

PROCESS: HOW TO SEE & ELIMINATE WASTE! PART 2



SPD LEADERSHIP EXPERT

BEYOND
CLEAN

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Beyond Clean SPD Leadership Expert™:

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Welcome to Part 2 of How to See and Eliminate Waste! Last month we defined the value our Customers (the OR and Clinics) are willing to “pay” for -- Clean, Assembled, Sterilized, and Delivered instruments. Anything else can be considered waste and to see waste we recommended performing uninterrupted observations of your department’s work being performed.

So, what did you see? Did you see staff “performing” tasks that were not actively cleaning, assembling, sterilizing, or delivering instruments? Did you see staff walking and moving around? Movement is usually waste unless it’s tied to the delivery of sterile trays. Was your brain thinking about how you could reduce the amount of “waste” or non-value-added activities and spend as much time as possible on cleaning, assembling, sterilizing, and delivering?

Now that you’ve started to “see” waste in your department, let’s talk about measuring it. To measure waste, you’ll need to attach time standards to the four Customer-approved tasks. For example, at a high level, you could allocate 10 minutes of cleaning labor per tray, 15 minutes of assembly time, 2 minutes for sterilization labor, and 2 minutes (or whatever your department needs) for delivering a tray. In this example, every time you process a tray, you’ll “earn” 29 minutes of value-added labor. Multiply that by the number of trays you’ve processed for your total “earned hours” and divide that by the total hours worked. The resulting percentage is your “value-added percentage.” Then work to increase your percentage by reducing waste!

Remember, you’ll never remove all the waste. Still, the point is to measure where you are today and engage your staff to find ways to eliminate non-value-added movement, tasks, rework, redundancies, and anything else that moves you closer to a waste-free environment!

Have more questions? Contact John at: john_kimsey@steris.com

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John Kimsey is a seasoned healthcare management professional who helps leadership teams and Sterile Processing departments optimize operational performance. Leveraging 10 years of non healthcare management consulting experience, he joined STERIS in 2001 and began to merge lean operational approaches with healthcare's clinical requirements, creating a new vision for Sterile Processing.

His first published article in 2005, "The Sterile Processing Factory Goal: 100% 3 " solidified his approach by elevating Sterile Processing and incorporating best practices with People, Process, and Leadership providing efficient and quality patient outcomes. In the years' since, John has been published several other times and spoken at national and international conferences on sterile processing topics John has managed both onsite and offsite reprocessing centers, consulted large and small healthcare Customers, spoken internationally on Lean Sterile Processing, and continues to offer advice and hands on assistance to optimize customer's reprocessing departments.

At STERIS, John helps customers, industry partners, international teams, and healthcare systems optimizing their SPD/CSSD operations for measurable success. Whether solving labor shortages, leadership deficiencies, strategic decisions, or process and quality issues, John comes with a desire to see people succeed.

The logo for BEYOND CLEAN features a red ECG line on the left, followed by the word "BEYOND" in black, "CLEAN" in red, and a red horizontal line on the right.