

Target  
best care



# Lean & OHS Change Champions Seminar

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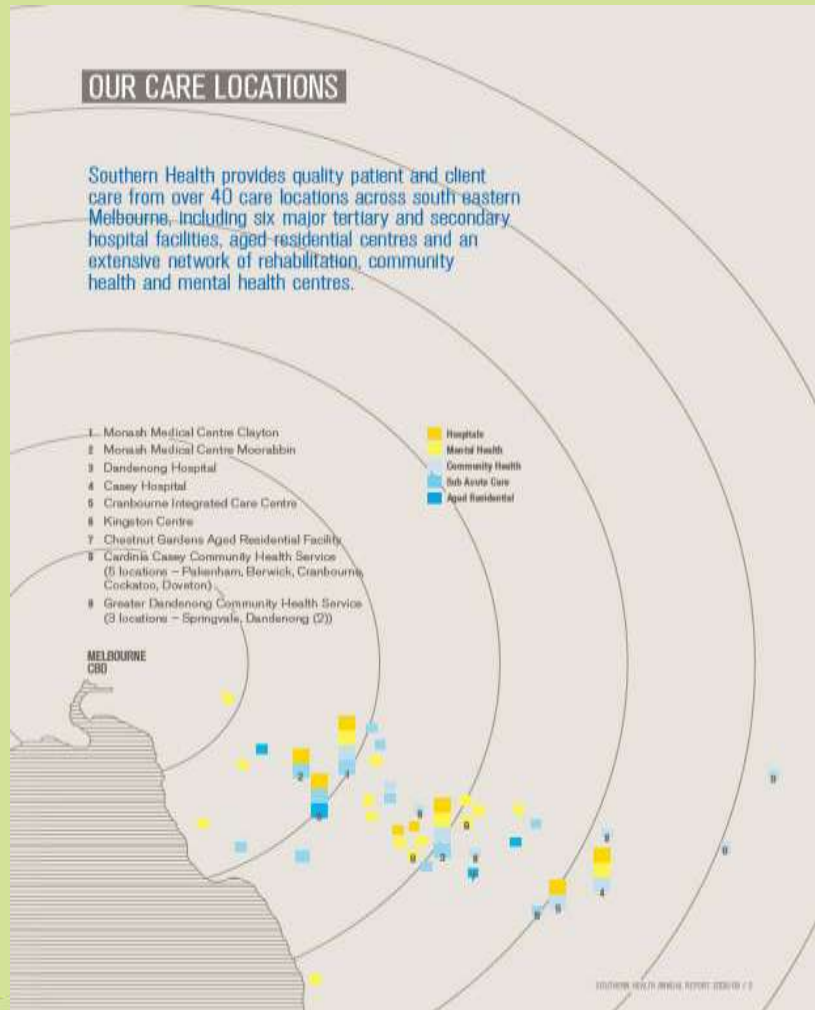


integrity • compassion • accountability • respect • excellence

*Southern Health*

Better Health in Our Community

# Fast Facts



- **Our staff** 12 722 employed across our organisation
- **Our sites** Over 40 sites including 6 major hospitals with more than 2100 beds
- **Our greater catchment** 32% of metropolitan Melbourne
- **Our greater area** Our services are available across 2,300 km<sup>2</sup>

# Overview

- **Target Best Care**
- **5S :**
  - What it isn't.
  - What is it?
  - Why is it important?
  - How do we do it?

# Background

- Target Best Care – is based on LEAN Methodology, which has been used in manufacturing and industry for several years
- LEAN was developed by Toyota for over 50 years

# Background

- Target Best Care – is a Southern Health Improvement Program that Redesigns processes or work areas:
- that have excessive “waste”
- cause injury or harm to patients or staff
- have increasing “clinical risks”
- do not have a customer/patient focus

By using “Tools of the Trade”

# Background

- Tools include:
  - Waste Exercise
  - Observation
  - Data
  - Spaghetti Diagrams
  - Process Mapping
  - Value Stream Mapping
  - A3
  - Visual Management
- **5S**

# OH&S & 5S Link

- The implementation of 5S THE key step forward in achieving a safe and organised work place for staff, patients and visitors.
- Southern Health has recognised that a 5S strategy in the workplace:
  - Involves all staff
  - Gives staff a clear, concise methodology
  - Details relevant issues
  - Meets Occupational Health & Safety compliance
  - Supports accreditation
  - Creates sustainable change

# 5S is not just a clean up



# What is 5S?

- **A Lean Tool** which is used to organise and manage the workspace and workflow to improve efficiency by eliminating waste.

What the customer wants:

- Right thing
- Right time
- Right place
- Right quality

A structured approach

Facilitates a workplace which is:

- Organized & ordered

# Why is 5S important?

- Improves
  - Quality
  - Efficiency
  - Safety
- Simplifies the work environment
- Improves patient and information flow
- **Staff involvement and ownership**

Remember : *“A place for everything  
and everything in its place”*



**The Ultimate 5S !!**

icare

Southern Health

# Broken faulty equipment



**OH&S issues**



**Infection Control issues**



**Environmental Services issues**



# Issues – broken faulty equipment



**Lifting Hazards**

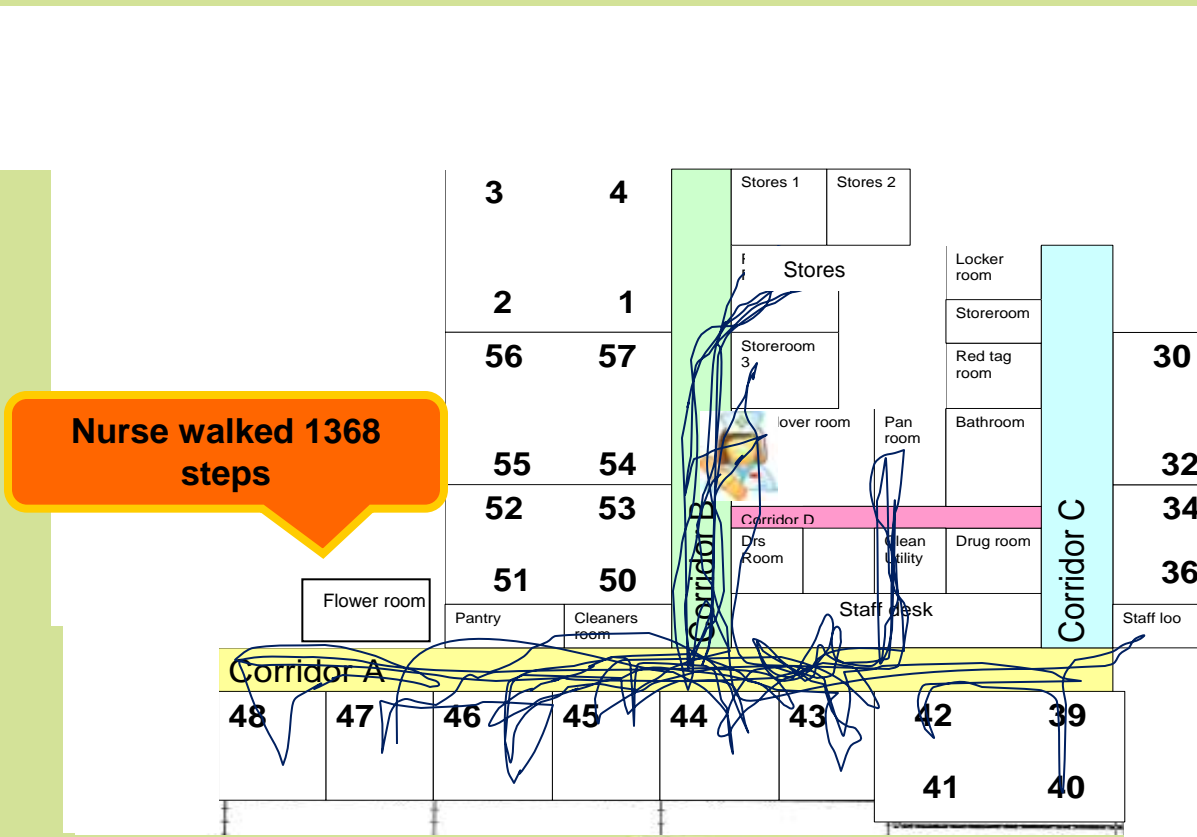


**Trip Hazards**



# Assisting redesign – Spaghetti Diagram

A Spaghetti Diagram is a graphic of the work space  
 It represents the travel of people or material.  
 The more “spaghetti” like the diagram the more need for redesign



Spaghetti Diagram with staff movement for 1 hour of work

# Process driven redesign – poor layout of ward

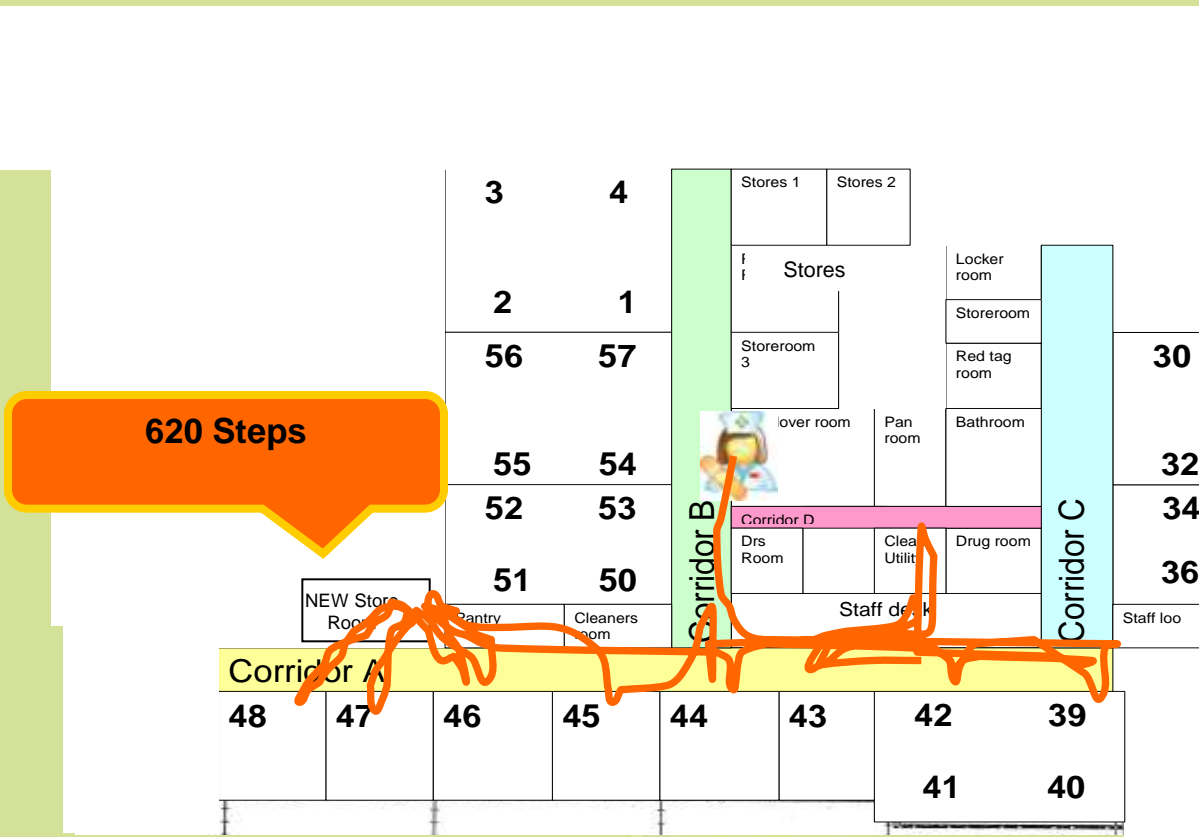
## **Poor design can lead to:**

- excessive walking
- overstretching or inappropriate bending to reach equipment

## **Reduced time to achieve tasks can lead to:**

- staff rushing
- not performing tasks in a safe manner

# What can be achieved



Spaghetti Diagram with staff movement for 1 hour of work

By using Redesign staff decided to bring the store room closer to the barrier nursing area therefore eliminating 748 steps in the process  
Staff have reported that they are not as tired at the end of the day !!

# The 5S steps in more detail

- The 5 process steps, which all begin with the letter 'S':

## **S**ort

- Sort and discard unneeded items.

## **S**et in order

- Set up effective storage methods.

## **S**hine

- Clean the area.


## **S**tandardize

- Set standards for a clean and organized area.

## **S**ustain

- On-going maintenance.

# Audit Sheet - setting the guidelines



WorkPlace/ unit: \_\_\_\_\_ Site: \_\_\_\_\_ Date: \_\_\_\_\_ Contact: \_\_\_\_\_  
 Name: \_\_\_\_\_  
 Completed By: \_\_\_\_\_

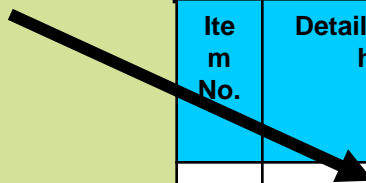
### OHS Work Place Inspection Action Plan

RISK DEFINITION AND CLASSIFICATION - AS/NZS 4360:2004

Summary of Non compliant items, comments, and recommendations

Item No.	Details of non compliance/ hazard identified	Risk Rating	Corrective Action	By whom	By when	Review

Issue noted



What is the risk



What is the agreed Action



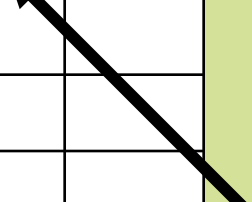
Who is responsible



Note review date



Agreed timeframe



# Sort - Identify Red Tag Area



The equipment in this room has been Red Tagged and priority listed for replacement , to be discarded or recycled to another ward



# Sort



# Set in order – what is the best space for which equipment



## Before

Corridors cluttered with equipment –  
n.b. space does not allow room if  
emergency scenario occurred

## After

Corridors are cleared



# Set in order



## Before

Fire equipment fallen off the wall and left hidden in another room



## After

Fire equipment restored to usual position

# Shine- clean the work area

**Before**



**After**



# Standardize – we all agree



**Need to engage all staff**

# Sustain - What can be achieved



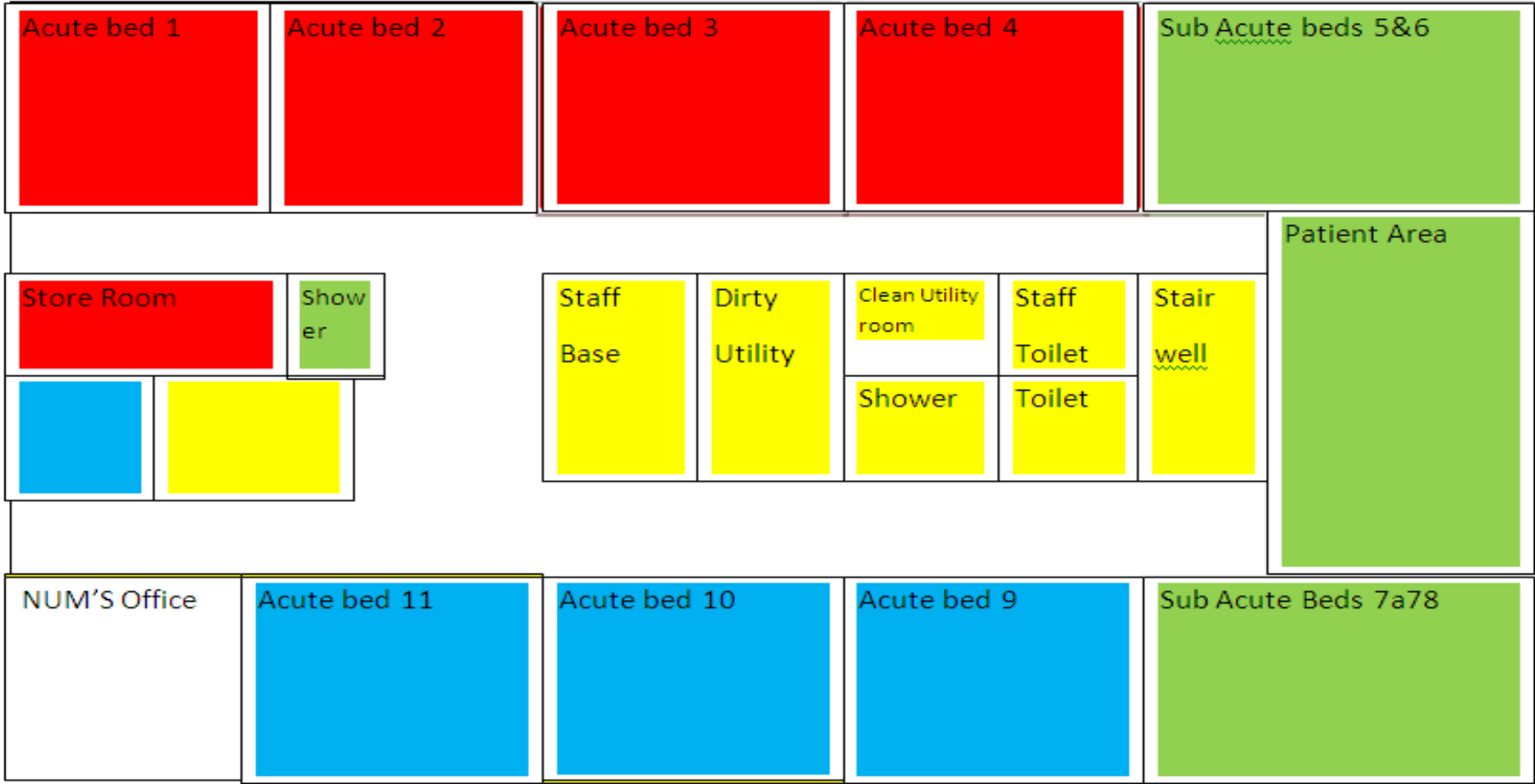
# Tips for setting up 5S in your area

- Affix poster to wall – visual management
- Designate zones on your ward map e.g. 4 Zones- Red, Blue, Yellow & Green
- Organise a regular meeting – zone members
- Identify a Red Tag Area/ room
- Physically review & audit the area
- Place items in Red Tag Area & put up a 2 week time limit for items to be removed
- Discard items once time elapsed
- Move through 5S steps

# Communicate and consult

**“Its important for all the staff to be involved and to drive the changes to their own work environment”**

# Example of 5S Zoning



# 5S Zone Allocation

## *ZONES FOR 5S*

*Place your name in the area below*

<u><i>NAMES</i></u>	<u><i>NAMES</i></u>	<u><i>NAMES</i></u>	<u><i>NAMES</i></u>

# Example of 5S Zone Duties

ZONE 1 Red Team	Zone 2 Green Team	Zone 3 Blue Team	ZONE 4 Yellow Team
Review/Sort/Tidy Equipment <ul style="list-style-type: none"> <li>• Not expired</li> <li>• Not broken</li> <li>• Not depleted</li> <li>• Check BP Cuffs</li> <li>• Stock in correct place</li> <li>• Identify stock that? Should be discarded</li> </ul>	<ul style="list-style-type: none"> <li>• Check all equipment working/required</li> <li>• Identified stock that? could be discarded</li> <li>• Regular review of patient area</li> <li>• Sort/Tidy</li> </ul>	<ul style="list-style-type: none"> <li>• De junk tea room</li> <li>• Dispose if unwanted equipment – on top of lockers/ TV/s</li> <li>• Check repair request in any broken equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Check all equipment – working/required</li> <li>• Identify any stock that? Should be discarded</li> <li>• Sort/tidy</li> </ul>

It is actually an ongoing process which is done on a regular basis.

Does not exclude all staff not involved in a particular area from still being responsible with stock and equipment.

Any queries re broken equipment or other issues, speak to NUM

# Achievements



Southern Health has developed a 5S program since Aug 2010 & assigned staff to support the program.

Need to link with OH&S team to review any reductions in staff injuries over the next year

# Closing the Loop - outcomes

- It will help us make our work environment safe, it helps protect patients and visitors as well as staff.
- By making our staff healthy and safe improves our productivity and morale and therefore our ability to provide better health for our community.

# Questions

