

What is 5S principle?

5S Training of Trainers for Training
Institutions

Training material No. 13

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 !



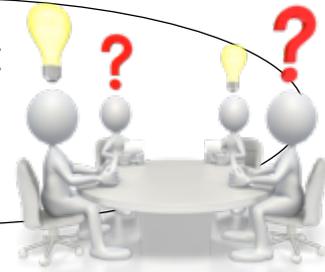
Why I am making mistakes again and again



Oh time is not enough to complete this work!



Why we cannot communicate properly?



**Are you
positive thinker or negative thinker?**



Thinking negatively in inside box and give-up?



**Work together and do something
with big positive attitude?**



**Even you are positive thinker,
you still need something to make your ideas
realistic**

You need tools !



There are useful tools



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**

What is 5S ?

- 5S activities are to create good working environment through reduction of “Muri”, “Mura”, and “Muda”
- It help to have a basis of strong management of workplace
- What is “Muri”, “Mura”, and “Muda”?
 - Muri : overburden, unreasonableness or absurdity
 - Mura : unevenness or inconsistency, primarily with physical matter and the human spiritual condition
 - Muda : activity which is wasteful or doesn't add value

5S in Japanese/English/Swahili

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

	<i>Japanese</i>	<i>English</i>	<i>Ki-Swahili</i>
S-1	Seiri	Sort	Sasambua
S-2	Seiton	Set	Seti
S-3	Seiso	Shine	Safisha
S-4	Seiketsu	Standardize	Sanifisha
S-5	Sitsuke	Sustain	Shikilia

Background on 5S activities

- The word “5S(five S)” was generalized in 1980’s in manufacturing sector in Japan, as Toyota Production System (TPS) became famous in the sector and “5S activities” were set as one of the bases of TPS
- Service industry started to used “5S” in 1990’s

Background:

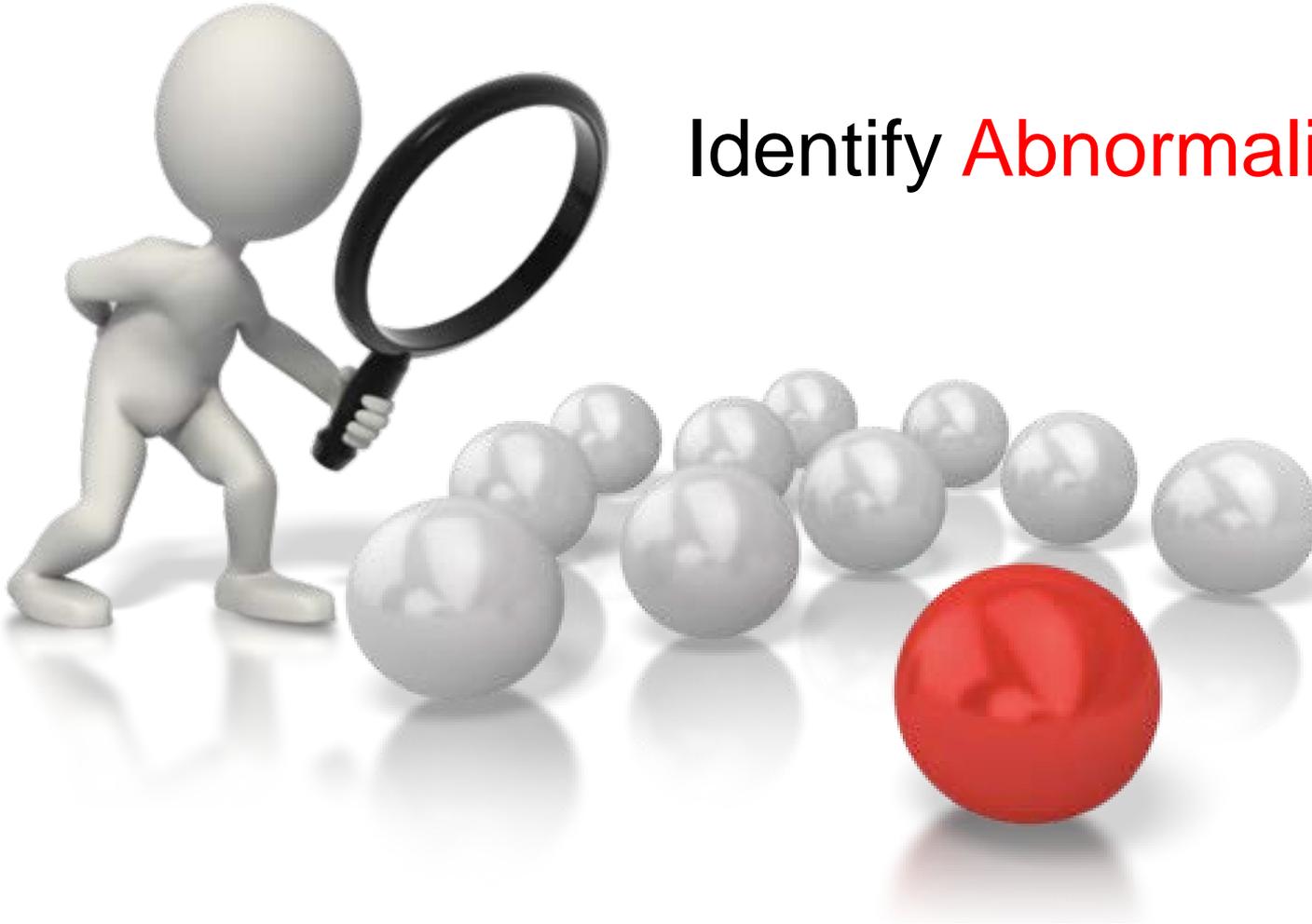
- National Demonstration Project -
- NDP was designed to test TQM approach for health care quality and safety improvement
- NDP was conducted in US (1989-1990) and Japan (2000-2004)
- Many private hospitals in Asia, Europe, and US are practicing KAIZEN-TQM approaches for health care quality, hospitals management and safety improvement

What 5S can do?

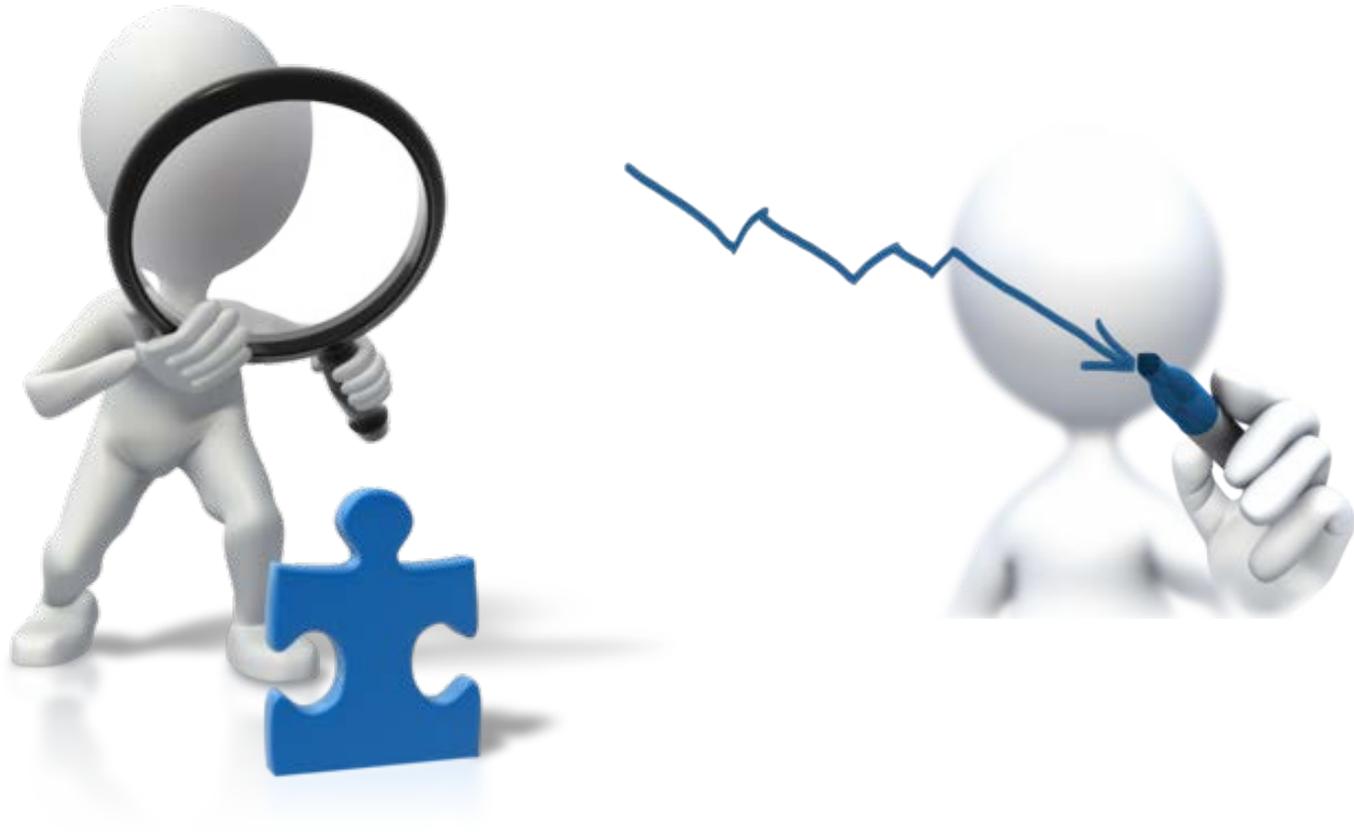
Team work improvement through everyone's participation



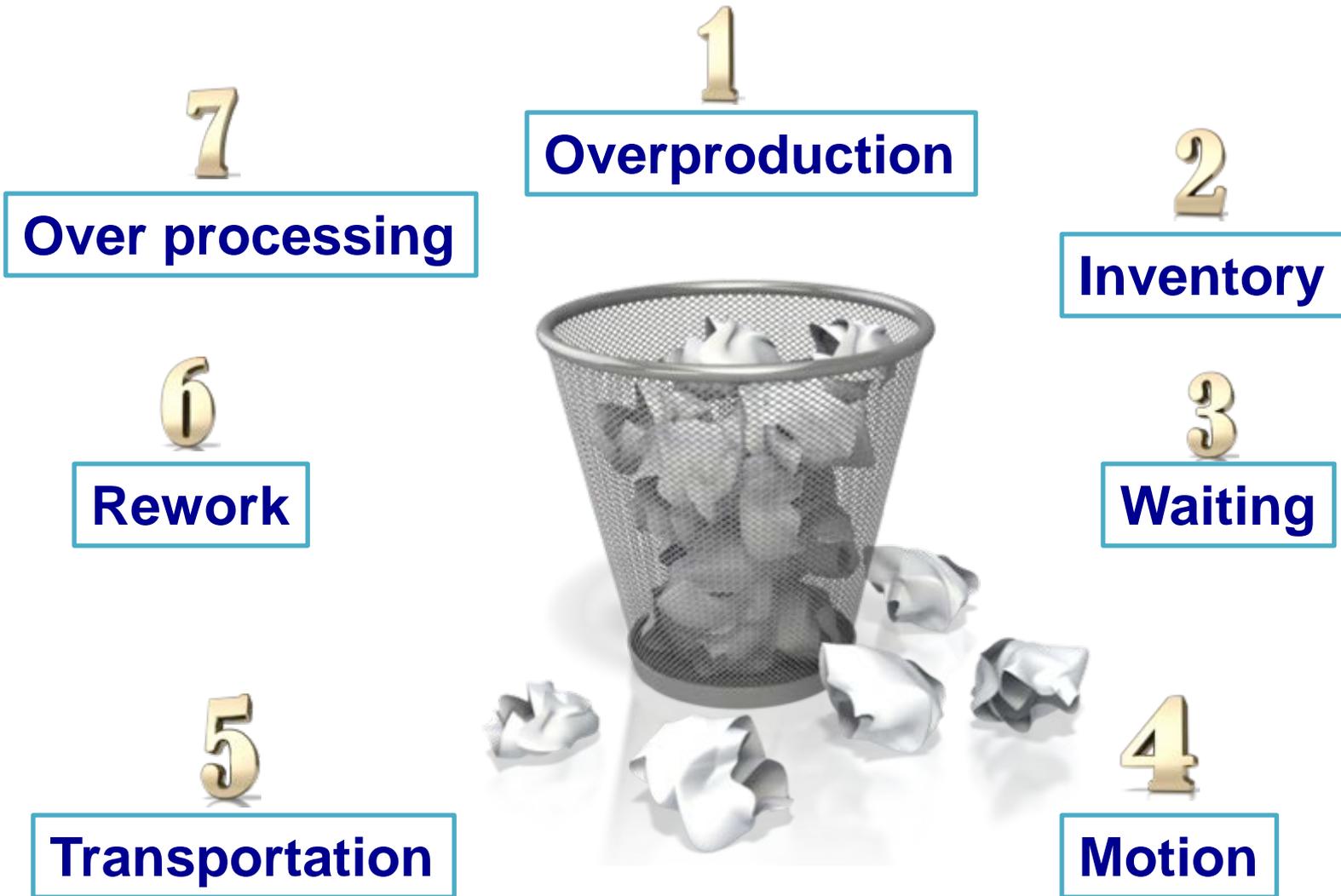
Identify **Abnormalities**



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



The 7 wastes



Mr. Taiichi Ohno, Former President of Toyota Motors

Improve **productivities**



Improve safety



If no 5S activities....



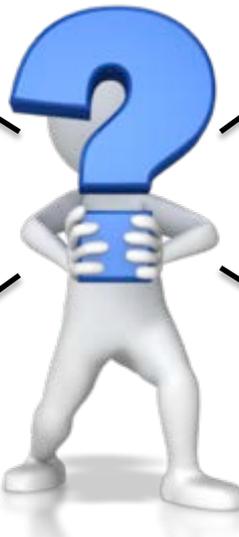
Hesitate what to do



Looking for necessary items



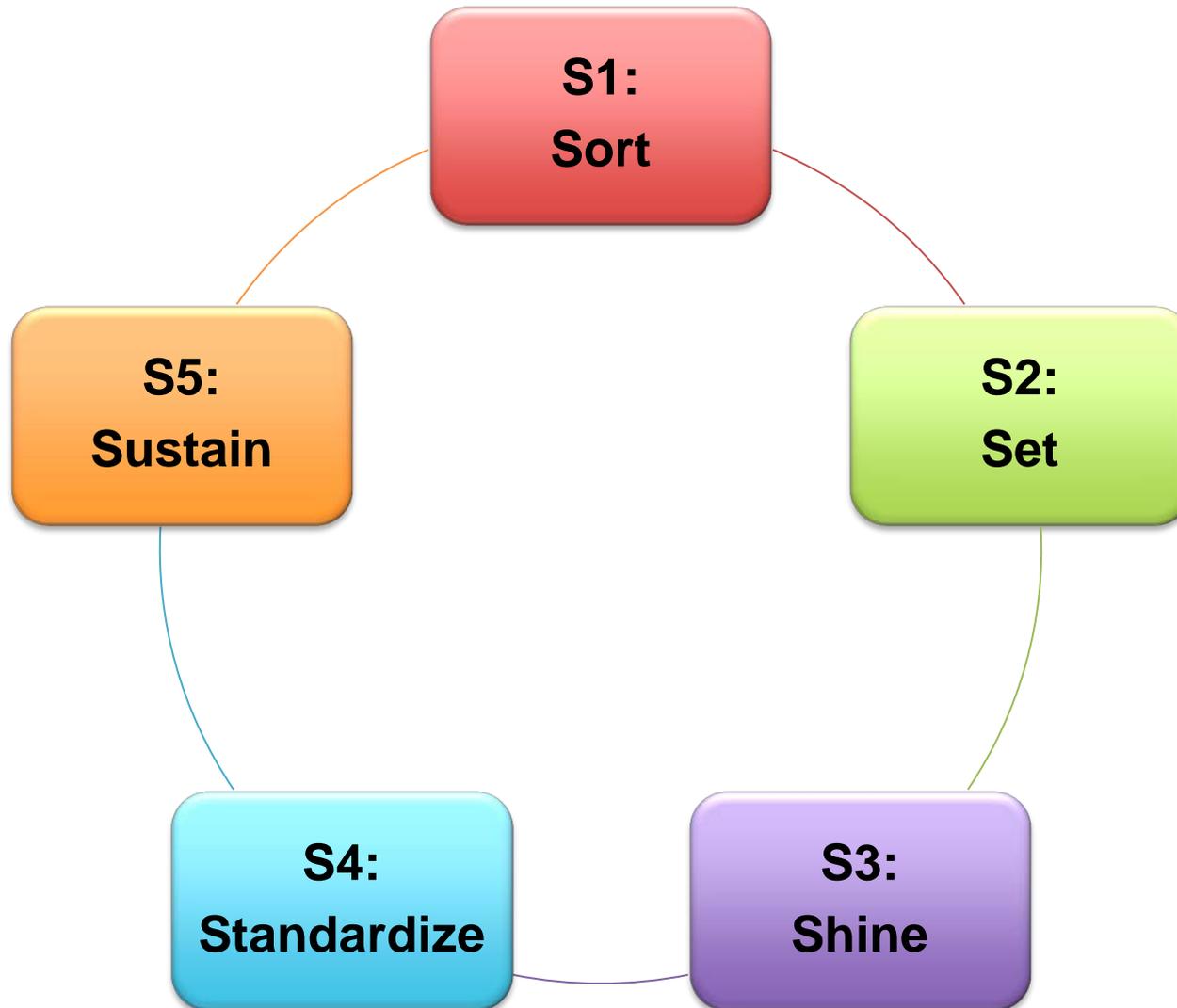
Remember what /
how to do



Making mistake

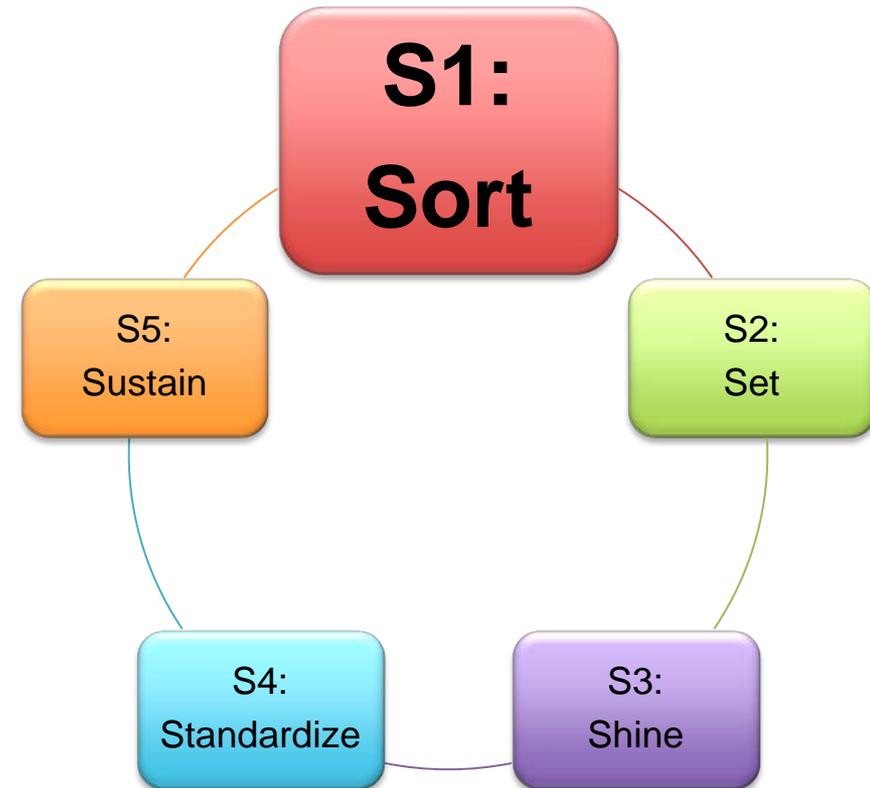
Details of 5S approach

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



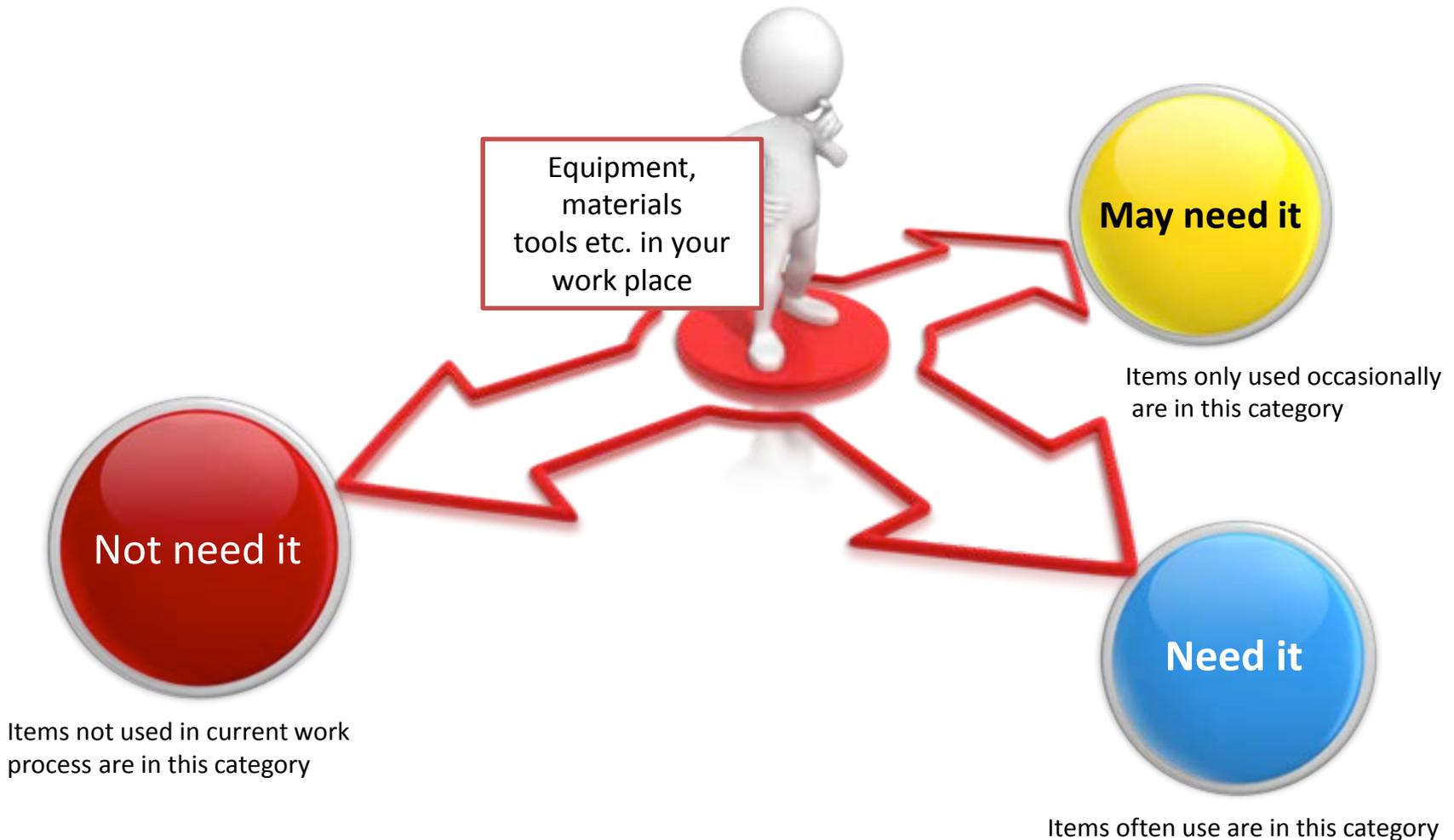
S1: Sort

- 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!



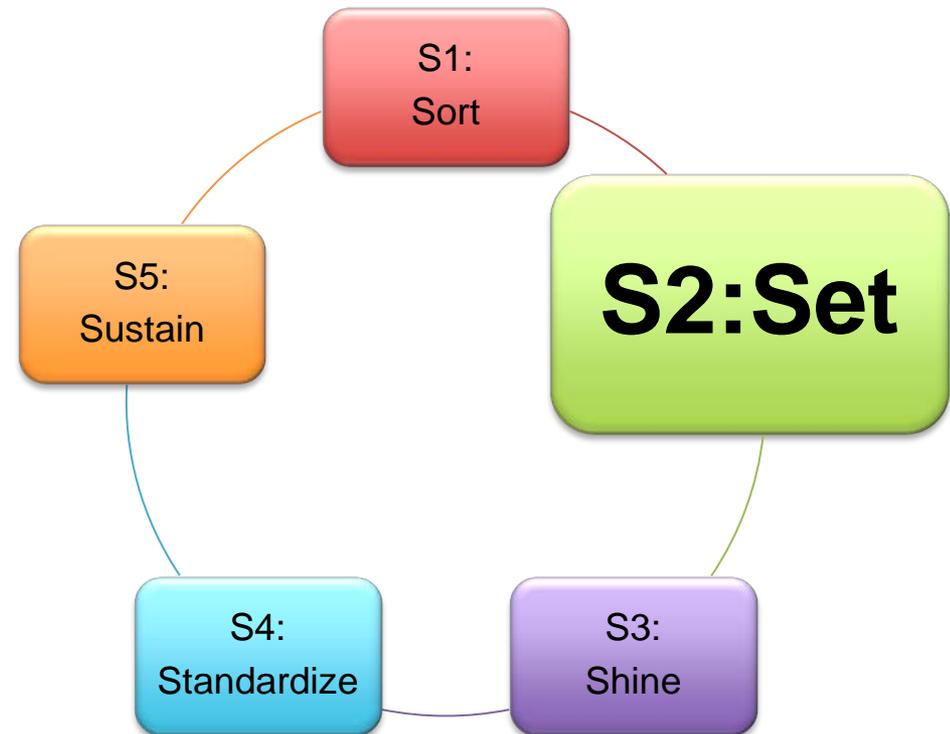
Examples of “Sorting”

- 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 2008

ADMINISTRATION

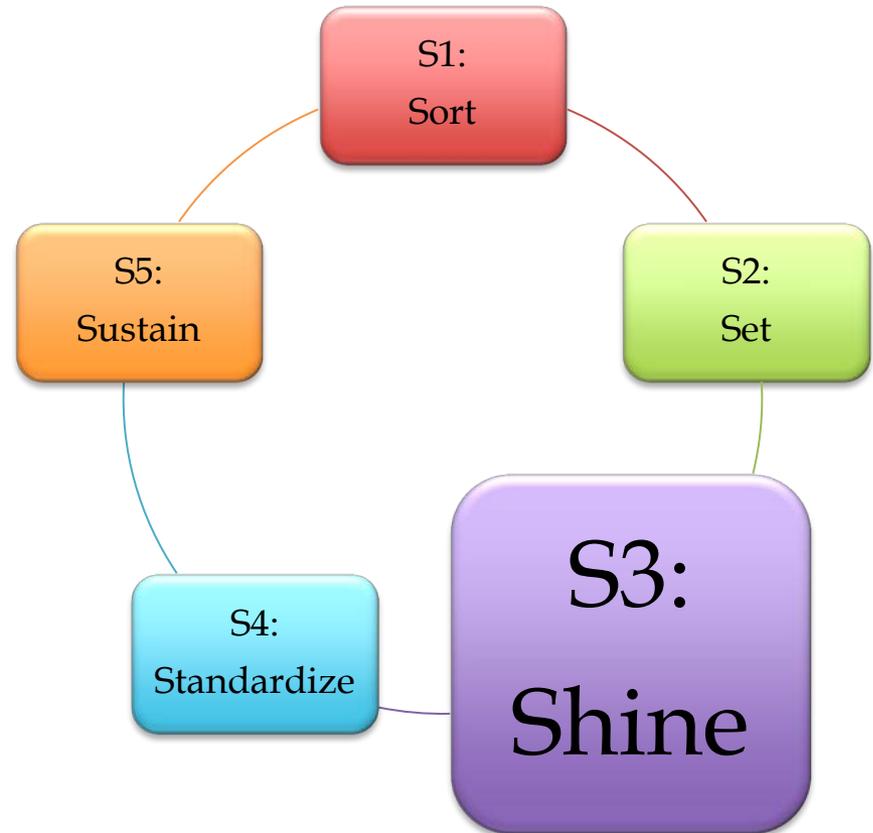
PROCESS

SEPTEMBER 2008



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



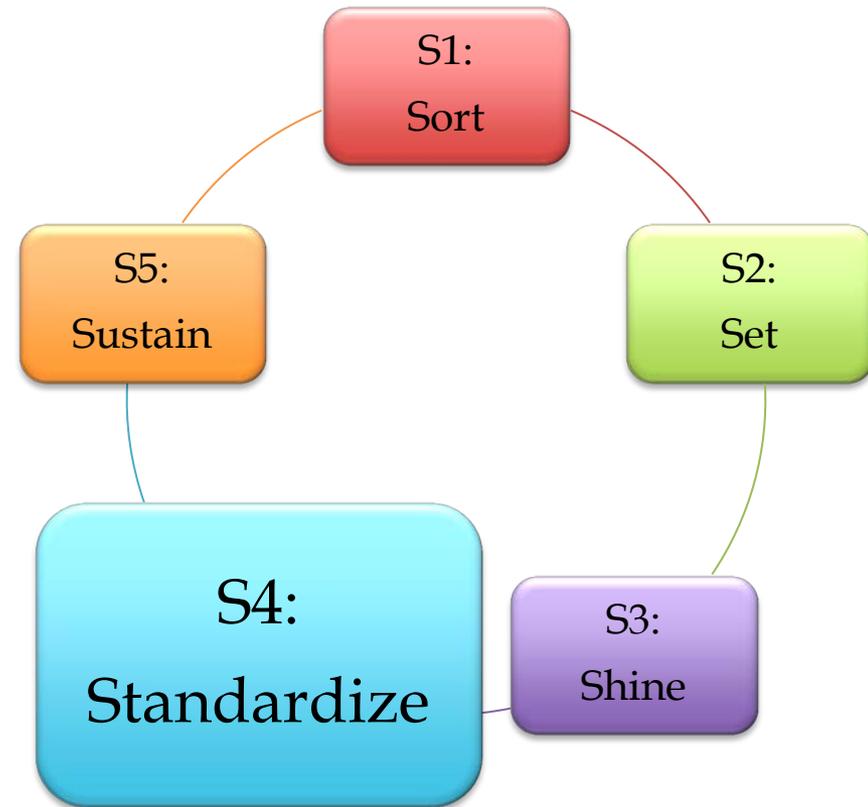
Example of “Shining” activities

- 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

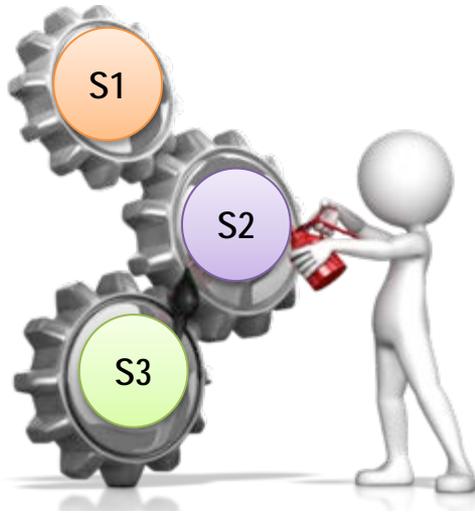


S4: Standardize

- 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

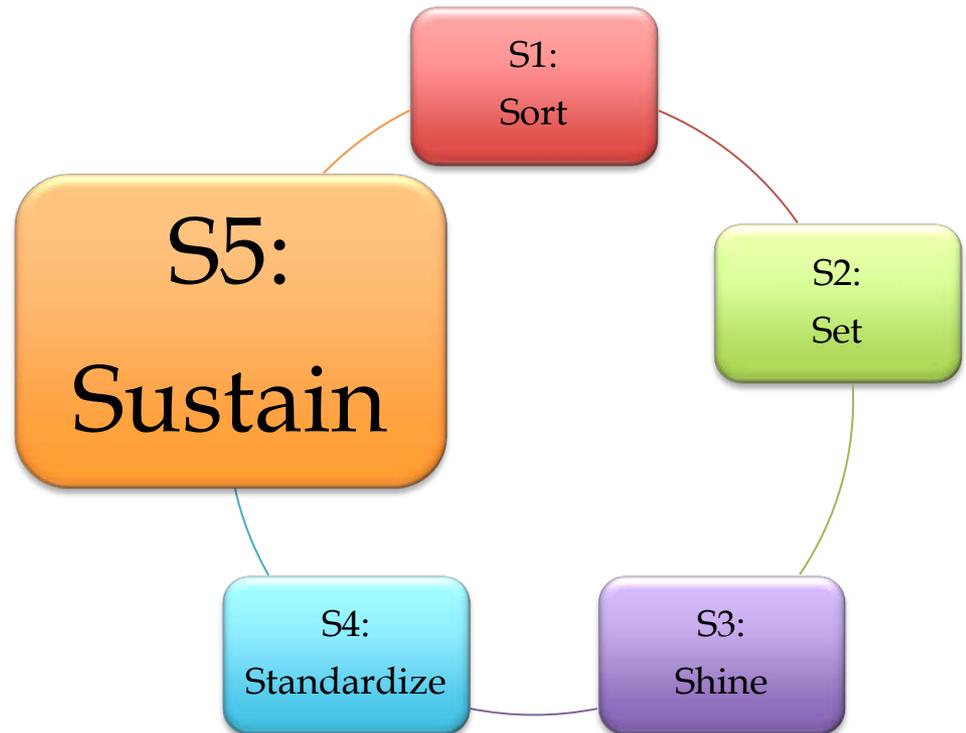
Example of “Standardize” activities

- 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



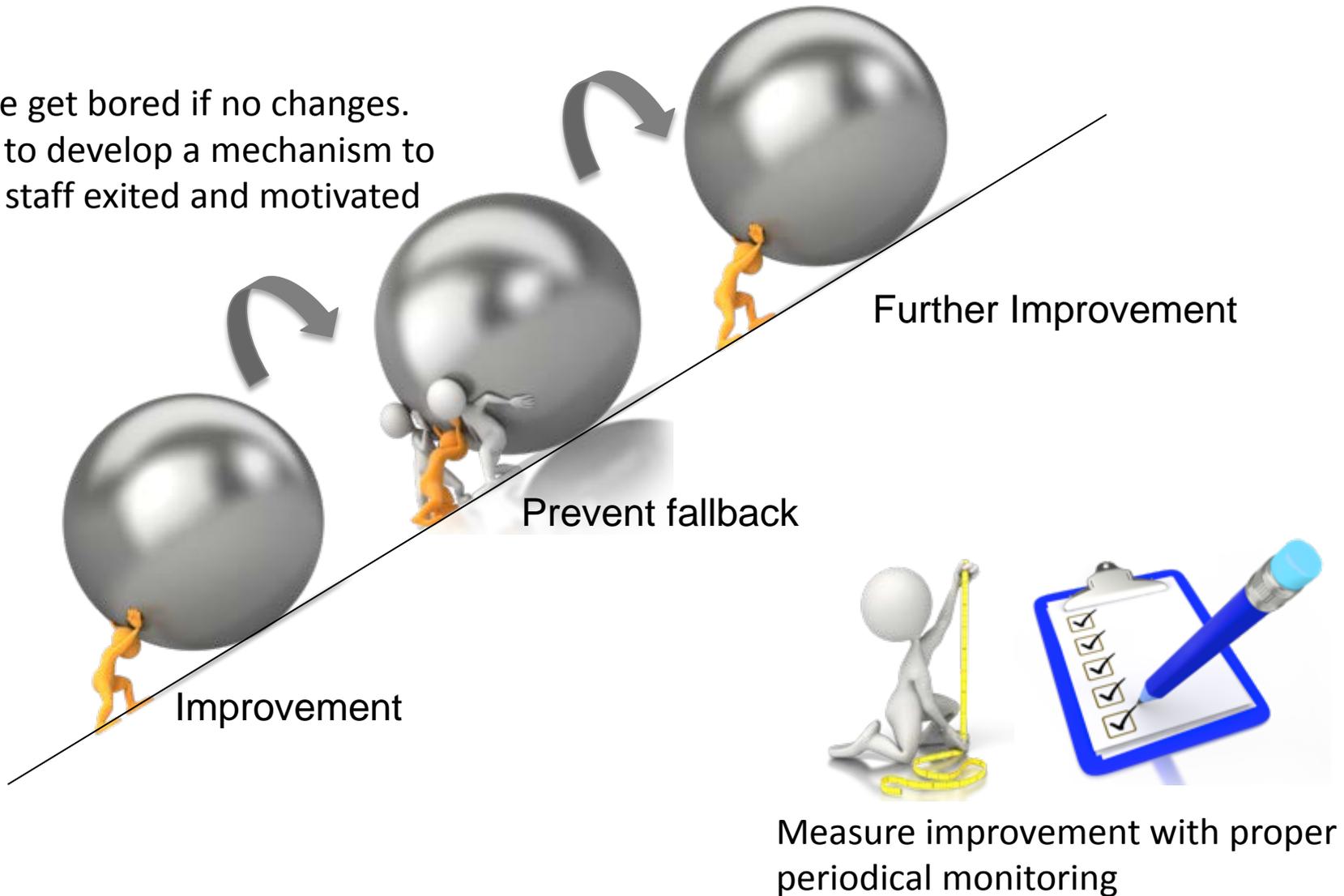
S5 : Sustain

- 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

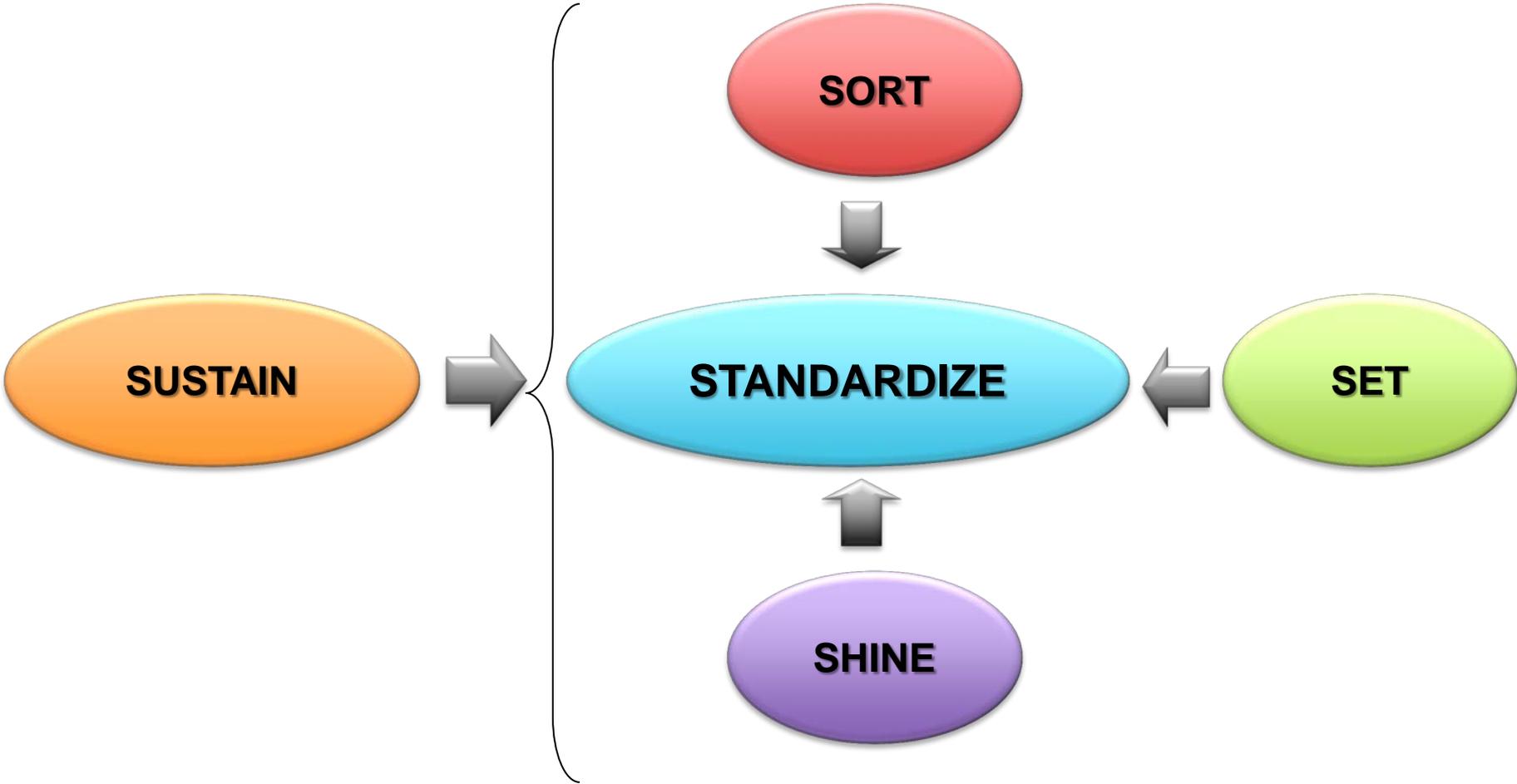


Example of “Sustain” activities

- 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.



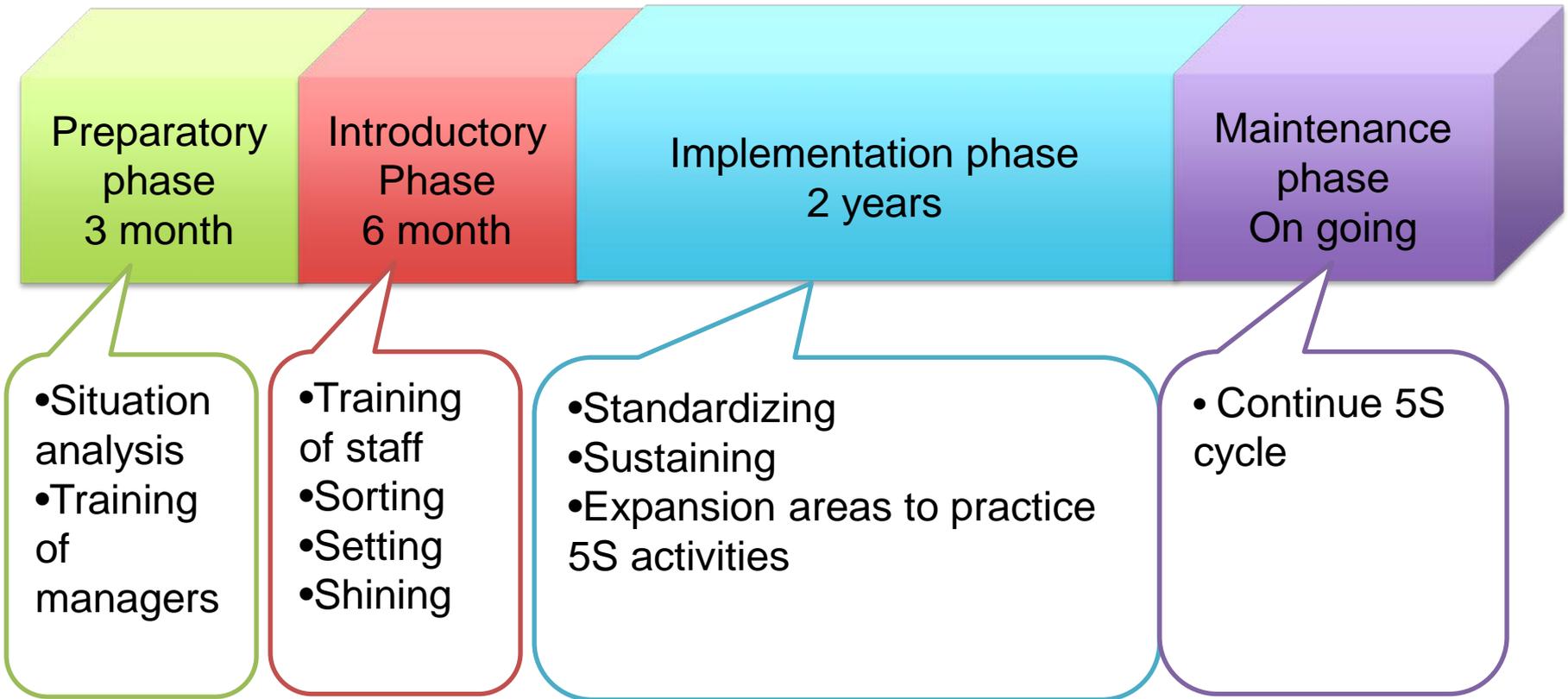
5S Conceptual Framework



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

Remember (1/2)

- 5S implementation can improve both working environment and the service content.
 - Benefits on WEI will be better realized as you go along the training.
- Go systematically to implement S1-S5:
 - Sort necessary & unnecessary items;
 - Arrange items according to work flow;
 - Make workplace and tools shining (daily cleaning);
 - Standardize “sort-set-shine” process; and
 - Workers acquire positive attitude to sustain & improve quality of health services.

Remember (2/2)

- Effectiveness of 5S in improving health care services content:
 - **Complement to patient safety efforts**, e.g.,
 - Minimizes chances of providing wrong medicine, and treating wrong patients through proper sorting (*files, records*) and appropriate labeling (*medicines, op-sites*), as well as, use of checklist to avoid leaving items (*such as gauze and scissors*) by use of safe surgery checklist.
 - **Contribute to better continuum of care**, e.g.,
 - Use of patient discharge checklists ensure correct linkages to needed services.

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"

Wrap-up

- Positive attitude is very important for implementation of 5S activities
- It is not “Cleaning Campaign”
- 5S activities are to create good working environment through reduction of “Muri”(overburden), “Mura”(unevenness), and “Muda”(waste)
- 5S can identify and reduce “abnormalities” and “waste”, improve “team work”, “cleanness”, “safety” and “productivity”
- It is a basis of organization management

Thank you for listening !

