

21ST 
WORLD
STERILIZATION
CONGRESS



***Managing production flows and
improving the quality of life in a
CSSD***

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CICG, GENEVA, SWITZERLAND

Metropole Savoie Hospital Center
Chambéry, FRANCE





- 30 sterilization operators
- 2 pharmacists, 1 healthcare executive,
4 non-production operators (PPH, IBODE, 2 TH)
- 4 washer-disinfectors (15 DIN baskets)
1 Washing booth
4 sterilizers (8 DIN baskets)
1 Low temperature sterilizer
- New CSSD project in 2023 with ISO 9001 certification



- **Increased activity in CSSD** (central OR, ambulatory ORs, outpatient services)
- **Recruitment difficulties** (need for more staff, team turnover)
- **Training needs** alongside production
- **High absenteeism rate:** 12.55% in 2018
- **CSSD professionals expressing a lack of recognition** for their work
- Adequacy of workstations / activity to be regulated daily during production hours
- Intra and inter-departmental collaboration to be improved

Management needs

- ✓ Mobilise resources
- ✓ Not undermine quality
- ✓ Train new recruits

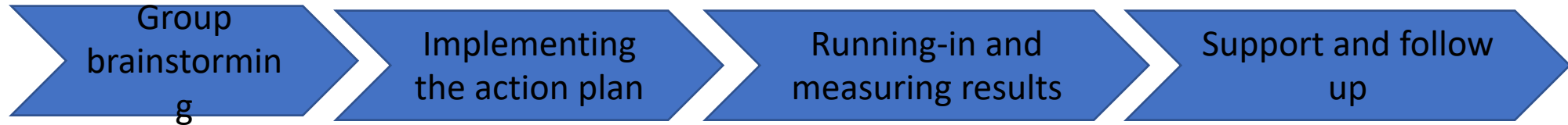
Operators' needs

- ✓ Being listened to by the management
- ✓ Team spirit
- ✓ Recognition of status
- ✓ Improved ergonomics and safety



- ✓ Rethink HR organization
- ✓ Redefine roles and responsibilities
- ✓ Improve communication
- ✓ Find serenity
- ✓ Reduce stress

- **Group brainstorming** (pharmacy intern, healthcare manager, 2 non-production operators, 3 production operators)



- **Lean Management**

Attempt to **minimize activities that do not add value to the final product**

- **Flow management, solving bottlenecks**
- **Communication**



- "Gemba walk": From the industry
- Principle: **flow management according to continuous monitoring** (frequency / c
- Definitions of **specific indicators / work area**
 - Washing: number of bins, boxes, cabinets, type of instrument (robot) ...
 - Packaging: number of bases unloaded, operators on duty, care services shelves
 - Sterilizer: number of loads
- Collaborative participation for "floor tour" (role of a production manager?)



Washing zone indicators

- Endoscopes (n= 3)
- Robot (n= 4)
- Maternity cabinet = number of bins (n)
- Cabinet and service roll (n = 5)
- Washing cabin (hipbath) (n= 2)

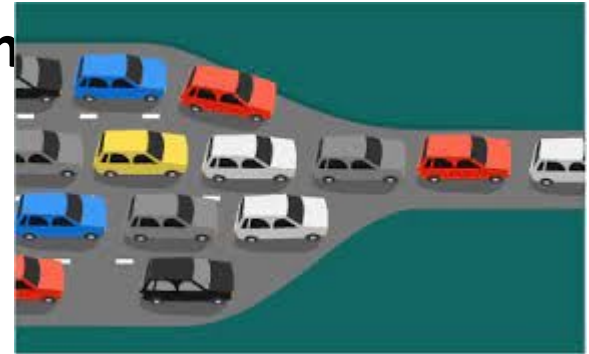
Packaging area indicators

- **Number of unloaded racks (n)**
- Number of racks ready for unloading < 10 min (n)
- **Outstanding posts:** 1 operator = 1 workstation = 1 staff equivalent (n)
- **Full conditioning table** (n= 1)
- **Full service shelf** (n= 1)

Autoclave zone indicators

- Number of **autoclave output loads (n=1)**
- Number of loads leaving in less than **10 minutes (n=1)**
- **Carts being** stored or cooled (n=1)

Follow-up of production "in progress" and management of the

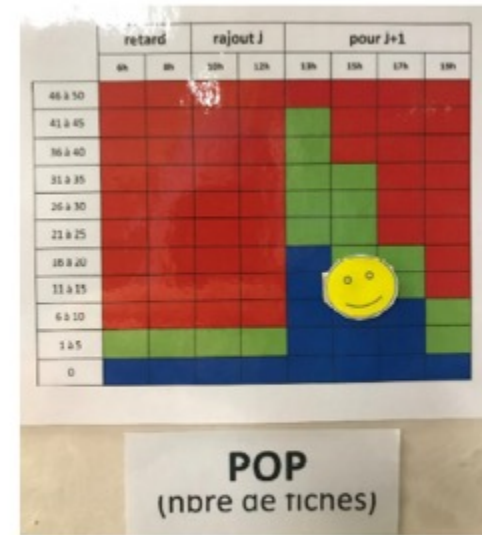
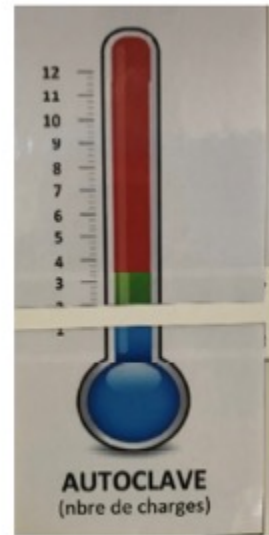
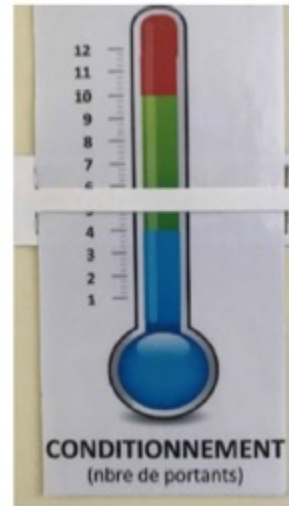


- update of the **strips** by production referent according to a standardized calculation
- assignment of a **"firefighter"** to the **bottleneck area** closest to the exit

I am **"Bottleneck"**.
=> I need help

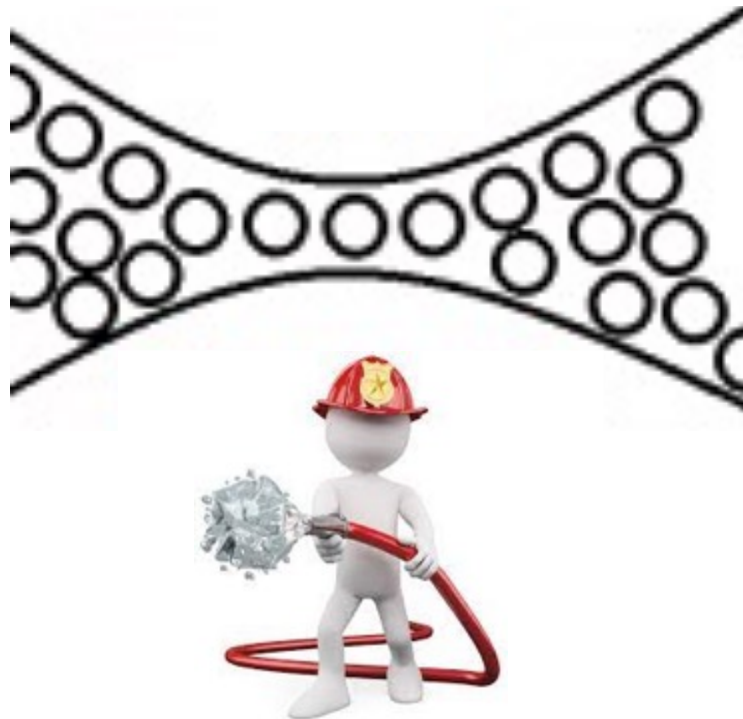
CLEAR
=> I stay at my post

I am not **"bottleneck"**
=> I can help



Specific duties of the firefighter

- Emptying and filling of pre-disinfection tanks
- Cleaning of trolleys and cabinets
- Managing priorities
- Loading the washers...



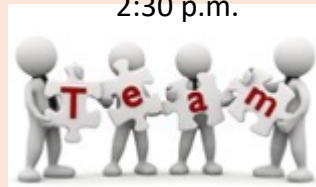
Service / CSSD ritual annual



Sterilization

Daily team

2 times a day, 5-10 min at 9:00 a.m. and
2:30 p.m.



Orders ritual

Once a week



OR/CSSD ritual weekly



Biomedical / sterilization ritual bimonthly





Service / CSSD ritual annual

- Assessment of **equipment needs** and **delivery times**
- **Recurrent non-conformities** (pre-disinfection form not properly filled in, poor packaging, etc.)

Sterilization

Daily team

- Identify **priorities** and **bottleneck** areas (firefighter)
- Update on new RMDs
- Points of attention
- Non-compliance
- News

Orders ritual

- Weekly validation of instrument orders
 ⇒ equipment quickly replaced

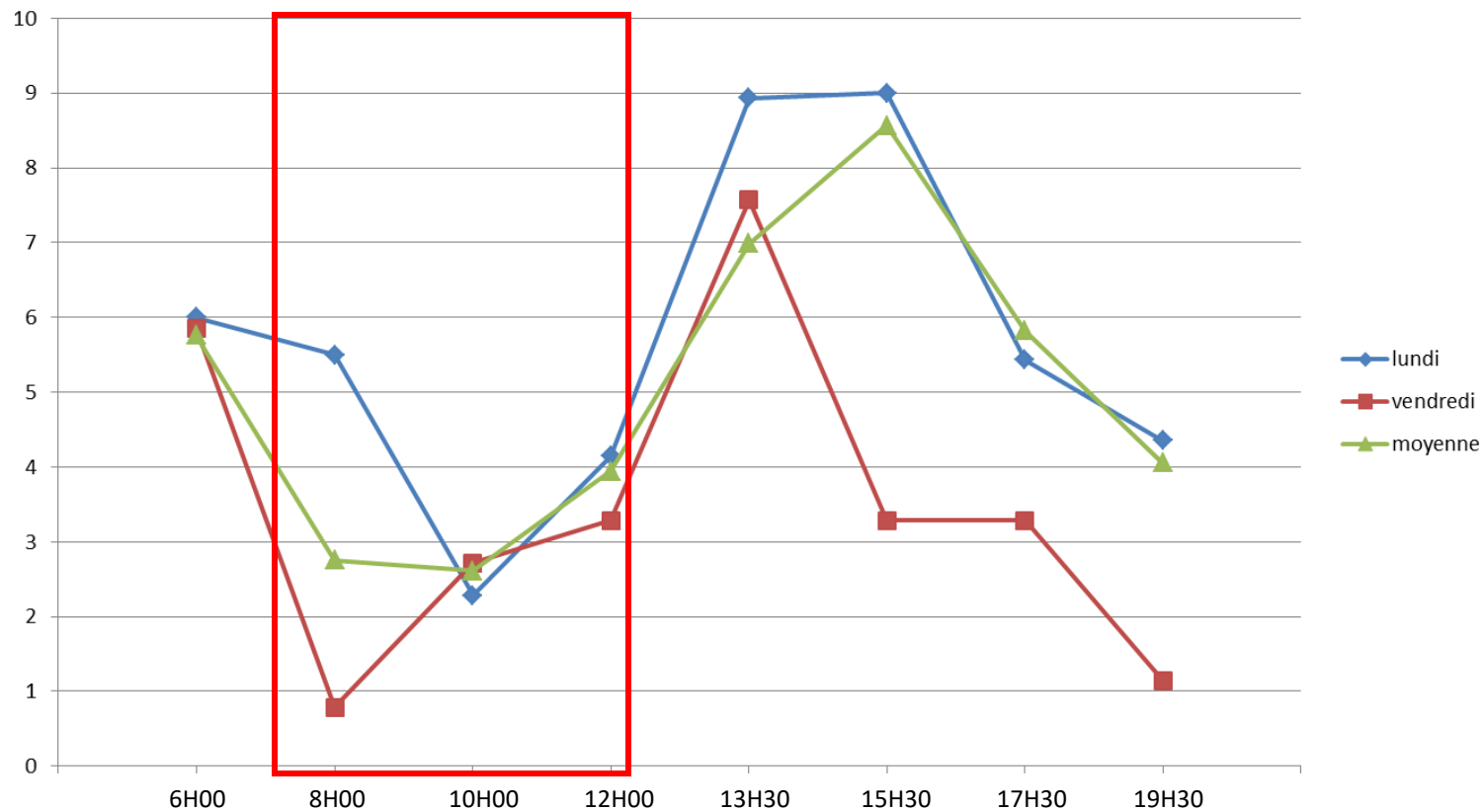
OR/CSSD ritual weekly

- Report on the previous week's **malfunctions**
New equipment
Non-conformities

Biomedical / sterilization ritual bimonthly

- Assessment of **malfunctions** and **level of resolution**
- Update on the purchase of **new or renewed equipment...**

- Puts **figures** on "impressions", which helps **optimise the flows** (modification of schedules...)
- Indicators in the washing area





- New flow management well integrated into the organization of the activity
- Better **prioritization and management of the "bottleneck"**
- Improved **communication** within and between departments
- Improved delivery times
 - 16% gain between 2019 and 2020
 - 24% gain between 2020 and 2021
- Improvement of the **quality of life** (better distribution of activities between operators, team spirit...)



- Appointment of a **production manager** (floor tours)
- Reassessing **employee satisfaction**
- Development of a **digital tool** for the floor tours (archiving, statistics)
- Sharing the method with other institutions facing similar issues

Thank you for your attention

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