

DGSV

Deutsche Gesellschaft für Sterngutversorgung e.V.

Ermano Fegatilli

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

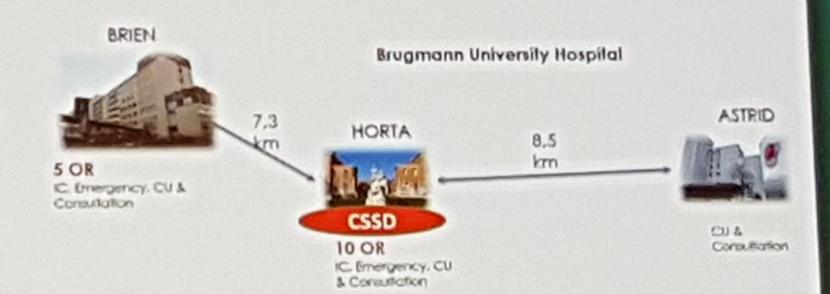
Who am 1?

- 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 Universitary 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%	
Hole packaging	4	6%	
No conformity	12	18%	
Othera	2	3%	
Total	66	100%	



Children's University Hospital



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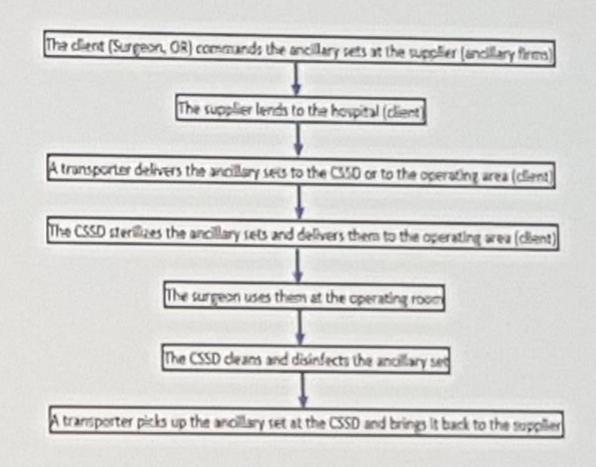
Center for Reeducation and Rehabilitation



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Ancillary process





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 operationnal planning

18TH WORLD STERILIZATION CONGRESS



Method HR Root causes of the problems What do we have to do? Skillfulness SLA Undesirable event coming from an ancillary operation No intern standardized process No info Operational planification Information Processus BONN | GERMANY | OCTOBER, 4-7, 2017

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 dispachting
- 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?

OR



Sets have to be:

- · Sterile
- Complete
- · Done on time
- · Delivered properly

Ancillary firm

The operation takes place and the surgeon uses many implants



CSSD

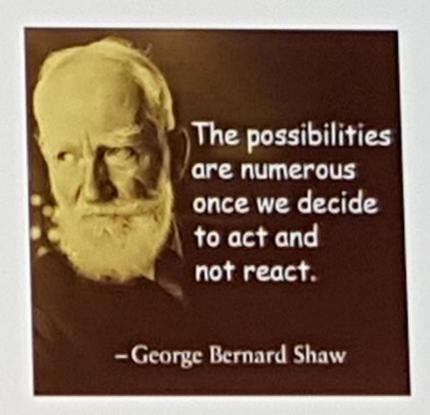
Being able to organize its activities



How do we do that?

The CSSD need to act and not only react!

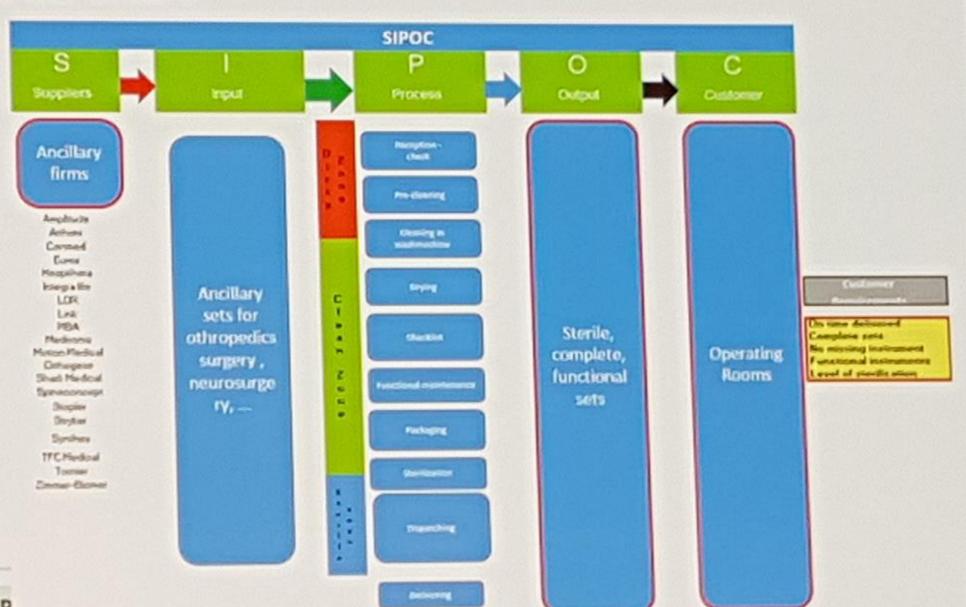
- · We need to be involved!
- We need to know!
- We need to be able to do!
- We need to propose!
- We need to



How do we do that?

SIPOC

20 different suppliers



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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

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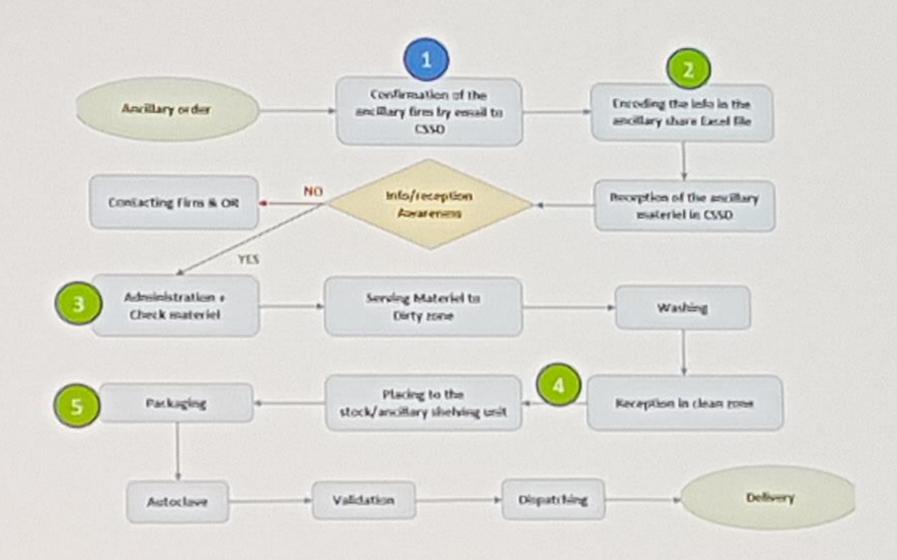
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STANDARDIZED INTERN PROCESS



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



Man E1/67/(017 13:16

Dimitri Thienport «d.thienporti@stopler.be»

Confirmation sets do prit Dr. Janssens 22/05

To III Bragmann - Ancillaire; III Brice - QOP; Fire Cornella Ton Darcet

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Cher(n),

Merci pour votre commande, veuille ; trouver si-dessous la confirm

Hopital | Hopital Brien

Doctwor: Dr. Janssens 22/06

Date de livraison i 21/00

Dalle if intervention: 22/08

Date de reprise : a partir du 23/06

Matériel: Conserve + 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,

Max melleures salutations.

Dissitri Thisopost Castomer Service Dept. Employee T 433 7 267 38 46

Bon John,

On your confirme la réservation suivante ;

Date intervention (18.07, 2017

Patient /

Non du midecin ; Dr. Kalenta - Spine

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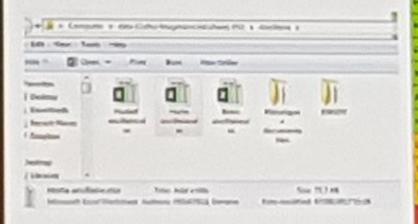
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 Intern (and shared) excel files on the hospital's cloud



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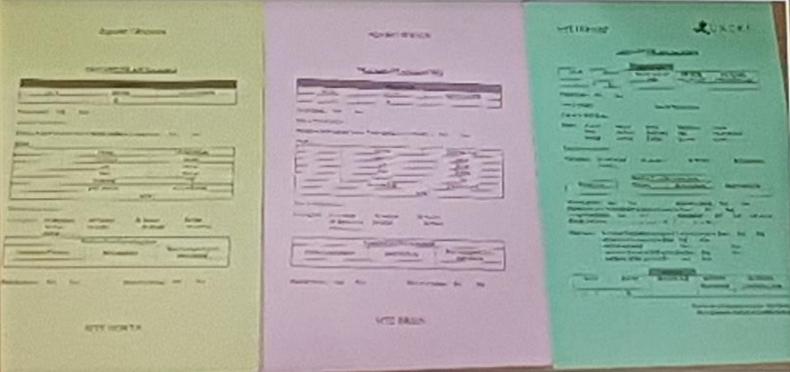
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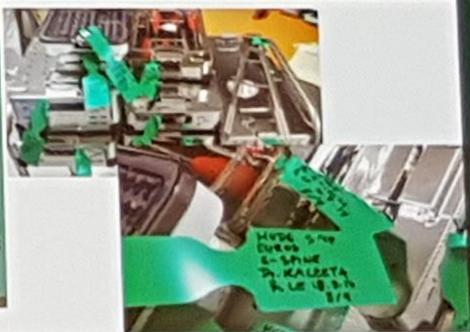
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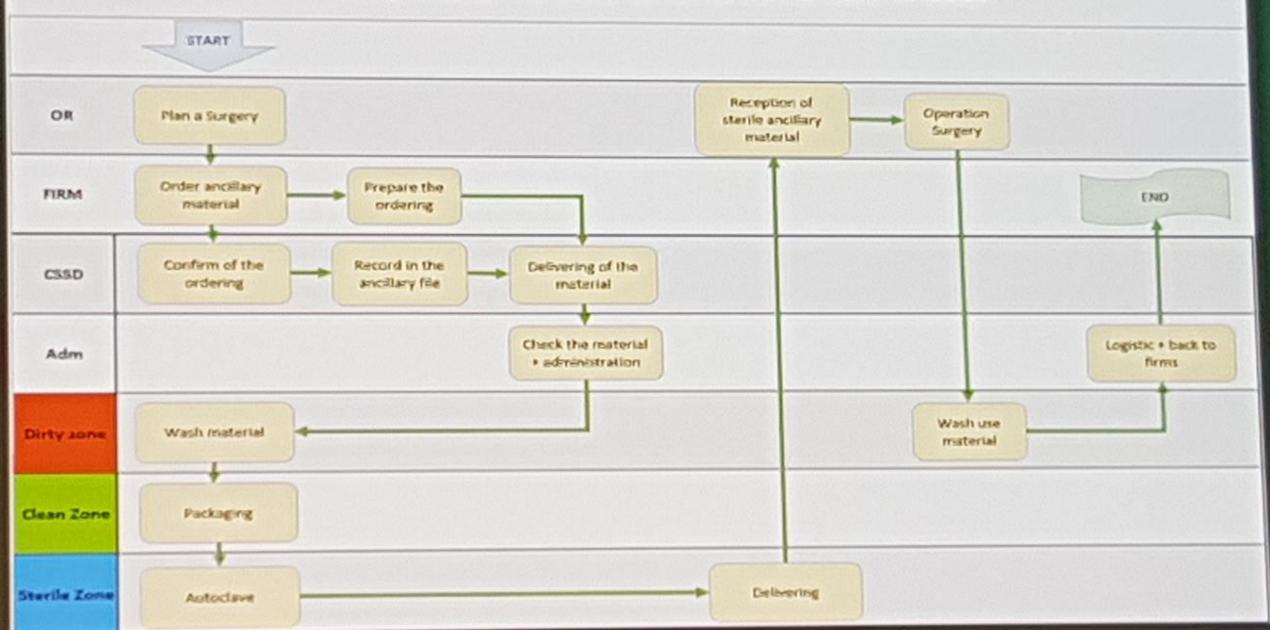
Ancillary with his own processing pathway and own working area in the clean zone





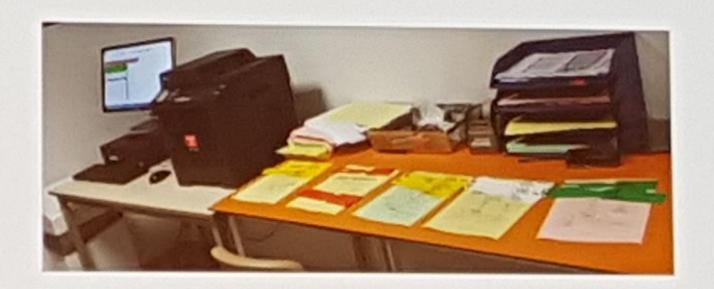


The process TO BE... or as it looks now in 2017





- No more surprises
- Anticipation of operationnal 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 methodologie 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



· Informatisation - traceability







New packaging



Conclusion

Continuous improvement will never end!

Victory comes from finding opportunities in problems.

Sun Tzu

