Objectives of the session

At the end of the session, trainees are able to:
1) Understand what is KAIZEN
2) Understand what is “problem” and levels of problem
3) Understand “Small KAIZEN” and Large KAIZEN
4) Understand how to practice Small KAIZEN and Large KAIZEN
5) Understand outline of Small KAIZEN
What is “Problem”?

Difference/Gap between “Desired status” and “Actual /current situation” is “problem(s)”. 

**Desired/Ideal status**

*e.g. This house was supposed to built in 6 months*

**Problem(s)**

**Gap(s)**

**Actual situation**

*e.g. 6 months passed but not yet completed*
What is “Problem”?

“Filling the gap (solving problem)”

**KAIZEN**

**Actual situation**

**Desired/Ideal status**

*best practices, professional standards or expected goal in hospital service provision*

Clarifying ideal situation can help you to identify problems in your working place
Level of problems/issues – level of KAIZEN

- Very few **Large** issues: 10%
- Few **medium** issues: 30%
- Many **small** issues: 60%

- Management level of KAIZEN needed
- Large KAIZEN needed
- Small KAIZEN needed
What is “KAIZEN”? 

**KAIZEN** is a problem solving process for achieving a Total Quality Managed hospital. It is repetitive (continuous) possible changes on your way of working.

改 善
KAI ZEN
“Change” & “Improvement”
Change for the better

“KAIZEN” is a problem solving process for achieving a Total Quality Managed hospital.

It is repetitive (continuous) possible changes on your way of working.
Where KAIZEN is practiced?

Physiotherapy
Kitchen
Outpatient service department
Engineering department
Laundry
Sterilization Department
Mortuary
X-ray
Pharmacy
Laboratory
Operating Theater
Wards
Medical record department
Administration offices
Schools
Store

Answer is …

Everywhere in a hospital “Hospital-wide activity”
Who practices KAIZEN activities?

- Hospital services are providing in all hospital areas
- Only nurses are practicing KAIZEN?
- Only laboratory staff are practicing KAIZEN?

Answer is …

Everybody in a hospital practice KAIZEN activities
When KAIZEN is practiced?

- Recommended period to finish one-KAIZEN cycle is 6 months
- However, KAIZEN activities are practiced in this 6 month only?

Answer is …

Everytime to provide hospital services to internal and external clients
Target of KAIZEN

• The target of “KAIZEN” is your work, not others’

• Dissatisfaction, complains to the current situation, complains about people are not fit to be the KAIZEN theme because it is based on “negative attitude”

• KAIZEN theme must be based on positive wishes of workers such as “we would like to be/do…….”
Differences between large and small problems

**Large problem**

- Contributing factor 1
- Contributing factor 2
- Contributing factor 3
- Contributing factor 4

“Large problem” is composed of several “contributing factors”

**Small problem**

Small problem is simple composition. Not complicated

KAIZEN Process (QC story)

Small KAIZEN
## Different level of “KAIZEN”

<table>
<thead>
<tr>
<th></th>
<th>Large KAIZEN (KAIZEN Process - QC story)</th>
<th>Small KAIZEN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target</strong></td>
<td>Large problem, Medium problem</td>
<td>Small problem</td>
</tr>
<tr>
<td><strong>Period of implementation</strong></td>
<td>Need certain time (one KAIZEN cycle is maximum 6 months)</td>
<td>Short time (Few minutes – less than one month)</td>
</tr>
</tbody>
</table>
| **Process of implementation** | 1) Identify problems  
2) Collect baseline data  
3) Identify causes  
4) Come up with possible measures  
5) Implement measures… etc. | 1) Identify problems  
2) Come up with the solutions  
3) Implement |
| **Persons in charge**     | All section staff                        | All section staff |
| **Type of record**        | Records according to QC story            | Good practice sheet, Small KAIZEN sheet |

**Key question is…**

“can you come up with the solutions immediately?”
Small KAIZEN
Small KAIZEN

• Quick and easy KAIZEN
• Small KAIZEN helps to
  – eliminate or reduces waste
  – promotes personal growth of employees and the organization
  – serves as a barometer of leadership
• Implementing health workers’ ideas as small changes can be done by the worker him/herself with very little investment of time
Process of Small KAIZEN

Find problems, wastes or opportunities for improvement

Come up with ideas for improvement

Discuss the ideas with supervisor and WIT

Implement the ideas/solutions

Quickly improved!!

Record activities and share with other staff and QIT

• Small KAIZEN sheet
• KAIZEN suggestion board
• WIT file etc.

• The idea is very easily implemented without any agreement.
• Immediately solved issues

Agreement Realization etc.

!!
KAIZEN Suggestion Board

KAIZEN suggestions
To Do
Doing
Done
How to use KAIZEN suggestion board

• Write your idea on small paper and stick it when you come up with ideas for improvement
• Move the paper to “TO DO” when supervisor or WIT are discussing
• Move the paper to “Doing” when you are practicing the ideas after agreement from the supervisor or WIT
• Move the paper to “Done” when you complete the ideas
Examples of KAIZEN Suggestion Board

Mbeya Zonal Referral Hospital

Singida Regional Referral Hospital
Small KAIZEN was done by gardeners in the hospital by recycling discarded clean infusion set for water supply for plants.
Example of keeping Small KAIZEN
Small KAIZEN is overlaps with 5S activities

• Examples:
  – Waste bin color coding to prevent mix-up of medical wastes
  – Labeling on switches to save energy
  – Visual control to prevent stock out or improve inventory
  – Proper numbering to shorten retrieve patient files
Large KAIZEN
KAIZEN Process (QC story)

• Basic procedure for solving problems scientifically, rationally, efficiently and effectively
  – remove barriers
  – reduce wastes
• One cycle of KAIZEN activities takes maximum 6 months
• Composed by seven (7) steps
Step 1: Selection of KAIZEN Theme

Step 2: Situation analysis

Step 3: Root cause analysis

Step 4: Identification of countermeasure

Step 5: Implementation of the identified countermeasures

Step 6: Check effectiveness of the countermeasures

Step 7: Standardization of effective countermeasures

Details of each steps will be explained later, followed by lectures and practice sessions.
PDCA cycle and “KAIZEN”

Step 1: KAIZEN theme selection

Step 2: Situation analysis

Step 3: Root cause analysis

Step 4: Identification of countermeasures

Step 5: Implement countermeasures

Step 6: Check effectiveness

Step 7: Standardization

Important is “continuous improvement”
Do not stop here after ACT.
Innovation

After the innovation
(After the innovation (Actual))

New standard

Maintenance

Innovation

Dramatic but intermittent progress
KAIZEN Plus Innovation

Desirable progress by combination of two opposing approaches

Innovation

New standard

Maintenance

Innovation

KAIZEN

Improvement with maximum utilization of available resources

New standard

Maintenance
Tips for KAIZEN

• Share of ideas and good/best practices within the hospital, and adopt the practices everywhere in the hospital
• Integrate everyone's image
• Don’t blame other’s opinions (No blaming culture)
• Do what you can do with maximum utilization of existing resources
Thank you for listening!