1 case)
- 1 coffre potatis mid connector set n1 (1 case)
- 1 coffre universal clamp n2 (1 case)
- 2 coffres potatis diformity n1 (2 case) 304
- 1 coffre potatis base set (1 case) 304
- 1 coffre set cutter
- 1 coffre potatis introduction (1 case)
- 1 coffre potatis multiaxial screws n1 (1 case)
- 1 coffre potatis short extet (1 case)
- 1 coffre potatis diformity hooks n1 (1 case) 304

Le matériel sera livré au plus tard lundi le plus vite poss

Cordialement,

Hans Deboeck

Zimmer Biomet BVBA/SPRL
Meyskens II
Meyskensstraat 224
1702 Wommel

03/08/2017	
Marketing Order	Elienne Lefebvre
Client	DR Brien
Location	Brugmanns site Brien
Delivery Operative	vendredi 03 aout 2017
Custom Invoicing	vendredi 9 aout 2017
Invoicing	vrijdag 11 aout 2017
Room van de zellen	ACL-1024-04 + ACL-1024-04
Actual Containers/Trays	1
Info	<ul style="list-style-type: none"> *** DR : instrumentarium *** DR : implantation
Mail Zellen naar	<ul style="list-style-type: none"> DR: quare@chir Brugmanns.be CSA: sterilization@CHU-Brugmanns.be

Reply Reply All Forward



Mon 13/07/2017 10:08

RE: CS Services Total Team <cs.services@zimmerbiomet.com>
Invoicing 26.07.2017 - Dr. VANDEWEGHESCHE - site Paul Brien - ZIC 030644735

To Brugmanns - Asclifaire

Cc: Janssens, Jns [mailto:]

Bonjour,

Nous allons livrer le 18.07.2017 le matériel ci-dessous pour une intervention le 26.07.2017 de VANDEWEGHESCHE, site Paul Brien :

Site DR + Paul Brien
Dr. VANDEWEGHESCHE

SPUNDA UNIVERSAL PUNCHAL SET BOX A 0002

en total 1 set sera livré. L'emballage est prévu le 26.07.2017.

Nous restons à votre entière disposition pour de plus amples renseignements.

Cordialement,

Elienne Lefebvre
Customer Service Dept. Employee - Customer Care Operation - Spine

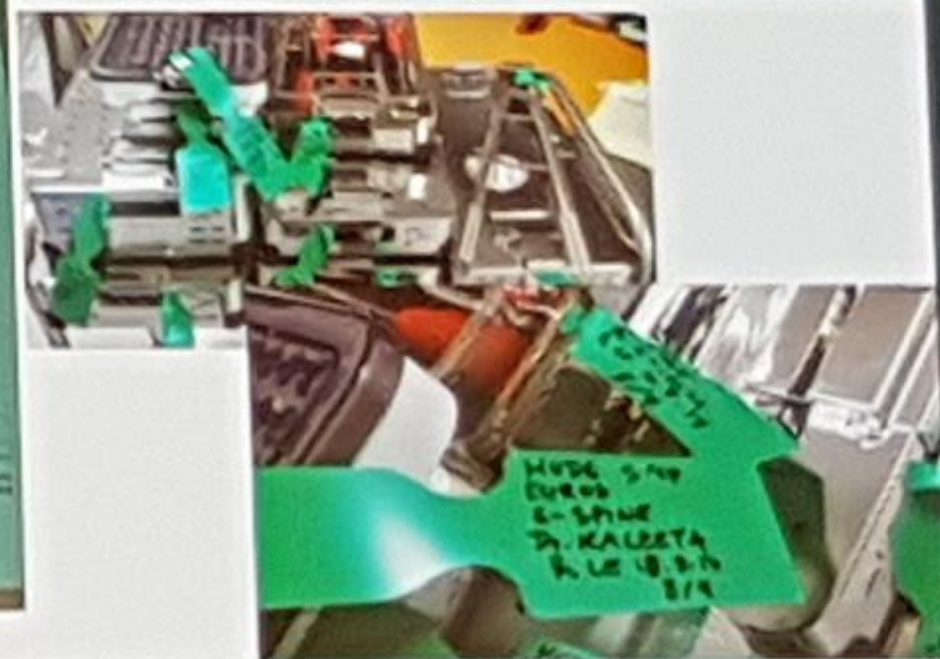
Brugmanns
Biel Boulevard 101-107 17 Brien / The Netherlands

Reception, administration and check

HORTA

BRIEN

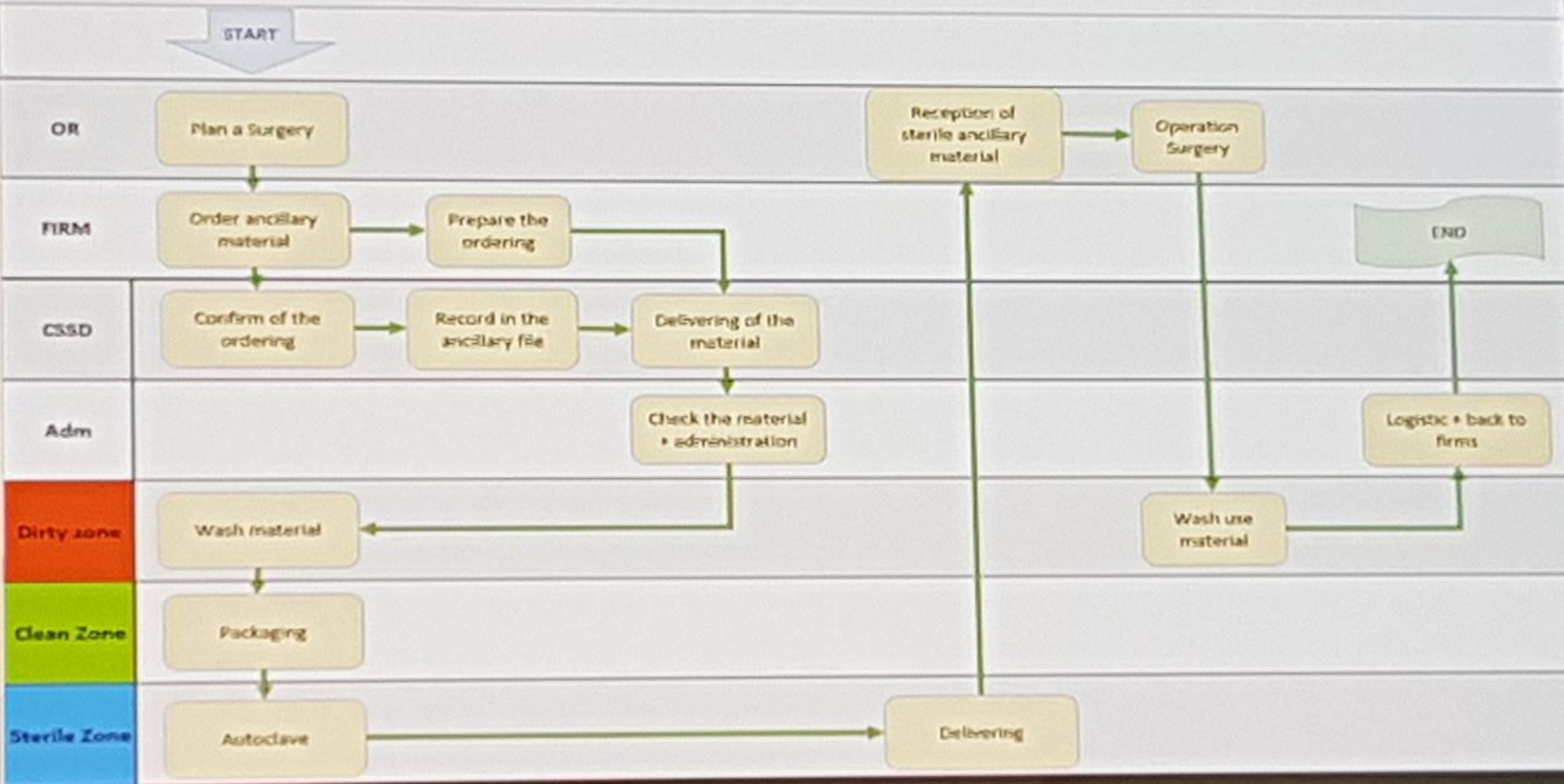
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Ancillary with his own processing pathway and own working area in the clean zone



The process TO BE... or as it looks now in 2017





- No more surprises
- Anticipation of operational activities
- Clear standard operating procedures
- Processes with better work-flow
- Less stress for everybody
- More productivity



From a **victim** to a **partner** !



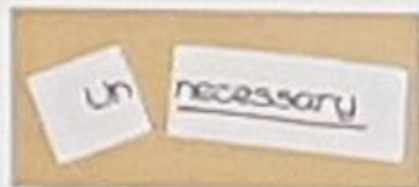
- Don't sit and wait in a reactive mode, waiting for problems to happen before taking action
- Find the root causes, propose and implement something

Where and how did we get there ?

- 73% of the undesirable events before October 2016 were for the ancillary. Since the new process has been implemented, **we still have not gotten any undesirable events !**
- The methodology is to understand and trace all steps of the process, find what's wrong with it and implement solutions
- **Undesirable events** are therefore **opportunities** : when we implement improvements in the CSSD, based on related problems coming from undesirable events, this will bring us to a new reality (which is better than the former one). But, in time, this new current state need still to be improved because we have noticed other regulars problems

What's next ?

- No more unnecessary work



- New packaging



- Informatisation - traceability



Conclusion

Continuous improvement will never end !

Victory comes from finding opportunities in problems.

Sun Tzu

