

Welcome to the

5S and Kanban Training

Five Hills Health Region

Presenter: Ed Seman



Pursuing Excellence

5S Techniques



Pursuing Excellence

PURPOSE

- A **clean well-organized, visual workplace** is fundamental to standardization.
- Establishing **a normal condition** makes the abnormal conspicuous.
- Standardized work depends upon each tool always being in the same place ... **a place for everything and everything in its place.**



BY-PRODUCTS OF AN UNORGANIZED WORKPLACE

- **SAFETY Risks** due to physical obstacles and hidden hazards
- **Lost Time** searching for materials and tools
- **Defects** and equipment **Breakdowns** resulting from a dirty environment
- **Poor Response** to internal/external customers
- **Difficulty in Distinguishing** between what is **good/bad**, needed/unneeded, normal/abnormal



What is 5S?

- At its most basic, 5S is a fundamental clean-up of the work environment.



- 5S makes a place for everything and puts everything in its place.



- Clean-up leads to improved efficiencies, improved quality, and reduced costs.



- Makes waste appear immediately so that it can be acted upon.



The 5”S”s

The original “S”s are actually Japanese words which translate loosely into English as:

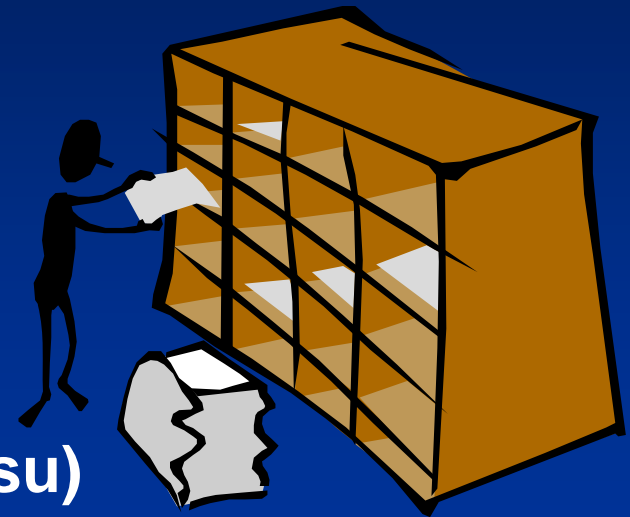
Sorting (Seiri)

Set in order (Seiton)

Shining (Seiso)

Standardizing (Seiketsu)

Sustaining (Shitsuke)



All 5 are important to lasting change and success. **None on their own** can have **lasting results**.

Sorting

Sorting Set in Order Shining Standardizing Sustaining

Get rid of what is not needed



•Clear work area and remove all unnecessary items such as:

✓Racks

✓Instruments

✓Containers

✓Equipment, excess supplies

✓Manuals

✓Documentation

•Be thinking “What can we get rid of.” Consider the following:

•Can you find any unnecessary things cluttering up your work area?

•Are there unnecessary equipment and supplies just left as they are?

•Are there instruments or supplies left on the floor/table/counter?

•Are all unnecessary items sorted out, classified, and stored?

•Are all instruments, equipment, and office equipment properly stored?

•Is there unnecessary paperwork lying around?

•Are there duplicates of anything lying around?



So how do you accomplish the task of Sorting?

Sorting

Sorting Set in Order Shining Standardizing Sustaining

The **Red Tag Strategy** is an effective way to accomplish the task of sorting.

- Form a team with a significant representation from all affected groups.
- Conduct meeting to lay ground rules and define areas being studied (scope).
- Team members put red tags on everything within the scope.
- Allow affected groups to go about normal work - removing tags from equipment as it is utilized.
- After predetermined time period, round up all items with tags remaining.
- Conduct a second meeting and verify all tagged items are no longer used.
- Auction off, give away, or trash unused items.



Alternatives include:

- Tag only items to be eliminated then review with group.
- Utilize Red Tag Areas and regularly or periodically put things in them.

5S - Sort

- Remove all items not needed from the work area
- Creates a work environment that
 - Has space
 - Uses less energy
 - Saves time



Set in Order

Sorting **Set in Order** Shining Standardizing Sustaining

Organize what's left. Arrange and Identify for ease of use.

- **A place for everything and everything in its place.**
 - Lines on the floor
 - Signs hung from the ceiling
 - Equipment boards
 - Areas for paperwork
 - Color coded equipment, supplies or forms and workspaces
- **Fix / Repair storage methods and places.**
- **Consider the following:**
 - Are positions of main corridors, aisles, and storage places clearly marked?
 - Are equipment/office machines divided into specialized use and “regular” items?
 - Are all supplies always stacked to the proper heights?
 - Is anything stored around fire extinguishers?
 - Does the floor have any obstacles?
 - Are office areas/workstations clearly identified?
 - Do current reports have a place that is identified?

So how do you accomplish the task of Storing?

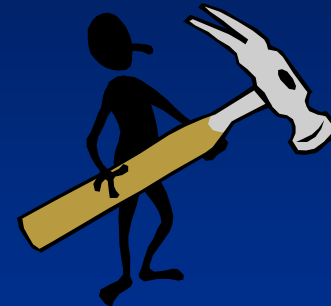
Set in Order

Sorting **Set in Order** Shining Standardizing Sustaining

Signboards, shadow boards, demarcators, and racks and bins are effective storing techniques.

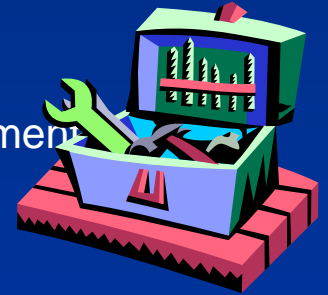
- **Signboards**

- Boards laying out what is where.
- Signs with department names or functions
- Typically placed at entrances or at common areas.



- **Shadow boards**

- Typically equipment boards.
- Shadows/outlines of tools in their positions.
- Can be color coded - position to equipment or position to group of equipment



- **Demarcators**

- White, yellow, red, orange, etc...
- Tape or paint.
- Identify pathways, inventory storage, waste locations, safety hazards, etc...
- Can be color coded by function/purpose.
- Staging areas can be numbered for further identification.

- **Racks and Bins**

- If organized, well planned, and labeled, they can be very effective.



5S - Set in Order

- Arrange items in an easy to use manner
- Anyone can find them
- Anyone can put them away
- The key is “anyone”
- Eliminates waste due to searching



Shining

Sorting | Set in Order | **Shining** | Standardizing | Sustaining

Clean up what's left and do it daily

•Paint, Refurbish, Clean, etc...

Get all remaining items and spaces into “like new” condition.
This applies to **ALL** stored items.
Much more than a simple clean up.



What does that do for me?

As some department managers will tell you...

- Points out leaks and other items to be repaired.
- Promotes careful and regular checking of equipment as it is cleaned.
- Increases familiarity with equipment.
- Improves overall morale.
- Helps create an attitude of pride.

Leaves a good impression with patients/visitors

- Don't let anybody tell you there's no value in that.



Perhaps most importantly, it makes the savings come about...

- Without daily cleaning, the organization created to make waste stand out will be lost!

5S - Shine

- Emphasizes mess removal
- Everything is neat and orderly
- Easy to say hard to do under stress situations



Standardizing

Sorting | Set in Order | Shining | **Standardizing** | Sustaining

Standardize the new expectation for equipment and techniques.

This will be the new standard for how we run our department/business.

Equipment:

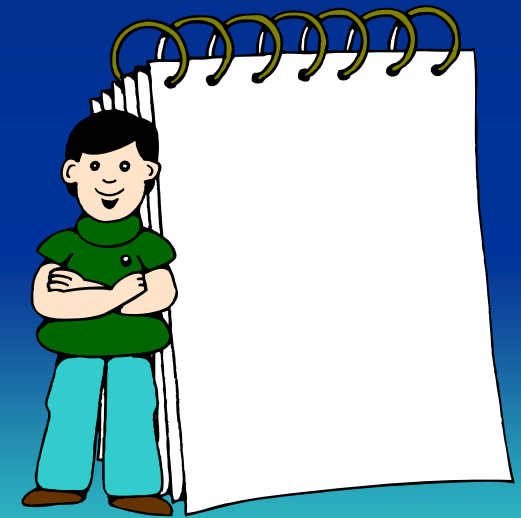
- Make standard tools for each department / function / machine.
- Make standard storing techniques throughout department / plant.

Doing so will result in decreased overhead (inventory) and eliminate confusion when switching between lines or departments.

Techniques:

- Make Sort, Storing, and Shining a daily habit
- Set the rules to make 5S part of everyone's job
- Assign responsibilities for Sorting, Storing, and Shining
- Integrate Sort, Storing, and Shining into regular work activities

Doing so will eliminate potential friction between co-workers and ensure the complete 5S system works.



5S - Standardize

- Create consistency in task completion
- Common Knowledge
- Consistent expectations
- Easy to follow
- Train, Train, Train



Sustaining

Sorting | Set in Order | Shining | Standardizing | **Sustaining**

Make sure the system keeps on working.

There are several things which can be done to make sure the 5S system continues to work well after its inception:

- Continue to develop the system
- 5 minute 5S
- Involve people in the development of the system. (Get everyone's input and buy-in)
- Build the system right the first time to eliminate the possibility of discouragement or discontinued use.
- Include Sustaining in the initial design of the system.
- As leaders, be sure to follow the rules set by the team.
- Develop the good habit of Sorting, Storing, Shining, Standardizing, and Sustaining everyday. Then it will become second nature.

5S - Sustain

- Habit of properly maintaining procedures
- Reward for maintaining is greater than departing
- Measurable
- The first four pillars rely on sustain



5S - Exposes the “Hidden Workplace”

- **(SORT)** Organize - Get rid of what is not needed
- **(Set in Order or Straighten)** Order - Arrange & identify for ease of use
- **(SHINE)** Cleanliness on a daily basis
- **(STANDARDIZE)** Eliminate cause & standardize methods
- **(SUSTAIN)** Discipline to plans & schedules

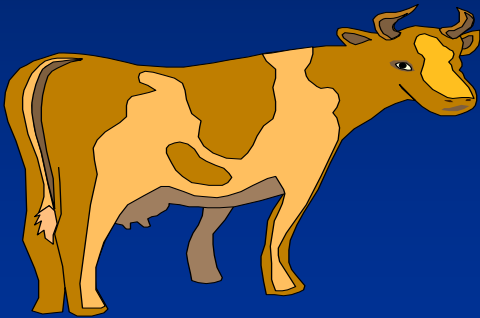
KANBAN



Pursuing Excellence

KANBAN Definition

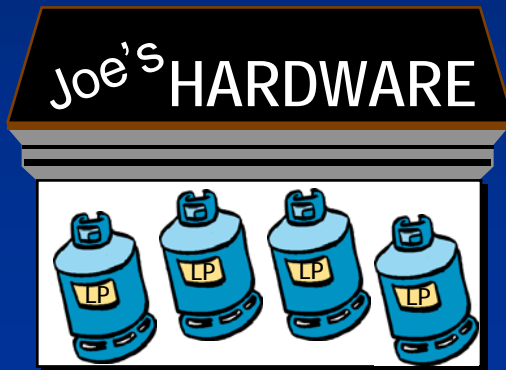
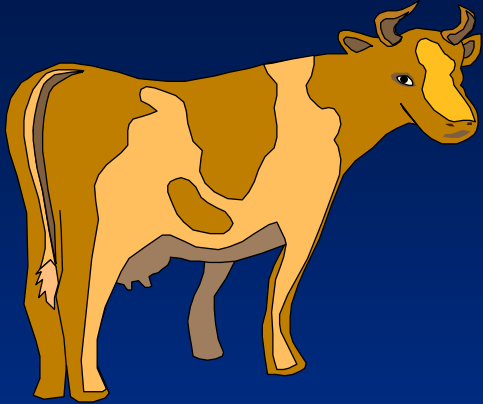
A production control **system** that uses cards or visual signals to trigger or control the flow of materials or parts during a process.



By Definition:

- Visual authorization to replenish
- Used to manage service flow through a process or system
- Only produce what's needed (consumed)
- Never pass on a known defect

KANBAN EXAMPLES





Questions ?