

## The Kaizen way – Is there a better way?

### DEFINITION

**KAIZEN = GOOD CHANGE!**

**Kaizen** – A process that rapidly creates change and it is focused on workplace improvements by the employees

The essence of Kaizen is making improvements with what you have (or less) using existing people, space, etc.

### Kaizen Principles



Continually improve, with no idea being too small

### TECHNIQUES

- Ask small questions
- Solve small problems
- \* Take small actions
- \* Think small thoughts

For what did you spend over ten minutes looking for today?

### IDEAS FOR KAIZEN

## The 8 Types of Waste

<b><i>Type of Waste</i></b>	<b><i>Example</i></b>
<b>Defects</b>	<i>Wrong / old version of a form being used</i>
<b>Overproduction</b>	<i>Printing too many forms that go unused</i>
<b>Transportation</b>	<i>Patient walking football fields between oncology clinic and chemotherapy</i>
<b>Waiting</b>	<i>Waiting on admissions paperwork to be completed, delaying surgical procedure</i>
<b>Inventory</b>	<i>Expired medications, excess O.R. variation</i>
<b>Motion</b>	<i>RN's walking 5 miles per day</i>
<b>Processing</b>	<i>Too many approval signatures for a purchase</i>
<b>Human Potential</b>	<i>Med Techs recapping specimens</i>

**Kaizen thinking... Improvement is everyone's job!**

## JUNE 2013 Kaizen Event Gemba Walk

<b>Team Members:</b>	<b>The 8 Wastes:</b>	<b>Transportation</b>	<b>Surplus Inventory</b>
<b>Departments represented:</b>	<b>Excess Motion</b>	<b>Defects</b>	
<b>Observations of noise and dirty or cluttered areas:</b>	<b>Waiting</b>	<b>Overproduction</b>	
<b>Department:</b>	<b>Overprocessing</b>	<b>Wasted human talent</b>	
<b>Department:</b>	<b>General Opportunities for Improvement</b> In this section note any observations of waste: <b>Department:</b>		
<b>Improvement ideas towards organizational goals:</b>	<b>Improvement ideas to reduce waste:</b>		
<b>Improvement ideas towards organizational goals:</b>	<b>Comments/Ideas from staff</b>		



Northern Arizona Healthcare

# Kaizen Implemented

<b>Employee:</b>	<b>Department:</b>
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**Suggestion:**

<b>Problem</b>	<b>Measures Taken</b>	<b>Results</b>

**Before**

**After**

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# WASTE WALK



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**WALK YOUR AREAS. LOOK FOR WASTE. WRITE IT DOWN. TAKE ACTION**

**DEFECTS**

**OVERPRODUCTION**

**TRANSPORTATION**

**WAITING**

**INVENTORY**

**MOTION (EXCESSIVE)**

**PROCESSING (EXCESSIVE)**

**UNDERUTILIZED PEOPLE**

**SUGGESTIONS/IDEAS (What is working well?)**

# WASTE WALK STANDARD WORK

- Define area where you would like to make the observations
- Contact department manager about a possible day and time
- See if Ricardo or other black/green belt is available for waste walk
- Print your checklist to make notes and go to Gemba!
- Share your notes on the next black belt meeting

## WASTE WALK QUESTIONS

**Try to envision what is *supposed to be happening***

If this process were going perfectly, how would it look?

Try hard to visualize in your mind a smooth, totally value-adding workflow.

What disrupts the work? Ask what? Why? What if? Why not?

Where could mistakes be made?

What keeps those mistakes from being made?

Is there any backtracking, rework, and looping around?

Are things where they are actually needed?

Do people have to look around for things?

How do they know what they should be doing?

What is their source of information?

Do they have to hunt it down, or worse, guess at what should be done?

How does the person know whether things are on time or not?

When do they learn they are behind?

If the person encounters some kind of problem, something unexpected, something needed but not there, what happens?

Is there a support system to get this person back on process?

Where does the problem originate?

How do they know they delivered (or didn't) what their customer required?

Look for disruptions to even, smooth flow

Look for is how (or even if) the organization responds to problems, and what level of problem triggers a response

Are they following standard work?

**Ask them: What info do you need to know to do the job right? What info you need to share? What questions you get asked?**

- Look for opportunities to use lean tools
- Look for waste the eight types of waste
- Measurement Systems are they on target and updated regularly?
- Do no Harm!!! Respect people and watch for disrespect