KAIZEN Step 7:
“Standardization”

KAIZEN Training of Trainers
2015
Objectives of the session

At the end of the session, trainees are able to:

1. Understand importance of standardization for KAIZEN activities
2. Understand importance of checking implementation progress of standardized activities
3. Develop standardized procedure table and its progress checklist
KAIZEN Process

STEP 1: Selection of KAIZEN theme

STEP 2: Situation Analysis

STEP 3: Root Cause Analysis

STEP 4: Identification of countermeasure

STEP 5: Implementation of countermeasure

STEP 6: Check effectiveness of countermeasure

STEP 7: Standardization
KAIZEN Step 7: Standardization

- Prevent recurrence of the problem
- Sustain “improved situation”

Situation before KAIZEN

Situation after KAIZEN

Standardize effective countermeasures

By effective countermeasures

Improvement

KAIZEN Step 1 - 5

KAIZEN Step 6

KAIZEN Step 7
Standardization of effective countermeasures

- It is a part of the final step of KAIZEN process
- Two parts of standardization:
  - Development of a implementation plan and its checklist
  - Practice standardized activities sustainability
- Standardization measures must be able to
  - Maintain the “good effects” by anyone in the workplace
  - Eliminate waste continuously in costs and workloads
Benefits of standardization

• Reductions in variability
• Easier training of new operators
• Reductions in injuries and strain (ensuring safety for internal / external clients)
• Baseline for improvement activities

Reference:
http://www.lean.org/Workshops/WorkshopDescription.cfm?WorkshopId=20
“Recurrence prevention” and “Standardization”

- “Prevention of recurrence” is not equals to “standardization”
- Prevention of recurrence is to prevent fallback of the improved situation
- “Standardization” is very important for proper recurrence prevention
Process of standardization

1. List-up all effective countermeasures identified in the previous step 6
2. Develop standardized procedure table by utilizing “5W1H”
3. Develop “progress checklist” for standardized implementation plan
4. Share the plan and checklist with all the staff in the section
“5W1H” for standardization

<table>
<thead>
<tr>
<th>5W1H</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why?</td>
<td>Necessity of the standardized activity</td>
</tr>
<tr>
<td>Who?</td>
<td>In-charge of the standardized activity</td>
</tr>
<tr>
<td>When?</td>
<td>Period / Frequency of implementation of the standardized activity</td>
</tr>
<tr>
<td>Where?</td>
<td>Place at where the standardized activity is taken place</td>
</tr>
<tr>
<td>What?</td>
<td>Objectives of the implementation (verbs) or tools used for the standardized activity</td>
</tr>
<tr>
<td>How?</td>
<td>Methodology to carry out the standardized activity (verbs)</td>
</tr>
</tbody>
</table>

Note that the standardized procedure table is similar with implementation plan in KAIZEN Step 5, however, there are different
<table>
<thead>
<tr>
<th>Standardized activities</th>
<th>Why</th>
<th>Who</th>
<th>When</th>
<th>Where</th>
<th>What</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check stock condition of all medicines in our section</td>
<td>To ensure stock management of sampling container</td>
<td>In-charge of stock management of the day</td>
<td>Daily</td>
<td>Ward</td>
<td>Inventory checklist</td>
<td>Use properly</td>
</tr>
<tr>
<td>Check handing over between shifts</td>
<td>To reduce miscommunication between staff on reduction wrong medication</td>
<td>All staff working at the ward</td>
<td>Before taking over next shift</td>
<td>Ward</td>
<td>Handing over note and checklist</td>
<td>Use properly</td>
</tr>
</tbody>
</table>
# Progress checklist

<table>
<thead>
<tr>
<th>Standardized action</th>
<th>Progress</th>
<th>Date of checking</th>
<th>Checked by</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check stock condition of all medicines in our section</td>
<td>□ Sustained</td>
<td>□ Following STD</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Not sustained</td>
<td>□ Not following STD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check handing over between shifts</td>
<td>□ Sustained</td>
<td>□ Following STD</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Not sustained</td>
<td>□ Not following STD</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Example of KAIZEN Step 7

<table>
<thead>
<tr>
<th>Standardized activities</th>
<th>Why</th>
<th>Who</th>
<th>When</th>
<th>Where</th>
<th>What</th>
<th>How</th>
<th>Progress check</th>
<th>Date of checking</th>
<th>Checked by</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check stock condition of all medicines in our section</td>
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How to develop progress checklist

• Establishing standardized methodology only does not make sense
• It must be practiced by everyone in the workplace
• The checklist is important and useful tool to monitor how staff are practicing, and the method is sustainable
• Progress check must be done frequently
• Period of monitoring must be agreed with the workplace and shared with everyone
Tips for successful standardization

• Remember that KAIZEN should not be “individual issue”, it should be “section issue”
  – Try to avoided the situation of “only in-charge knows”
  – Clarify roles and responsibilities of all the section staff in the implementation plan

• Emphasize benefits by the standardized work process
Cont.

- Share the standardized procedures and its checklist with all the staff in the section
- Consider and select effective ways for the sharing
  - Display the standardized procedures on common place in the section (eg. notice board)
  - Disseminate how to use the checklist
  - Put proper documents (ex. SOPs) in the place which the procedures are practiced
  - Remind the staff of the standardized procedure periodically (ex. while morning meeting)
  - Train the standardized procedures to newly employed staff and students
Thank you for listening