

MONITORING AND EVALUATION SHEET FOR THE PROGRESS OF 5S-KAIZEN ACTIVITIES

Ver. 2013-February							Date:
HOSPITAL:		DEPARTMENT:					
DESCRIPTION		Very poorly	Poorly	Fairly	Well	Very well	AWARD MARKS
1	LEADERSHIP Role & Commitment of Management, Sustainability of 5-S activity, Training Program for Middle Mgt., Setting up 5-S Committees, 5-S Campaigns.						
1.1	Commitment, knowledge, Awareness on 5S among Managers and health workers	1	2	3	4	5	
1.2	5S progress meeting, monitoring evaluation conducted by WIT and recorded in minutes	1	2	3	4	5	
1.3	Evidence of trainings conducted for Managers and health workers	1	2	3	4	5	
TOTAL		Full mark 15					
Acquired marks / 15 x 100 =							
2	SEIRI – (SORTING) “Sasambua” Clutter free Environment in Premises, Inside Offices, Work Place, etc. Evidence of removal of unwanted items should be evident all around.						
2.1	Unwanted items removed from Premises, Offices, Work Places including drawers, cabinets and shelves	1	2	3	4	5	
2.2	Walls are free of old posters, calendars, pictures	1	2	3	4	5	
2.3	Notice Boards – Current Notices with removal instructions	1	2	3	4	5	
2.4	Color cording for waste disposal maintained and standards followed	1	2	3	4	5	
TOTAL		Full mark 20					
Acquired marks / 20 x 100 =							
3	SEITON – (SETTING / ORGANISATION) “Seti” Ability to find whatever is required with the least possible delay, evidence of eliminating the waste of time throughout the Institute/Organization.						
3.1	Photographic evidence of Pre 5-S Implementation and afterwards	1	2	3	4	5	
3.2	Visual Control methods adopted to prevent mix-up of items (files, equipment, tools etc.)	1	2	3	4	5	
3.3	Directional Boards from hospital entrance to all facilities under your section/departments (office, wards, laboratory etc.) and corridors are clearly marked	1	2	3	4	5	
3.4	All machines/Rooms/Toilets/Switches/fans regulators etc. have identification labels	1	2	3	4	5	
3.5	All items are arranged according to ‘Can See’, ‘Can Take Out’ & ‘Can Return’ principle	1	2	3	4	5	
3.6	X-axis, Y-axis alignment is evident everywhere	1	2	3	4	5	

	TOTAL	Full mark 30					
	Acquired marks / 30 x 100 =						
4	SEISO – (SHINING / CLEANLINESS) “Safisha”						
	The Cleanliness all round the Institution should have been carried out according to the 5-S Concepts.						
4.1	Floors, Walls, Windows, Toilets, Change Rooms in working order & clean	1	2	3	4	5	
4.2	Cleaning responsibility Maps and Schedules displayed	1	2	3	4	5	
4.3	Waste bin strategy is implemented	1	2	3	4	5	
4.4	Use of adequate cleaning tools is evident	1	2	3	4	5	
4.5	Storage of cleaning tools – Brooms/Maps/Other equipment	1	2	3	4	5	
4.6	Machines/Equipment/Tools/Furniture at a high level of Cleanliness & maintenance schedules displayed	1	2	3	4	5	
	TOTAL	Full mark 30					
	Acquired marks / 30 x 100 =						
5	SEIKETSU – (STANDARDIZATION) “ Sanifisha”						
	High level of Standardization in all activities carried out in SEIRI, SEITON and SEISO and the evidence of such standards being practiced all around.						
5.1	Adopt 5-S procedures & standardized on Check list, Labels Corridors/Isles & Gangways	1	2	3	4	5	
5.2	Standardization of Maintenance/Storage of Files/Records / Orderliness in Keeping Furniture/Equipment in Offices/Workplaces, etc.	1	2	3	4	5	
5.3	Standardized check lists for common Administrative Procedures in hospital and department	1	2	3	4	5	
	TOTAL	Full mark 15					
	Acquired marks / 15 x 100 =						
6	SHITSUKE – (SUSTAIN / SELF DISCIPLINE) “Shikilia”						
	Evidence of an disciplined approach to all 5-S activities through proper Training & Development, which shows the sustainability in the long term.						
6.1	Evidence of regular training program for all categories of Employees in the section	1	2	3	4	5	
6.2	Evidence of WIT Activities & promotion of Kaizen Schemes	1	2	3	4	5	
6.3	Evidence in carrying out Internal Audits by WIT	1	2	3	4	5	
6.4	Evidence of Self Discipline among visitors to the Institution	1	2	3	4	5	
6.5	Evidence of Self-Discipline in the overall Institution	1	2	3	4	5	
	TOTAL	Full mark 25					
	Acquired marks / 25 x 100 =						
	GRAND TOTAL for 5S activities	Full mark 135					

7	Productivity/Services Measures how efficiently inputs to Output are used to produce goods & services with better management techniques and work methods.						
7.1	Evidence of methods & systems adopted to improve productivity/employee	1	2	3	4	5	
7.2	Efficiency and effectiveness, use of innovative method to increase and sustain productivity	1	2	3	4	5	
7.3	Evidence in the use of 5S Process to increase Productivity	1	2	3	4	5	
TOTAL		Full mark15					
							Acquired marks / 15 x 100 =
8	Quality Goal is to create satisfied customers by doing 100% right work, responding speedily to requirements every time thus gaining trust & confidence.						
8.1	Communication plans are evident for Implementation of Quality Improvement	1	2	3	4	5	
8.2	Evidence of fewer rejects, less wastage, less rework through 5S Process	1	2	3	4	5	
8.3	The Quality in the Process of the Manufacture/Service by 5S implementation	1	2	3	4	5	
TOTAL		Full mark 15					
							Acquired marks / 15 x 100 =
9	Cost The intrinsic cost of providing products/services to declared standards by a given specified process right first time and every time						
9.1	Evidence in reduction in cost of materials, Labor, Energy, Overheads lowering of defects etc. by introducing 5S concept	1	2	3	4	5	
9.2	Tangible cost advantages through 5S methods in waste control	1	2	3	4	5	
9.3	Evidence of lowering Inventory Cost by the use of 5S Methods	1	2	3	4	5	
TOTAL		Full mark 15					
							Acquired marks / 15 x 100 =
10	Safety The overall safety to Employees, Visitors and Property is evidently displayed by the use of 5S Process						
10.1	Evidence of the effect of safety measured by less accidents occurred in the year	1	2	3	4	5	
10.2	Methods applied in Machinery & Equipment on safety measures	1	2	3	4	5	
10.3	Methods applied to protect the Employees/Visitors on accident	1	2	3	4	5	
10.4	Evidence of Safety Measures applied in providing an excellent health service	1	2	3	4	5	
10.5	Evidence knowledge and skills of employee on safety	1	2	3	4	5	
TOTAL		Full mark 25					
							Acquired marks / 25 x 100 =

11	Delivery Evidence in the reduction of the delivery time of the Product/Service by the implementation of 5S Process						
11.1	Evidence of timely delivery of Products/Services	1	2	3	4	5	
11.2	Overall effect to health facility by reducing delivery time	1	2	3	4	5	
11.3	Evidence of employee participation to reduce the delivery time	1	2	3	4	5	
11.4	Evidence of Just In Time in the hospital	1	2	3	4	5	
TOTAL		Full mark 20					
							Acquired marks / 20 x 100 =
12	Morale Evidence in the overall Institution/Organization in improving the Morale by the implementation of 5S Process						
12.1	Level of morale displayed by Managers & Workers	1	2	3	4	5	
12.2	Evidence of projects carried out by the employees to display high level of Morale	1	2	3	4	5	
12.3	Evidence of 5S - KAIZEN mindset or TQM culture	1	2	3	4	5	
TOTAL		Full mark 15					
							Acquired marks / 15 x 100 =
13	5S Organization, Work Improvement Team (WIT) Role &Activities of WIT,						
13.1	Member of WIT are actively working	1	2	3	4	5	
13.2	WIT's activities are carried out according schedule	1	2	3	4	5	
13.3	Evidence of regular WIT and QIT meeting	1	2	3	4	5	
TOTAL		Full mark 15					
							Acquired marks / 15 x 100 =
14	Empowerment of hospital staff through 5S, KAIZEN, TQM Opportunity and environment for empowerment for hospital staff by themselves						
14.1	Evidence of learning opportunity for 5S, KAIZEN, TQM	1	2	3	4	5	
14.2	Seminar and Training on 5S-KAIZEN-TQM are conducted for WIT members	1	2	3	4	5	
TOTAL		Full mark 10					
							Acquired marks / 10 x 100 =
GRAND TOTAL for KAIZEN activities		Full mark 130					
GRAND TOTAL for section 1 - 14		Full mark 265					