KAIZEN Step 1: “Selection of KAIZEN Theme”

KAIZEN Training of Trainers
Objectives of the session

After the session, trainees will be able to;
1) Define the terms; KAIZEN Theme, Matrix diagram
2) Explain the importance of selecting a theme at the working environment
3) Describe the process of selecting KAIZEN theme at the working environment
4) Demonstrate the process of KAIZEN theme selection at the working environment
**KAIZEN Process**

1. **STEP 1**: Selection of KAIZEN theme
2. **STEP 2**: Situation Analysis
3. **STEP 3**: Root Cause Analysis
4. **STEP 4**: Identification of countermeasure
5. **STEP 5**: Implementation of countermeasure
6. **STEP 6**: Check effectiveness of countermeasure
7. **STEP 7**: Standardization
Definition of KAIZEN theme

• KAIZEN theme is come up with from:
  = Problems you are facing in your workplace
  = Things you want to improve to make your work effective and efficient
  = Issues raised or claimed from your internal and external client
Importance of KAIZEN theme selection

- Many problems happen everyday in working place
- Who knows what is happening on the ground?
- All problems cannot be solved at once
- Resources are limited

Identification, prioritization and focus is necessary
Who should select KAIZEN theme?

• KAIZEN is a problem solving process in the field
• Who knows what is happening on the ground?
• Nothing will happen

Staff working in the section, where “KAIZEN” events are taking place
Process for KAIZEN theme selection

1. WIT members meet to brainstorm about problems in their current working place (Clarify problem statement)
   - Issues and problems in their working environment
   - Complicated work processes/procedures
   - Claims from internal and external clients
   - Accident, errors often happening

2. List up all raised issues and problems

Note that for this step:
- Do not seek contributing factors and causes of the problems
- Do not blame and deny others’ opinions
3. Categorize listed issues and problems into two categories;
   1) Possible to solve immediately (Small KAIZEN)
   2) Impossible to solve immediately (Large KAIZEN)

Implement Large KAIZEN using QC tools effectively

Implement small KAIZEN which can fill in “the gap” immediately

Easy to come up with solutions!!
4. Action should be taken immediately for the issues categorized in the Small KAIZEN.

5. Change statement of the problems to be solved by Large KAIZEN.

6. Check feasibility of all the problems to be solved by Large KAIZEN.
   - Useful QC tool: Matrix diagram
   - Feasibility check from “Impact, Urgency, Realization, Resource availability etc.”
Cont.

7. Report QIT on process of KAIZEN theme selection and result
   – Matrix diagram
   – Minute of the meeting (discussion process of theme selection、problem statement)
KAIZEN theme selection

1. List up problems in the section
2. Discuss and categorize
3. Small Kaizen
4. Take Kaizen process
5. Check feasibility with Matrix diagram
6. Report QIT

Matrix diagram
Did you select good KAIZEN theme?

Possible KAIZEN themes need to be checked its feasibility by impact, urgency, possibility, resource availability

• **Impact**
  – What is the impact, when it is implemented?
  – Is it possible to get impact with little inputs?

• **Urgency**
  – Do we have to do immediately?

• **Possibility**
  – Is it possible to complete whole KAIZEN process within 6 months?
  – Is it possible to carry out KAIZEN process within your department?
Did you select good KAIZEN theme?

• **Resources**
  – Possible to implement with existing resource?
  – Require involvement of many sections?
  – Is data and information available for situation analysis? If not available, is it possible to collect?
  – Who and how many staff are going be involved?
### Feasibility check with Matrix diagram

**Possible KAIZEN theme**

<table>
<thead>
<tr>
<th>Possible KAIZEN theme</th>
<th>Impact</th>
<th>Urgency</th>
<th>Possibility</th>
<th>resources</th>
<th>Feasibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ward space is expanded</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Number of giving wrong medication is reduced</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Number of mistakes of specimen collection is reduced</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Medicine wastage volume is reduced</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>8</td>
</tr>
</tbody>
</table>

**Score scale**

- **3:** High priority, Easy to implement
- **2:** Middle priority
- **1:** Low priority, Difficult to implement

**KAIZEN Theme is written in “positive manner” and**

**Date of implementation of the step should be written**

Implemented on 30th October 2014

The scale of feasibility should be clarified
Thank you for listening