

Outsourcing Performance Management



V0.1

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Message from the chairman

It is vividly evident that the world witnessed the worst public health and economic crisis due to COVID-19 pandemic. This inevitably mobilized the international community to act seriously and swiftly. However, the mortalities and morbidities induced by healthcare-acquired infections (HAI) are equally fatal, but the international community did not act similarly. Consequently, we are continuously and chronically suffering from HAI.

The current intervention for HAI is merely based on passively-set standards and enforcing these standards via regulatory agencies such as the centre for disease control and prevention (CDC), joint commission international (JCI), ministries of health, and other regulatory agencies. To efficiently address HAI, we inevitably need to mobilize the international community because HAI traverses a multitude of epistemological dimensions, requiring multidisciplinary tacit knowledge, and mandates active international collaboration. Besides, we believe that we can efficiently traverse deeply into the root-causes and solution landscapes by automating the entire healthcare environmental services and infection control within healthcare institutions using the latest advancements in computational epistemology, computational infection control models, computational epidemiological models, artificial intelligence, machine learning, distributed ledger technology, collective intelligence, cognitive technologies, internet of things, ubiquitous technologies, intelligent micro-measurement frameworks, artificial life, evidence-based program implementation, patient-centric care, strategy anchored execution, and symbiotic healthcare ecosystem services. Consequently, we developed these open standards that were tailored from diverse international standards to promote the automation of healthcare environmental services and infection control processes and best practices.

The Healthcare Environmental Services Operational Map (HESOM) and other standards were developed to efficiently leverage multidisciplinary experts and practitioners to contribute towards the eradication of HAI-induced mortalities and morbidities. Using ReXcels research and innovation environment, we cultivate collective intelligence by bringing together these multidisciplinary experts to iteratively develop these standards and adaptively support the innovation of computational technology that automates the execution and enforcement of these standards. As such, we cordially invite you to use these documents and participate actively in the further development of these standards to significantly reduce HAI-induced mortalities, morbidities, and their enormous negative economic externalities.

Hamid Adem

Interim Chairman, and Chief R&D Officer

Change Control

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Version:	Date:	Changes:

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Outsourcing Performance Management

Purpose



1 Purpose

1. PURPOSE

The purpose of this document is to establish an Outsourcing Performance Management process for the organization's environmental Services departments such that outsourcing related performance are well tracked and monitored and reported. And furthermore, the contractual / commercial arrangements between organization's environmental Services and its outsourcers are upheld.

This process is based on international well acclaimed standards like:

- *NHS- National Health Services Standard*
- *Outsourcing performance- Occupational Safety and Health Administration standard*
- *CDC- Centers for Disease Control and Prevention standard*
- *Lean six sigma- Quality Standard*
- *JCI- Journal of Clinical Investigation standard*
- *JCAHO- Joint Commission on Accreditation of Healthcare Organizations (JCAHO)*
- *EPA- US Environmental Protection Agency*
- *HCAHPS - Hospital Consumer Assessment of Healthcare Providers and Systems*
- *HIPA- Health Information Privacy Act standard.*

*P.S: This process is a derivation from **ESM (Environmental Service Map)**, which is a holistic and a comprehensive model for Environmental Services Management.*

Structure of the Document



2. STRUCTURE OF THE DOCUMENT

The Outsourcing Performance Management process document comprises the following chapters:

Chapter–3: Scope: This chapter describes the scope of the document and the Outsourcing Performance Management.

Chapter–4: General Assumptions: This chapter describes the underlined assumptions made for both the document and Outsourcing Performance Managementprocess.

Chapter–5: Outsourcing Performance Management Framework: This chapter exhibits the interaction of Outsourcing Performance Managementprocess with other related processes.

Chapter–6: Outsourcing Performance Management Process: In this chapter Outsourcing Performance Managementprocess and sub processes (if any) will be depicted and specified using rigorous BPMN and process specification templates.

Chapter–7: References: This chapter serves as a prime reference to Outsourcing Performance Managementprocess and presents the details supporting it in tabular formats. The chapter describes relevant Business Rules, Risks, Quality Attributes, Data Quality Dimensions, Operation Policies, KPIs, CTQs, Abstract Time-scales and SLAs terms specific to Outsourcing Performance Management process.

Scope



3 Scope

3. SCOPE

This process is applicable to the entire services or resources that have been outsourced by Environmental services department.

General Assumptions



4. GENERAL ASSUMPTIONS

Following are the general assumptions made for this process:

- There exists an automated capability to monitor the performance of Outsourced services and products
- The roles defined in all processes within this document can be attached to the existing position
- Any activity related assumptions are explicitly identified in related Process Specification table in Chapter 6.

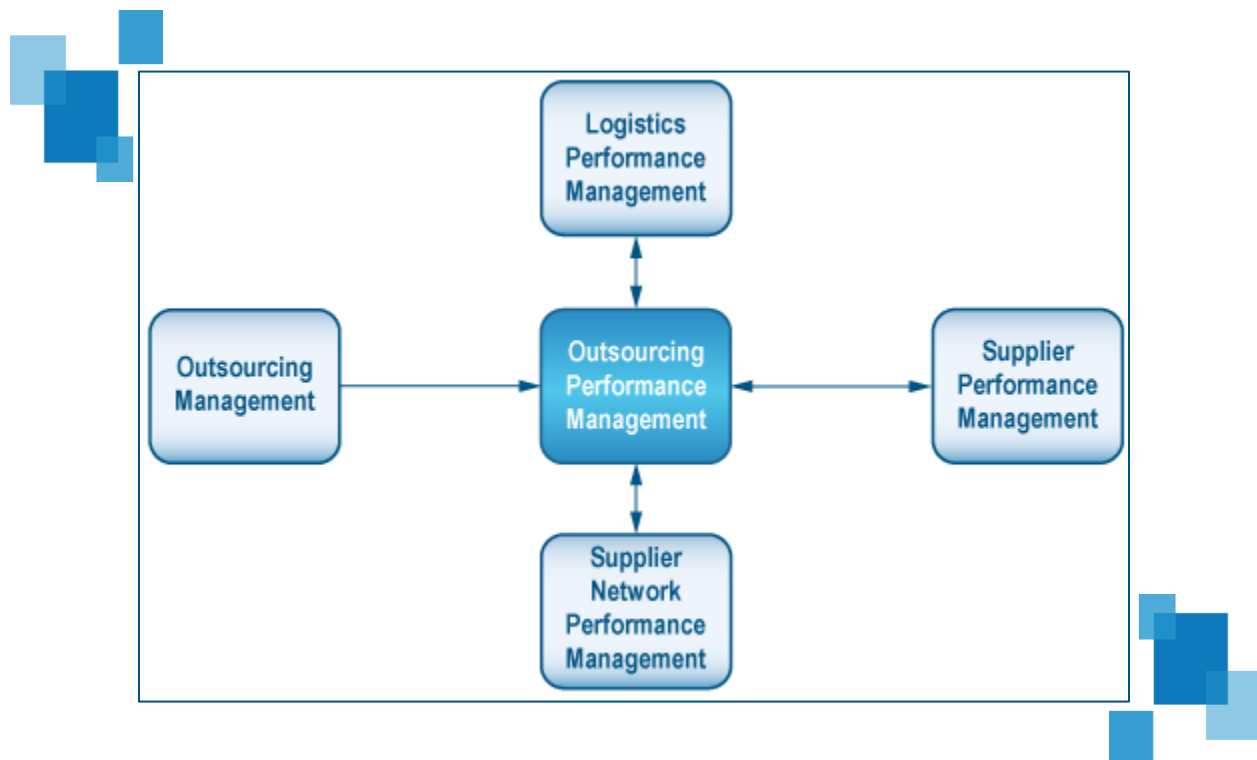
Outsourcing Performance Management

Outsourcing Performance Management Framework



5.1 Outsourcing Performance Management Interactions

The following depiction shows the points of interaction of organization's environmental Services Outsourcing Performance Management process with other related processes. The arrows moving into Outsourcing Performance Management process signifies the inputs from the other processes to Outsourcing Performance Management Process, and the arrows moving out of the Outsourcing Performance Management process signify the inputs from Outsourcing Performance Management process to other related processes.



5.2 Outsourcing Performance Management Process Sequence

The Outsourcing Performance Management process comprises of following high level sequence of activities:

1. Establish Waste Control Model
2. Reduce variation
3. Establish Continuous improvement practice
4. Monitor & control Outsource service performance

5. Initiate Outsource performance degradation Report

6. Track & Manage Outsource performance degradation Report

Organization's environmental Services department's Outsourcing Performance Management process follows sequential steps mentioned below (Section 5.2.1-5.2.3). Section 6.1 Process Model sheds more light on the flow of this process.

5.2.1 Establish Waste Control model

This step involves minimization and control of wastes with regards to Outsourcing performance management. Wastes can lead to variation which can lead to Outsourcing performance management quality degradation. Following are the various wastes that this quality process would effectively control.

- **Minimizing Inventory Wastes.** Unneeded products related to Outsourcing performance process can lead to most costs in terms of space occupation and supplies expiration concerns. The best method to deal with this is to enforce **JIT inventory (Just in time inventory)**. Just-in-Time inventory system focus is having the right material, at the right time, at the right place, and in the exact amount.
- **Minimizing Motion Wastes.** This refers to reducing unorganized movement (spaghetti motion) of staff, which can lead to budget over runs.
- **Minimizing Over production.** This refers to reduction of unnecessarily over working or over doing of things which results into over budgeting with regards to outsourcing process.
- **Minimizing Over processing.** This refers to the removing the tendency of over complicating things than what is required e.g., doing extra background check on the outsourcing organization than what is required.
- **Minimizing Transportation.** Unnecessary movement of equipment (round traffic) would result into fatigue for the employees and also waste their precious time which can be utilized for some other productive work.
- **Minimizing Rework/ Correction.** This refers to doing the correct thing at the first time. Reworks in terms of creating new policies, outsourcing risks errors would result into reworking time which would affect the overall variation (sigma) and deter the performance of the process.
- **Minimizing Idle time.** This refers to the time spend in waiting for critical input or resource for the process, without which the process can't proceed for example approval from risk management.

5.2.2 Reduce variation

Outsourcing performance management variation can affects almost every key performance measure and key dimensions of entire operations such as efficiency, effectiveness, safety, satisfaction, access and equity. This leads

to customer dissatisfaction as well as inefficient processes and output. Typically variation can be classified into two types:

- **Identification of variation.**

This comprises of following:

- **Common Cause.** Common-cause variation appears as random variation in all measures from healthcare processes.
- **Special Cause.** Special-cause variation appears as the effect of causes outside the core processes of the work.

Management can reduce this variation by enabling the easy recognition of special-cause variation and by changing healthcare processes by DMAIC six sigma methodology. Six sigma's main objective is to minimize Outsourcing performance management variation.

Following are the various activities for six sigma quality program.

- **Define.**

- **Goal establishment.** This comprises of establishing and defining target to achieve. For example, reduction in errors resulting from outsourcing process management cost by 25%.
- **Establish tasks.** This involves setting up of task:
 - Implicit task. Implicit task which can be accomplished via automation.
 - Explicit task. Explicit tasks which require human intervention.

- **Measure.**

This refers to the collection of data and measuring techniques. This involves following:

- **Identification of parameters.** This involves identification of :
 - Population. The actual target audience of the data collection.
 - Sampling. The sample representation of the population.
 - Hypothesis. Test to ensure that the sample selected is actual representation of the population.
 - Sample size. The optimal sample size to establish purposeful results
- **Data collection.** This comprises of following:
 - Instantaneous data collection. This refers to a conditions where by certain events can result into instantaneous data collection, for example a patient profile shows TB, would be a instantaneous data source rather than identification of microbes in the environmental conditions

- Implicit plan. This refers to the computer generated automated plan.
- Explicit plan. This refers to the scenario whereby data collection is done for certain situations such as infection outbreaks and requires human intervention.
- **Sampling techniques.**

This comprise of following:

 - **Simple random sampling**

In a simple random sample ('SRS') of a given size, all such subsets of the frame are given an equal probability. Each element of the frame thus has an equal probability of selection: the frame is not subdivided or partitioned
 - **Systematic sampling**

Systematic sampling relies on arranging the target population according to some ordering scheme and then selecting elements at regular intervals through that ordered list.
 - **Stratified sampling**

Where the population embraces a number of distinct categories, the frame can be organized by these categories into separate "strata." Each stratum is then sampled as an independent sub-population, out of which individual elements can be randomly selected
 - **Line-intercept sampling**

Line-intercept sampling is a method of sampling elements in a region whereby an element is sampled if a chosen line segment, called a "transect", intersects the element
- **Analyze Phase**

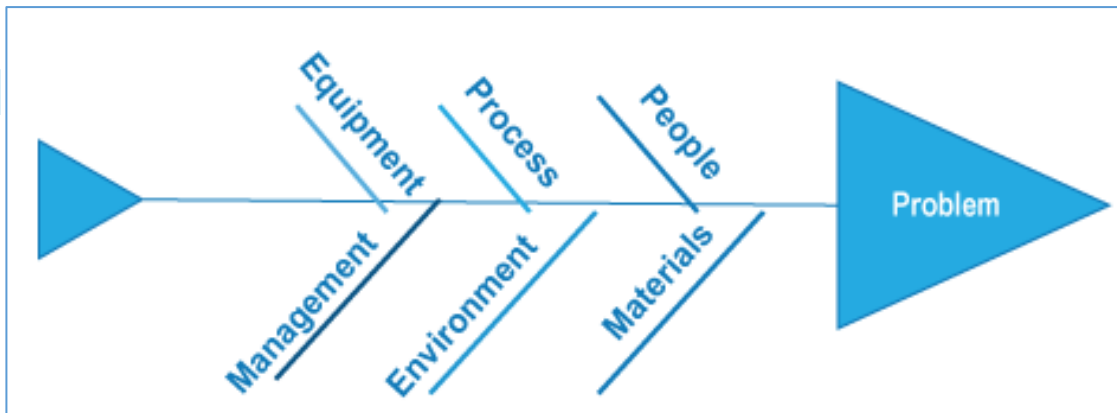
In the Analyze phase, information gathered in the Measure phase, is analyzed to pinpoints the root cause of variation, and identify improvement opportunities where non-value-add tasks can be removed. Following are various methods to do so:

 - **Ishikawa Diagram.** This method can be useful in helping identify where something may be going wrong, or be improved. Such a diagram is typically the outcome of a brainstorming session where problem solvers can offer suggestions. The main goal is represented by the trunk of the diagram, and primary factors are represented as branches. Secondary factors are then added as stems, and so on. Creating the diagram stimulates discussion and often leads to increased understanding of a complex problem.

Causes are usually grouped into major categories to identify the sources of problem. The categories typically include:

 - **People:** Anyone involved with the process

- **Process:** How the process is performed and the specific requirements for doing it, such as policies, procedures, rules, regulations and laws
- **Equipment:** Any equipment, computers, tools etc. required to accomplish the job
- **Materials:** Raw materials, parts, pens, paper, etc. used to produce the final product
- **Management:** Management related issues, decisions.
- **Environment:** The conditions, such as location, time, temperature, and culture in which the process operates.



- **Pareto Analysis.** This is a technique for separating important potential causes from more trivial issues. The following steps should be taken:
 - Form a table listing the causes and their frequency as a percentage.
 - Arrange the rows in the decreasing order of importance of the causes, i.e. the most important cause first.
 - Add a cumulative percentage column to the table

Pareto Analysis signifies 80-20 rule, meaning that by doing 20% of work, 80% of the advantage of doing the entire job can be generated. Or in terms of Problem Management, a large majority of problems (80%) are produced by a few key causes (20%). This technique helps to identify the top 20% of causes that needs to be addressed to resolve the 80% of the problems. Once the top 20% of the causes are identified, then tools like the Ishikawa diagram or Fish-bone Analysis to be used to identify the root causes of the problems.

- **Root cause Analysis tree.**

Root cause analysis tree is a structured evaluation method that identifies the root causes for an undesired outcome and the actions adequate to prevent recurrence. Root cause tree analysis continues until organizational factors have been identified, or until data are exhausted. Root cause tree analysis enables organization to make informed decisions and also serve as a mean to implement close loop knowledge management in the organization. The root cause analysis can be utilized by any employee irrespective of his background and skill level to rectify a problem.

- **Improve Phase.**

The Improve phase is when findings are implemented, workflows are streamlined and variations removed.

- **Control Phase.**

This involves implementing monitoring and sustaining procedures to facilitate over all improvisation.

5.2.3 Establish Continuous Improvement Practices

Quality improvement consists of a wide array of managerial and organizational activities designed to streamline production processes, to remove waste and unpredictability, and to achieve previously unprecedented levels of performance.

This comprises of establishing various continuous improvement practices, for following continuous improvement domain.

Continuous Improvement Domains	Improvement Areas	Continuous Improvement Practices
Management	<ul style="list-style-type: none"> • Leadership • Mission and shared vision • Targets • Resources • Favourable changes in organisation 	<ul style="list-style-type: none"> • Set targets based on realistic expectations towards practice development and long term policy of the professional organisation • Make plans on improvement • Establish priorities towards subjects that particularly need improvement • Designate a staff as the quality coordinator • Hold quality meetings with all staff at regular intervals (for example, once a month) • Establish a quality board in practice

		<ul style="list-style-type: none"> Integrate the activities in daily work
Record keeping	<ul style="list-style-type: none"> Performance measures Analysis of the organisation Satisfaction 	<ul style="list-style-type: none"> Collect data on specific subjects (according to priorities set or projects run and including patient satisfaction), if possible form electronic medical files (other sources include insurers, laboratories, pharmacists, appraisals, etc.) Make annual / monthly/ quarterly reports on outcomes of care Make annual reports on improvement activities
Systematic approach	<ul style="list-style-type: none"> Planned activities Use of the quality cycle Use of specific tools and techniques Learn from experience 	<ul style="list-style-type: none"> Run small improvement projects on prioritised issues (management of chronic disease, preventive activities, accessibility, workload) Use tools and techniques that are simple to use and not time consuming (brainstorming, analysis of strengths and weaknesses, flow charts, cause and effect diagrams, etc.) Aim at changes in which existing processes are adapted or re-engineered (and build on experience) (ideas to improve processes can come from peer review, continuing medical education, guidelines, publications, etc.)
Collaboration	<ul style="list-style-type: none"> Everyone involved Positive attitude towards continuous Quality improvement Team building Participation 	<ul style="list-style-type: none"> Involve everyone in quality improvement activities (everyone is aware of tasks and responsibilities) Build teams for systematic improvement activities Involve patients (and other external customers) in improvement activities

5.2.4 Monitor & Analyze Outsource service performance

This process is responsible for collecting performance data for Outsource and evaluating against the relevant commitment (SLA, quality, customer service). This process highlights any Outsource commitment violations or breaches.

5.2.5 Initiate Outsource performance degradation report

This process is responsible for creating Outsource degradation report. This process establishes an Outsource performance degradation report which comprises of report id, service description, and service performance issue, effected service / products, business impact, time and date of report, current status, closure time and date.

5.2.6 Track and Manage Outsource performance degradation Report

This process ensures that:

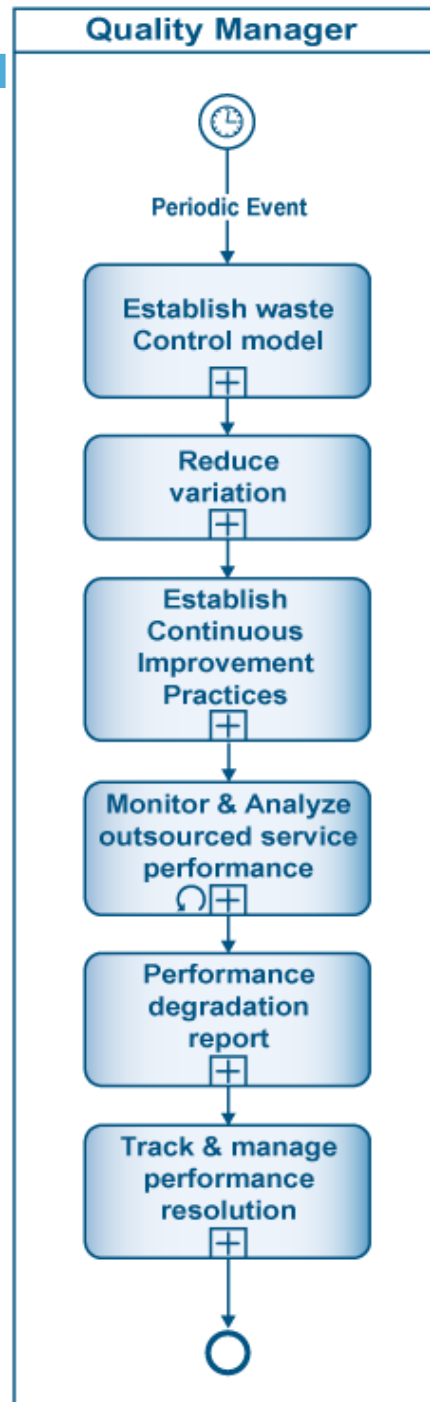
- The restoration activities pertaining to outsource performance degradation are managed properly. This process is responsible to manage interactions with the Outsourcers on the resolution progress and update the performance degradation report on the current status.
- The Outsource performance degradation report is closed once the problem has been resolved.
- Provides notification and management reports on the overall problem.

Outsourcing Performance Management

Outsourcing Performance Management Process



6.1 Outsourcing Performance Management – Process



6.2 Outsourcing Performance Management – Specification

Specification	Description
Summary/Purpose	The purpose of this process is to establish Outsourcing Performance Management process.
Scope	This is a level 1 Process Specification.
Primary Reference	<ul style="list-style-type: none"> Lean six sigma- Quality Standard JCAHO- Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
Related ESM Practices	Outsourcing management, logistics performance management, Supplier network performance management.
Related Business Driver	Outsource Management Performance improvisation
Related Operational Policies	OP-001, OP-002, OP-003, OP-004, OP-005 (Ref. 7.5)
Assumptions	There exists a capability at organization's environmental Services department to monitor the performance of Outsourced services.
Voice of Customer	Hygiene, High and Consistent Quality of standards, Free of Infections, Timely Services, High Coordinating, Remove Waste, Excellent Ergonomic, Safety, Appearance, Excellent Worker Attitude. (Ref 7.10)
Customer Satisfaction Measure	Customer satisfaction index
COI Correlation	None
Raw Materials	None

Equipment & Accessories	Automated System for Outsourcing management.						
MSD Management	Lifting/carrying, Disability, Force, Loaded motion, Physical ergonomics, Posture change, Excessive force, Scarceness, Noise, Concentration, Floor hazards, Clothing, Psychosocial factors. (Ref 7.12)						
EBC Procedures	None						
Timing Dimensions	<table border="1"> <thead> <tr> <th>Type</th> <th>Normal</th> </tr> </thead> <tbody> <tr> <td>Average</td> <td>30 min</td> </tr> <tr> <td>Std</td> <td>12 min</td> </tr> </tbody> </table>	Type	Normal	Average	30 min	Std	12 min
Type	Normal						
Average	30 min						
Std	12 min						
Trigger	<ul style="list-style-type: none"> Period event 						
Basic Course of Event	<p>Outsourcing Performance Management</p> <ol style="list-style-type: none"> Quality Manager establishes waste control model Quality Manager reduces variations Quality Manager establishes continuous improvement activities. Quality Manager monitors the Outsourced service performance regularly Quality Manager initiates Outsource performance degradation report. Quality Manager tracks and manages Outsource performance resolution. End 						
Alternative Path	None						
Exception Path	<p>System Down</p> <ol style="list-style-type: none"> Keep paper track until system is up and running Update the System and clear all logs. End. 						
Extension points	Logistics performance management, Supplier performance management, Supplier network performance management.						
Preconditions	Outsourced services are regularly monitored.						
Post -conditions	Outsourced services performance gets evaluated.						

Related Business Rules	BR-001, BR-002, BR-003, BR-004, BR-005, BR-006 (Ref 7.1)
Related Risks	RR-001, RR-002, RR-003, RR-004, RR-005, RR-006(Ref. 7.2)
Related Quality Attributes	Service Reliability, Availability, Usability, Normal Usability Operations, Confidentiality, Authenticity, Data Integrity, Non-repudiation, Accountability, Security Integration, Performance, Scalability, Extensibility, Auditability (Ref 7.3)
Related Data Quality Dimensions	Accuracy, Believability, Objectivity, Relevance, Completeness, Timeliness, Appropriate Amount, Understandability, Interpretability, (Ref 7.4)
Related Primary SLA Terms	(Ref 7.9)
Related KPIs	OSDR, OSDSR, WMR, VR, ITR (Ref 7.6)
Related CTQs	OSDRV, OSDSR V, MOM, PWOM, CTQ, IOM, TOM, WRM, DRM, WMRV, VRV, ITRV (Ref 7.7)
Actors/Agents	Quality Manager
Delegation	<p><u>Delegation Rule -1: Agent Not Available</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation <p><u>Delegation Rule -2: Agent Overloaded</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation
Escalation	<p><u>Rule 1: Performance, operational legal Issues</u></p> <ol style="list-style-type: none"> 1. Escalate to environmental services department head. 2. Log Escalation
Process Map	Section 5.1
Process Model	Section 6.1

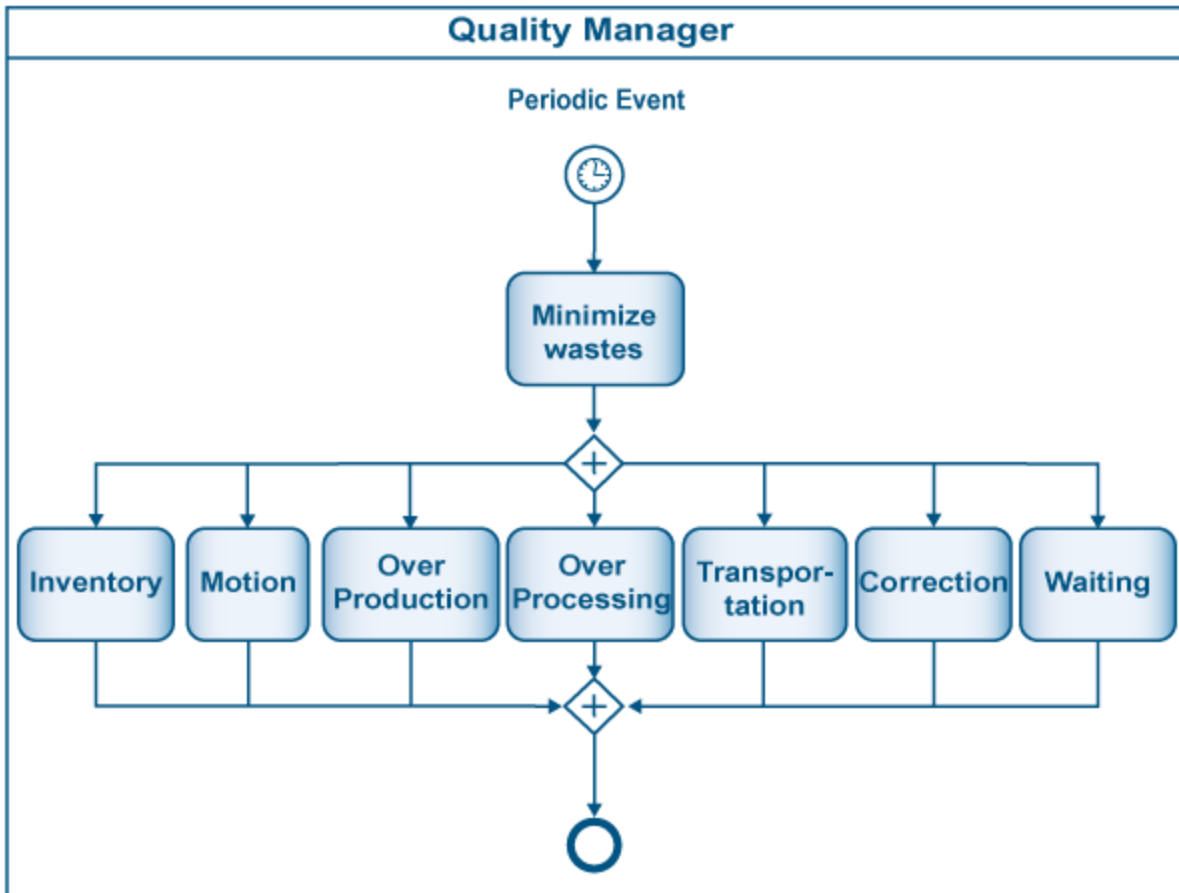
Other References

Appendix A: Business Process Modeling Notation Reference
Appendix B: Chain of Infection

6.3 Outsource Performance Management – Roles & Responsibilities

Roles	Responsibilities
Outsource Manager	<ul style="list-style-type: none"> • Monitors and controls the Outsource service performance • Initiates Outsource performance degradation report • Tracks and manages Outsource performance resolution • Quality Manager establishes waste control model • Quality Manager reduces variations • Quality Manager establishes continuous improvement activities.

6.4 Sub Process – Establish Waste Control Quality model



6.5 Sub Process – Establish Waste Control Quality model Specification

Specification	Description
Summary/Purpose	The purpose of this process is to establish waste quality control
Scope	This is a level 1 Process Specification.
Primary Reference	<ul style="list-style-type: none"> Lean Six sigma
Related ESM Practices	Outsourcing management, logistics performance management, Supplier network performance management.
Related Business Driver	Reduction of wastes and improvement of quality.
Related Operational Policies	OP-003 (Ref 7.5)
Assumptions	Senior Management Support exists.
Voice of Customer	Hygiene, High and Consistent Quality of standards, Free of Infections, Timely Services, High Coordinating, Remove Waste, Excellent Ergonomic, Safety, Appearance, Excellent Worker Attitude. (Ref 7.10)
Customer Satisfaction Measure	Customer satisfaction index
COI Correlation	None
Raw Materials	None
Equipment & Accessories	Automated System for outsourcing quality control Management

6

Outsourcing Performance Management Process

MSD Management	Lifting/carrying, Disability, Force, Loaded motion, Physical ergonomics, Posture change, Excessive force, Scarceness, Noise, Concentration, Floor hazards, Clothing, Psychosocial factors. (Ref 7.12)						
EBC Procedures	None						
Timing Dimension	<table border="1"> <thead> <tr> <th>Type</th> <th>Normal</th> </tr> </thead> <tbody> <tr> <td>Average</td> <td>30 min</td> </tr> <tr> <td>Std</td> <td>12 min</td> </tr> </tbody> </table>	Type	Normal	Average	30 min	Std	12 min
Type	Normal						
Average	30 min						
Std	12 min						
Trigger	<ul style="list-style-type: none"> Periodic event 						
Basic Course of Event	<p>Waste Quality control model</p> <ol style="list-style-type: none"> Quality manager minimizes wastes (inventory, motion, over production, transportation, correction, idle time, knowledge, material, equipment) End 						
Alternative Path	None						
Exception Path	<p>System Down</p> <ol style="list-style-type: none"> Keep paper track until system is up and running Update the System and clear all logs. End. 						
Extension points	Reduce variation						
Preconditions	There exists a capability at environmental Services department to monitor the performance of outsourcing control services.						
Post -conditions	Waste quality control gets formulated.						
Related Business Rules	BR-004(Ref 7.1)						
Related Risks	RR-004 (Ref. 7.2)						

Related Quality Attributes	Reliability, Usability, Data Integrity, Non-repudiation, Accountability, Performance, Auditability, Service reliability, confidentiality, authenticity, availability, non repudiation, testability (Ref 7.3)
Related Data Quality Dimensions	Accuracy, Objectivity, Relevance, Completeness, timeliness, Understandability, interpretability, Reputation, Objectivity, Free-Of Error, Relevance, Completeness, Timeliness, Concise Representation (Ref 7.4)
Related Primary SLA Terms	TBD (Ref 7.9)
Related KPIs	WMR (Ref 7.6)
Related CTQs	WMRV, (Ref 7.7)
Actors/Agents	Quality Manager
Delegation	<p><u>Delegation Rule -1: Agent Not Available</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation <p><u>Delegation Rule -2: Agent Overloaded</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation
Escalation	<p><u>Rule 1: Performance or operational or legal Issues</u></p> <ol style="list-style-type: none"> 1. Escalate to environmental services department head. 2. Log Escalation
Process Map	Section 5.1
Process Model	Section 6.4

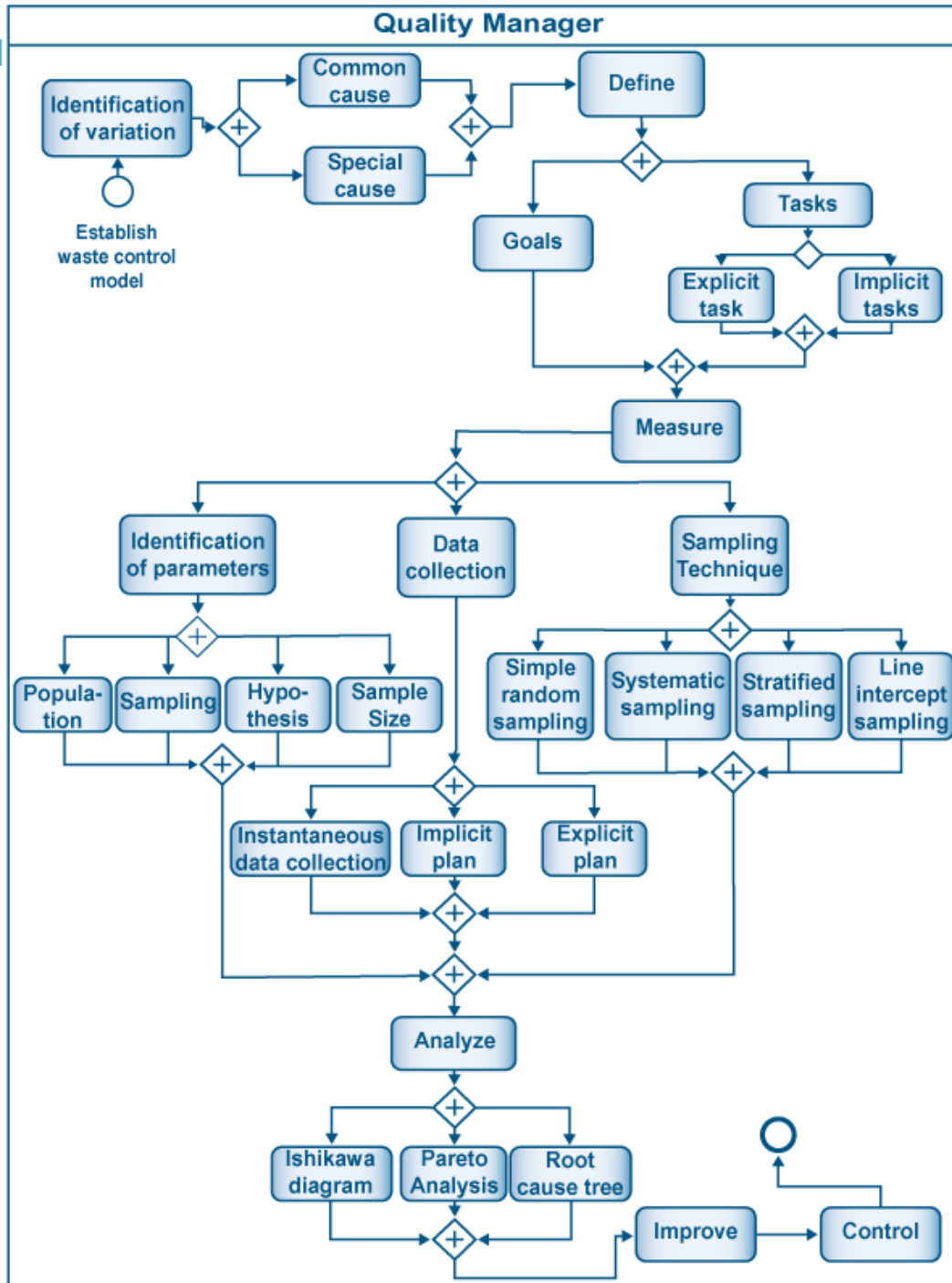
Other References

Appendix A: Business Process Modeling Notation Reference
Appendix B: Chain of Infection

6.6 Sub Process – Establish Waste Control Quality Model Roles and responsibilities

Roles	Responsibilities
Quality Manager	Quality manager minimizes wastes (inventory, motion, over production, transportation, correction, idle time).

6.7 Sub Process – Reduce variation



6.8 Sub Process – Reduce Variation Specifications

Specification	Description
Summary/Purpose	The purpose of this process is to reduce variation.
Scope	This is a level 1 Process Specification.
Primary Reference	<ul style="list-style-type: none"> Lean waste minimization Six sigma quality model
Related ESM Practices	Outsourcing management, logistics performance management, Supplier network performance management.
Related Business Driver	Perfection and accuracy
Related Operational Policies	OP-004 (Ref 7.5)
Assumptions	Senior Management Support exists.
Voice of Customer	Hygiene, High and Consistent Quality of standards, Free of Infections, Timely Services, High Coordinating, Remove Waste, Excellent Ergonomic, Safety, Appearance, Excellent Worker Attitude. (Ref 7.10)
Customer Satisfaction Measure	Customer satisfaction index
COI Correlation	None
Raw Materials	None
Equipment & Accessories	Automated System for outsourcing quality control Management

MSD Management	Lifting/carrying, Disability, Force, Loaded motion, Physical ergonomics, Posture change, Excessive force, Scarceness, Noise, Concentration, Floor hazards, Clothing, Psychosocial factors. (Ref 7.12)						
EBC Procedures	None						
Timing Dimension	<table border="1"> <thead> <tr> <th>Type</th> <th>Normal</th> </tr> </thead> <tbody> <tr> <td>Average</td> <td>30 min</td> </tr> <tr> <td>Std</td> <td>12 min</td> </tr> </tbody> </table>	Type	Normal	Average	30 min	Std	12 min
Type	Normal						
Average	30 min						
Std	12 min						
Trigger	<ul style="list-style-type: none"> Waste control model 						
Basic Course of Event	<p>Reduce variation</p> <ol style="list-style-type: none"> Quality manager identifies variation (common cause and specific cause) Quality manager defines quality goals and related task (explicit as well as implicit tasks) Quality Manager establishes measure phases (identification of parameters (population, sampling, hypothesis, sample size) data collection categories (instantaneous data collection, implicit plan and explicit plan) and sampling techniques (simple random sampling, systematic sampling, stratified sampling, line intercept sampling) Quality Manager establishes analyzes phase (via ishikawa diagram, pareto analysis and root cause tree) Quality Manager improves the overall procedures and work flow Quality manager controls the process. End 						
Alternative Path	None						
Exception Path	<p>System Down</p> <ol style="list-style-type: none"> Keep paper track until system is up and running Update the System and clear all logs. End. 						
Extension points	Establish continuous improvement practices.						

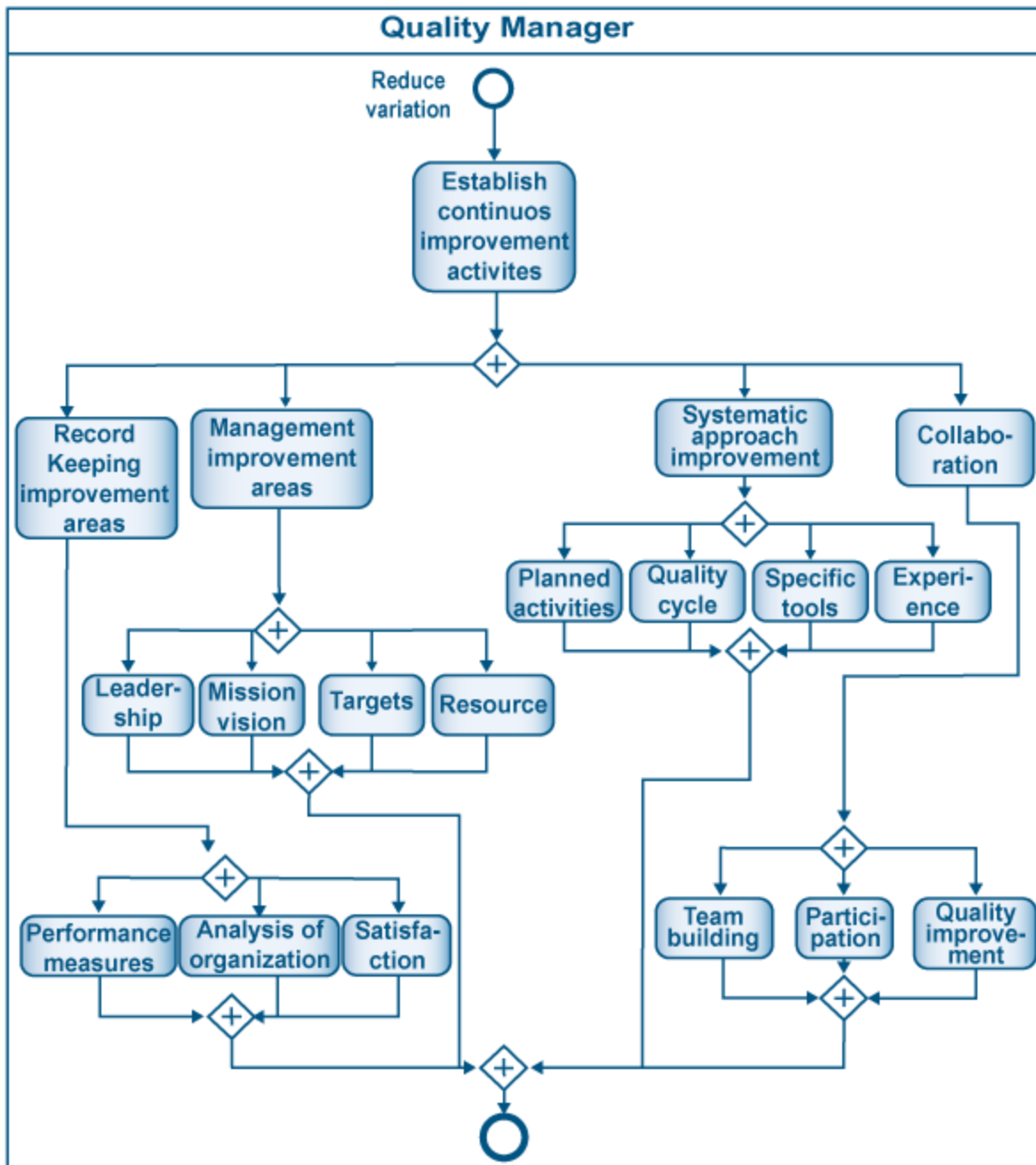
Preconditions	There exists a capability to monitor the performance of outsourcing control.
Post -conditions	Six sigma approached based variation control process gets formulated.
Related Business Rules	BR-004 (Ref 7.1)
Related Risks	RR-004 (Ref. 7.2)
Related Quality Attributes	Reliability, Usability, Data Integrity, Non-repudiation, Accountability, Performance, Auditability, Service reliability, confidentiality, authenticity, availability, non repudiation, testability. (Ref 7.3)
Related Data Quality Dimensions	Accuracy, Objectivity, Relevance, Completeness, timeliness, Understandability, interpretability, Reputation, Objectivity, Free-Of Error, Relevance, Completeness, Timeliness, Concise Representation. (Ref 7.4)
Related Primary SLA Terms	TBD (Ref 7.9)
Related KPIs	VR (Ref 7.6)
Related CTQs	VRV (Ref 7.7)
Actors/Agents	Quality Manager
Delegation	<p><u>Delegation Rule -1: Agent Not Available</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation <p><u>Delegation Rule -2: Agent Overloaded</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation

Escalation	<u>Rule 1: Performance or operational or legal Issues</u> 1. Escalate to environmental services department head. 2. Log Escalation
Process Map	Section 5.1
Process Model	Section 6.7
Other References	Appendix A: Business Process Modeling Notation Reference Appendix B: Chain of Infection

6.9 Sub Process – Reduce Variation Roles and responsibilities

Roles	Responsibilities
Quality Manager	<ul style="list-style-type: none"> Quality manager identifies variation (common cause and specific cause) Quality manager defines quality goals and related task (explicit as well as implicit tasks) Quality Manager establishes measure phases (identification of parameters (population, sampling, hypothesis, sample size) data collection categories (instantaneous data collection, implicit plan and explicit plan) and sampling techniques (simple random sampling, systematic sampling, stratified sampling, line intercept sampling) Quality Manager establishes analyzes phase (via ishikawa diagram, pareto analysis and root cause tree) Quality Manager improves the overall procedures and work flow Quality manager controls the process.

6.10 Sub Process – Establish Continuous Improvement Practices



6.11 Sub Process – Establish Continuous Improvement Practices Specifications

Specification	Description
Summary/Purpose	The purpose of this process is to establish continuous improvement practices.
Scope	This is a level 1 Process Specification.
Primary Reference	<ul style="list-style-type: none"> • Lean waste minimization • Six sigma quality model
Related ESM Practices	Outsourcing management, logistics performance management, Supplier network performance management.
Related Business Driver	Continuous improvement
Related Operational Policies	OP-005 (Ref 7.5)
Assumptions	Senior Management Support exists.
Voice of Customer	Hygiene, High and Consistent Quality of standards, Free of Infections, Timely Services, High Coordinating, Remove Waste, Excellent Ergonomic, Safety, Appearance, Excellent Worker Attitude. (Ref 7.10)
Customer Satisfaction Measure	Customer satisfaction index
COI Correlation	None
Raw Materials	None
Equipment & Accessories	Automated System for outsourcing Management

MSD Management	Lifting/carrying, Disability, Force, Loaded motion , Physical ergonomics, Posture change, Excessive force, Scarceness, Noise, Concentration, Floor hazards, Clothing, Psychosocial factors. (Ref 7.12)						
EBC Procedures	None						
Timing Dimension	<table border="1"> <thead> <tr> <th>Type</th> <th>Normal</th> </tr> </thead> <tbody> <tr> <td>Average</td> <td>30 min</td> </tr> <tr> <td>Std</td> <td>12 min</td> </tr> </tbody> </table>	Type	Normal	Average	30 min	Std	12 min
Type	Normal						
Average	30 min						
Std	12 min						
Trigger	<ul style="list-style-type: none"> Reduce variation 						
Basic Course of Event	<p>Continuous Improvement process</p> <ol style="list-style-type: none"> Quality manager establish continuous improvement activities for record keeping improvement areas (performance measures, analysis of organization, satisfaction), management improvement areas (leadership, mission & vision, targets, resource), systematic approach improvement (planned activities, quality cycle, specific tools, experience) and collaboration (team building, participation, quality improvement) End 						
Alternative Path	None						
Exception Path	<p>System Down</p> <ol style="list-style-type: none"> Keep paper track until system is up and running Update the System and clear all logs. End. 						
Extension points	Monitor & Analyze outsourcing Management						
Preconditions	There exists a capability to monitor the performance of outsourcing control mechanism.						
Post -conditions	A continuous improvement practice gets formulated.						
Related Business Rules	BR-006 (Ref 7.1)						

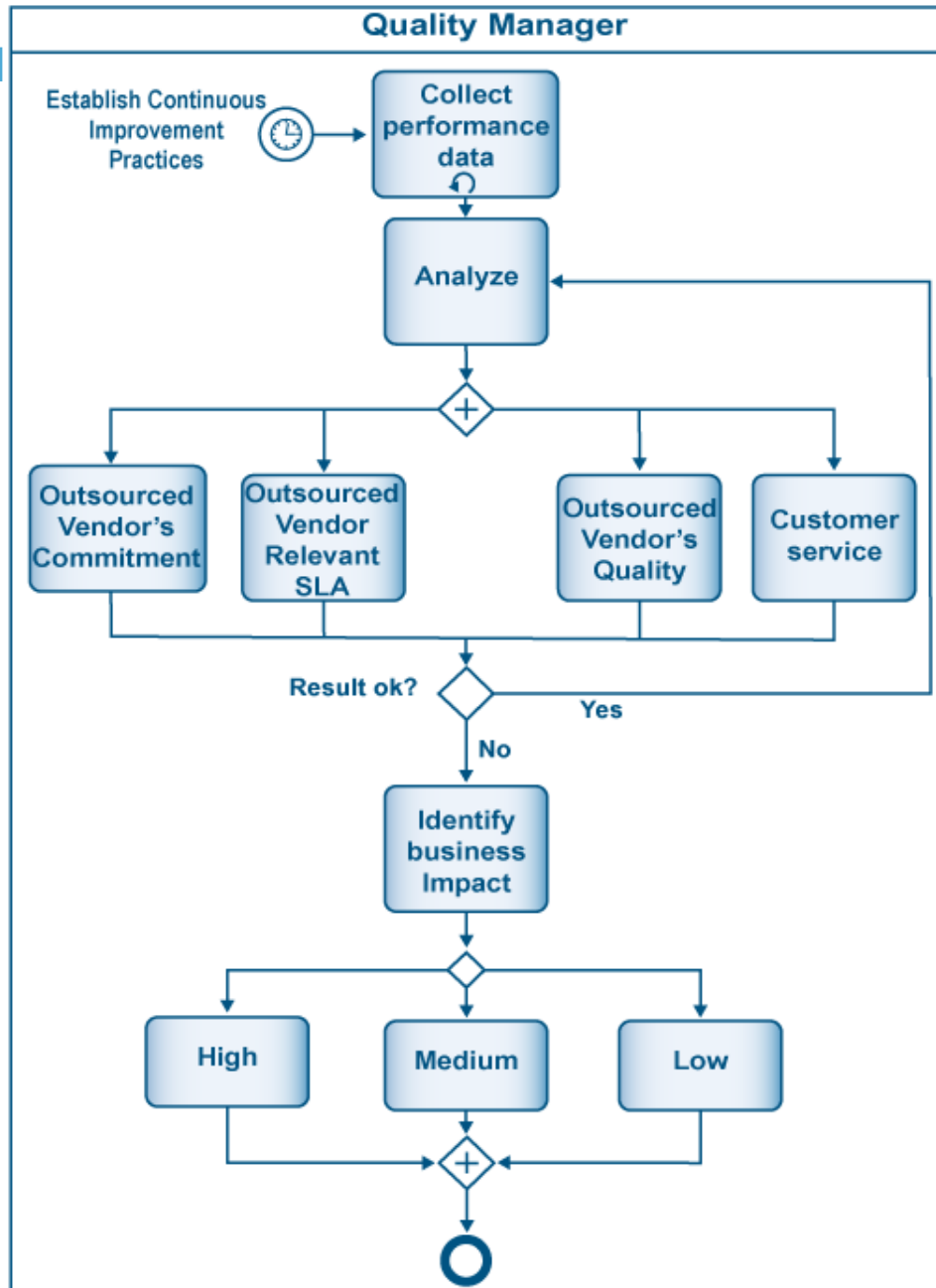
Related Risks	RR-006 (Ref. 7.2)
Related Quality Attributes	Reliability, Usability, Data Integrity, Non-repudiation, Accountability, Performance, Auditability, Service reliability, confidentiality, authenticity, availability, non-repudiation, testability (Ref 7.3)
Related Data Quality Dimensions	Accuracy, Objectivity, Relevance, Completeness, timeliness, Understandability, interpretability, Reputation, Objectivity, Free-Of Error, Relevance, Completeness, Timeliness, Concise Representation (Ref 7.4)
Related Primary SLA Terms	TBD (Ref 7.9)
Related KPIs	ITR (Ref 7.6)
Related CTQs	ITRV (Ref 7.7)
Actors/Agents	Quality Manager
Delegation	<p><u>Delegation Rule -1: Agent Not Available</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation <p><u>Delegation Rule -2: Agent Overloaded</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation
Escalation	<p><u>Rule 1: Performance or operational or legal Issues</u></p> <ol style="list-style-type: none"> 1. Escalate to environmental services department head. 2. Log Escalation
Process Map	Section 5.1

Process Model	Section 6.10
Other References	Appendix A: Business Process Modeling Notation Reference Appendix B: Chain of Infection

6.12 Sub Process – Establish Continuous Improvement Practices Roles and responsibilities

Roles	Responsibilities
Quality Manager	Quality manager establish continuous improvement activities for record keeping improvement areas (performance measures, analysis of organization, satisfaction), management improvement areas (leadership, mission & vision, targets, resource), systematic approach improvement (planned activities, quality cycle, specific tools, experience) and collaboration (team building, participation, quality improvement)

6.13 Sub Process – Monitor & Analyze Outsourced Service Performance



6.14 Sub Process – Monitor & Analyze Outsource Performance Specification

Specification	Description
Summary/Purpose	The purpose of this process is to monitor and analyze Outsourced service performance
Scope	This is a level 2 Process Specification.
Primary Reference	<ul style="list-style-type: none"> Lean six sigma- Quality Standard JCAHO- Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
Related ESM Practices	Outsourcing management, logistics performance management, Supplier network performance management.
Related Business Driver	Evaluation of Outsourced service quality of service
Related Operational Policies	OP-002 (Ref. 7.5)
Assumptions	All Outsourcing vendors' commitments (SLA, customer service, etc) are recorded.
Voice of Customer	Hygiene, High and Consistent Quality of standards, Free of Infections, Timely Services, High Coordinating, Remove Waste, Excellent Ergonomic, Safety, Appearance, Excellent Worker Attitude. (Ref 7.10)
Customer Satisfaction Measure	Customer satisfaction index
COI Correlation	None
Raw Materials	None
Equipment & Accessories	Automated System for Outsourcing management.

6

Outsourcing Performance Management Process

MSD Management	Lifting/carrying, Disability, Force, Loaded motion, Physical ergonomics, Posture change, Excessive force, Scarceness, Noise, Concentration, Floor hazards, Clothing, Psychosocial factors. (Ref 7.12)						
EBC Procedures	None						
Timing Dimensions	<table border="1"> <thead> <tr> <th>Type</th> <th>Normal</th> </tr> </thead> <tbody> <tr> <td>Average</td> <td>30 min</td> </tr> <tr> <td>Std</td> <td>12 min</td> </tr> </tbody> </table>	Type	Normal	Average	30 min	Std	12 min
Type	Normal						
Average	30 min						
Std	12 min						
Trigger	<ul style="list-style-type: none"> • Periodic activity.(quarterly or bi annually) • Establish continuous improvement practice 						
Basic Course of Event	<p>Outsourcing Performance Management</p> <ol style="list-style-type: none"> 1. Quality Manager collects the performance data 2. Quality Manager analyzes Outsourcing vendor's commitment, relevant SLA, quality, customer service 3. Ends. 						
Alternative Path	<p>Outsourcing Performance Management(not okay)</p> <ol style="list-style-type: none"> 1. Quality Manager collects the performance data 2. Quality Manager analyzes Outsourcing vendor's commitment, Outsource relevant SLA, Outsource quality, customer service 3. Quality Manager identifies business Impact (high, medium, low) 4. Quality Manager creates performance degradation report. 5. End 						
Exception Path	<p>System Down</p> <ol style="list-style-type: none"> 1. Keep paper track until system is up and running 2. Update the System and clear all logs. 3. End. 						
Extension points	Outsource performance degradation report process						
Preconditions	Business impact rules are established.						

Post -conditions	Outsource performance gets analyzed.
Related Business Rules	BR-002 (Ref 7.1)
Related Risks	RR-003 (Ref 7.2)
Related Quality Attributes	Service Reliability, Availability, Usability, Normal Usability Operations, Confidentiality, Authenticity, Data Integrity, Non-repudiation, Accountability, Security Integration, Performance, Scalability, Extensibility, Auditability, (Ref 7.3)
Related Data Quality Dimensions	Accuracy, Believability, Objectivity, Relevance, Completeness, Timeliness, Appropriate Amount, Understandability, Interpretability, (Ref 7.4)
Related Primary SLA Terms	TBD (Ref 7.9)
Related KPIs	OSDR (Ref 7.6)
Related CTQs	OSDRV(Ref 7.7)
Actors/Agents	Quality Manager
Delegation	<p><u>Delegation Rule -1: Agent Not Available</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation <p><u>Delegation Rule -2: Agent Overloaded</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation
Escalation	<p><u>Rule 1: Performance, operational legal Issues</u></p> <ol style="list-style-type: none"> 1. Escalate to environmental services department head. 2. Log Escalation
Process Map	Section 5.1
Process Model	Section 6.13

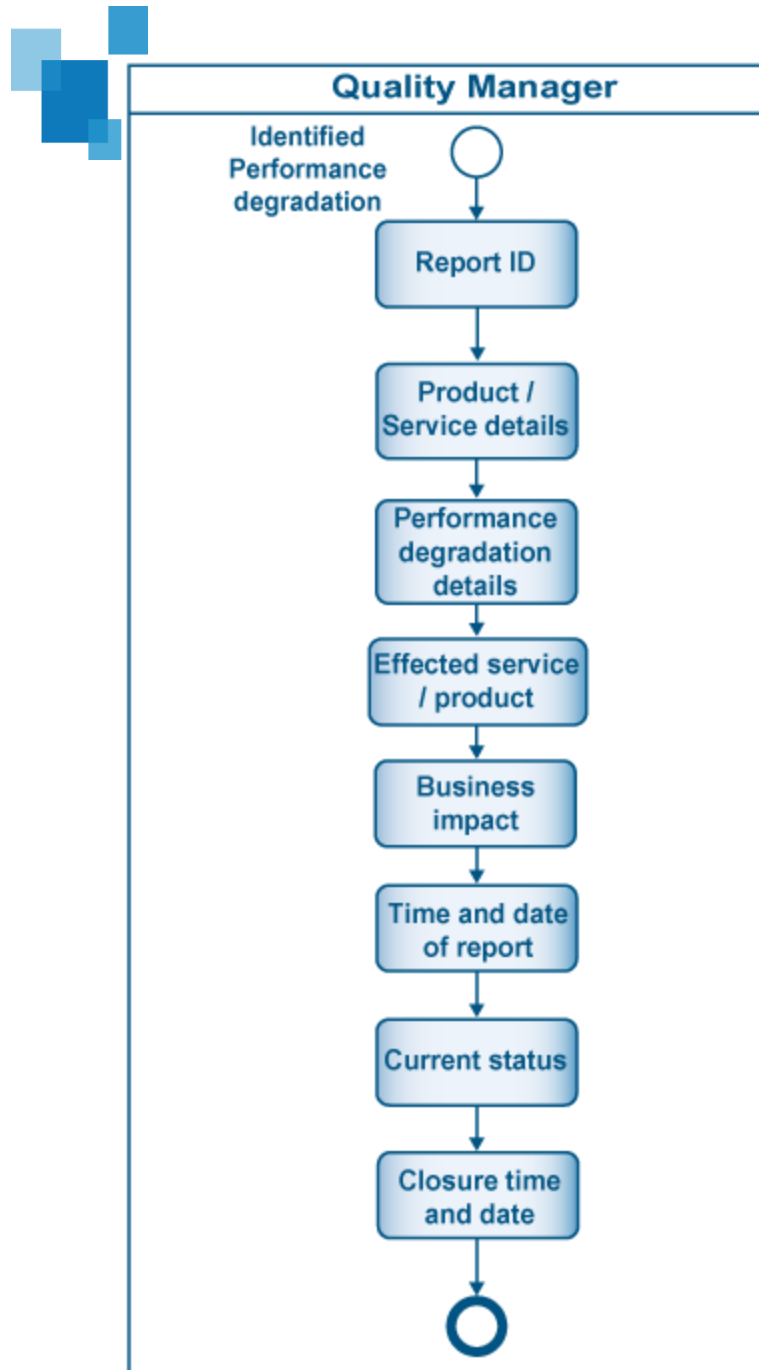
Other References

Appendix A: Business Process Modeling Notation Reference
Appendix B: Chain of Infection

6.15 Sub process – Monitor & Analyze Outsource Performance – Roles & Responsibilities

Roles	Responsibilities
Outsource Manager	<ul style="list-style-type: none"> Quality Manager collects the performance data Quality Manager analyzes Outsourcing vendor's commitment, relevant SLA, quality and customer service Quality Manager conducts Business impact analysis

6.16 Sub process – Outsource performance degradation Report



6.17 Sub process – Outsource performance degradation report Specifications

Specification	Description
Summary/Purpose	The purpose of this process is to create Outsource performance degradation report.
Scope	This is a level 2 Process Specification.
Primary Reference	<ul style="list-style-type: none"> Lean six sigma- Quality Standard JCAHO- Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
Related ESM Practices	Outsourcing management, logistics performance management, Supplier network performance management.
Related Business Driver	Establishing the record of Outsourced service performance failure.
Related Operational Policies	OP-001(Ref. 7.5)
Assumptions	Performance failures have been accurately identified.
Voice of Customer	Hygiene, High and Consistent Quality of standards, Free of Infections, Timely Services, High Coordinating, Remove Waste, Excellent Ergonomic, Safety, Appearance, Excellent Worker Attitude. (Ref 7.10)
Customer Satisfaction Measure	Customer satisfaction index
COI Correlation	None
Raw Materials	None
Equipment & Accessories	Automated System for Outsourcing management.

MSD Management	Lifting/carrying, Disability, Force, Loaded motion, Physical ergonomics, Posture change, Excessive force, Scarceness, Noise, Concentration, Floor hazards, Clothing, Psychosocial factors. (Ref 7.12)						
EBC Procedures	None						
Timing Dimensions	<table border="1"> <thead> <tr> <th>Type</th> <th>Normal</th> </tr> </thead> <tbody> <tr> <td>Average</td> <td>30 min</td> </tr> <tr> <td>Std</td> <td>12 min</td> </tr> </tbody> </table>	Type	Normal	Average	30 min	Std	12 min
Type	Normal						
Average	30 min						
Std	12 min						
Trigger	<ul style="list-style-type: none"> Identified performance degradation 						
Basic Course of Event	<p>Outsourcing Performance Management</p> <ol style="list-style-type: none"> Quality Manager establishes a report ID Quality Manager establishes product / service details Quality Manager identifies the performance degradation detail Quality Manager identifies effected service /product. Quality Manager identifies business impact. Quality Manager identifies time and date of the report Quality Manager updates the current status from time to time based on the progress Quality Manager enters the closure time and date upon completion of the service degradation report Ends. 						
Alternative Path	None						
Exception Path	<p>System Down</p> <ol style="list-style-type: none"> Keep paper track until system is up and running Update the System and clear all logs. End. 						
Extension points	Track and Manage Outsource performance						
Preconditions	Identification of performance failure.						

Post -conditions	Degradation report gets formulated.
Related Business Rules	BR-003 (Ref 7.1)
Related Risks	RR-001 (Ref. 7.2)
Related Quality Attributes	Reliability, Availability, Confidentiality, Authenticity, Data Integrity, Non-repudiation, Accountability, Performance, Auditability (Ref 7.3)
Related Data Quality Dimensions	Accuracy, Objectivity, Free-of-Error, Relevance, Completeness, Timeliness, Understandability, Interpretability, Concise Representation (Ref 7.4)
Related Primary SLA Terms	(Ref 7.9)
Related KPIs	OSDR(Ref 7.6)
Related CTQs	OSDRV (Ref 7.7)
Actors/Agents	Quality Manager.
Delegation	<p><u>Delegation Rule -1: Agent Not Available</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation <p><u>Delegation Rule -2: Agent Overloaded</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation
Escalation	<p><u>Rule 1: Performance, operational legal Issues</u></p> <ol style="list-style-type: none"> 1. Escalate to environmental services department head. 2. Log Escalation
Process Map	Section 5.1
Process Model	Section 6.16

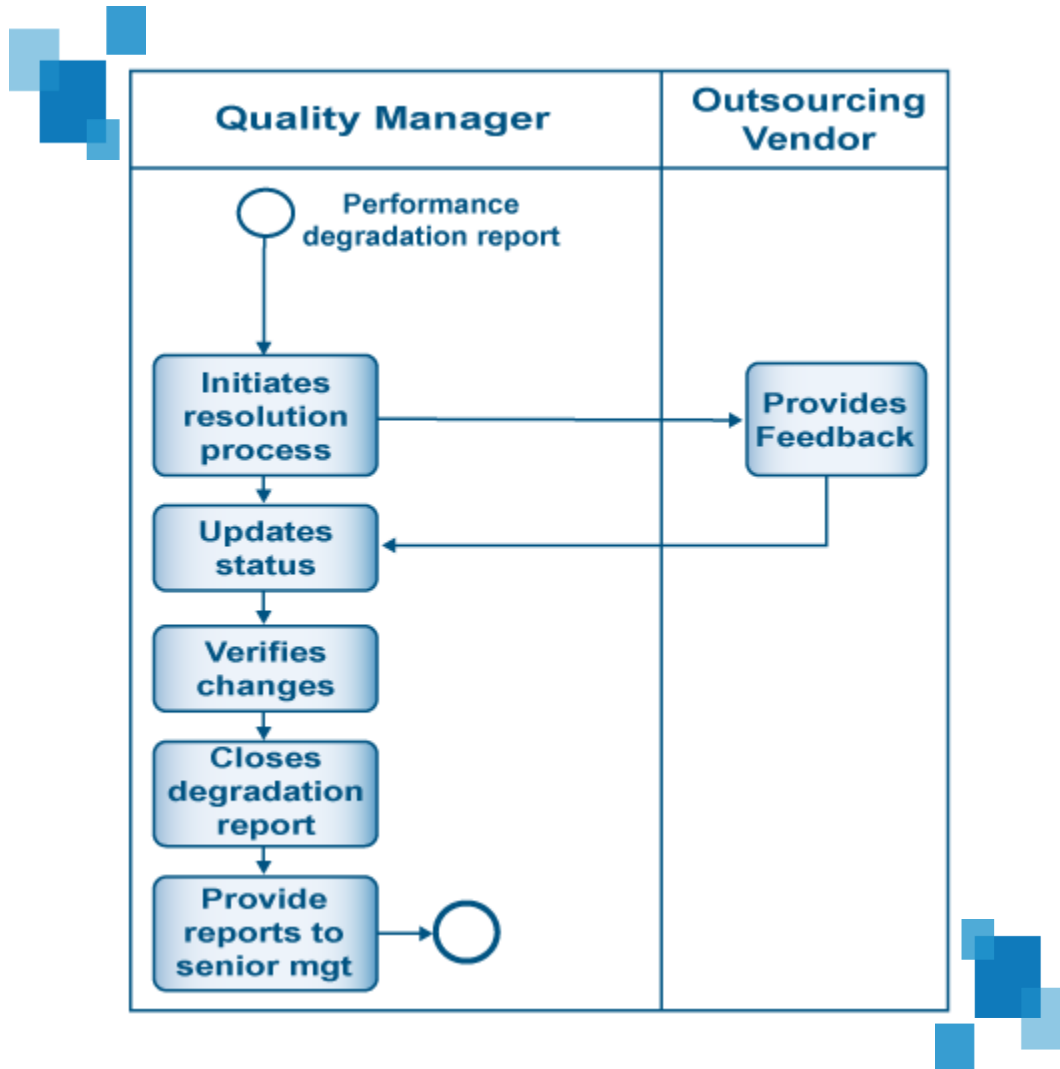
Other References

Appendix A: Business Process Modeling Notation Reference
Appendix B: Chain of Infection

6.18 Sub process – Outsource Performance Degradation Report – Roles & Responsibilities

Roles	Responsibilities
Outsource Manager	Quality Manager establishes a report ID, establishes product / service details, identifies the performance degradation detail, identifies effected service /product, identifies time and date of the report, updates the current status from time to time based on the progress, enters the closure time and date upon completion of the service degradation report

6.19 Sub Process – Track & Manage Outsourced Service Performance



6.20 Sub Process – Track & Manage Outsourced Service Performance Specification

Specification	Description
Summary/Purpose	The purpose of this process is to track and manage Outsourced vendor's performance.
Scope	This is a level 2 Process Specification.
Primary Reference	<ul style="list-style-type: none"> Lean six sigma- Quality Standard JCAHO- Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
Related ESM Practices	Outsourcing management, logistics performance management, Supplier network performance management.
Related Business Driver	Faster correction of identified performance degradation.
Related Operational Policies	OP-001 (Ref. 7.5)
Assumptions	Outsourcing vendor are supportive in rectifying the performance degradation caused.
Voice of Customer	Hygiene, High and Consistent Quality of standards, Free of Infections, Timely Services, High Coordinating, Remove Waste, Excellent Ergonomic, Safety, Appearance, Excellent Worker Attitude. (Ref 7.10)
Customer Satisfaction Measure	Customer satisfaction index
COI Correlation	None
Raw Materials	None

Equipment & Accessories	Automated System for Outsourcing management.						
MSD Management	Lifting/carrying, Disability, Force, Loaded motion, Physical ergonomics, Posture change, Excessive force, Scarceness, Noise, Concentration, Floor hazards, Clothing, Psychosocial factors. (Ref 7.12)						
EBC Procedures	None						
Timing Dimensions	<table border="1"> <thead> <tr> <th>Type</th> <th>Normal</th> </tr> </thead> <tbody> <tr> <td>Average</td> <td>30 min</td> </tr> <tr> <td>Std</td> <td>12 min</td> </tr> </tbody> </table>	Type	Normal	Average	30 min	Std	12 min
Type	Normal						
Average	30 min						
Std	12 min						
Trigger	<ul style="list-style-type: none"> Performance degradation report 						
Basic Course of Event	<p>Outsourcing Performance Management</p> <ol style="list-style-type: none"> Quality Manager initiate resolution process Outsourced vendor provides feedback Quality Manager updates the status in performance degradation report Quality Manager verifies changes Quality Manager closes degradation report Quality Manager provides reports to senior management. Ends. 						
Alternative Path	None						
Exception Path	<p>System Down</p> <ol style="list-style-type: none"> Keep paper track until system is up and running Update the System and clear all logs. End. 						
Extension points	Outsourcing management, logistics performance management, Supplier network performance management.						
Preconditions	Communication channel is established with Outsourcing vendor						

Post -conditions	Performance degradation gets corrected.
Related Business Rules	BR-001 (Ref 7.1)
Related Risks	RR-002 (Ref. 7.2)
Related Quality Attributes	Reliability, Availability, Confidentiality, Authenticity, Data Integrity, Non-repudiation, Accountability, Performance, Auditability (Ref 7.3)
Related Data Quality Dimensions	Accuracy, Free-of-Error, Completeness, Timeliness, Understandability, Interpretability, Concise Representation (Ref 7.4)
Related Primary SLA Terms	(Ref 7.9)
Related KPIs	OSDSR (Ref 7.6)
Related CTQs	OSDSRV (Ref 7.7)
Actors/Agents	Quality Manager, Outsourcing vendor
Delegation	<p><u>Delegation Rule -1: Agent Not Available</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation <p><u>Delegation Rule -2: Agent Overloaded</u></p> <ol style="list-style-type: none"> 1. Delegate the Issue to additional Agent with same Role 2. Update the Issue 3. Log the Delegation
Escalation	<p><u>Rule 1: Performance, operational legal Issues</u></p> <ol style="list-style-type: none"> 1. Escalate to environmental services department head. 2. Log Escalation
Process Map	Section 5.1
Process Model	Section 6.19

Other References

Appendix A: Business Process Modeling Notation Reference
Appendix B: Chain of Infection

6.21 Sub Process – Track & Manage Outsourced Service Performance Roles and Responsibilities

Roles	Responsibilities
Quality Manager	<ul style="list-style-type: none"> Quality Manager initiate resolution process, updates the status in performance degradation report, verifies changes done by vendor, and closes degradation report. Quality Manager provides reports to senior management.
Outsourcing vendor	Outsource provides feedback

Reference



This chapter serves as a prime reference to Chapter 6 and presents the details supporting Chapter 6 in tabular formats. This chapter consists of various variable values which would frequently evolve or change as organization's environmental Services department's Outsourcing Performance Management process matures or changes.

7.1 Business Rules

BR ID	Description	Context	Rule	Source
BR-001	For SLA breaches with monetary implications, the Outsourcing vendor is entitled to pay all the damages with regards to its SLA violation.	Business	TBD	TBD
BR-002	All vital operational performance data should be collected	Business	TBD	TBD
BR-003	All the performance deviations should be reported	Business	TBD	TBD
BR-004	All wastes should be minimized.	Business	TBD	TBD
BR-005	Lean Six sigma would be use as the prime standard for variance minimization	Business	TBD	TBD
BR-006	All quality initiatives should be improvised.	Business	TBD	TBD

7.2 Risk

Risk ID	Description	Source	Severity Level	Status	Resolution
RR-001	All the Outsources performances are not recorded	NA	High	TBD	Effort should be undertaken to ensure all the performance are recorded and hence analyzed.
RR-002	Performance degradation identified are not properly followed up with the relevant Outsourcing vendor	NA	High	TBD	Senior management should ensure that all the identified degradation reports are settled within a stipulated time frame.
RR-003	Not all data is monitored.	NA	Medium	TBD	All the performance related vital data needs to be monitored regularly.
RR-004	Waste minimization measure are not effective	NA	High	TBD	Waste minimization KPI should be established are accurately measured.
RR-005	Staff do not follow the quality program	NA	High	TBD	Staff should be well trained and familiarized with the quality process so that they would act as desired.
RR-006	The improvement practices are not in line with the goals	NA	High	TBD	The improvement practices should be aligned to the target

					objective via proper discussion so that it is acceptable to all.
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7.3 Quality Attribute

QA ID	Description	Threshold
QA-001	Interoperability	TBD
QA-002	Reliability	TBD
QA-003	Service Reliability	TBD
QA-004	Availability	TBD
QA-005	Usability	TBD
QA-006	Normal Usability Operations	TBD
QA-007	Confidentiality	TBD
QA-008	Authenticity	TBD
QA-009	Data Integrity	TBD
QA-010	Availability	TBD
QA-011	Non-repudiation	TBD
QA-012	Accountability	TBD
QA-013	Security Integration	TBD
QA-014	Performance	TBD

QA-015	Scalability	TBD
QA-016	Extensibility	TBD
QA-017	Adaptability	TBD
QA-018	Testability	TBD
QA-019	Auditability	TBD
QA-020	Operability and Deployability	TBD

7.4 Data Quality Dimension

DQ ID	Description	Threshold
DQ-001	Accuracy	TBD
DQ-002	Believability	TBD
DQ-003	Reputation	TBD
DQ-004	Objectivity	TBD
DQ-005	Free-of-Error	TBD
DQ-006	Value Added	TBD
DQ-007	Relevance	TBD
DQ-008	Completeness	TBD
DQ-009	Timeliness	TBD
DQ-010	Appropriate Amount	TBD

DQ-011	Understandability	TBD
DQ-012	Interpretability	TBD
DQ-013	Concise Representation	TBD

7.5 Operation Policy

Policy ID	Description	Context	Importance (1-5)
OP-001	All the degradation reports are resolved within 5 working days from the day of identification	TBD	TBD
OP-002	Business impact should be identified only for performance deviation.	TBD	TBD
OP-003	Waste minimization would be done in following perspectives: inventory, motion, over production, over processing, transportation, correction, waiting	TBD	TBD
OP-004	All staff which deal with the performance of this process would be fully trained six sigma trained	TBD	TBD
OP-005	Improvements should be monitored regularly	TBD	TBD

7.6 KPI

Name	Acronym	Description	Context	Importance	Soft Threshold	Hard Threshold
Outsourced service degradation rate	OSDR	Number of Outsource degradation reported per month	NA	TBD	TBD	TBD
Outsourced Service degradation solving rate	OSDSR	Number of reported performance degradation solved by Outsourcing vendor per month	NA	TBD	TBD	TBD
Waste minimization rate	WMR	Percentage increase in waste minimization	NA	TBD	TBD	TBD
Variation rate	VR	percentage decrease in variation	NA	TBD	TBD	TBD
Improvement Target rate	ITR	Number of improvement targets met per month	NA	TBD	TBD	TBD

7.7 CTQ

Name	Acronym	Description	Context	Importance	Soft Threshold	Hard Threshold
Outsourced service degradation rate variation	OSDRV	Standard deviation of OSDR	NA	TBD	TBD	TBD
Outsourced service Degradation solving rate variation	OSDSR	Standard Deviation of OSDSR	NA	TBD	TBD	TBD
Motion Optimization Measure	MOM	Management of motion optimization measure	NA	TBD	TBD	TBD
Paper work Optimization Measure	PWOM	Management of Paper work Optimization Measure	NA	TBD	TBD	TBD
Correction reduction measure	CRM	Management of Correction reduction measure	NA	TBD	TBD	TBD
Inventory Optimization Measure	IOM	Management of Inventory Optimization Measure	NA	TBD	TBD	TBD

Transportation Optimization Measure	TOM	Management of Transportation Optimization Measure	NA	TBD	TBD	TBD
Waiting Reduction Measure	WRM	Management of Waiting reduction Measure	NA	TBD	TBD	TBD
Waste minimization rate variation	WMRV	Standard deviation of WMR	NA	TBD	TBD	TBD
Variation rate variation	VRV	Standard deviation of VR	NA	TBD	TBD	TBD
Improvement Target rate variation	ITRV	Standard deviation of ITR	NA	TBD	TBD	TBD

7.8 Abstract Time – Scale

Name	Acronym	Description	Quantification
TBD	TBD	TBD	TBD

7.9 SLA Terms

SLA ID	Description	Context	KPI	CTQ
TBD	TBD	TBD	TBD	TBD

7.10 Voice of Customer

VOC	Customer	Description	Perceived Value
Hygiene	Doctors, Patients, Nurses, Housekeeping Supervisors, Housekeepers, Clerks, Visitors, Environmental Services Management, Laundry worker, Transportation worker, Maintenance worker, Waste management worker.	The environment should be attributing with great hygiene level.	<ul style="list-style-type: none"> • High quality healthcare services • Safe environment • Low infection rate • Low risk
High and Consistent Quality of standards	Doctors, Patients, Nurses, Housekeeping Supervisors, Clerks, Environmental Services Management, Laundry worker, Transportation worker, Maintenance worker, Waste management worker, Housekeepers	High and Consistent Quality of standards.	<ul style="list-style-type: none"> • Reputation of organization or hospital • Professionalism • Trust • Positive psychological bias
Free of Infections	Doctors, Patients, Nurses, Housekeeping Supervisors,	Infections free and healthy environment.	<ul style="list-style-type: none"> • Safe environment

	Clerks, Visitors, Environmental Services Management, Laundry worker, Transportation worker, Maintenance worker, Waste management worker, Housekeepers		<ul style="list-style-type: none"> • Reputation of hospital or organization • Trust • Quick healing • Positive psychological bias • Low risk
Timely Services	Doctors, Patients, Nurses, Housekeeping Supervisors, Visitors, Environmental Services Management, Laundry worker, Transportation worker, Maintenance worker, Waste management worker, Housekeepers	The response time for any request should be very short.	<ul style="list-style-type: none"> • Professionalism • Trust • Positive psychological bias • Reputation of hospital or organization • Safe environment
High Coordinating	Doctors, Patients, Nurses, Housekeeping Supervisors, Clerks, Environmental Services Management, Laundry worker, Transportation worker, Maintenance worker, Waste management worker, Housekeepers	There should be high level of coordination between hospital employees and departments.	<ul style="list-style-type: none"> • Professionalism • Trust • Low risk • Excellent Ergonomic
Remove Waste	Patients, Nurses, Housekeeping Supervisors, Clerks, Visitors, Environmental Services Management, Laundry worker, Transportation	Wastes should be either removed or minimized.	<ul style="list-style-type: none"> • Safe environment • Low infection rate • Low risk • Reputation of hospital or organization • Low cost • Timely response

	worker, Maintenance worker, Waste management worker, Housekeepers		<ul style="list-style-type: none"> • High quality
Excellent Ergonomic	Doctors, Patients, Nurses, Housekeeping Supervisors, Clerks, Visitors, Environmental Services Management, Laundry worker, Transportation worker, Maintenance worker, Waste management worker, Housekeepers	The hospital environment and policy should comply with physical, organization and cognitive ergonomics.	<ul style="list-style-type: none"> • Professionalism • Trust • Job accuracy • Excellent communication • Low risk • Reputation of hospital or organization
Safety	Doctors, Patients, Nurses, Housekeeping Supervisors, Clerks, Visitors, Environmental Services Management, Laundry worker, Transportation worker, Maintenance worker, Waste management worker, Housekeepers	Hospital environment should comply with occupational health and safety procedures.	<ul style="list-style-type: none"> • Safe environment • Professionalism • Low risk
Appearance	Housekeeping Supervisors, Environmental Services Management, Laundry worker, Transportation worker, Maintenance worker, Waste management worker, Housekeepers	The appearance of the workers, supervisors and manager should induce positive biases.	<ul style="list-style-type: none"> • Professionalism • Reputation of hospital or organization • Trust • Positive psychological bias
Excellent Worker Attitude	Housekeeping Supervisors, Environmental Services Management, Laundry	The environment service employee should be free from negative attitudes.	<ul style="list-style-type: none"> • Professionalism • Reputation of hospital or organization

	worker, Transportation worker, Maintenance worker, Waste management worker, Housekeepers		<ul style="list-style-type: none"> • Trust • Positive psychological bias • Minimum disputes • Less employee turn over
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7.11 Customer Context Matrix

Name of Customer	Acronym	Context of Customer	Coordination Process Area
Doctors	DOC	Direct	HIS Coordination
Patients	PAT	Direct	HIS Coordination
Nurses	NUR	Direct	HIS Coordination, Nurse Coordination
Housekeeping Supervisors	HKS	Direct	Quality Coordination, Nurse Coordination, infection control coordination
Clerks	CLR	Direct	HIS Coordination
Visitors	VIS	Indirect	HIS Coordination
Environmental Services Management	ESM	Direct	Nurse Coordination, infection control coordination
Other hospital workers	OHW	Indirect	Security coordination
Laundry worker	LDW	Direct	Nurse Coordination, HIS Coordination
Transportation worker	TRW	Direct	Quality Coordination, HIS Coordination

7 Reference

Maintenance worker	MAW	Direct	Quality Coordination, HIS Coordination
Waste management worker	WMW	Direct	Quality Coordination, HIS Coordination
Infection control professional	ICP	Indirect	infection control coordination
Housekeepers	HK	Direct	HIS Coordination, Nurse Coordination

7.12 MSD Attributes

MSD Attribute	Description
Lifting/carrying	Large vertical movements, long carry distances.
Disability	Pose a risk to those with a health problem or a physical or learning disability.
Force	High initial forces to get the load moving.
Loaded motion	High forces to keep the load in motion.
Physical ergonomics	Constraints on body posture/positioning, confined spaces/narrow doorways.
Posture change	Strong force and awkward movement/posture. E.g. bent wrists.
Excessive force	Excessive force to grip raw materials, product or tools
Scarceness	Inadequate tools for repetitive use screwdrivers, pliers, hammers.
Noise	Noise which cause stress and muscle tension.
Concentration	Tasks require high levels of attention/concentration especially where the worker has little control over allocation of effort to the task.

Floor hazards	Remove slip and trip hazards through provision of appropriate floor surfaces and good keeping.
Clothing	Clothing/PPE may prevent sufficient movement for the task or reduce capability. E.g. to grip consider handling needs when selecting work wear/gloves.
Psychosocial factors	Adverse psychosocial factors can increase the potential for manual handling injuries. A workers psychosocial response to work and the workplace conditions can affect their health in general and MSDs in particular. The factors include the content, design, organization and management of the work

Glossary / Acronyms



GLOSSARY

Terminology	Description
Abstract Time Scale	Time Scale that will be quantified both during operations and continuous process improvement. These time identifiers are correlated with the soft thresholds that are dynamically specified during life span of the process.
BPMN	Business Process Modelling Notation Business Process Modelling Notation is the practice of documenting an organisation's key business processes in a graphical format.
Business Rules	Business Rules are intended to assert business structure or to control or influence the behaviour of the Business. Business rules describe the operations, definitions and constraints that apply to an organization
CTQ	Critical to Quality Critical To Quality (CTQ) is continuous measuring and monitoring tool agreed between the internal processes to achieve greater customer satisfaction.
COI	Chain of Infection
Data Quality Dimensions	The totality of features and characteristics of data that bears on their ability to satisfy a given purpose
ESM	Environmental Services Map
EBC	Evidence Based Cleaning
KPI	Key Performance Indicator A metric that is used to help manage a process, IT service or activity. Many metrics may be measured, but only the most important of these are defined as KPIs and used to

	actively manage and report on the process, IT service or activity. KPIs should be selected to ensure that efficiency, effectiveness, and cost effectiveness are all managed.
MSD	Macro skeleton disorder
Operational Policy	Rules defined to operate the process.
Quality Attributes	Quality attributes are non-functional requirements used to evaluate the performance of a process.
Risk	A possible event that could cause harm or loss, or affect the ability to achieve Objectives. A risk is measured by the probability of a threat, the vulnerability of the asset to that threat, and the impact it would have if it occurred.
SLA	Service Level Agreement An Agreement between an IT Service Provider and a Customer. The SLA describes the IT Service, documents Service Level Targets, and specifies the responsibilities of the IT Service Provider and the Customer
VOC	Voice of customer



Appendix A: Business Process Modeling Notation Reference



APPENDIX.
A









INTRODUCTION

Business Process Modelling (“BPM”) is the practice of documenting an organisation’s key business processes in a manner which:

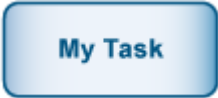


- Is highly graphical
- Focuses on business terminology rather than technical
- Allows all business steps/tasks to be included, not just those which involve a computer system.

Below is a mention of various concepts of BPMN with the relevant definition and graphic notation.







PROCESS START

All processes have to start somehow, general notation for a process models commence with the START event, is a circle.	
One can use simply the basic unmarked start event as above, or one of the different types of start event, to provide more detail as described below.	
If a process starts when some sort of message arrives, mail, email, text. Following notation can be used	Message start 
If a process starts by virtue of the passage of time – e.g. 1st Jan review or 4 days after the purchase order is sent, following notation can be used	TIMER Start 
If the process starts when a rule/condition is met – e.g. when Incident Impact is more than 100,000.	RULE Start 
If a process starts when another process finishes. Following notation can be used	LINK Start 
If there is more than one ‘trigger’ for a process to start. Following notation can be used	MULTIPLE Start 




TASK AND SUB PROCESS

Task	Task is a lowest level activity in a process map. A task is used when the work is not broken down to a finer level of detail	
Sub Process	A Sub-process is a compound activity which can be broken down into finer details.	
Loops	Loops task or sub process continues to iterate until the loop condition is true.	

INTERMEDIATE EVENTS

Following notation can be used to display the intermediate event, similar to start and end events.						
	BASIC	MESSAGE	TIMER	RULE	LINK	MULTIPLE
						

PROCESS END

All processes have to end somehow, general notation for a process models end will be a circle with a solid line.	
One can use simply use the <i>basic</i> end event as above, or you can use one of the different types of end event, to provide more detail, as described below:	
If a process ends by something being sent via a message of some sort e.g., mail, email, document, following notation can be used.	MESSAGE End 
If the end of this process causes the start of another, following notation can be used.	LINK End 

If more than one consequence of the process ending, following notation can be used.

MULTIPLE End



SWIMLANES



Pool	A <i>Pool</i> represents a participant in a Process. It is also acts as a “swimlane” and a graphical container for partitioning a set of activities from other Pools	
Lane	A <i>Lane</i> is a sub-partition within a Pool and will extend the entire length of the Pool, either vertically or horizontally. Lanes are used to organize and categorize activities.	

CONNECTORS

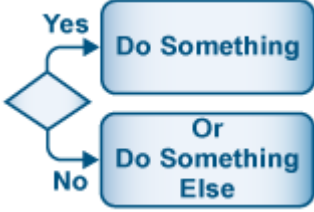
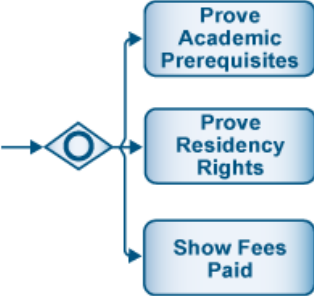
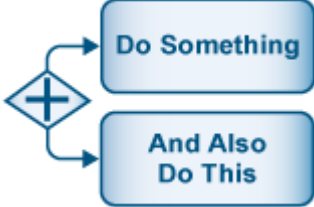
Sequence Flow	A <i>Sequence Flow</i> is represented by a solid line with a solid arrowhead (see the figure to the right) and is used to show the order (the sequence) that activities will be performed in a Process.	
Message Flow	A <i>Message Flow</i> is represented by a dashed line with an open arrowhead (see the figure to the right) and is used to show the flow of messages between two separate Process Participants. In BPMN, two separate Pools in the Diagram will represent the two Participants.	

ARTIFACTS

Annotation	The ANNOTATION shape is used to add comments to a process model. It consists of text in a square left bracket	
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Data Object	A data object represents a piece of data which is required or produced by the process eg. Customer details, output.	 Application Form
Group	A grouping is purely for documentation or explanatory purposes. It has no impact on the model. It consists of a rectangle with dashed lines and rounded corners, usually enclosing other objects.	

GATEWAYS

Exclusive	The values of the process are examined to determine which path to take	
Inclusive	Each branch will be evaluated and will not stop when one branch condition becomes true.	
Parallel	Provides a mechanism to synchronise parallel flow and to create parallel flow.	

Appendix B: Chain of Infection



APPENDIX.
B

10 Appendix B: Chain of Infection

In order to control or prevent infection it is essential to understand that transmission stages of a pathogen resulting in infection requires the six vital links (Refer to the table below).

Each link mentioned below must be present for infection or colonization to proceed, and breaking any of the links can prevent the infection.

The section below details out the six stages:

Stage	Link	Description
1	Infectious Agent	Any disease-causing microorganism (pathogen)
2	The Reservoir Host	The organism in which the infectious microbes reside
3	The Portal of Exit	Route of escape of the pathogen from the reservoir.
4	The Route of Transmission	Method by which the pathogen gets from the reservoir to the new host
5	The Portal of Entry	Route through which the pathogen enters its new host
6	The Susceptible Host	The organism that accepts the pathogen

Link 1: Infectious Agent

The causative agent for infection is any microorganism capable of producing disease. Microorganisms responsible for infectious diseases include bacteria, viruses, rickettsiae, fungi, and protozoa. Sometimes, microorganisms are part of patient's own body flora and can cause infection in the immunocompromised host. These infections are called endogenous infections. Infections which are acquired from external sources are called exogenous infections.

Link 2: Reservoir Host

The second link in the chain of infection is the reservoir, i.e. the environment or object in or on which a microorganism can survive and, in some cases, multiply. Inanimate objects, human beings, and animals can all serve as reservoirs, providing the essential requirements for a microorganism to survive at specific stages in its life cycle.

10 Appendix B: Chain of Infection

Infectious reservoirs abound in health care settings, and may include everything from patients, visitors, and staff members to furniture, medical equipment, medications, food, water, and blood.

Link 3: Portal of Exit

The portal of exit is the path by which an infectious agent leaves its reservoir. Usually, this portal is the site where the microorganism grows. Common portals of exit associated with human reservoirs include the respiratory, genitourinary, and gastrointestinal tracts, the skin and mucous membranes and the placenta (transmission from mother to fetus)

Link 4: Route of Transmission

The microorganism can be acquired by inhalation (through respiratory tract), ingestion (through gastrointestinal tract), inoculation (through accidental sharp injury or bites), contact (during sexual intercourse) and transplacental transmission (microbes may cross placenta from the mother to fetus). It is important to remember that some microorganisms use more than one transmission route to get from the reservoir to a new host.

Of the six links in the chain of infection, the mode of transmission is the easiest link to break and is key to control of cross-infection in hospitals.

Link 5: The Portal of Entry

The portal of entry is the path by which an infectious agent invades a susceptible host. Usually, this path is the same as the portal of exit. For example, the portal of entry for tuberculosis and diphtheria is through the respiratory tract, hepatitis B and Human Immunodeficiency Virus enter through the bloodstream or body fluids and Salmonella enters through the gastrointestinal tract. In addition, each invasive device, e.g. intravenous line, creates an additional portal of entry into a patient's body thus increasing the chance of developing an infection.

Link 6: The Susceptible host

The final link in the chain of infection is the susceptible host. The human body has many defense mechanisms for resisting the entry and multiplication of pathogens. When these mechanisms function normally, infection does not occur. However, in immunocompromised patients, where the body defenses are weakened, infectious agents are more likely to invade the body and cause an infectious disease. In addition, the very young and the very old are at higher risk for infection because in the very young the immune system does not fully develop until about age 6 months, while old age is associated with declining immune system function as well as with chronic diseases that weaken host defenses.