Measuring CSSD performances which tools for which objectives?

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Content

- Background

- How to measure CSSD's performances

- KPIs

- Operationally

Background

- Public health expenses control: health is priceless, but costly
- Expenses' control must apply to CSSD

- Differences versus health care activities:

  - Not profit-oriented
  - CSSDs' specificities scarcely understood by hospitals' decision makers & top management
  - Reprocessing costs not well identified
  - Difficult benchmarking
  - Lack of financial data participates in the lack of recognition

Background

To improve , CSSD shall:

- **demonstrate** its efficiency / implement a production cost control
- show its profitability = its internal and external performance =   operational steering

- prove its projects and investments' relevance = strategy

- Should lead to recognition

How to measure CSSD's performances

- Already achieved items via QMS:

  - QMS based on indicators
  - ISO 9001 standard's application is linked to the implementation of processes improvement and compliance indicators

- Each CSSD detains at least activity basic data

How to measure CSSD performances

- CSSD is a production activity, thus industrial ⇒ copy industrial processes,

- Indicators and Key Performance Indicators (KPI)

INDICATOR: what is it?

- Indicators = statistics data used:
  - To measure current conditions
  - To forecast future conditions

- Shows state / level of something

- One condition: designed for measurable things

KPI: definition
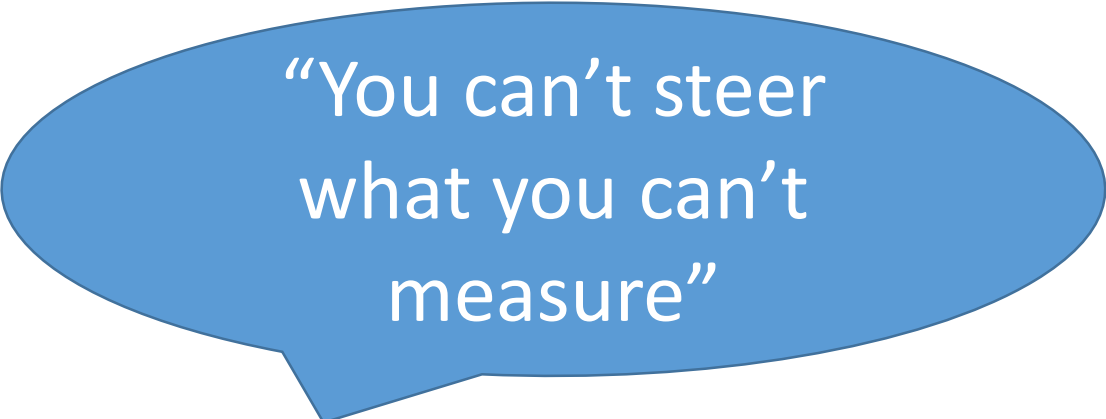
Key Performance Indicator
= measures to assess the performance of a department

Warning!: difference between metrics and KPIs

- **KPIs are linked to an objective**.
    - Example : process time
    - Decision makers use them to ensure that goals (strategic and operational) are met.
- **Metrics show gross volume** of a variable or a parameter.
Example : number of reprocessed sets.
(A metric becomes a KPI when linked to a target value).

KPIs in a few words

- Belong to a progress approach and drive it
- Enable operational steering and decision making
- Enable managers and staff to evaluate their actions' efficiency
- Can be individual or team-wide

"You can't steer what you can't measure"

Peter Drucker (a founder of modern management)

KPIs in a few words

- Answer to specific stakes:
  - Evaluation
  - Diagnosis
  - Communication
  - Information
  - Motivation
  - Continuous improvement (link with QMS)

KPIs in a few words

- To be integrated in scorecards
- Gives access to essential management data to steer an activity
- At a higher level, panels are compiled and integrated in the organization's strategic management / steering
- Allow to identify counter-performance areas and recovery plans implementation
- Used in benchmarking

Which KPIs?

- Select KPIs adapted to your needs to serve / support your strategy and objectives

- Start form strategic objectives, then aim operational objectives' timed reach

Which KPIs?

A good KPI is:

- **Specific** : it must answer to a clear and precise goal
- **Measurable**: related data must be quantifiable and must enable to scan the route towards objective
- **Achievable**: it supports achievable objectives and must enable to implement actions
- **Relevan**t: it shall serve the Department's strategy, short and long term

Method: from data to scorecards and analysis

Collect data → Format data → Analyse data
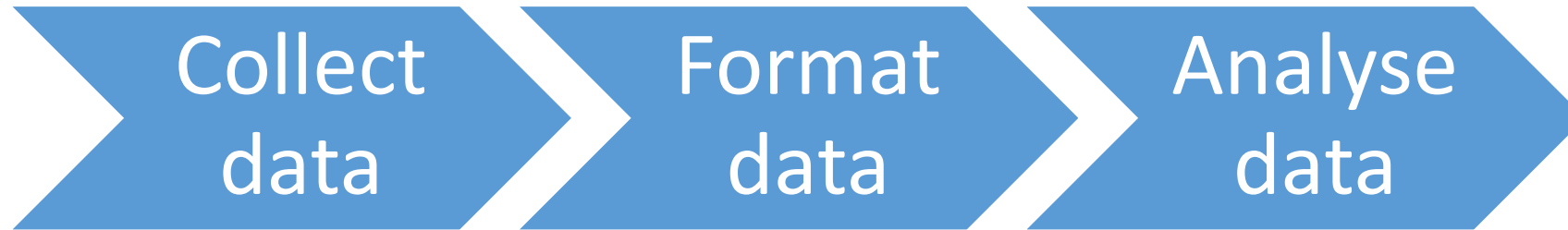
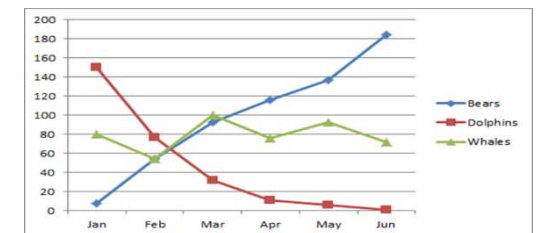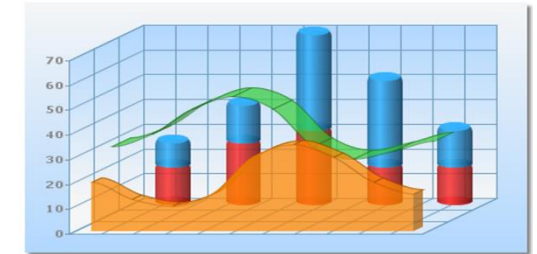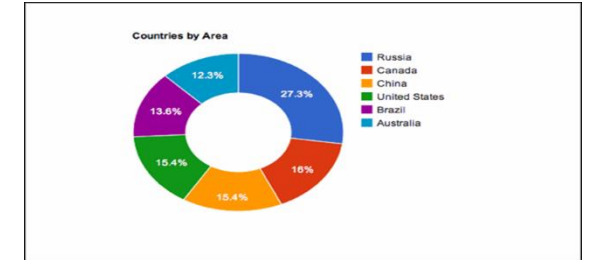# Method: from data to scorecards and analysis

Collect data

- Data come from:
  - Information Systems like tracking system
  - Figures and information reported by managers, teams, HR responsibles
- Extracted and implemented according to pre-defined rules

Format data

- Excel or Business Objects tools
- Select most explanatory diagrams
- Presented in scorecards and/or charts (global vision)

Analyse data

- "Critical" phase
- Relate to background
- Comprehend indicators in their globality

Operationally , in a CSSD department

Indicators are related to:

Activity

Measure **what the Department operates**

Produc-tivity

Measure the efficiency of the Department,

Quality

Measure qualitative performance of the Department

HR

Measure Human ressources data

....

Measure ....

Activity KPI:

Measure what the Department operates

- Number of Sets / single instruments / Work Units (SF2S)
- Allotment by:
  - Service
  - Type of service
  - Site
  - Sets / single instruments
  - Sterilization mode (steam, LTS)
  - …

Benefits:
- Better understanding
- Capacity to anticipate variations
- Projection capacity

French Work Unit (FWU)

FWU	Op Theaters	Dentistry	FWards
Pouch	15	15	10
Pouch handpiece	30	30	-
Set 1 to 10 instruments	30	20	15
Set 11 to 60 instruments	110		
Set > 60 intruments	160		
Loan sets	160		
Extra for LTS	80 or 160		

Productivity KPI:

Benefits:
- Performance level
- Improvement areas
- New organizations' evaluation

- Measure what is produced by :
  - Workstation
  - Agent
  - Machine
  - Shift (morning , afternoon, night)
  - Etc.

- Calculate process time (total, logistics, assembly, packaging, cleaning….)

- Cost price per set, per pouch, per Work unit

Quality KPI:

- Clients' complaints towards sterilization
- Sterilization' s complaints towards Clients
- By type,
- By frequency
- Per agent
- Per day
- ....

Benefit:
- Performance level
- Improvement areas

Human ressources KPI:

- Absenteism
- Population pyramid
- Level of training
- Years of service
- ....

Benefit:
- anticipation
- steering

Other KPI:

- Operating sets' turnover rate
- Emergency requests' analysis
- Etc....

Benefit:
- Exact investments
- Arguments/discussion with OR

To summarize : KPIs in sterilization

Management tool:

- Steering

- Communication:
    - Clients
    - General management
    - Team

- Anticipation / strategy

- Objective evaluation of new organizations

Negotiation tool:

- Justify needs (HR, equipments, etc.)

- Argue / support in case of new strategies (projects in reorganization, grouping, outsourcing, etc.)

- ROI

KPIs in sterilization

- Evidence
- Closely related to QMS
- Supporting Lean Management, Six Sigma…
- To be shared with:
  - Top management
  - Clients
  - ….

- Opportunity to showcase our services' operations and performances and demonstrate our control
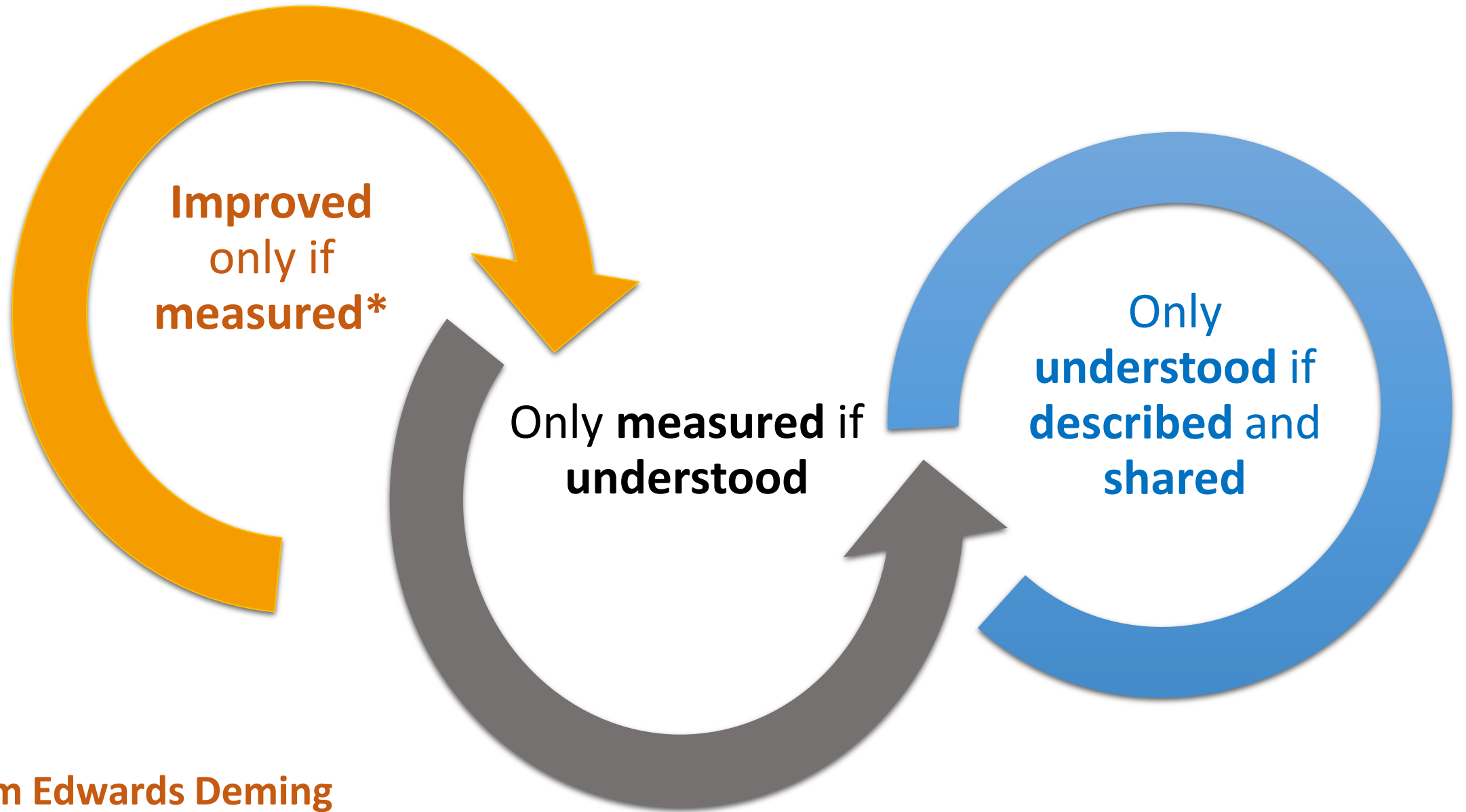- Internal management tool when regularly shared and analysed with teams

Know
Let know

Benefits:

- More productive dialogue with top management: understand each/other

- Constructive dialogue with Clients based on facts and not feelings

- Share elements with teams

- Easy evaluation of all changes in the organisations :current situation/new situation

When to share:

- With teams:
  - Production meeting by teams leaders at every shift start

  - Weekly team meeting

- With the clients:
  - Users' committee every 2 months

  - Operating theaters' committees

- With top management: every 3 months

Improved only if **measured***

Only **measured** if **understood**

Only **understood** if **described** and **shared**

* William Edwards Deming

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Conclusions

- CSSD manager must showcase and demonstrate his/her Department's performance

- Indicators and KPIs are essential to our business
- Conditions to get the best:
  - ## Necessary but not enough
  - ## Reliable if relevant (well designed and analysed in line with background), thus not questionable

- Powerful tool in management, steering, communication and negotiation

- Enable to objectively evaluate evolutions or new constraints

- TO SHARE absolutely

- Time consuming

Conclusion

- Use of KPIs = philosophy of transparency
- KPIS' share = trust's engine

A lack of transparency results in distrust and a deep sense of insecurity.

Dalai Lama