

APPLICATION OF WORKSTUDY & TIME MANAGEMENT PRINCIPLES (KAIZEN PHILOSOPHY) IN MEDICAL PRACTICE & IN LIFE

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Kaizen

- Kaizen is continuous improvement of working practices, personal efficiency etc.
- In Japanese Kai means change and Zen means better.
- The Kaizen philosophy assumes that there is a scope for betterment in whatever we do.
- Although improvements under Kaizen are small & incremental, the kaizen process brings about dramatic results over time.

Kaizen

- Kaizen is possible with a zero investment.
- Kaizen is to make a change to make the work better, simpler, in less time and with less effort.
- Kaizen is avoidance of muda (the waste).
- Muda of unnecessary movements, unnecessary waste of time, money and efforts.
- Any non value adding activity is muda.

When to start kaizen

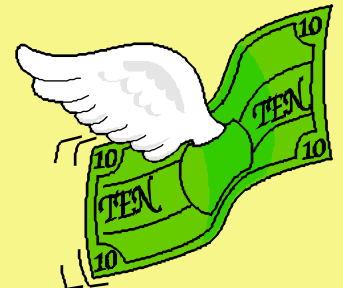
- Kaizen can be started any time, best time is now
- Kaizen takes time.



MUDA The WASTE

NINE TYPES OF WASTES

- Overproduction
- Delays (waiting time)
- Transportation
- Process
- Inventories
- Motions
- Defective products
- Untapped resources
- Misused resources

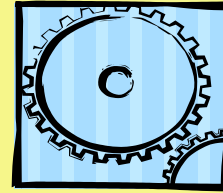


Kaizen Basic Factors

Some examples NVA Activities:



Walking



Waiting for something

Unnecessary stock on hand



Generating useless reports



Transporting

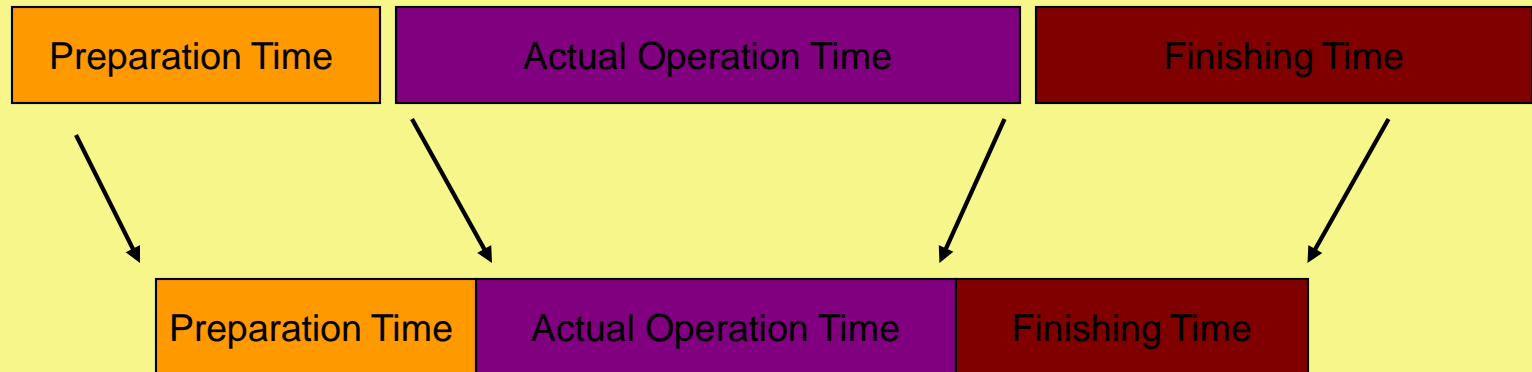


Unnecessary motion

THE GOAL IS TO ELIMINATE THE NON-VALUE ADDED ACTIVITIES.

Kaizen Basic Factors

Shrinking Lead Times

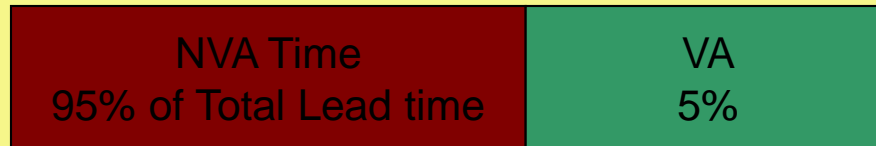
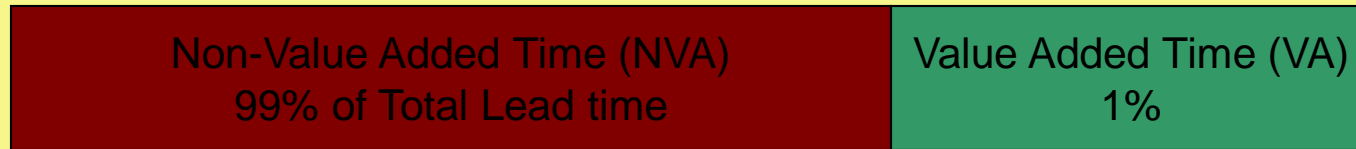


- Reducing the overall time from preparation of the operation to delivering till finishing touches will make your hospital more responsive to the customer.
- As can be seen, actual operation is only one part of the entire process. Preparation, processing, and finishing / clean up is an area for improvement

Where's the Time in Lead Time

When we look at attacking the NVA Activities in the Timeline and compare that to the original timeline:

Greatest Opportunities are actually here!



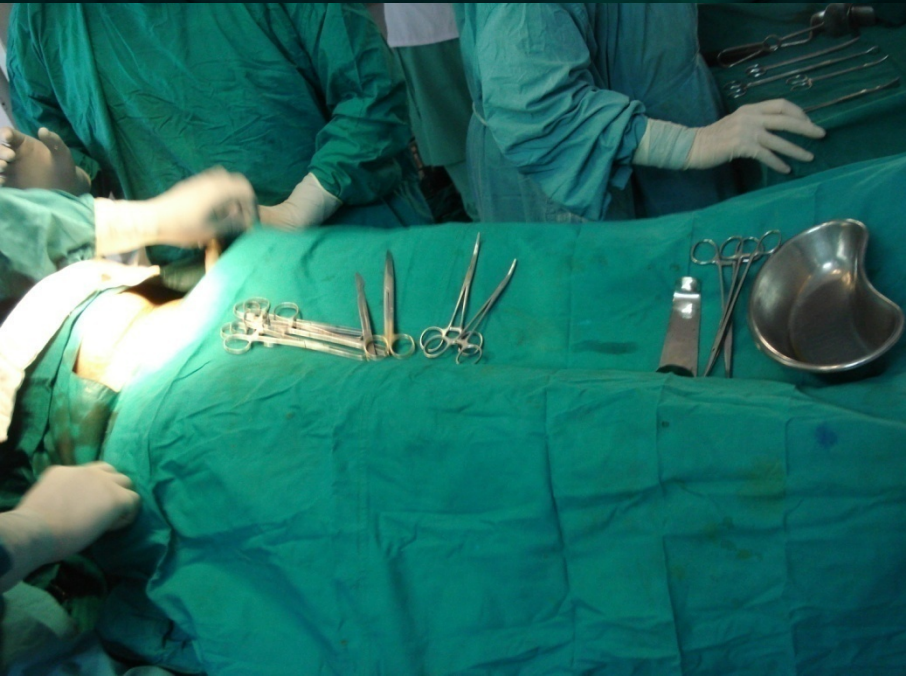
Great Job!!

This shows a 5X improvement in lead time

GAMBA KAIZEN

- Gamba means the work place .
- Statistical law of 1:30:300.





Minimum instruments
Minimum assistance
Minimum confusion
Better results

Visual Control & the Workstation

Ergonomics

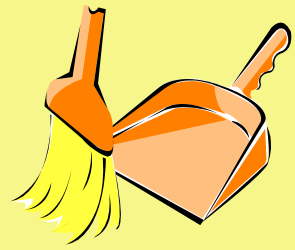
- Adapt the workstation to the employee needs
 - more security
 - more comfort
- Reduce waste
 - excessive fatigue
 - useless efforts and movement
 - less physical constraints



KAMBAN

- Kamban is a communication tool used in Gamba Kaizen.
- Kamban means a signboard or lable.

The 5S Housekeeping Standards



First Step towards Continuous Improvement

The aim of 5S is to create an atmosphere to keep a clean, organized, safe and efficient workplace for everyone.

The foundation for the practice of 5S, comes from a Japanese program derived from these words, *seiri*, *seiton*, *seiso*, *seiketsu* and *shitsuke*. The 5S's are a conventional approach towards maintaining and improving the work place. The following words have been chosen for the 5S acronym's.

➡ **Sort** ➡ **Sanitize (Safety)** ➡ **Sweep**
➡ **Straighten** ➡ **Sustain**

Kaizen Training

Meaning of the 5S's

Sort Examine everything at the workplace & identify what is needed and what can be discarded

Straighten Organizing the way things are put away with efficiency, quality, and safety in mind. Need to decide where and how things should be put away and what rules should be obeyed to insure that it is maintained.

Sweep
(Scrubbing clean) Sweeping, scrubbing and cleaning of the building, machines, fixtures & tools so that all areas of the workplace are neat & tidy. This leads to early detection of mechanical problems before they become major breakdowns. Machines cry!

Kaizen Training

Meaning of the 5S's

Sanitize

(Safety)

Insuring that each workplace is properly designed for safety. This is to protect every member from the dangers during the performance of their assigned tasks.

Sustain

(Standardize)

Developing the practice necessary to continually participate in the 5S process. This requires that each of the S's become a personal habit. This is the most difficult of the 5S's, but it is the most important factor in achieving long term success. Establishing routines and procedures for maintaining and improving on the first four (S's), incorporating visual management tools.

PROBLEMS

- I am overweight, in poor shape, obese.
- My spelling is terrible.
- My vocabulary is limited.
- I am afraid of speaking in public.
- My husband complains about my cooking.
- I always spend more than I earn and cannot get out of my debts.
- My memory is poor.
- My wife complains about my long hours at work and our relationship suffers.

Applying kaizen to problem solving

- Recognize your problem, replace problem thinking with opportunity for improvement
- Minimize delays : action, manifestation, evaluation delay
- Search for flexible solutions
- Kaizen is for effective problem solving
- Problems are treasure bearing mountains
- Distinguish between symptoms and real causes ,cure the causes

APPROACH

- State the problem
- Consider contributing factors
- Explore options available
- Select one or more options to be implemented.
- Put those options in to practice.
- Monitor progress & take corrective action.
- Keep moving towards successful resolution of the issue.



THERE ARE MANY PATHS TO THE TOP OF THE
MOUNTAIN,
BUT THE VIEW IS ALWAYS THE SAME.

Old Chinese saying

METHOD OF WORK STUDY

PURPOSE	:	WHAT IS DONE? WHY IS IT DONE? WHAT ELSE MIGHT BE DONE? WHAT SHOULD BE DONE?
PLACE	:	WHERE IS IT DONE? WHY IS IT DONE THERE? WHERE ELSE MIGHT IT BE DONE? WHERE SHOULD IT BE DONE?
SEQUENCE	:	WHEN IS IT DONE? WHY IS IT DONE THEN? WHEN MIGHT IT BE DONE? WHEN SHOULD IT BE DONE?
PERSON	:	WHO DOES IT? WHY DOES THAT PERSON DO IT? WHO ELSE MIGHT DO IT? WHO SHOULD DO IT?
MEAN	:	HOW IS IT DONE? WHY IS IT DONE? HOW ELSE MIGHT IT BE DONE? HOW SHOULD IT BE DONE?

EXAMPLE



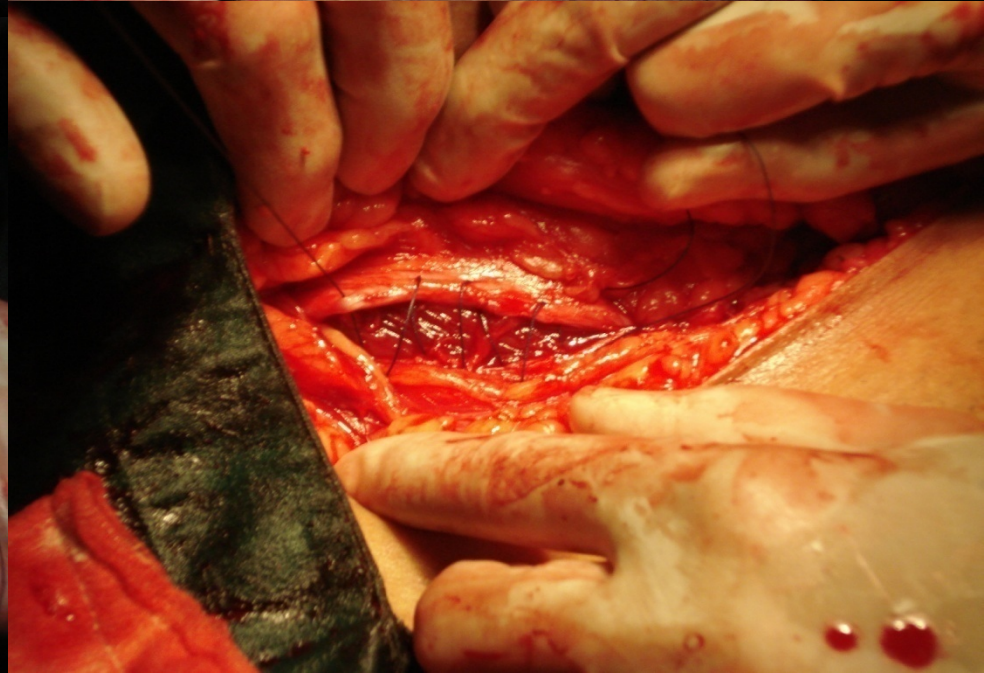
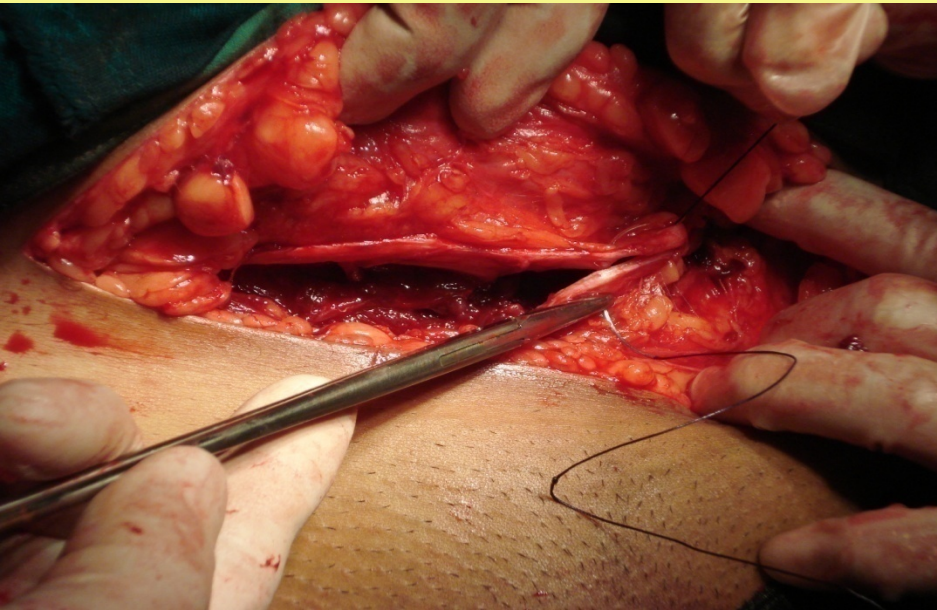
Preparation of the patients' s back before giving spinal anesthesia by gynaecologist instead of anaesthetist.

**MINIMUM FOUR
HUMAN HOURS ARE
SAVED**

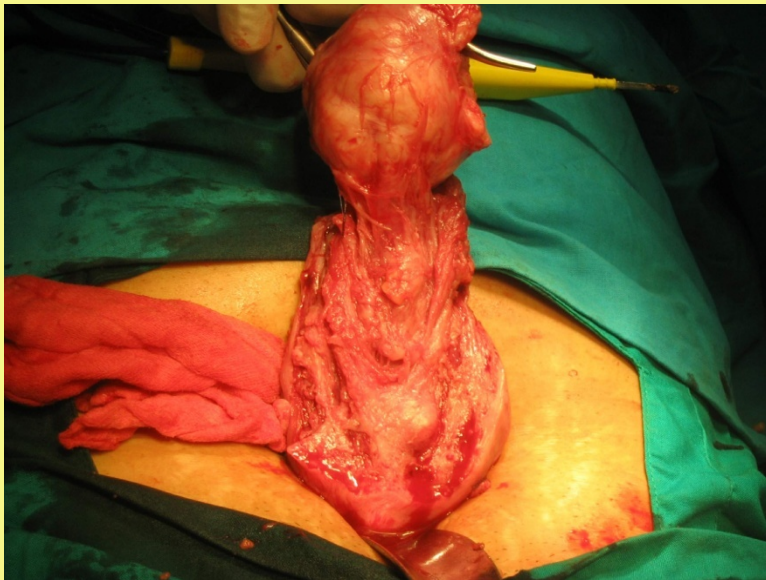
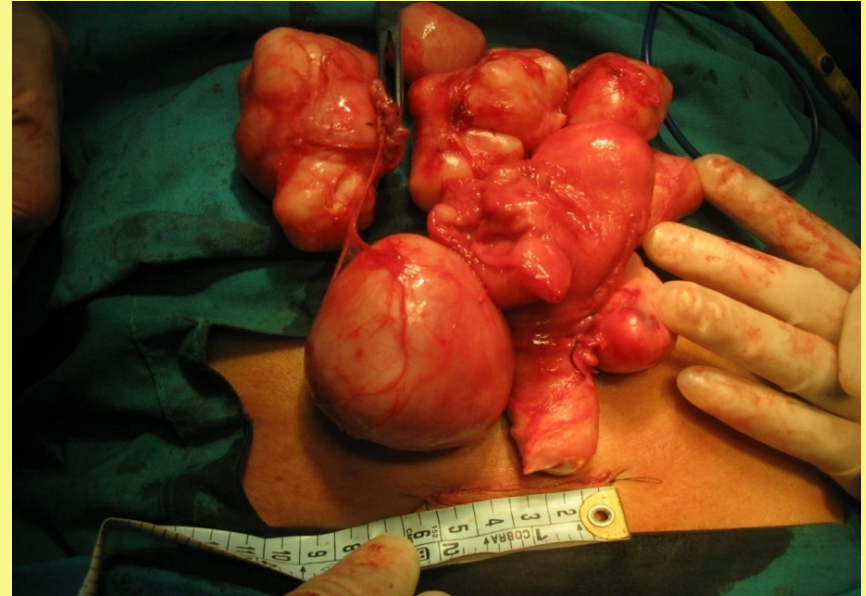
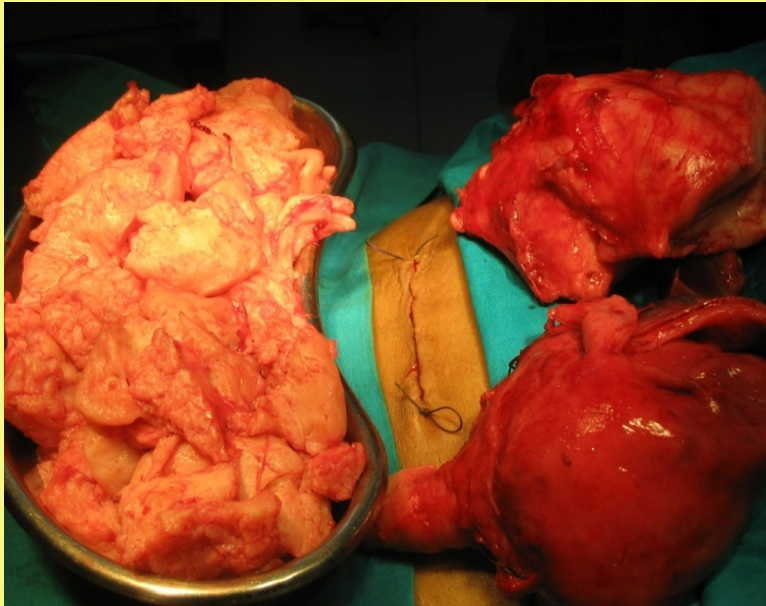


Adv: Saves water &
detergent & labour.
Hence Ecofriendly

ERGONOMICS OF INSTRUMENTS



Impact after application of Kaizen



Improvements in Operative Techniques:

1. Episiotomy
2. Minilaparatomies for hysterectomy, ectopic pregnancy & ovarian cyst.
3. Extraperitoneal LSCS
- 4 Extra-peritoneal internal iliac artery ligation.
- 5 Cesarean myomectomy

