

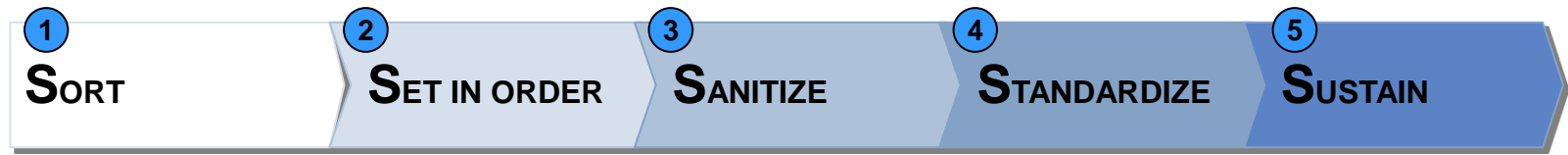
ED PIP: Solution Design Phase

Tools: Undertaking a 5S Workplace Organization

Undertaking a 5S Workplace Organisation – Overview

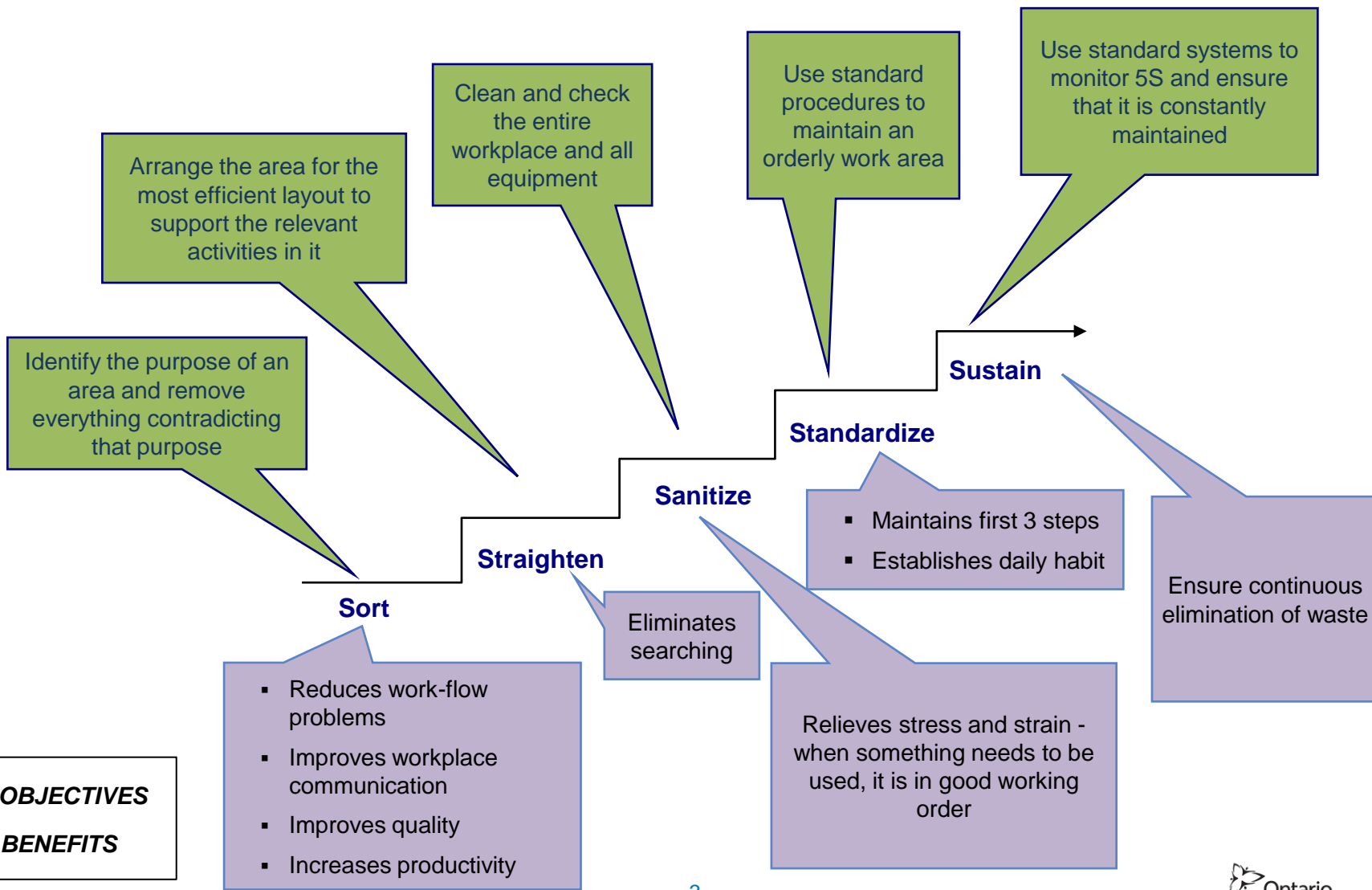
Outcome	<ul style="list-style-type: none">▪ A standard, efficient workplace design
Definition: 'What is it?'	<ul style="list-style-type: none">▪ A workplace organization methodology that describes how items are stored (physically) and how the new order is maintained▪ The decision making process usually comes from a dialogue about standardization which builds a clear understanding among employees of how work should be done▪ It is self-explaining, self-ordering and self-improving, by setting standards that are easy for all to see and builds discipline for improvement
Objectives: 'What is it used for?'	<ul style="list-style-type: none">▪ While the 5S tool may have limited potential to impact broad operating metrics, it is very effective in building early momentum for positive change▪ Improve safety, quality, efficiency and the staff environment
Benefits	<ul style="list-style-type: none">▪ Reduction in wasted movement of care providers▪ Reduction in cost of supplies and materials▪ Staff understanding of the purpose of Lean and how it can help in day to day activities (it instils ownership of the process)▪ It can be applied quickly (even when the rest of the operating conditions are not stable)
When to use:	<ul style="list-style-type: none">▪ Excessive waste of time and motion in finding supplies, forms or other material.▪ Lack of space▪ Safety hazard related to a high level of clutter

'5S' is literally 5 Japanese words (all starting with "S") which are *seiri*, *seiton*, *seiso*, *seiketsu* and *shitsuke*. *In English they are...*



	1 SORT	2 SET IN ORDER	3 SANITIZE	4 STANDARDIZE	5 SUSTAIN
Description	<ul style="list-style-type: none"> Remove unnecessary items from workspace 	<ul style="list-style-type: none"> Create an orderly workplace 	<ul style="list-style-type: none"> Keep the workplace neat and clean 	<ul style="list-style-type: none"> Standardize best work practices 	<ul style="list-style-type: none"> Maintain best practice standards daily
Key tasks	<ul style="list-style-type: none"> Go through all items in a workplace and keep essential items only Discard all other items 	<ul style="list-style-type: none"> Organize remaining essential items in order of use Visually identify the location of each item Place most frequently used, or more urgently needed items in closest reach 	<ul style="list-style-type: none"> Create standards for cleanliness and cleaning methods Standards include what, who, how to clean as well as how much to clean Build into everyday work 	<ul style="list-style-type: none"> Develop standards for how we do our work Build on standards set in 1, 2 and 3 S Clearly and visually identify standard work 	<ul style="list-style-type: none"> Maintain and review standards Review first 4S on a regular basis
Tools	<ul style="list-style-type: none"> Red tag 	<ul style="list-style-type: none"> Shadow boards Visual work plans Colour codes Naming conventions 	<ul style="list-style-type: none"> Checklists Audits 	<ul style="list-style-type: none"> Benchmarking 	<ul style="list-style-type: none"> Audits Benchmarking 5S radar chart
Results	<ul style="list-style-type: none"> Waste identification and elimination More productive work 	<ul style="list-style-type: none"> A place for everything and everything in its place Eliminates inventory, extra motion and time 	<ul style="list-style-type: none"> Opportunity to inspect equipment and materials for defects and required maintenance 	<ul style="list-style-type: none"> Consistency Easier job training 	<ul style="list-style-type: none"> Maintenance and continuous improvement

The objectives of 5S are simple and focus on the workplace environment, however, as a tool, it reinforces overall Lean philosophies and can have a stronger impact overall



Initially, 5S helps the team focus to eliminate redundant equipment, supplies and materials



- Throw out anything that is not necessary, hasn't been used recently, is broken or not used in the immediate area
- Throw out anything that will not assist staff in meeting the objectives of the working unit
- Red tagging
 - helps teams define what is needed to meet service and/or patient care objectives
 - attach a red tag to un-needed (or potentially un-needed) items
 - each tag contains the following information:
 - item classification
 - item identification and quantity
 - reason for red tagging
 - work unit or section
 - date
- How to red tag
 - set up a red tag removal location (shelving unit, storage room)
 - schedule a red tag pause (time to arrange recycling or disposal)
 - ensure capital asset disposal procedure (for audit purposes)
 - measure red tag volume (e.g. number units discarded, number of dumpsters)
 - commit to regular red tagging



- Some items will be difficult to part with because they may be deemed critical under certain circumstances - for these items, encourage the team to red tag the item and determine a suitable time frame in which the item must be used. If it isn't used, it should then be removed.

EXAMPLE: Red Tags can also be an example of a standard

RED TAG PROCEDURE

Any item placed into the Red Tag area must follow this procedure

- 1) Upon approval from the department manager or supervisor an item can be place into the Red Tag Area
- 2) Using the red tags supplied fill in the required fields noted with an ✎

5S RED TAG			
Please fill in the sections marked with- ✎			
Apply Date ✎	Date item placed into area		
Department ✎	Area item came from		
Category ✎	1) Disposal <input type="checkbox"/> 2) Storage <input type="checkbox"/>		
Storage Reasons ✎	What you want done with the item. If it is no longer needed choose dispose Maximum storage opportunity 3 months Why you want it stored if you choose		
Item Description ✎	Brief description		
Quantity ✎	Quantity if more than one		
Reasons ✎	1) Working <input type="checkbox"/> 2) Not Working <input type="checkbox"/> 3) Not Needed <input type="checkbox"/> 4) Other _____ The items status, check as many that apply		
Release Approval	Dispose of	Third world	Store
Regional Director of Material Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manager of Maintenance Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional Director Clinical Engineering and Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expire Date			

- 3) Affix the Red Tag to the item
- 4) The appropriate people will review the items and decide their disposition based on the tags information

Source: Dan Florizone. Former CEO Five Hills Hospital, Saskatoon Sask Presentation. Flo Collaborative Leadership Session 3. May 28, 2008

5S is a visual system that promotes organizing supplies to reduce waste of motion



- Once the red tag campaign is complete, organize all remaining equipment, materials or resources
- Arrange these items in an order that promotes good work flow
- Define and visually display a location for each of these items

How to set in order:

- Rationalize locations
 1. Select a pilot area. On 2 large pieces of paper, draw 2 maps describing (i) what is, and (ii) what could be.
 2. Draw area boundaries and use sticky notes to illustrate stuff in the area (to scale)
 3. On the 'what is' map, use string or stick-on arrows to show materials or people flow in the current conditions (spaghetti diagram)
 4. Post the 'what is' map as well as a chart; leave it up for 1 – 2 weeks and invite staff to identify hassles
 5. Now, construct the 'what could be' map in the same manner. Try to address hassles and solutions identified by team members. Try to minimize waste of motion.
 6. Show material flows and new configurations of equipment using sticky notes and/or string.
 7. Post the 'what could be' map and invite feedback.
- Organize and apply colours
 - Fix 'home' positions of equipment and materials using tape
 - Using a visual system, show the max and min number of units that should be housed
 - Develop a colour standard and apply it to all places in the workplace.



Four types of visual systems:

- Visual indicator (tells only)
- Visual signal (grabs attention)
- Visual control (limits behaviour)
- Guarantee (only allows correct response)

Once everything has an optimal physical location, the space is cleaned and inspected

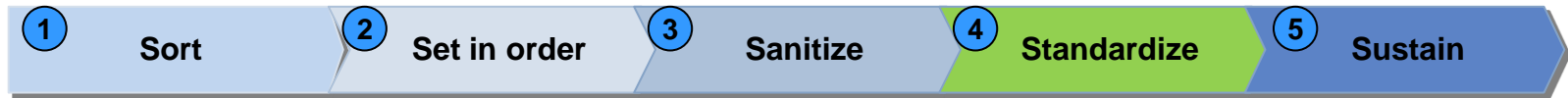


- Now that 1S and 2S have freed up a lot of space, cleaning and inspection will be much easier
- Support the team as they set and/or re-learn standards (evidence based, where possible)
 - What to clean
 - How to clean
 - Who will do the cleaning and when
 - How clean is clean
- Clean anything and everything! Targets include storage areas, equipment, machinery, desks, chairs, windows, drapes, tables, staplers, computers
- Determine cleaning methods and provide all appropriate supplies
- Prominently display cleaning responsibilities and schedules – team members should sign off when cleaning task is complete
- Once major 5S cleaning is complete, make 5S “minute” cleaning a part of each job
- Inspect the condition of the equipment, machinery, desks each time it is cleaned
- Train team members to consider the root cause of all violations of cleanliness standards
- Set up a feedback mechanism so staff can share learning, report violations that cannot be immediately fixed, or suggest new methods for cleaning



- Use root cause analysis and “5 whys” to determine the fundamental cause of the violation
- For example, why are there chips on the floor? (leak on floor). Why is there a leak on the floor? (sink is leaking). Why is the sink leaking? (rubber ring eroded) Why is the ring eroded? (worn out). Why wasn't it replaced? Can we replace it immediately?

After going through each of the first 3 S's, it's critical to create a standard way of doing things



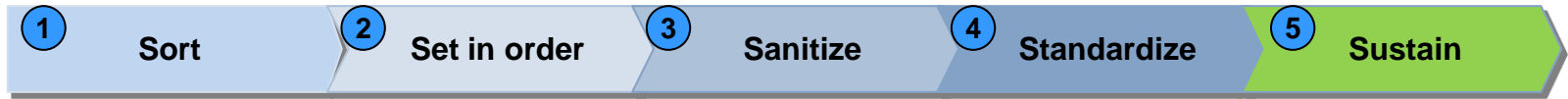
Goal: to maintain the clean, well-ordered condition of the workplace, patient care unit, etc

- Develop and apply standards for S1, S2 and S3, as well as develop standards for how we work
- Everyone should know their daily responsibilities
- The standard should be the same for all shifts, areas, and professions
- S1 standards should tell us:
 - red tag targets, frequency and responsibilities
 - what is needed and not needed in a specific area (e.g. suture tray, crash cart, storage room)
 - disposal or recycling procedures
- S2 standards should tell us:
 - the meaning of colour codes
 - what equipment is to be kept
 - safe and/or dangerous areas
 - what protective clothing or safety procedures are required
 - what signs should look like and where they should be posted
- S3 standards should tell us:
 - what to clean and inspect
 - how to clean and inspect
 - who cleans and when



- The best standards are clear, simple and visual
- The best standards make an 'out of standard' or 'abnormal' condition immediately obvious
- Create standards for who is responsible for validating standards kept and follow up procedure if not

If 5S has been successfully incorporated into an organization, it means that it is now part of the normal way of providing services



Goal: to ensure that 5S becomes the normal way of providing service or doing business

- Maintain and review standards
- Resist forces which gradually allow decline to earlier and lower standards
- Review the first 4S when an issue arises (e.g. suggestion for new way of working, improvements, or need for higher standards)

Promotion, communication and training are the means to sustaining 5S

- Promotion:
 - 5S report boards (show targets, current status, post in visible place)
 - Profile excellence (good catch of the day, week, month)
 - 5S core team (support individuals and teams)
- Training:
 - Incorporate 5S training into orientation and annual updates
 - Incorporate 5S into performance management



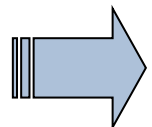
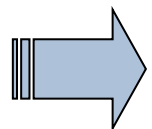
- Sustaining standards is a personal discipline that is reflected in the way we comply with set standards as well as set standards for ourselves (behaviour, dress code, language, punctuality)
- 5S must belong to everyone; involvement is key!
- 5S is a lot more than just cleaning up – it is the foundation and discipline required for future lean work

5S - Examples

Operating Room – Using 5S

Before

After

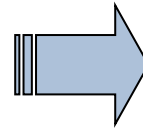


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5S - Examples

Storage Room – Using 5S

Before



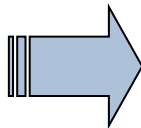
After



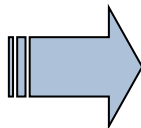
5S - Examples

Accessioning (lab) - Using 5S

Before



After

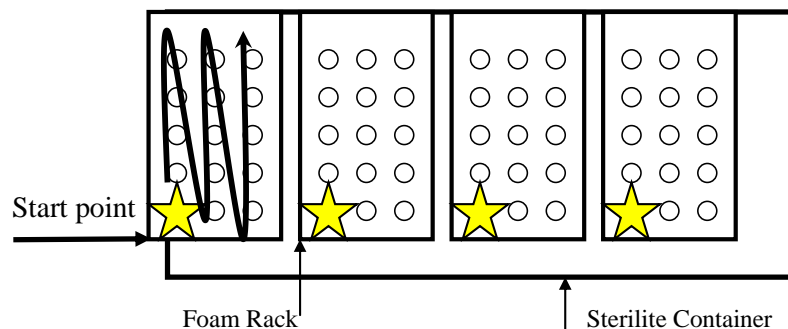


5S - Examples

Standards



Tote Specimen Map & Instructions



In an effort to improve efficiency and client Service we ask that you group specimens by patient.

Please stack requisitions in same order as specimens, held together with a paper clip and placed on top of sterilite container.

- Please keep RGH and provincial lab samples separate of MJUH. Indicate designation on a piece of tape affixed to the RGH / Provincial Lab foams.
- Put frozen label on outside of tote to indicate status.
- All requisitions must have:
 - o First and last name of doctor and initials.
 - o Actual full patients name (not alias or nickname), DOB, PHN, and gender.
 - o Out of province patients must have province indicated on requisitions

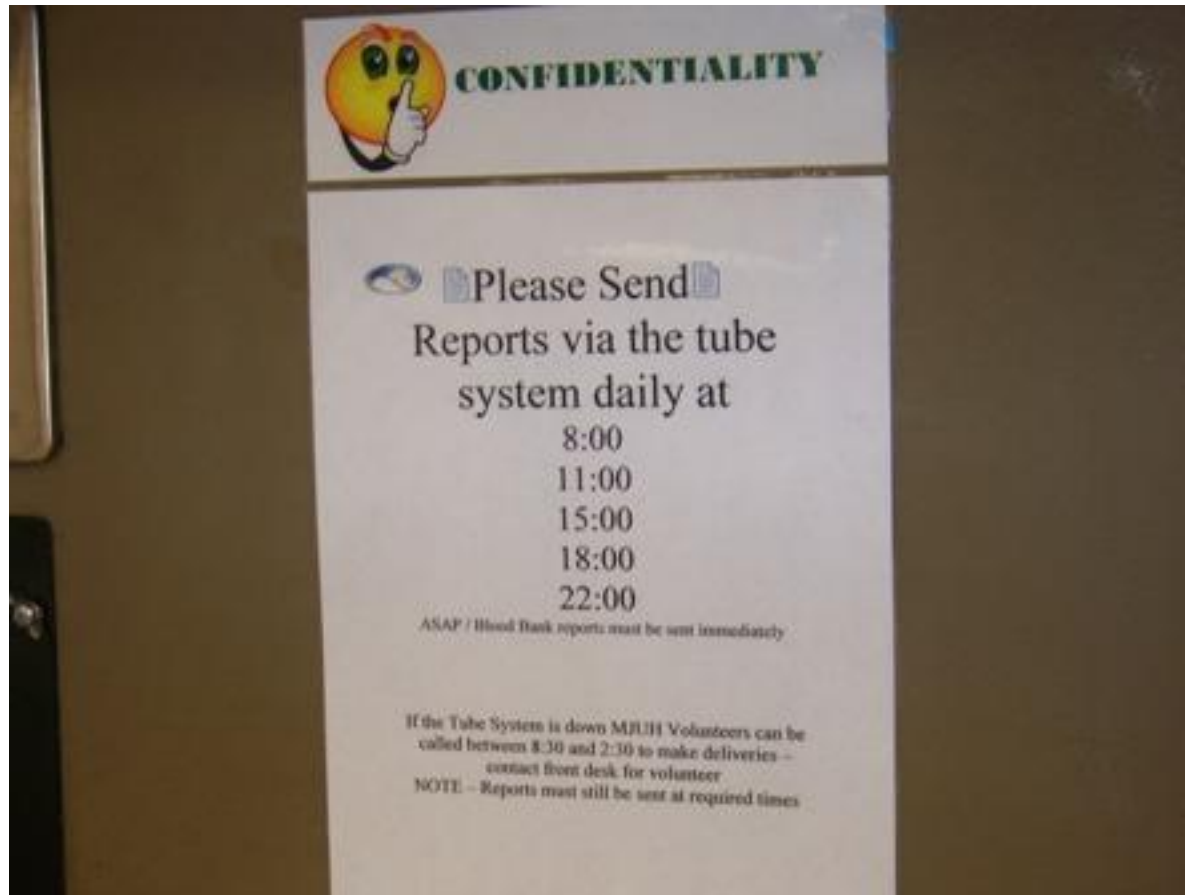
Please Do Not:

- o Fold requisitions or tie to specimen.
- o Do not tape plastic containers closed.
- o Do not complete two requisitions for blood and microalbumin (one req. is only required)

Always refer to FHHR Laboratory Reference Manual & Specimen Procurement and Handling Manual

5S - Examples

Standards



5S Audit template - samples

5S PROGRAM / VISUAL WORKPLACE		AUDIT REPORT	
DATE OF AUDIT		SHIFT	
AUDITOR		TIME	
ASSISTED BY			

DEPARTMENT / AREA	ED
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PLEASE NOTE: *** ALL 5S PROGRAM AUDITS MUST BE ACCOMPANIED BY THE ASSIGNED TEAM LEADER AND/OR CO-LEADER

S1	SORT AND DISCARD	P	RATING SCALE					
			0	1	2	3	4	5
1	Have all excess and obsolete materials been removed from the department / area?							
2	Has all excess and broken tooling, etc. been 'red tagged' and removed from the area?							
3	Have all personal items such as coats, bags and lunches been removed from the area?							
4	Have all non-essential items been disbursed of thoroughly and properly?							
5	Has all rubbish, excess paperwork, empty totes, etc. been removed from the area?							
PREVIOUS MONTH AUDIT RESULT								
NEW TOTAL RESULT IN THIS SECTION / 25								