

KAIZEN Step 7 : “Standardization”

KAIZEN Training of Trainers
2015



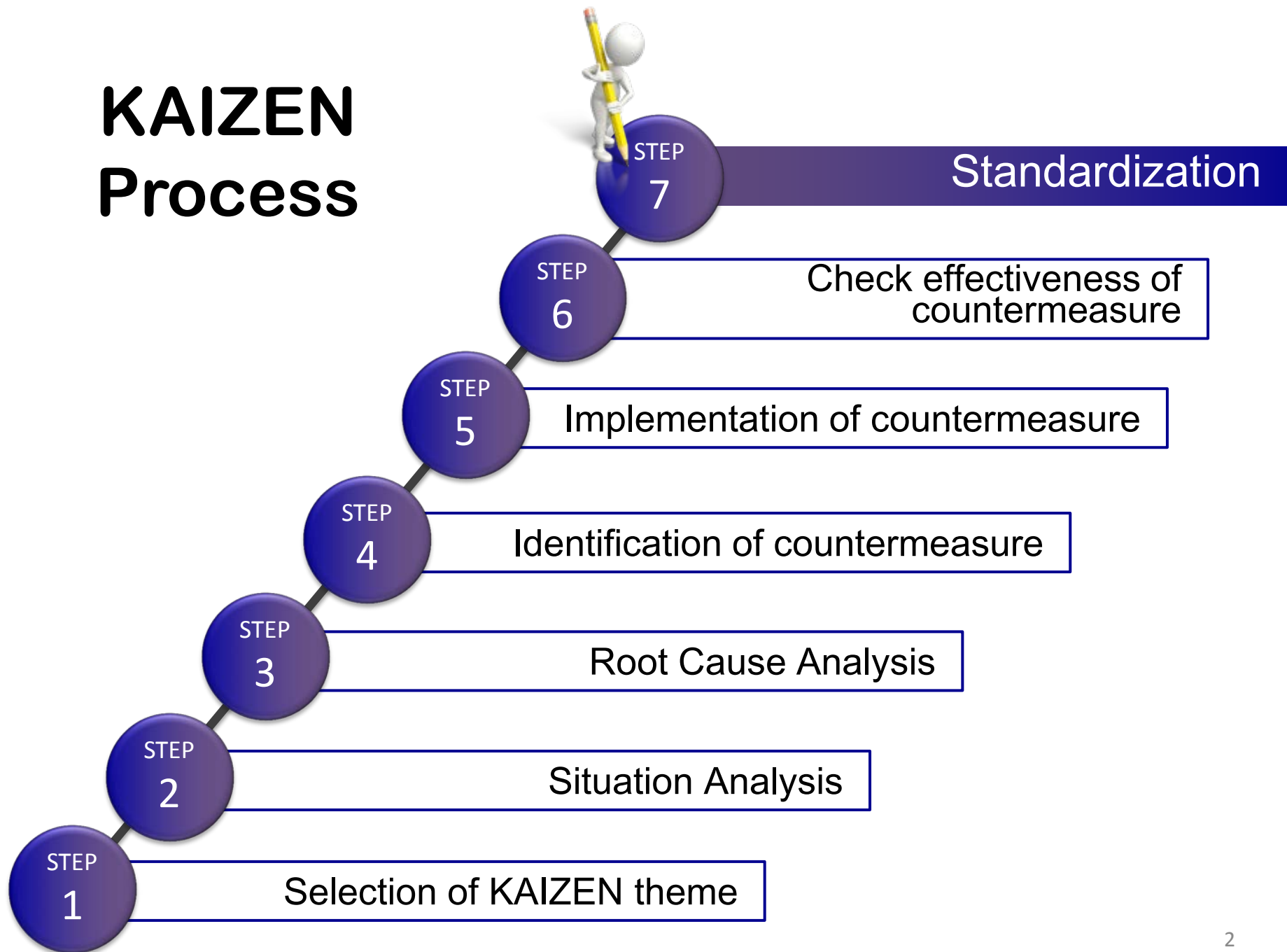
KAIZEN Facilitators' Guide
Page __ to __ .

Objectives of the session

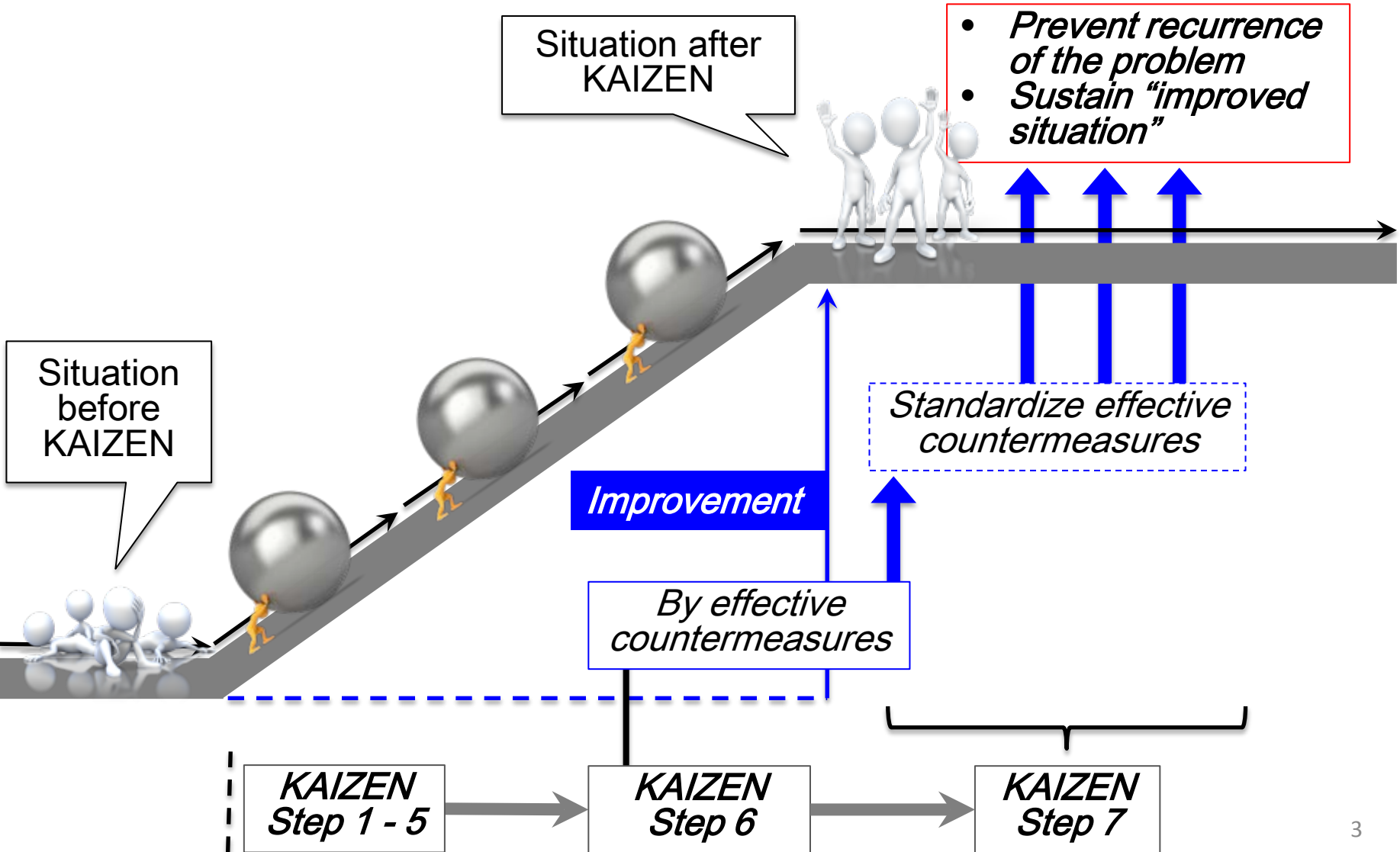
At the end of the session, trainees are able to:

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



KAIZEN Step 7: Standardization



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

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

Note that the standardized procedure table is similar with implementation plan in KAIZEN Step 5, however, there are different

Standardized procedure table

Standardized activities	Why	Who	When	Where	What	How
Check stock condition of all medicines in our section	To ensure stock management of sampling container	In-charge of stock management of the day	Daily	Ward	Inventory checklist	Use properly
Check handing over between shifts	To reduce miscommunication between staff on reduction wrong medication	All staff working at the ward	Before taking over next shift	Ward	Handing over note and checklist	Use properly

Progress checklist

Standardized action	Progress		Date of checking	Checked by	Remarks
Check stock condition of all medicines in our section	<input type="checkbox"/> Sustained <input type="checkbox"/> Not sustained	<input type="checkbox"/> Following STD <input type="checkbox"/> Not following STD			
Check handing over between shifts	<input type="checkbox"/> Sustained <input type="checkbox"/> Not sustained	<input type="checkbox"/> Following STD <input type="checkbox"/> Not following STD			

Example of KAIZEN Step 7

Standardized activities	Why	Who	When	Where	What	How	Progress check		Date of checking	Checked by	Remarks
Check stock condition of all medicines in our section	To ensure stock management of sampling container	In-charge of stock management of the day	Daily	Ward	Inventory checklist	Use properly	<input type="checkbox"/> Sustained <input type="checkbox"/> Not sustained	<input type="checkbox"/> Following STD <input type="checkbox"/> Not following STD			
Check handing over between shifts	To reduce miscommunication between staff on reduction wrong medication	All staff working at the ward	Before taking over next shift	Ward	Handing over note and checklist	Use properly	<input type="checkbox"/> Sustained <input type="checkbox"/> Not sustained	<input type="checkbox"/> Following STD <input type="checkbox"/> Not following STD			

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 avoid 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