Welcome to the 5S and Kanban Training
Five Hills Health Region
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Pursuing Excellence
5S Techniques

Pursuing Excellence
A clean well-organized, visual workplace is fundamental to standardization.

Establishing a normal condition makes the abnormal conspicuous.

Standardized work depends upon each tool always being in the same place ... a place for everything and everything in its place.
BY-PRODUCTS OF AN UNORGANIZED WORKPLACE

• **SAFETY Risks** due to physical obstacles and hidden hazards
• **Lost Time** searching for materials and tools
• **Defects** and equipment **Breakdowns** resulting from a dirty environment
• **Poor Response** to internal/external customers
• **Difficulty in Distinguishing** between what is **good/bad**, **needed/unneeded**, **normal/abnormal**
What is 5S?

• At its most basic, 5S is a fundamental clean-up of the work environment.

• 5S makes a place for everything and puts everything in its place.

• Clean-up leads to improved efficiencies, improved quality, and reduced costs.

• Makes waste appear immediately so that it can be acted upon.
The 5”S”s

The original “S”s are actually Japanese words which translate loosely into English as:

- Sorting (Seiri)
- Set in order (Seiton)
- Shining (Seiso)
- Standardizing (Seiketsu)
- Sustaining (Shitsuke)

All 5 are important to lasting change and success. None on their own can have lasting results.
Get rid of what is not needed

• Clear work area and remove all unnecessary items such as:
  - Racks
  - Instruments
  - Containers
  - Equipment, excess supplies
  - Manuals
  - Documentation

• Be thinking “What can we get rid of.” Consider the following:
  - Can you find any unnecessary things cluttering up your work area?
  - Are there unnecessary equipment and supplies just left as they are?
  - Are there instruments or supplies left on the floor/table/counter?
  - Are all unnecessary items sorted out, classified, and stored?
  - Are all instruments, equipment, and office equipment properly stored?
  - Is there unnecessary paperwork lying around?
  - Are there duplicates of anything lying around?

So how do you accomplish the task of Sorting?
The Red Tag Strategy is an effective way to accomplish the task of sorting.

- Form a team with a significant representation from all affected groups.
- Conduct meeting to lay ground rules and define areas being studied (scope).
- Team members put red tags on everything within the scope.
- Allow affected groups to go about normal work - removing tags from equipment as it is utilized.
- After predetermined time period, round up all items with tags remaining.
- Conduct a second meeting and verify all tagged items are no longer used.
- Auction off, give away, or trash unused items.

Alternatives include:

- Tag only items to be eliminated then review with group.
- Utilize Red Tag Areas and regularly or periodically put things in them.
5S - Sort

- Remove all items not needed from the work area
- Creates a work environment that
  - Has space
  - Uses less energy
  - Saves time
Organize what’s left. Arrange and Identify for ease of use.

- A place for everything and everything in its place.
  - Lines on the floor
  - Signs hung from the ceiling
  - Equipment boards
  - Areas for paperwork
  - Color coded equipment, supplies or forms and workspaces

- Fix / Repair storage methods and places.

- Consider the following:
  - Are positions of main corridors, aisles, and storage places clearly marked?
  - Are equipment/office machines divided into specialized use and “regular” items?
  - Are all supplies always stacked to the proper heights?
  - Is anything stored around fire extinguishers?
  - Does the floor have any obstacles?
  - Are office areas/workstations clearly identified?
  - Do current reports have a place that is identified?

So how do you accomplish the task of Storing?
Signboards, shadow boards, demarcators, and racks and bins are effective storing techniques.

- **Signboards**
  - Boards laying out what is where.
  - Signs with department names or functions
  - Typically placed at entrances or at common areas.

- **Shadow boards**
  - Typically equipment boards.
  - Shadows/outlines of tools in their positions.
  - Can be color coded - position to equipment or position to group of equipment.

- **Demarcators**
  - White, yellow, red, orange, etc...
  - Tape or paint.
  - Identify pathways, inventory storage, waste locations, safety hazards, etc...
  - Can be color coded by function/purpose.
  - Staging areas can be numbered for further identification.

- **Racks and Bins**
  - If organized, well planned, and labeled, they can be very effective.
5S - Set in Order

- Arrange items in an easy to use manner
- Anyone can find them
- Anyone can put them away
- The key is “anyone”
- Eliminates waste due to searching
Clean up what’s left and do it daily

• Paint, Refurbish, Clean, etc…
  Get all remaining items and spaces into “like new” condition.
  This applies to ALL stored items.
  Much more than a simple clean up.

What does that do for me?
As some department managers will tell you…
• Points out leaks and other items to be repaired.
• Promotes careful and regular checking of equipment as it is cleaned.
• Increases familiarity with equipment.
• Improves overall morale.
• Helps create an attitude of pride.

Leaves a good impression with patients/visitors
• Don’t let anybody tell you there’s no value in that.

Perhaps most importantly, it makes the savings come about…
• Without daily cleaning, the organization created to make waste stand out will be lost!
5S - Shine

- Emphasizes mess removal
- Everything is neat and orderly
- Easy to say hard to do under stress situations
Standardizing

Standardize the new expectation for equipment and techniques.

**Equipment:**
- Make standard tools for each department / function / machine.
- Make standard storing techniques throughout department / plant.

Doing so will result in decreased overhead (inventory) and eliminate confusion when switching between lines or departments.

**Techniques:**
- Make Sort, Storing, and Shining a daily habit
- Set the rules to make 5S part of everyone’s job
- Assign responsibilities for Sorting, Storing, and Shining
- Integrate Sort, Storing, and Shining into regular work activities

Doing so will eliminate potential friction between co-workers and ensure the complete 5S system works.
5S - Standardize

- Create consistency in task completion
- Common Knowledge
- Consistent expectations
- Easy to follow
- Train, Train, Train
Sustaining

Make sure the system keeps on working.

There are several things which can be done to make sure the 5S system continues to work well after its inception:

• Continue to develop the system
• 5 minute 5S
• Involve people in the development of the system. (Get everyone’s input and buy-in)
• Build the system right the first time to eliminate the possibility of discouragement or discontinued use.
• Include Sustaining in the initial design of the system.
• As leaders, be sure to follow the rules set by the team.
• Develop the good habit of Sorting, Storing, Shining, Standardizing, and Sustaining everyday. Then it will become second nature.
5S - Sustain

- Habit of properly maintaining procedures
- Reward for maintaining is greater than departing
- Measurable
- The first four pillars rely on sustain
5S - Exposes the “Hidden Workplace”

- **(SORT)** Organize - Get rid of what is not needed
- **(Set in Order or Straighten)** Order - Arrange & identify for ease of use
- **(SHINE)** Cleanliness on a daily basis
- **(STANDARDIZE)** Eliminate cause & standardize methods
- **(SUSTAIN)** Discipline to plans & schedules
KANBAN

Pursuing Excellence
KANBAN Definition

A production control system that uses cards or visual signals to trigger or control the flow of materials or parts during a process.

By Definition:

- Visual authorization to replenish
- Used to manage service flow through a process or system
- Only produce what’s needed (consumed)
- Never pass on a known defect
KANBAN EXAMPLES

- Milk delivery
- Joe's Hardware
- LP gas bottles
- BBQ grill
Questions ?