

Basic Concepts of 5S-KAIZEN-TQM Approach

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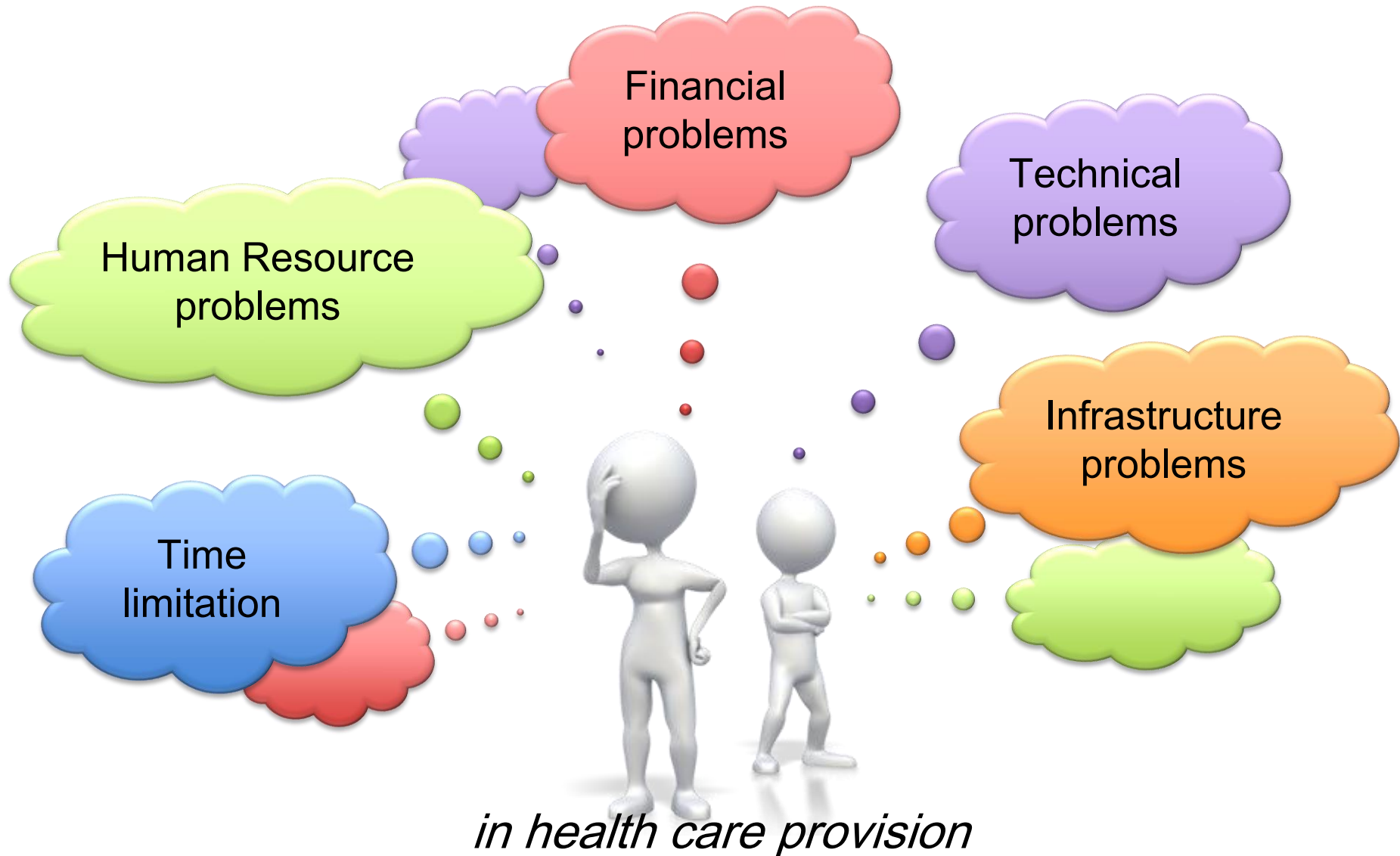
Bago Hospital

Objectives of the session

At the end of the session, trainees are able to:

- 1) Understand basic concepts of 5S-KAIZEN-TQM Approach
- 2) Understand what is high quality of health care services
- 3) Understand targets of 5S and KAIZEN activities
- 4) Understand benefits of 5S and KAIZEN activities

Introduction: “Lots of problems”



Aren't you frustrated in your workplace?

Oh, this position makes me tired !



I cannot remember what/how to next...



Where is that document ?
I cannot find it !



Why I am making mistakes again and again



Why we cannot communicate properly?



Oh time is not enough to complete this work!



If you are facing problems, ...

Think inside the box and give up?



Waiting “resources” from somewhere.

OR

Work together and do something?



Work with “ ? ” for improvement.

Are you
positive thinker or
negative thinker?



Even if we are a positive thinker,
we still need “**tools**” to make our ideas realistic



The tool is **5S-KAIZEN-TQM Approach**

5S-KAIZEN-TQM Approach

*Stepwise approach for
better management &
quality of health care*

Highly Reliable Organization

TQM

Maximum use of the capacity
of the entire organization

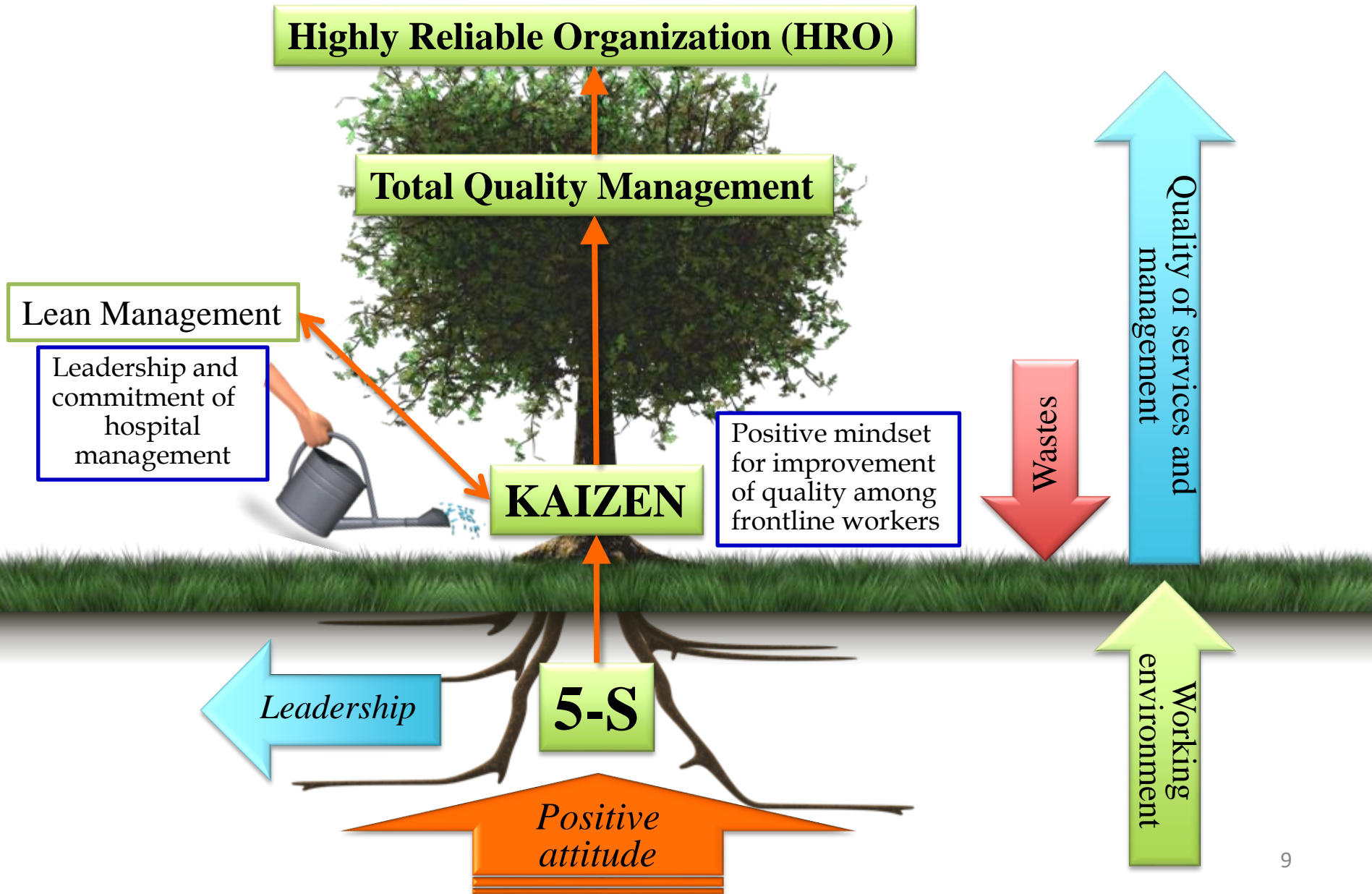
KAIZEN

Participatory problem solving process

5S

Working environment improvement

Conceptual framework “5S-KAIZEN-TQM Tree”



What are the problems...?

- Group work 1
- 6 ~ 7 groups (8/9 persons per group)
- Different level of designation/duties & responsibilities

What is 5S ?

- 5S is a philosophy and a way of organizing and managing the workspace and work flow with the intent to improve efficiency by eliminating waste, improving flow and reducing process unreasonableness.

**It is for improvement of
working environment**

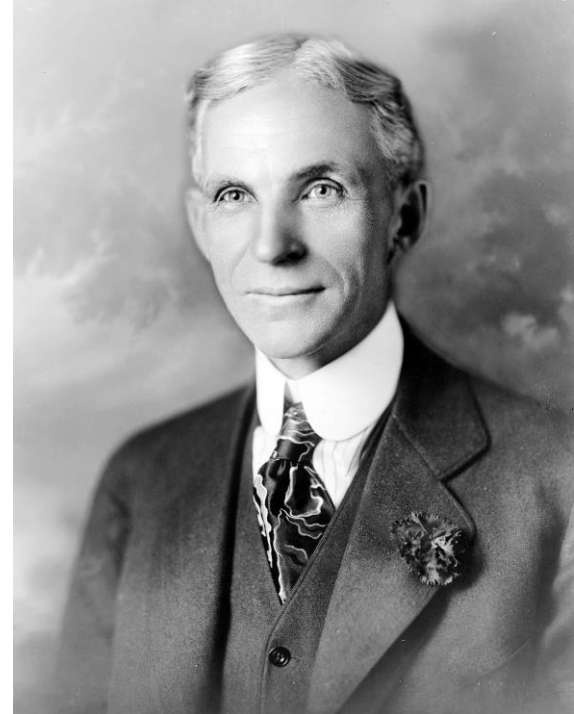
5S in Japanese/English

5S is literally five abbreviations of Japanese terms with 5 initials of S.

	<i>Japanese</i>	<i>English</i>
S-1	Seiri	Sort
S-2	Seiton	Set
S-3	Seiso	Shine
S-4	Seiketsu	Standardize
S-5	Sitsuke	Sustain

CANDO program:

- Cleaning up
- Arranging
- Neatness
- Discipline
- Ongoing improvement



What 5S can do?

Team work improvement through everyone's participation



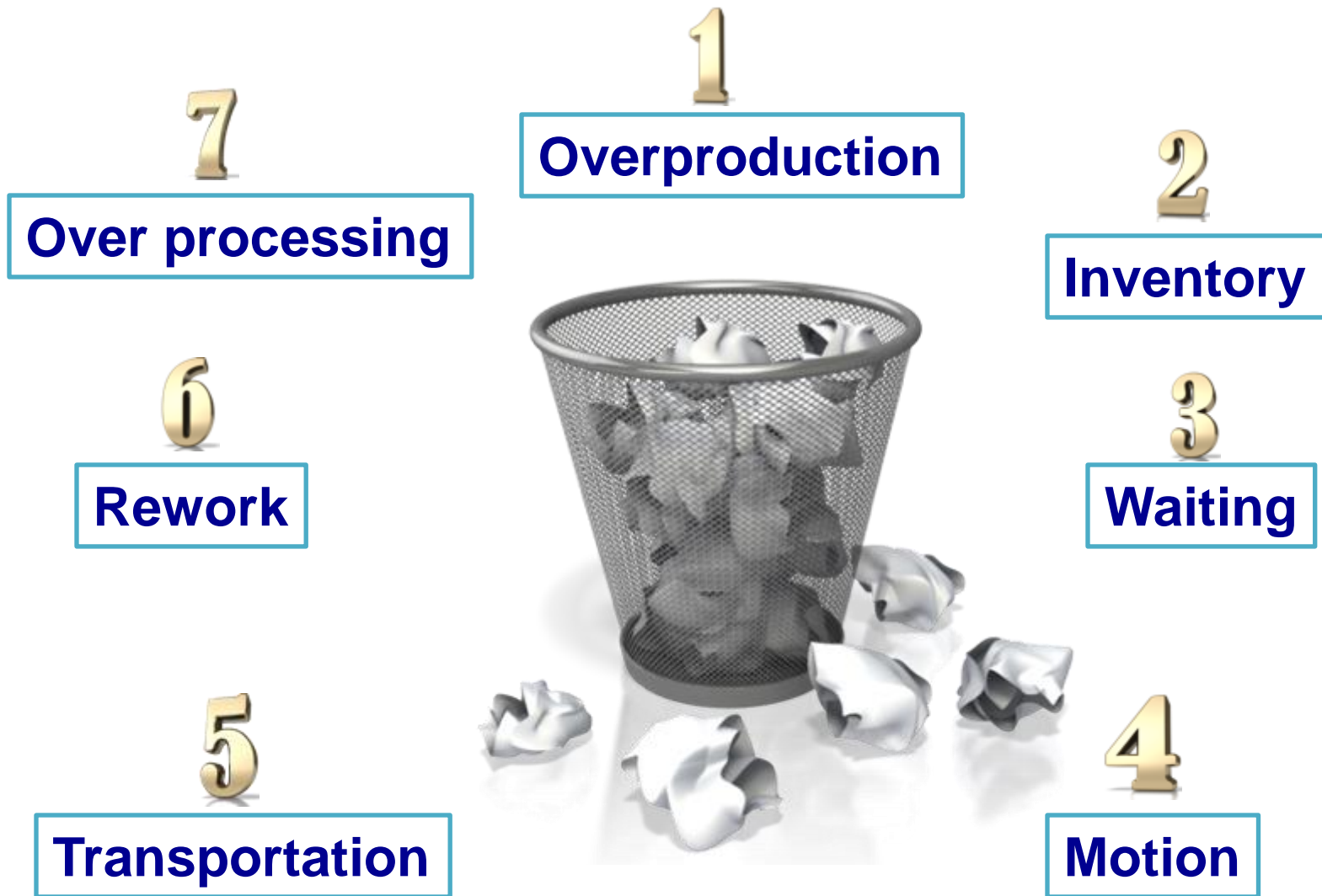
Identify **Abnormalities**



Identify **wastes** and reduce the **wastes**



The 7 wastes



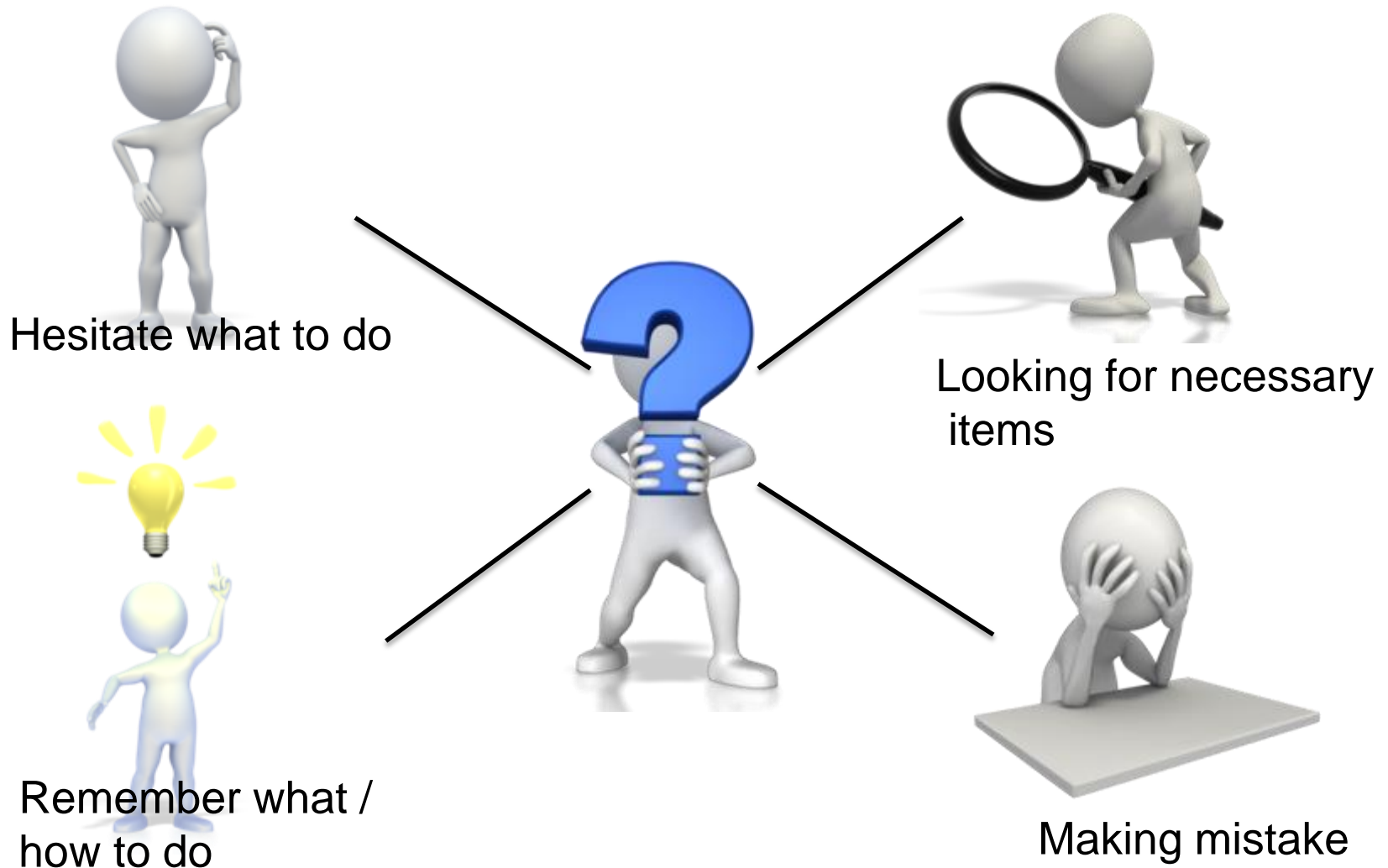
Improve **productivities**



Improve safety

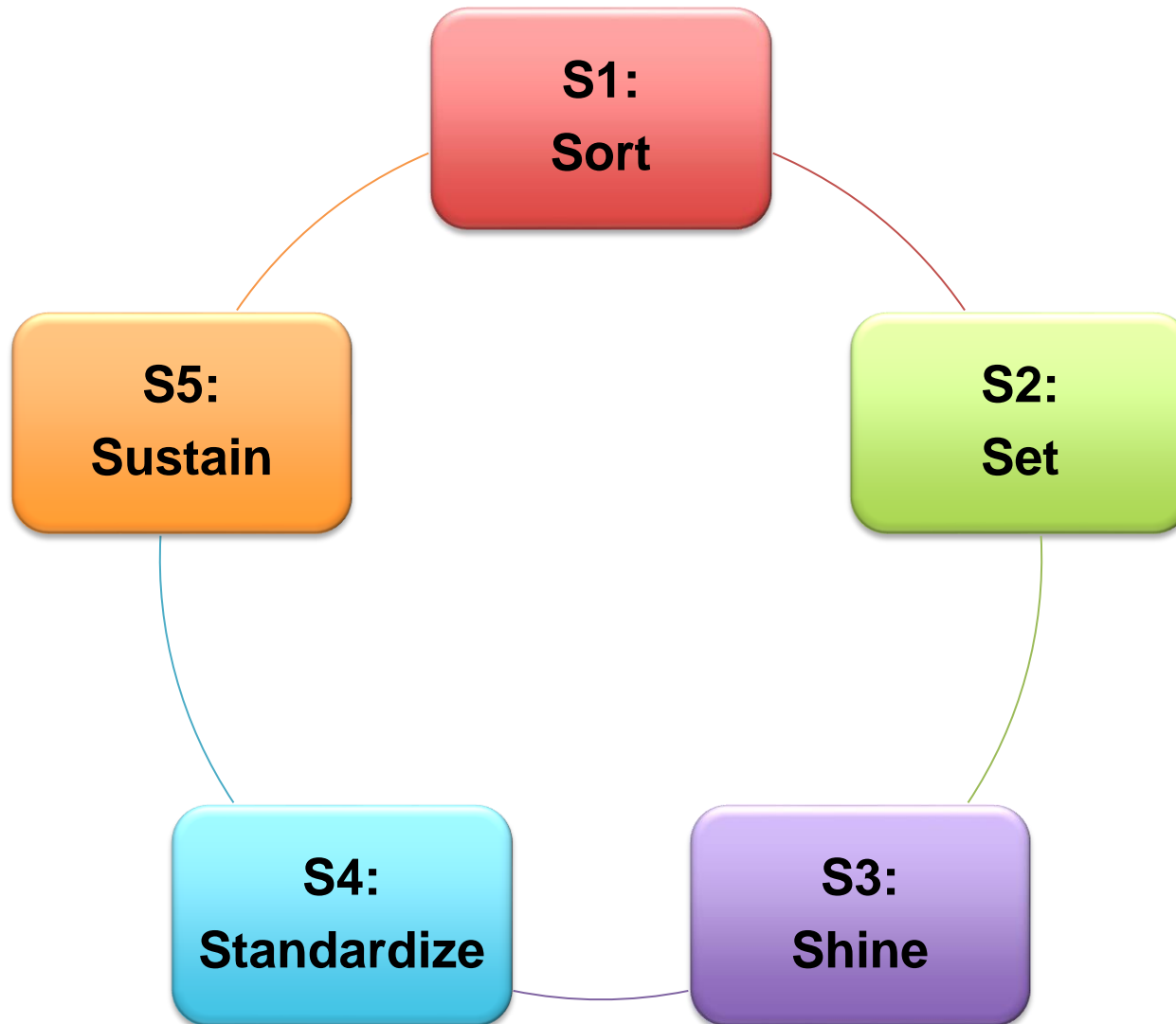


If no 5S activities....



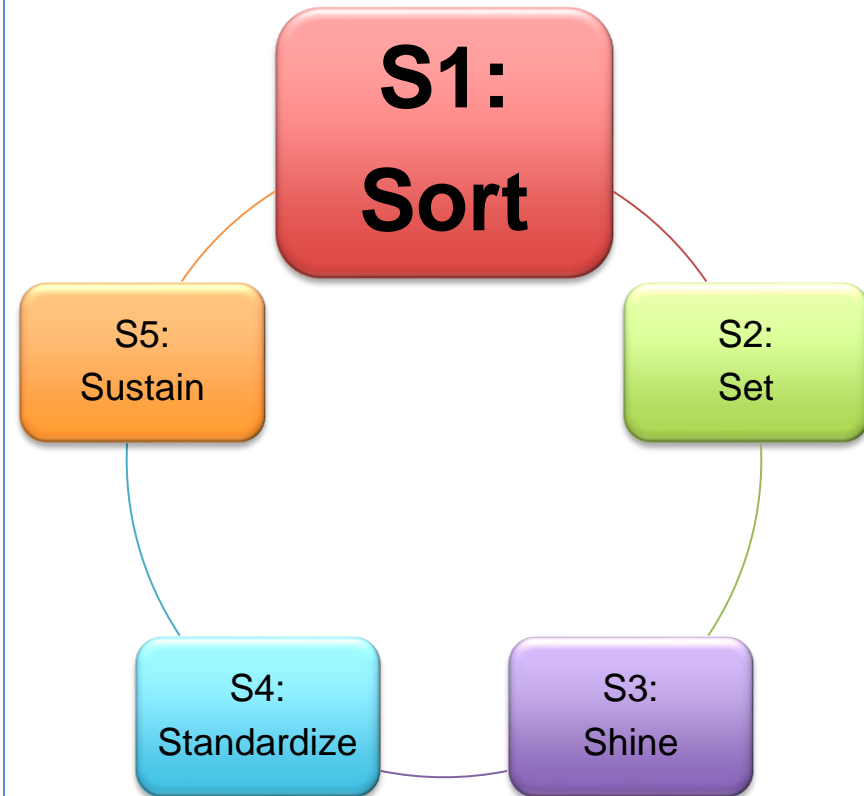
Details of 5S approach

5S: **S**ort-**S**et-**S**hine-**S**tandardize-**S**ustain



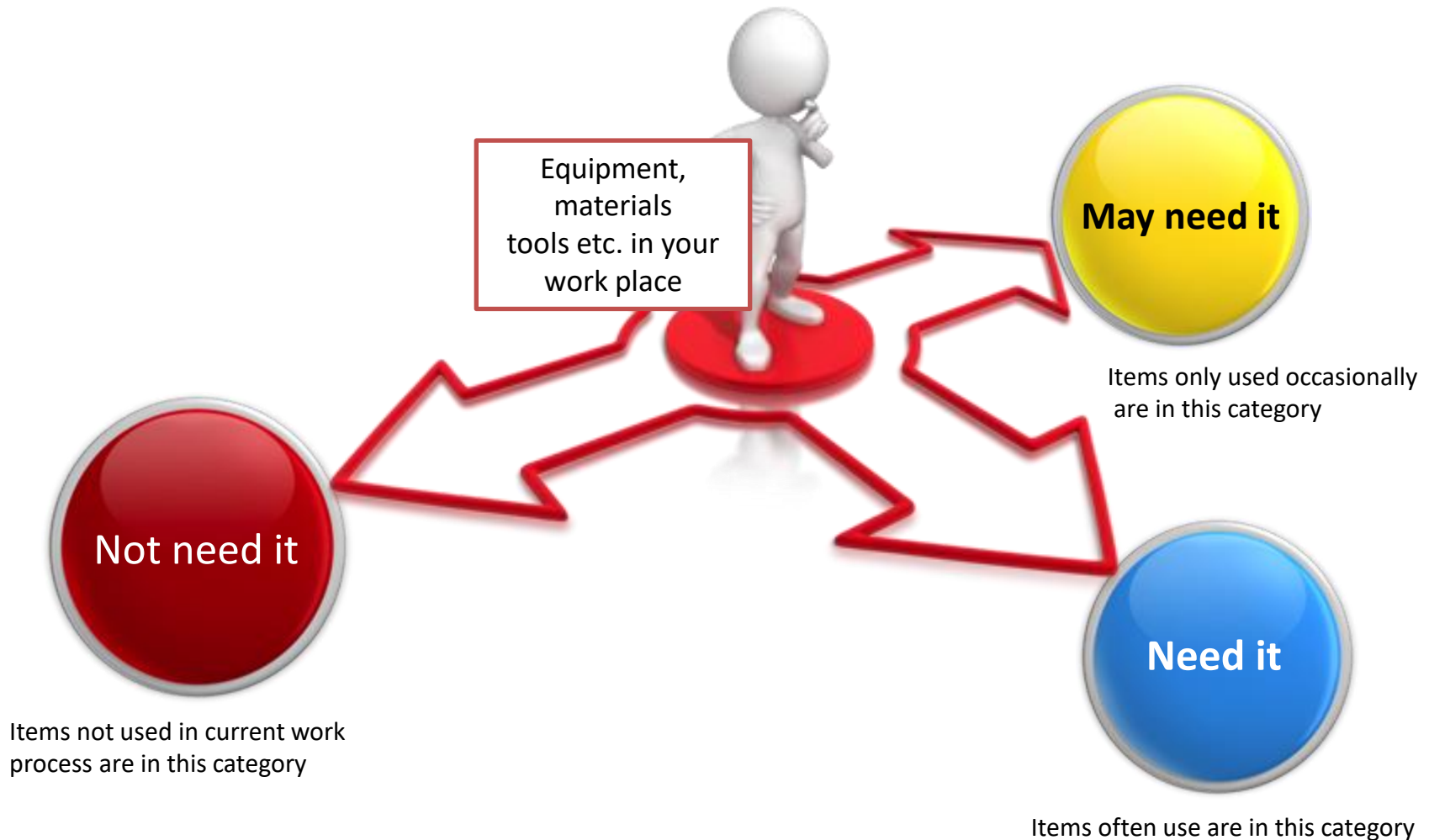
S1: Sort

- Focuses on eliminating unnecessary items from the workplace
- Categorize equipment, furniture, tool in your working place into the following 3 categories
 1. Necessary
 2. Unnecessary
 3. May not necessary
- This step will also help with the “just in case” attitude



S1: Sorting activities

Equipment, material, tools files, furniture etc. can be categorized based on the frequency of use!



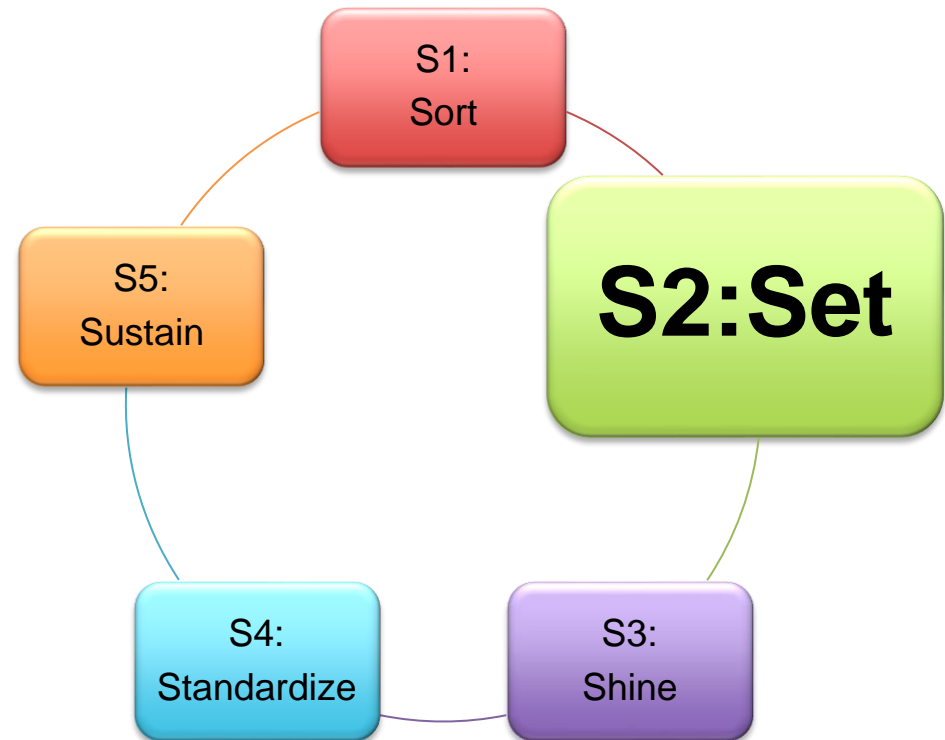
Examples of “Sorting”

- Place “Red tag” for categorization of items to identify unnecessary items
- Move unnecessary items(broken tools, obsolete jigs and fixtures, scrap and excess raw material etc.) to central stored area
- Free up valuable floor space (Space utilization)
- Finding abnormality of equipment and tools (Out of order, missing parts etc.)



S2: Set

- “Set” is based on finding efficient and effective storage of necessary items
- Apply “Can see, Can take out, and Can return” philosophy
- This will save time and energy to look for something



S2: Setting activities

Think not only “beatification.”
Need to consider workflow and
arrange items



Have consensus among
co-workers on where and
how to organize necessary
items



Use 5S tools for proper
Organization of items
such as

- Labeling
- Color coding
- Numbering
- Zoning etc.



Arrange them properly based on
“Can see, Can take-out, Can
return” Philosophy

Example of “Setting” activities

- Labeling , numbering, zoning for clear **identification** of storage areas to keep **necessary items**
- Set necessary items matching with workflow to **minimize unnecessary movement and transportation time**

**BASELINE
PHOTOGRAPHS
AUGUST
2018**

ADMINISTRATION

PROCESS

**SEPTEMBER
2018**



**Before
5S**



**MID.
YEAR**

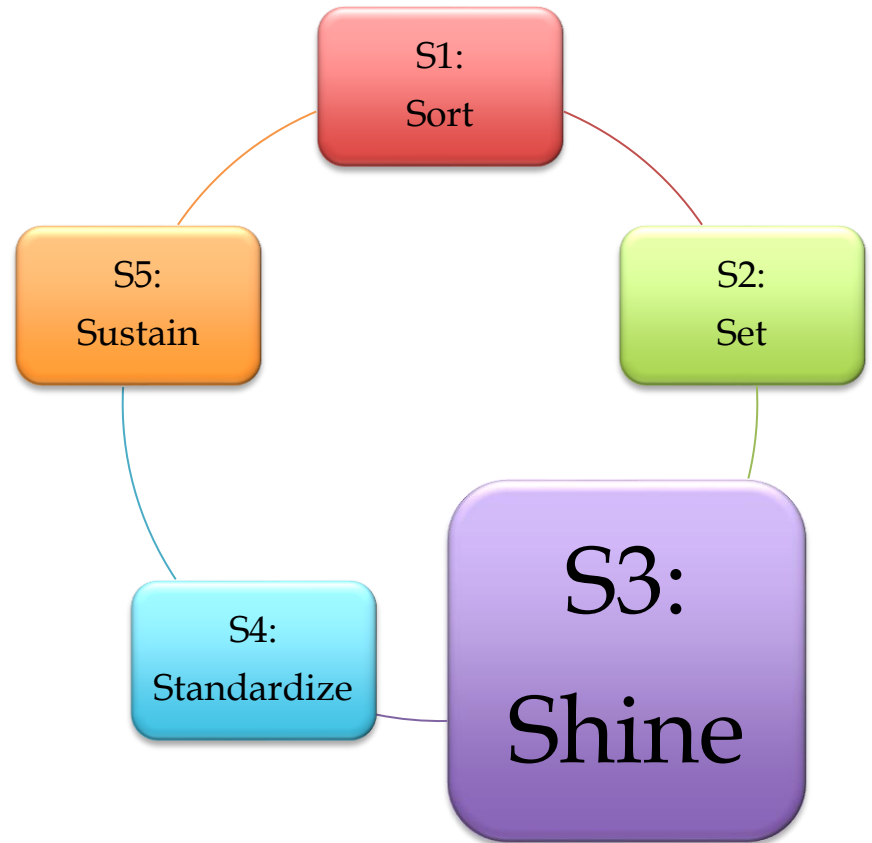


**After
5S**



S3: Shine

- Cleaning up one's workplace daily so that there is no dust on floors, machines or equipment.
- It will create ownership and build pride in the workers



S3: Shining activities

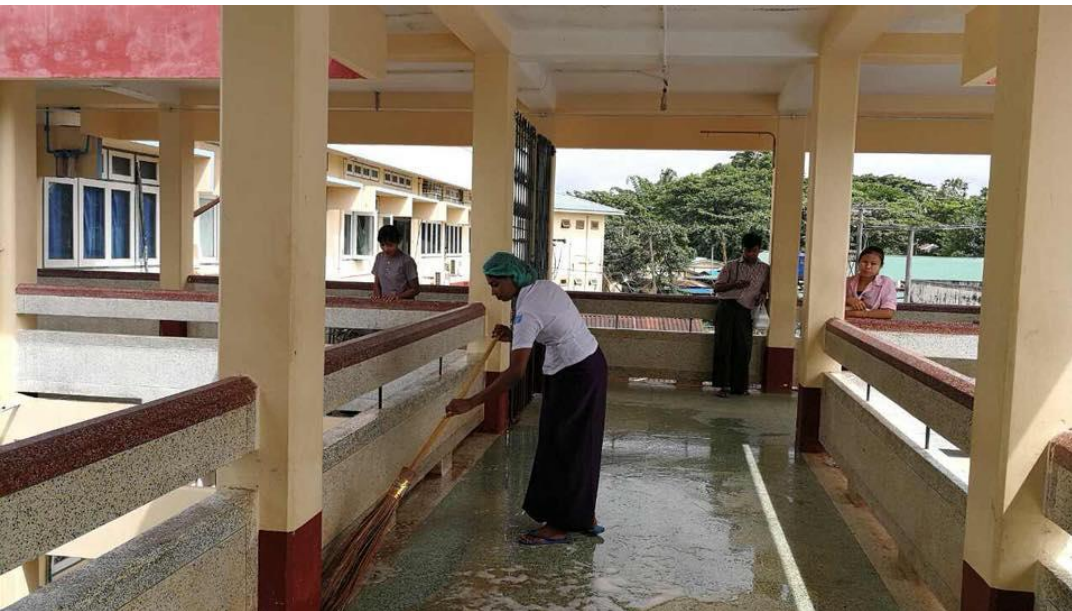


- Clean floor, windows and walls.
- Clean and Maintain office automation machines, medical equipment and tools, office furniture
- Develop and follow regular cleaning and Maintenance schedule



Example of “Shining” activities

- Daily sweeping and mopping of floor, bathroom, corridor etc.
- Regular cleaning and maintenance of equipment and tools
- Periodical check for changes in equipment and the service area such as: leaks, vibration, misalignment, breakage etc.
- IPC activities such as hand hygiene, waste segregation are also part of shine

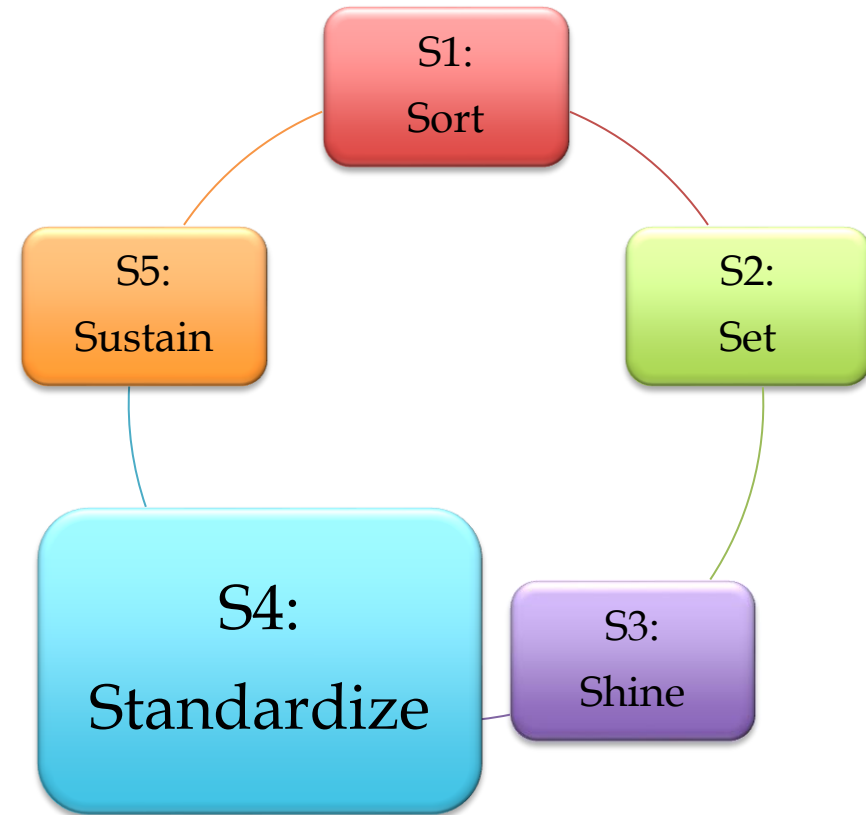


Video clip

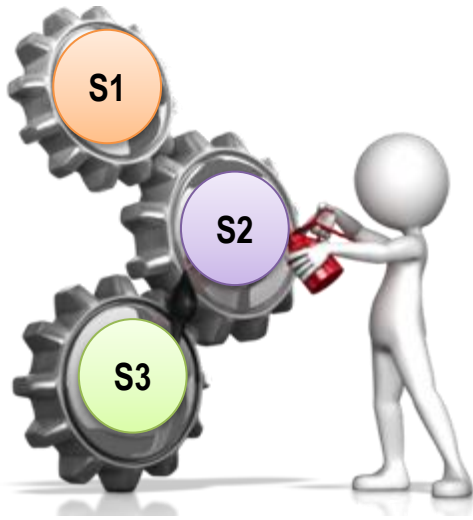
- 01:00 ~ 01:33
- Manufacturing company - 30 mins. Voluntary cleaning
(including Senior Management personnel)

S4: Standardize

- Maintain an environment where S1 to S3 are implemented in the same manner throughout the organization
- Give opportunities to employees to take active part in the development of these standards.



S4: Standardizing activities



Develop mechanism to standardize
S1-S3 implementation for continuation

Standardization will leads equalization of activities
= “Production leveling and smoothing”

Standardization is useful for;

- Easy implementation of S1 to S3 activities
- Equalization process output
- Everyone’s participation

Example of “Standardize” activities

- Work instructions, Standard Operating Procedures (SOPs)
- Checklist development and regular usage for SOPs
- Mechanism and format development for ordering supplies, reporting etc
- Color coding for waste segregation
- Standardized common symbols



Video clip: The Next Guy

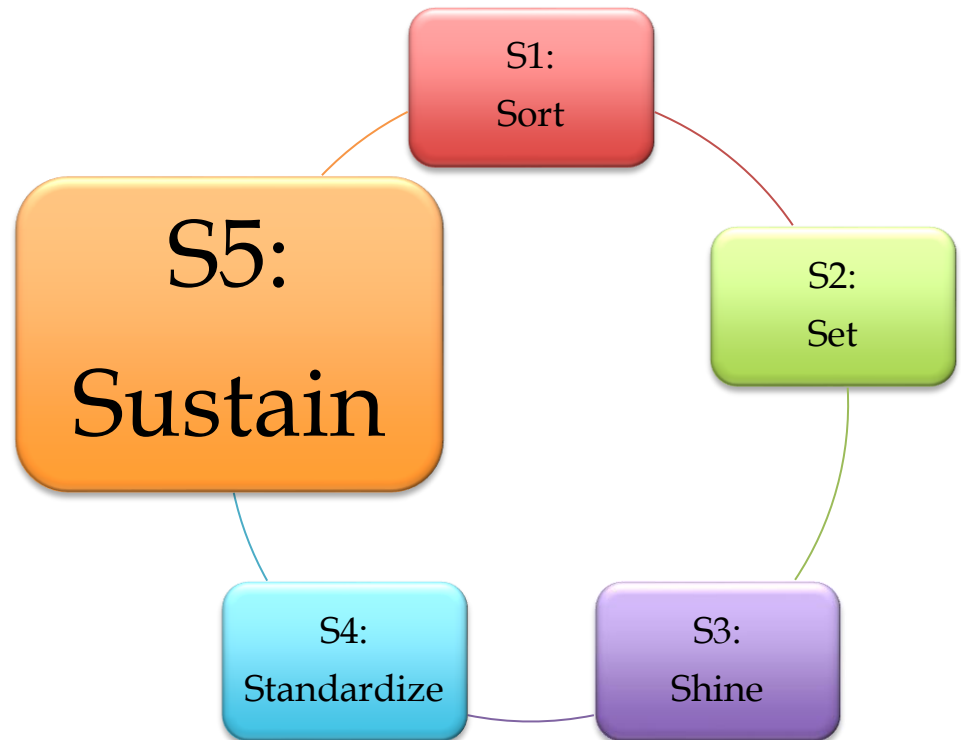
- 08:00 ~ 09:40
- Magnets on Kitchen Table

What to standardize @ Bago Hospital?

- ရုံးတက်ဆင်းပြန် မမေ့ရန် မီးနှင့် ပန်ကာပိတ်
- ရပ်ကွက်သန့်ရှင်းရေး စနေနေ့တိုင်း လုပ်အားပေး
- Let's discuss..... (Group work 2)

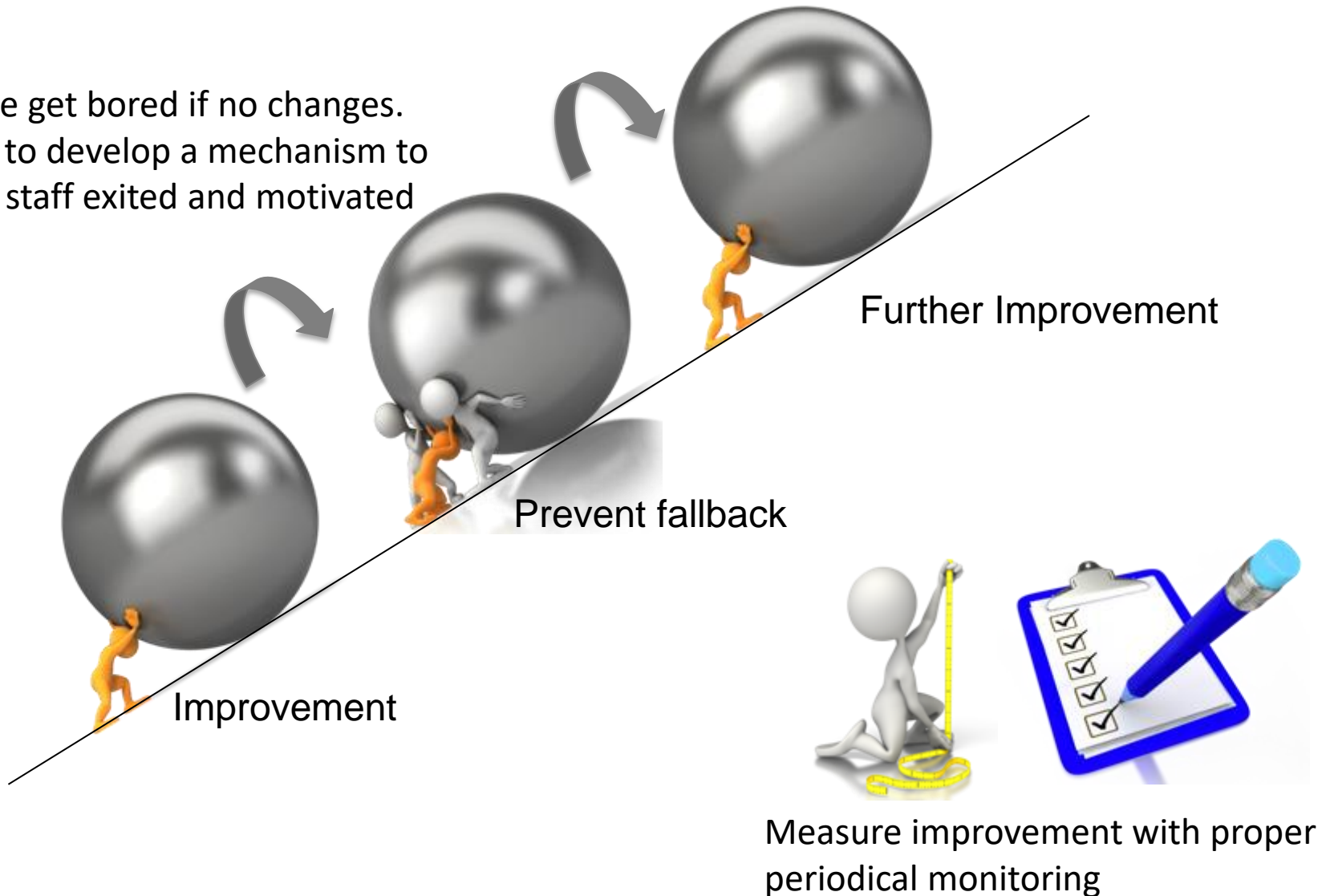
S5 : Sustain

- Maintain S1-S4 through discipline, commitment and empowerment
- It focuses on defining a new mindset and a standard in workplace



S5: Sustainability activities

People get bored if no changes.
Need to develop a mechanism to
make staff excited and motivated

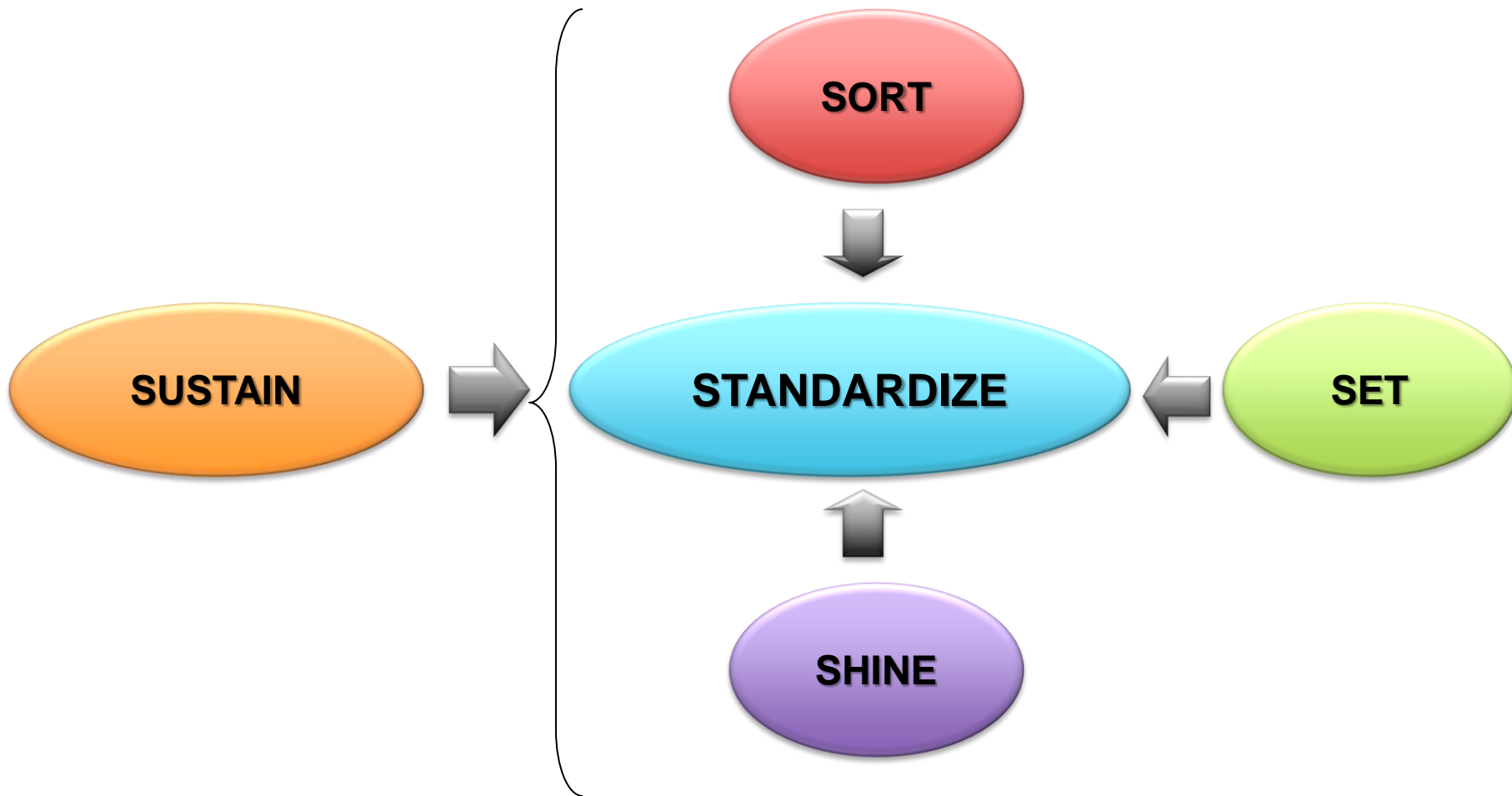


Example of “Sustain” activities

- Regular progress reporting
- Refresher training
- Periodical evaluation of 5S activities with proper advices for continuation and further improvements
- Appreciation, recognition and awarding on good 5S activities
- Reminder using 5S corner, new letters, good practice sheet etc.



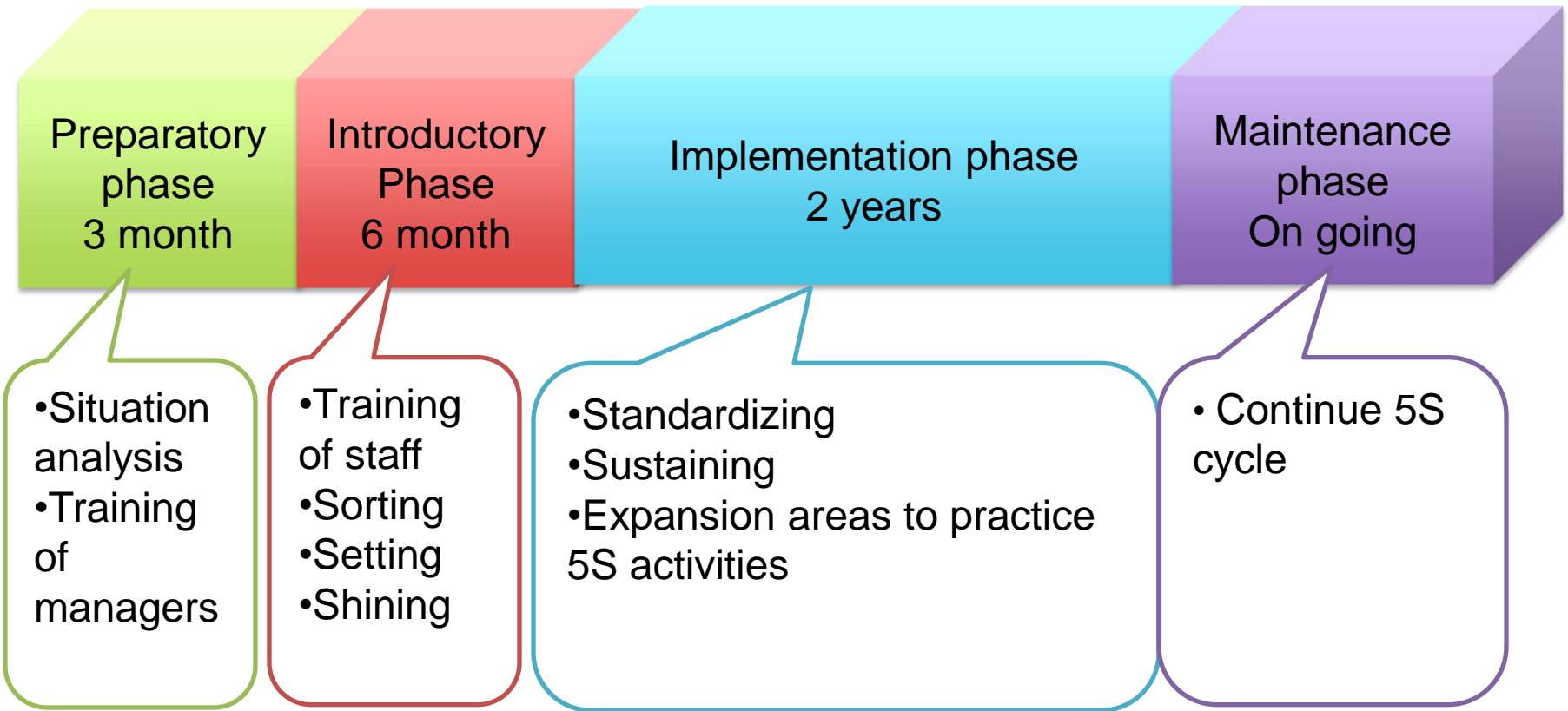
5S Conceptual Framework



5S is becoming popular for seven solid reasons

1. **Visible results** enhance the generation of more and new ideas
2. The workplace gets **cleaned up** and better organized
3. Hospital and office operations become **easier and safer**
4. Results are visible to everyone - **insiders and outsiders**
5. People are **naturally disciplined**
6. **People take pride** in their clean and organized workplace
7. As a result the company's **good image** generates more better

5S-KAIZEN-TQM Phases



Target of 5S

Targets of Five-S include:

- ✓ **Zero** changeovers leading to product/ service diversification
- ✓ **Zero** defects leading to higher quality
- ✓ **Zero** waste leading to lower cost
- ✓ **Zero** delays leading to on time delivery
- ✓ **Zero** injuries promoting safety
- ✓ **Zero** breakdowns bringing better maintenance

Example of 5S activities

Before 5S (2009)

Disorganized items in the store. Took long time to searching items needed



After 5S (2010)

Use labeling and organize items lead to minimize time for searching items, easy to control stocks



Example of 5S activities

Before 5S

Disorganized cabinet in a ward at
Usangi DH



After 5S





Using color coding for Visual control of ampoules in a ward at MNH

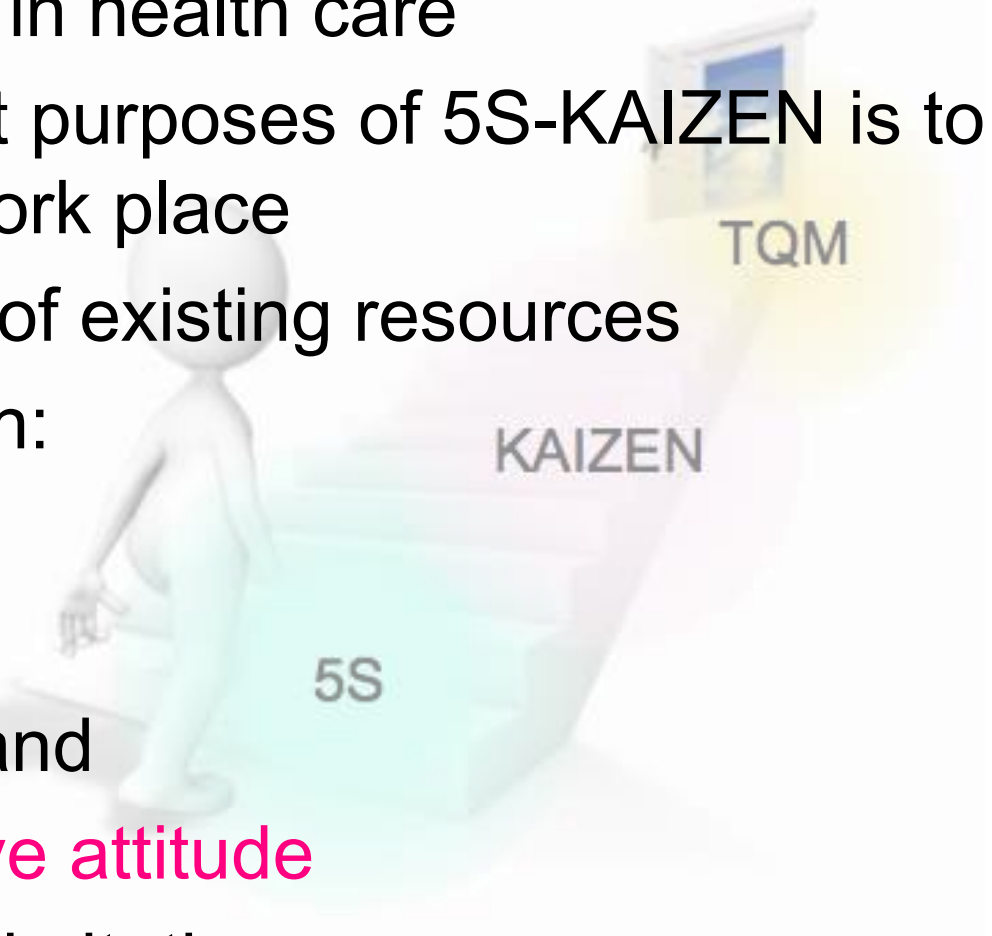
Green means
“*enough stock*”

Yellow means giving warning on
“*stock is getting less*”

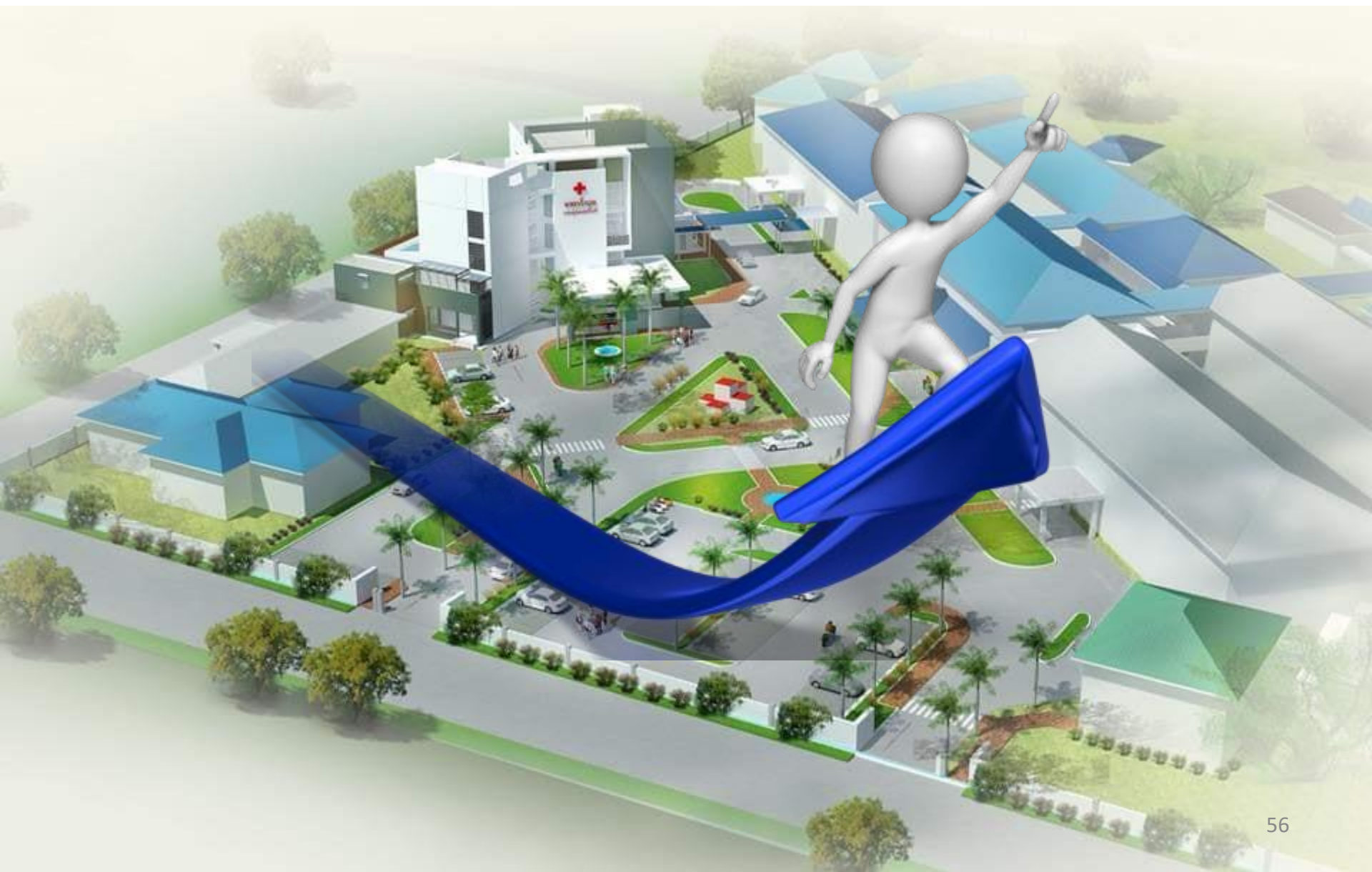
Red means giving warning on
“*close to stock out and refill*”

Conclusion

- **5S-KAIZEN-TQM** Approach is one of the tools for quality improvement in health care
- The one of important purposes of 5S-KAIZEN is to eliminate waste in work place
- Maximum utilization of existing resources
- Anyone can do it with:
 - **Little** knowledge
 - **Little** dedication
 - **Little** hard work and
 - A very **big positive attitude**
- Our wisdom has no limitation



KAIZEN Mind will help you to solve problems



Thank you for listening !

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Health Workforce Ratio (2016)

