



## Developing Sterile Services for the 21<sup>st</sup> Century

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## Overview

- Background to Decon Sciences
- The demands on the 21<sup>st</sup> century service provider
- A practical approach to quality service delivery
- The challenge: delivering excellence



## Background to Decon Sciences

- Formed in 2005 to enter decontamination programme as a major service provider
- Whole business portfolio is decontamination related
- Business areas:



Power tool, instrument & scope repairs, instrument audits



Supercentres & Standalone managed SSD's, SSD Turnaround



SSD, endoscopy tracking & patient association

## The demands on the 21<sup>st</sup> century service provider

### Characterising the business

- It is tough
- Is it manufacturing, clinical or a support service?
- It is not for the tunnel-visioned or faint-hearted
- It demands the best managers with wide skillsets
- It is getting more complex
- It is getting a bad reputation
- It needs to improve
- It is a journey

## The demands on the 21<sup>st</sup> century service provider

### What will it look like when we get there??

- Fully “compliant”
- Following best practise
- Appropriately centralised
- Endoscopy sorted
- In house/ outsourced uncertainty wrapped up
- Fully staffed with dynamic and skilled teams
- Reliable plant in modern facility
- In budget
- We get lunch breaks!

## The demands on the 21<sup>st</sup> century service provider

### Meanwhile . . . what keeps you awake at night?

- Keeping up with compliance requirements?
- Notified body audits?
- User group meetings?
- Clinical misuse of Adverse Incident reporting?
- Non-conformance levels?
- Washer breakdowns?
- vCJD?
- Loan kit containers designed to tear tray wrap?
- Being deluged with work?
- Future of your SSD?

All must do's but how is our success ultimately measured?

Clinical feedback

## Past to present musings . . .

- How we used to work
- Lessons of the new era – the Emperor’s new clothes
  - Shiny and smart facilities don’t necessarily provide good services
  - Compliance and following best practise does not necessarily mean a first class service
  - It’s possible to meet SLA’s, KPI’s and still customers are unhappy

## Back to basics . . .

- So what do our customers really need?
  - “Please get back the kit I need”
  - “Please make sure it’s correct and clean”

## The 5 point plan:

# 1. Look outward and determine your vision

## **Sterile Services Charter**

### Our service aims are:

*To protect patients from harm by providing safely decontaminated surgical instruments which:*

- (1) Are correct as defined by tray checklists*
- (2) are carefully checked to make sure that they are clean and fit for use*
- (3) are delivered to the right location at the right time*

### Our commitment to our customers is:

- To be helpful, co-operative and friendly at all times*
- To communicate service problems where we may have difficulty meeting clinical needs*
- To strive for continual improvement within our service*
- To make sure that if we promise something then we will deliver it*
- To respond to issues raised in a timely and supportive way*

### Our commitment to our staff team is:

- To ensure that all staff have received training to do their jobs safely and effectively*
- To encourage and listen to staff ideas which will improve service quality and team morale*

### Our approach to service quality improvement is:

- To listen to the views of clinical teams and use these to shape our improvement priorities*
- To monitor our own performance as a team on quality and throughput and set improvement targets to aim for*
- To work closely with staff whose work quality and output is below that of their colleagues*
- To develop a standard of excellence in internal and external communications*
- To work in partnership with our customers to ensure a joined up approach to system-wide effective supply chain management of surgical instruments. This will utilise a Key Performance Indicator dataset for sharing service information in a spirit of openness and objectivity*

Our vision is: *To develop a reputation of being a positive, helpful, forward-thinking and highly-skilled team, recognised by clinicians*

## Operations Team Business Objectives

Critical Success Factors (CSF's) are the top five things we must do to make sure our decontamination business is successful, safe and focused on customer satisfaction. These five things are the basis of everyone's objectives and work priorities at all levels within the team

	CRITICAL SUCCESS FACTOR
CSF 1:	Turnaround times meet contractual agreements
CSF 2:	Correct product content (No SSD-caused missing instruments)
CSF 3:	No dirty instruments reported by clients
CSF 4:	Excellent customer relationships
CSF 5:	Value for money service cost

Coming next - inexcusable errors!

## The 5 point plan

2. Admit where things are not too good – the ceasefire

## The 5 point plan

### 3. Get data – know the facts

## A practical approach to quality service delivery

### Make best use of IT (Information Technology)

- Real time process control
- Audit trail
- Interfaces to washers and sterilizers
- Packing 'on screen' electronic record of all checklists
- Supplementary tracking
- Limited life items (LMAs)
- Instrument repair
- Patient association
- Turnaround monitor
- MS1 for loan kit management
- Despatch and logistics management
- Issue View – non conformance management

it5 - Microsoft Word

View Insert Format Tools Table Window Help

New Epsom\Issues Log Issue - Windows Internet Explorer

http://callcontrol.deconsciences.com/DetailsView.aspx

Google benelyn

Bookmarks 15 blocked Check AutoLink AutoFill Send to benelyn Settings

New Epsom\Issues Log Issue

Close & Save New Save Print Subscribers Cancel

**Subject**

**Reported By**  **Department**  **Item No**

Client Issue Type   Tray

SSD Issue Type   Supplementary

Adverse Incident **Status**   Disposable

**Description**  **Corrective action**

Below for SSD Use Only

Responsibility

Assigned To

Packer ID

Agreed to return non-conf tray

Signed off by Manager SSD

Attachments				
Name	Modified	Size	Description	Del
Add Attachment				

Done

Internet | Protected Mode: On 100%

## A practical approach to quality service delivery

# Non-conformance micro-monitoring

ISSUE TYPE	TOTALS	04/08/2008	05/08/2008	06/08/2008	07/08/2008	08/08/2008	09/08/2008	10/08/2008
Wrongly labelled tray	3							
Wrong instrument	14							
Extra Instrument	7			1				
Wrong replacement	5							
Breach of clinical agreement	2							
Missing instrument	58		1	1		1		
Damaged instrument	4							
Dirty set/ instrument	2							
Item search	3							
Item status	2							
Fast-track	0							
Incident	3			1				
Complaint	15		1					
Late delivery	0							
Missing/damaged indicators (from 4/2/08)	3							
Container issue	5					1		
Complaint/incident raised by TSSU	12							
Tray returned to TSSU incorrect	500	3	10	7	12	8	7	
Tray checklist not returned	0							
Special request/ information from TSSU	128		2	1	4	4	2	2
Special request/ information from Customer	28	1		1				
		4	14	12	16	14	9	2
Weekly total								71
Raised by clinical teams								7
Raised by TSSU								47
Special request/ information exchange								2

# Using KPI Reports – internally and externally

1	Issues raised	Last week 11/08 - 17/08	Previous week 04/08 - 10/08	
	Number reported by clinical teams	8	7	
	% of activity	0.19%	0.15%	
	<b>Issue breakdown</b>			
	Wrongly labelled tray			
	Wrong instrument	2		
	Extra Instrument		1	
	Wrong replacement	2		
	Breach of clinical agreement			
	Missing Instrument	3	3	
	Damaged Instrument			
	Dirty set/ instrument			
	Item search			
	Item status			
	Incident		1	
	Complaint	1	1	
	Late delivery			
	Container issue		1	
	Special request/ communications from TSSU			
	Special request/ communications from clinical staff			
	Tray returned to TSSU incorrect			
	Other TSSU complaint			
2	Issue Log	11/08 - 17/08	04/08 - 10/08	BM
	Total Number Reported by clinical teams	8	7	17
	% responded to within 2 working hours	100.00%	85.71%	70%
	% of week's issues 'Open'	0.00%		
	% of week's issues 'Pending closure'	25.00%		
	% of week's issues 'Closed'	75.00%		
	Trust AI responses (a) to previous week's AI's raised (b)	(a) 0 responded to	(b) 0 raised	
3	% Availability of plant	11/08 - 17/08	04/08 - 10/08	
	Washers	25.5	96.2%	86.0%
	Sterilisers	79.0	88.2%	92.3%
	Steam Plant	0.0	100.0%	100.0%
	Other:	0.0	0.0%	0.0%
	<b>Total overall:</b>	<b>104.5</b>	<b>94.8%</b>	<b>92.8%</b>

4	Total Items Delivered (Number with full cycle record)		11/08 - 17/08	04/08 - 10/08	
	Theatres	Trays	1104	1267	
		Supplementaries	1867	2007	
	DSU	Trays	226	272	
		Supplementaries	409	475	
	Wards & depts	Trays	92	104	
		Supplementaries	561	591	
	<b>Total</b>		<b>4259</b>	<b>4716</b>	

5	% Turnaround Times		11/08 - 17/08	04/08 - 10/08	BM
	Delivery compliance with 15 minute tolerance				
	<b>Weekday</b>				
	Theatres	4 hrs - 12 hrs	553	568	
		12 hrs - 24 hrs	85	200	
		>24 hrs	20	83	
		Service Level	96.96%	90.25%	
	DSU	4 hrs - 12 hrs	76	99	
		12 hrs - 24 hrs	55	73	
		>24 hrs	3	13	
		Service Level	97.76%	92.97%	
	Wards & depts	4 hrs - 12 hrs	39	44	
		12 hrs - 24 hrs	17	34	
		>24 hrs	1	5	
		Service Level	98.25%	93.98%	
	<b>Weekend</b>				
		4 hrs - 12 hrs	88	101	
		12 hrs - 24 hrs	64	72	
		>24 hrs	16	20	
		Service Level	90.48%	89.64%	
	<b>% Standard Service Level</b>		<b>96.07%</b>	<b>90.78%</b>	

# Balanced Scorecard for SSD

## BALANCED SCORECARD 2008/9



[Balanced scorecard overview](#)  
[Critical Success Factors](#)  
[Strategic Plan](#)

[Company Business Objectives](#)  
[Company KPIs](#)

Click on the Performance Indicator to see definition information

CUSTOMER & PATIENT FOCUS				INTERNAL BUSINESS PROCESSES			
Performance Indicator	Type	Target	Value	Performance Indicator	Type	Target	Value
<a href="#">% of trays with reported valid complaint</a>	KPI		5.00%	% of internal quality audits on schedule	PI		68.67%
Total complaints as % of total tray activity	KPI		10.00%	% of tray errors reported back to staff responsible	PI		60.00%
Customer-reported missing instruments as % of tray activity	KPI, CSF		1.50%	Number of trays remaining in SSD > 48 hours	PI		
% of trays with reported dirty instruments	KPI, CSF		0.20%	Missing instruments - % of customer-fault incoming non-conf. trays	PI		20.00%
% of last months issues closed	PI		87.50%	Fast-track tray turnaround request as % of activity	PI		5.00%
Average time to issue closure	PI			Overnight tray turnaround requests as % of activity	PI		60.00%
Average tray turnaround time	PI		18	% washer downtime	PI		4.63%
Turnaround time compliance %	KPI, CSF		90.00%	% steriliser downtime	PI		9.26%
% of fast-track trays delivered on time	KPI		95.62%	Product errors per technician w/e	PI		1.69
Customer satisfaction score (state month undertaken)	PI			Trays produced per technician hour	KPI		0.90
				Plant testing & validation score	PI		

STAFF DEVELOPMENT & SATISFACTION				FINANCIAL			
Performance Indicator	Type	Target	Value	Performance Indicator	Type	Target	Value
% of DPM & Supervisory staff appraisals undertaken in last 12 months	PI		66.67%	Vacancy factor (w/e)	PI		8.57%
% of Technician staff appraisals undertaken in last 12 months	PI		66.67%	Mean agency staff hourly rate	PI		£ 21.00
% of SSD staff with completed internal training programme	PI		75.92%	Agency technician hours as % of all technician hours worked	PI		18.02%
% of SSD staff having completed intuition e-learning	PI		51.28%	YTD unit expenditure as % of budget	PI		104.40%
Sickness absence LTR for month	PI		10.00%	Liability costs as % of non-pay expenditure (Instrument replacement etc)	PI		10.00%
Mean Bradford Factor for quarter	PI		92	Staff responsible for 80% of sickness - % in formal process	PI		60.00%
Staff satisfaction score	PI			Logistics costs per tray	PI		£ 2.25
Quarterly staff turnover rate	PI		0.05%	Non-pay £ per tray	PI		£ 20.00

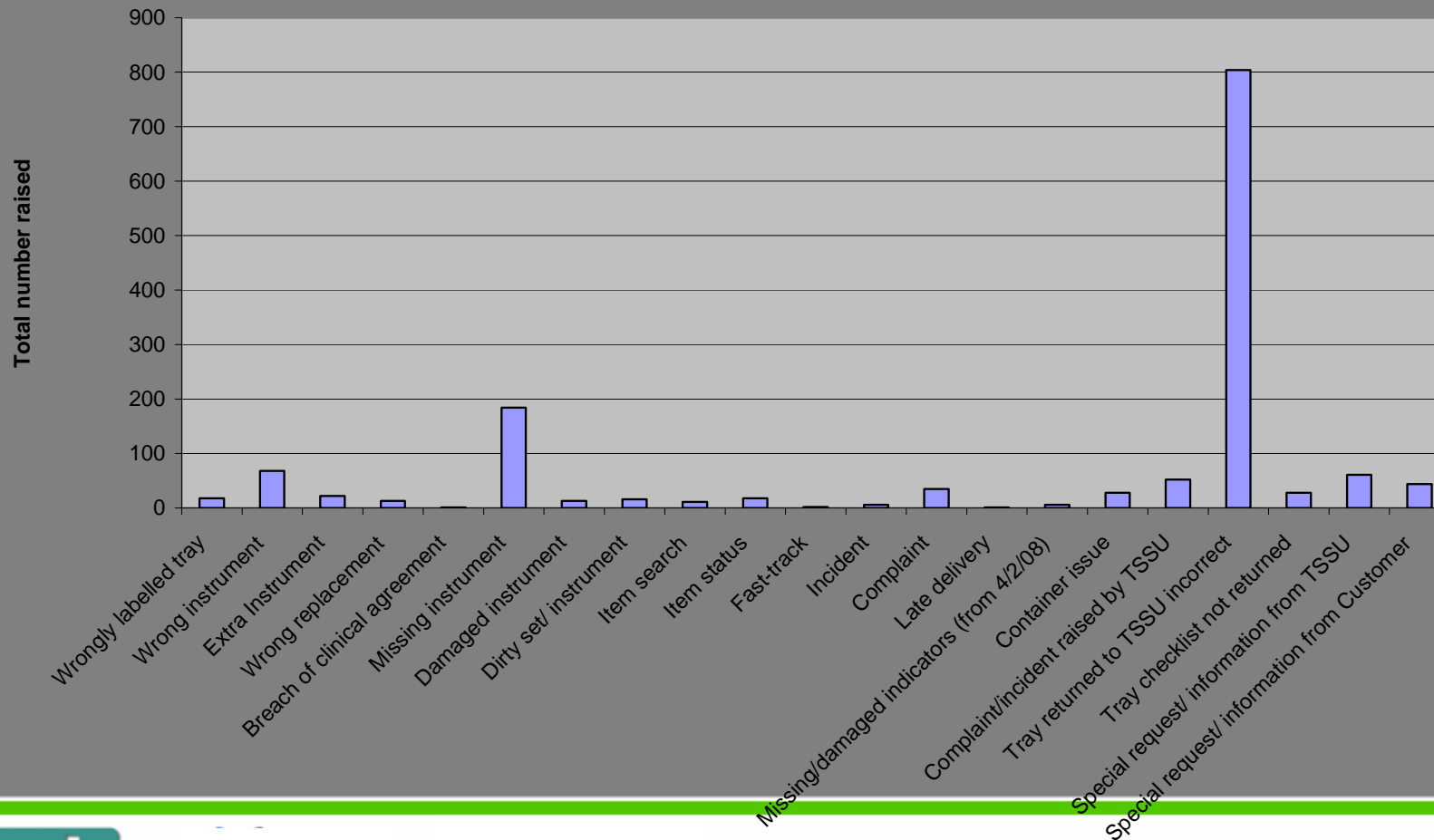
## The 5 point plan

4. Take control – manage the real problems internally

A practical approach to quality service delivery

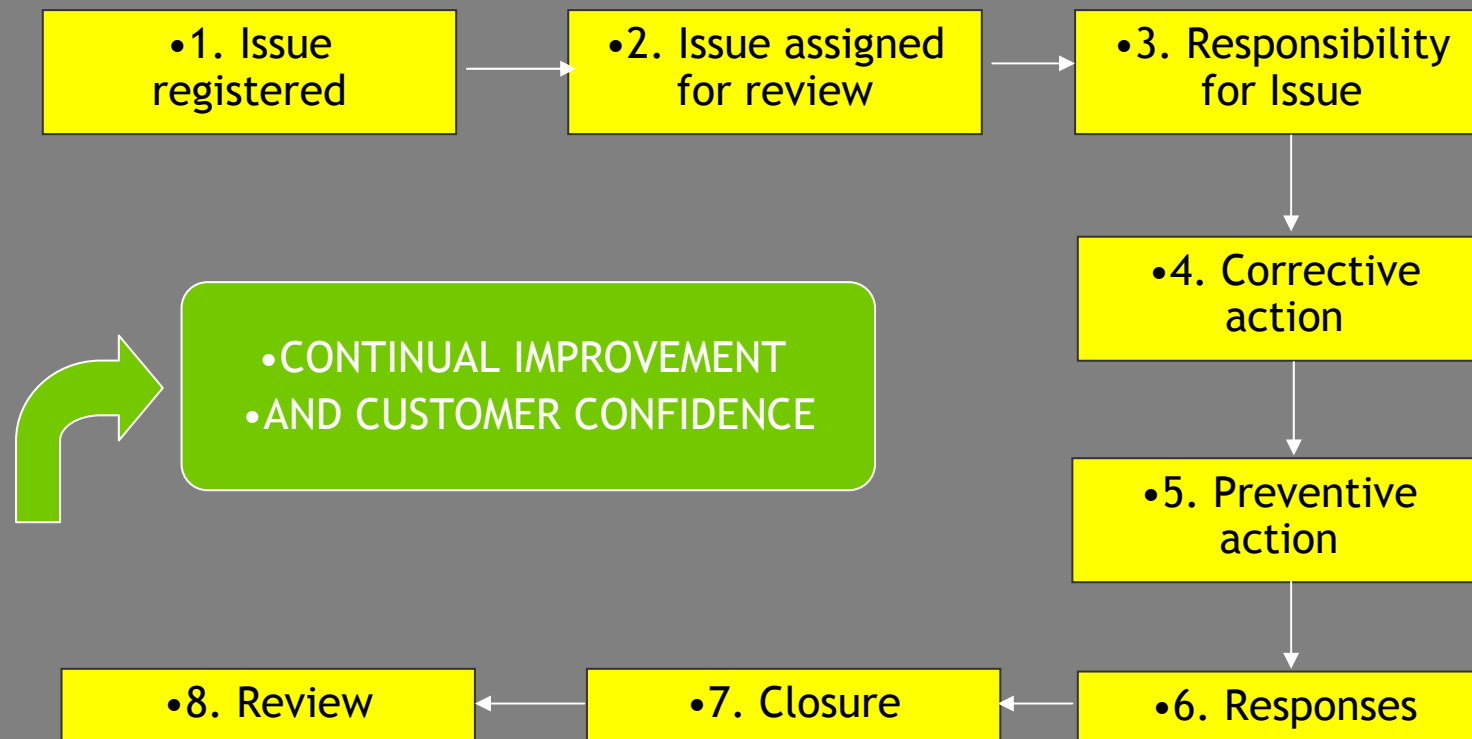
# Issue types

All Issues by Type: August 2007 - May 2008



## Building blocks . . . Issue Management & Reporting

### Quality Improvement Process cycle



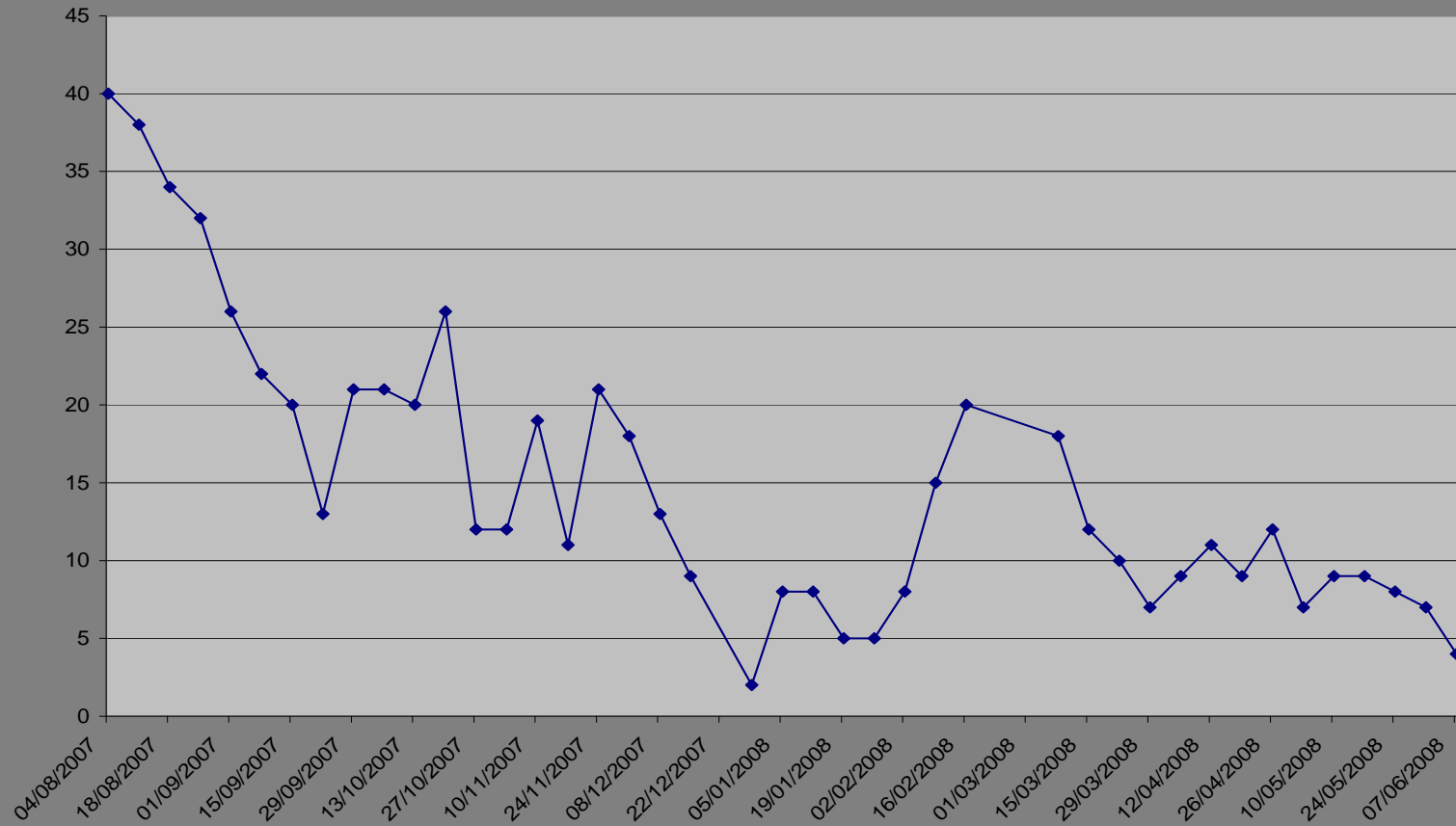
## Improving quality Step-by-step

1. Encourage internal and external non-conformance reporting
2. For customer issues, split into:
  - SSD technician (packer) error (address 1<sup>st</sup> )
  - SSD process fault (address 2<sup>nd</sup>)
  - Gap/ no fault (address 3<sup>rd</sup> )
  - Client fault (address 4<sup>th</sup> )
3. Ensure staff know formally about every error they have made (IIR's, league tables)
4. Team reviews of errors, noticeboard, focus areas, modify training, KPI's

A practical approach to quality service delivery

# A real example of change

Total Issues raised by week



## The 5 point plan

### 5. Manage the customer

## Customer management for SSD Success

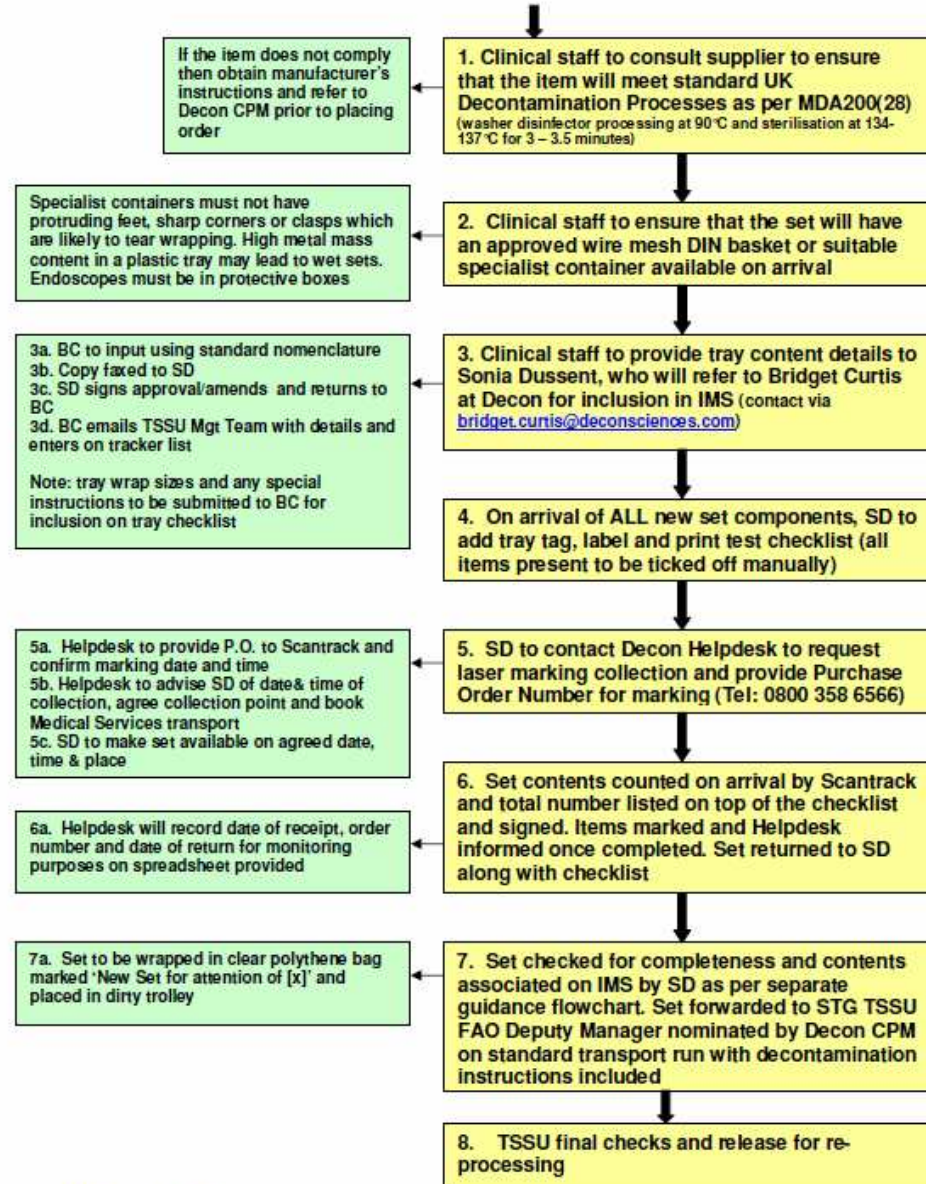
- Manage upwards – risk groups, senior managers
- Demonstrate (via real data) the customer issues
- Introduce the concept of procedures/ interface protocols!
- Get joint working procedures agreed, formalised – high up (? Trust Decontam Policy?)
- Missing instruments – agree responsibilities, present unsigned checklists at the right time
- Propose tray audit and investment to correct historic deficiencies

# Interface protocols



## MANAGEMENT PROCESS FOR THE INTRODUCTION OF NEW INSTRUMENT TRAYS (KCH)

### INTENTION TO PURCHASE



## The challenge – delivering excellence

1. Develop your own vision for what your service needs to look like
2. Use your skills, knowledge and org role to get all stakeholders working towards a collaborative, successful service model
3. Demonstrate competence as managers – cleaning your own patch up first
4. Aim for excellence – grasp the challenge . . . support and manage your team to success