

Project Title

Increasing Productivity and Space Utilization with 6S Methodology

Project Lead and Members

- Julie Zhang
- Sison Sarena Mateo
- Li Mei
- George Varghese Gijo

Organisation(s) Involved

The Lentor Residence

Healthcare Family Group(s) Involved in this Project

Nursing; Ancillary Care

Applicable Specialty or Discipline

Nursing Home

Aim(s)

To increase productivity and utilization in the workspaces, the 6S methodology was chosen to organize the work areas and improve the management of stocks and inventory.

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Lessons Learnt

6S is a system that promotes workplace productivity and safety. With 6S, proper labelling, sorting and organization do play an important role in boosting staff efficiency and safety. Staff now spend less time searching for items and more time on patient care. Both residents and staff are benefited from the 6S project.

Conclusion

See poster appended/ below

Additional Information

Community Care Excellence Awards 2022: Productivity Improvement Gold Award

Project Category

Care & Process Redesign

Quality Improvement Lean Methodology

Keywords

Lean Methodology: 6S System

Name and Email of Project Contact Person(s)

Name: Julie Zhang Yuzhen & Li Mei

Email: julie.zhang@lentonhealth.com & limei@lentonhealth.com

Increasing Productivity and Space Utilization with 6S Methodology The Lentor Residence

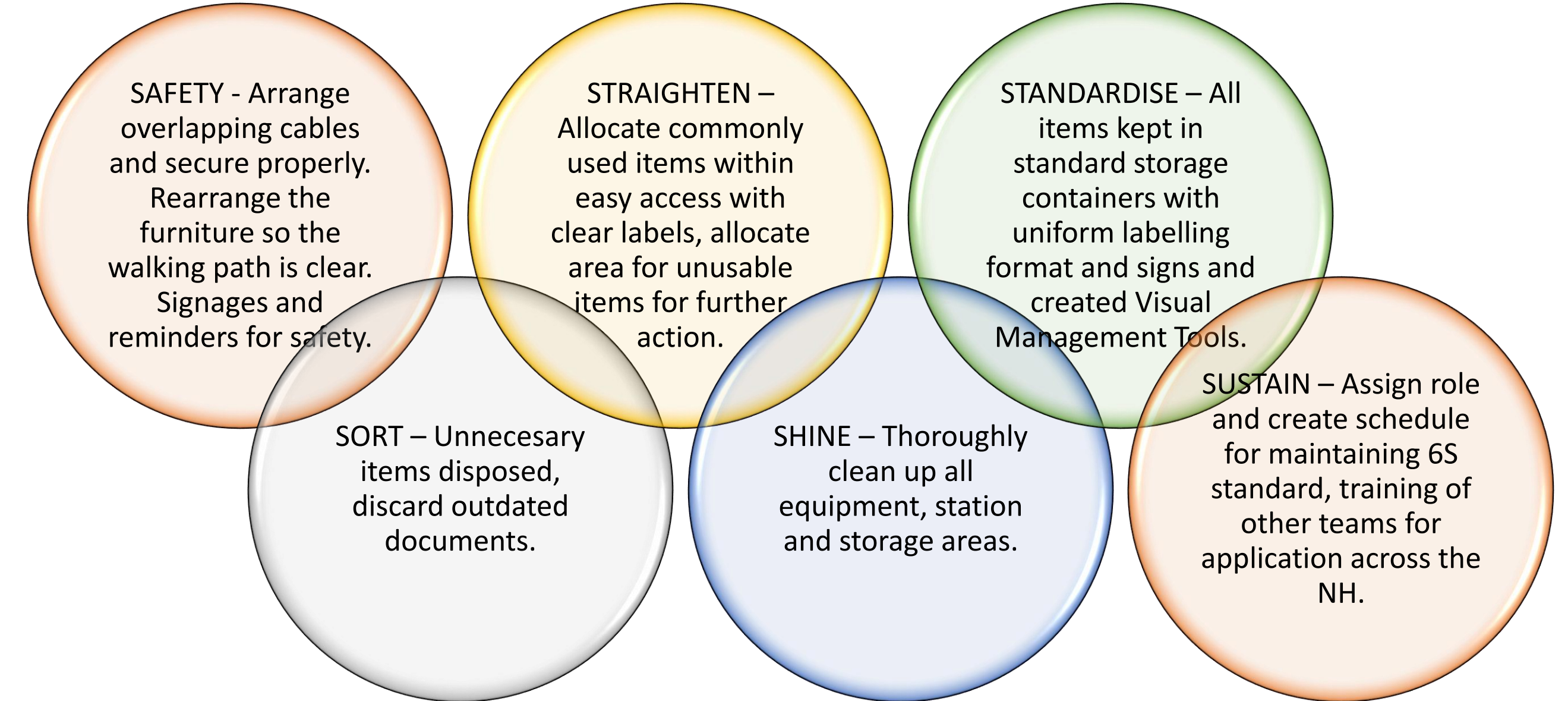
Julie Zhang, Sison Sarena Mateo, Li Mei, George Varghese Gijo

Reasons for Actions

In order to increase productivity and utilisation in the workspaces, the 6S methodology was chosen to organise the work areas and improve the management of stocks and inventory. The 2 work areas are namely the Rehab Store and Ward 2 Nurse Station.



Implementation Plan



Benefits/Results

Area	Rehab Store	Nurses' Station
Safety	Key Changes: Completed non-slip mat near the store and removed all furniture blocking the area. Adjusted the string attached on the improvised shade near the store and put colored signs to alert the people not to come near the string. Benefits: To prevent injuries and clear the area.	Key Changes: Items on top of the cupboards to be removed and keep it in storeroom/dispose. Arrange the overlapping cables and secure properly. Rearrange the furniture so the walking path is clear. Signages and reminders for safety. Benefits: To prevent injuries and clear the area.
Sort & Scrap	Key Changes: Disposed obsolete items in cupboards. Kept usable items in place according to frequency of use, category of the item and weight and size of the items. Created Red Tag Area for the items which are not often used. Benefits: Created more space in cupboards. Keep items for 3 months and re evaluate if still needed.	Key Changes: Sort out and arrange items at nurse station according to the different category (E.g. Case notes, Record books, New forms, others). Allocate all the commonly used items in nurse station within easy access with clear label. Remove unnecessary items around the nurse station. Clear and discard outdated posters and information materials. Create a red tag area for unsure items for later review. Benefits: Created more space in cupboards. Keep items for 3 months and re evaluate if still needed.
Straighten	Key Changes: All items/equipment must be categorised and well organised using clear labels (using bold letters and colours), then use a picture or a visual aid to have a quick access what is inside the cabinet. Ensure all items are placed at the designated cupboards. All items and equipment are well checked through use of Kanban card or inventory list. Benefits: Easy to find the items. Reduce Movement. Save time.	Key Changes: Keep all the stationary items together in tray with the checklist. Uniform the size and colour for the documents folders. Uniform the labelling format and sign. Place the items in designated location. One notice board for all the important notice. Label the new forms and categorise. Create a master list for forms. Benefits: Easy to find the items. Reduce Movement. Save time.
Shine & Service	Key Changes: All storage, items, equipment and the surrounding areas clean (i.e. items). Ensure all equipment are well-maintained and in good working condition. Assign one staff to check all the equipment on daily basis. Allocate area for defective items or any items requiring special attention/repair are well-marked, record in the maintenance book and report to maintenance staff when necessary. Place cleaning rooster signage. Benefits: To make the area clean and hygienic. To prevent possible injury. To ensure sufficient available equipment for use.	Key Changes: Thoroughly clean up and tidy-up the nurse station. Benefits: To make the area clean and hygienic. To prevent possible injury to anyone.
Standardise	Key Changes: Assigned one staff to take charge and maintain 6S project standard. Keeping the area organised and orderly by placing 6S Communication Board (as a reminder to observe 6S at all times). Completed the Visual management tools (item pictures and proper labelling). Maintain and control the store level. Benefits: To take responsibility and be part of the 6S project. Easy to locate items. Prevent any waste. Ensure enough amount of items available.	Key Changes: Assign role and make schedule for maintaining of the 6S standard. Apply same standard to all other nurse station. Train other team members to carryout same standard. Benefits: To take responsibility and be part of the 6S project. Easy to locate items. Prevent any waste. Ensure enough amount of items available.

6S Goals & Targets

Our Goals:

- Organise the workspace to improve our workflow
- Create a conducive and safe work area for our colleagues to work in
- Create a visual workplace
- Better utilize cabinets and stores

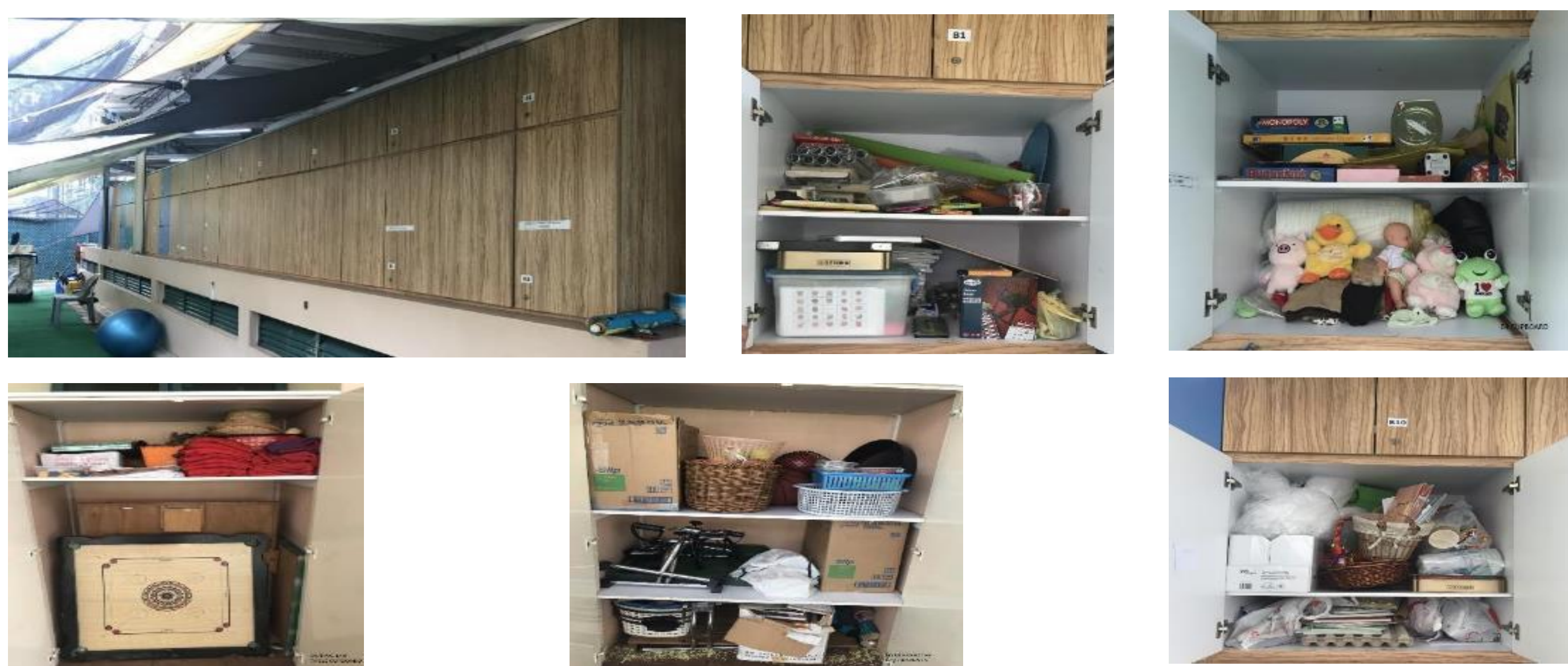
Our Targets:

- ≥80% in the Post 6S assessment scores for each work area
- Improve staff morale and satisfaction.

Problem Analysis

Preassessment was conducted using the 6S scorecard at two identified areas, Rehab Store and Ward 2 Nurse Station.

Rehab Store



PRE 6S ASSESSMENT

6s score: **26%** Time taken to retrieve identified items: **4m 25s**

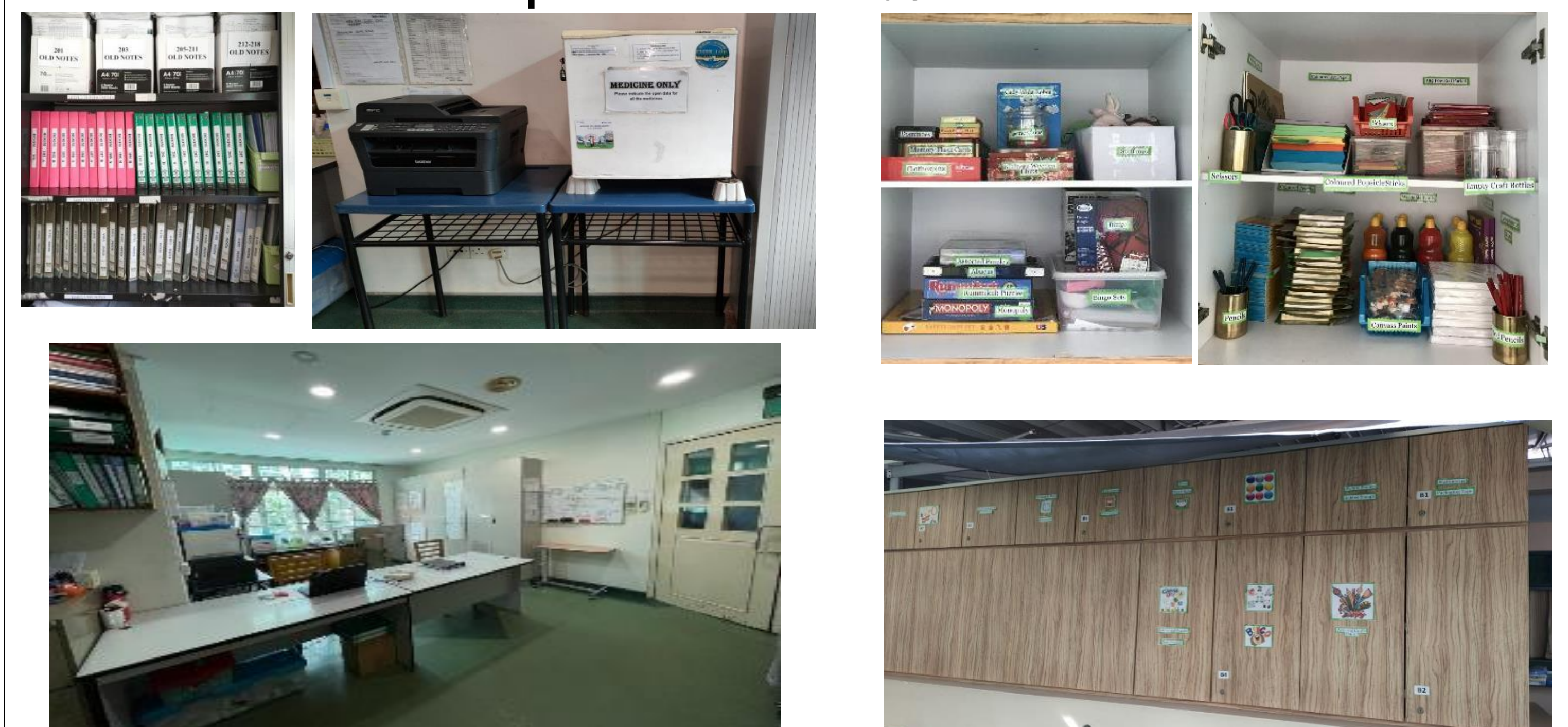
Ward 2 Nurse Station



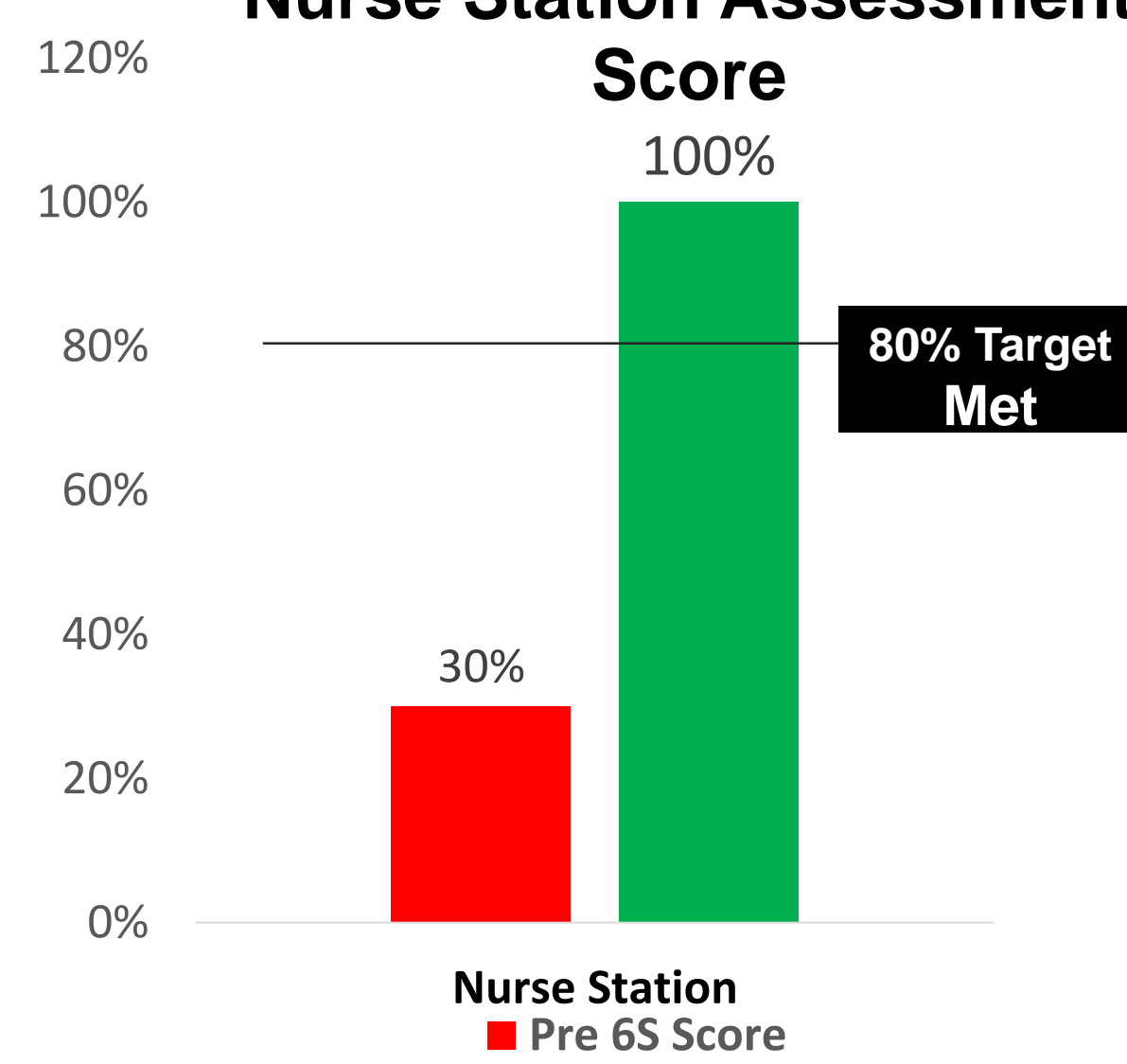
PRE 6S ASSESSMENT

6s score: **30%** Time taken to retrieve identified items: **6m 57s**

Identified areas after implementation of 6S:

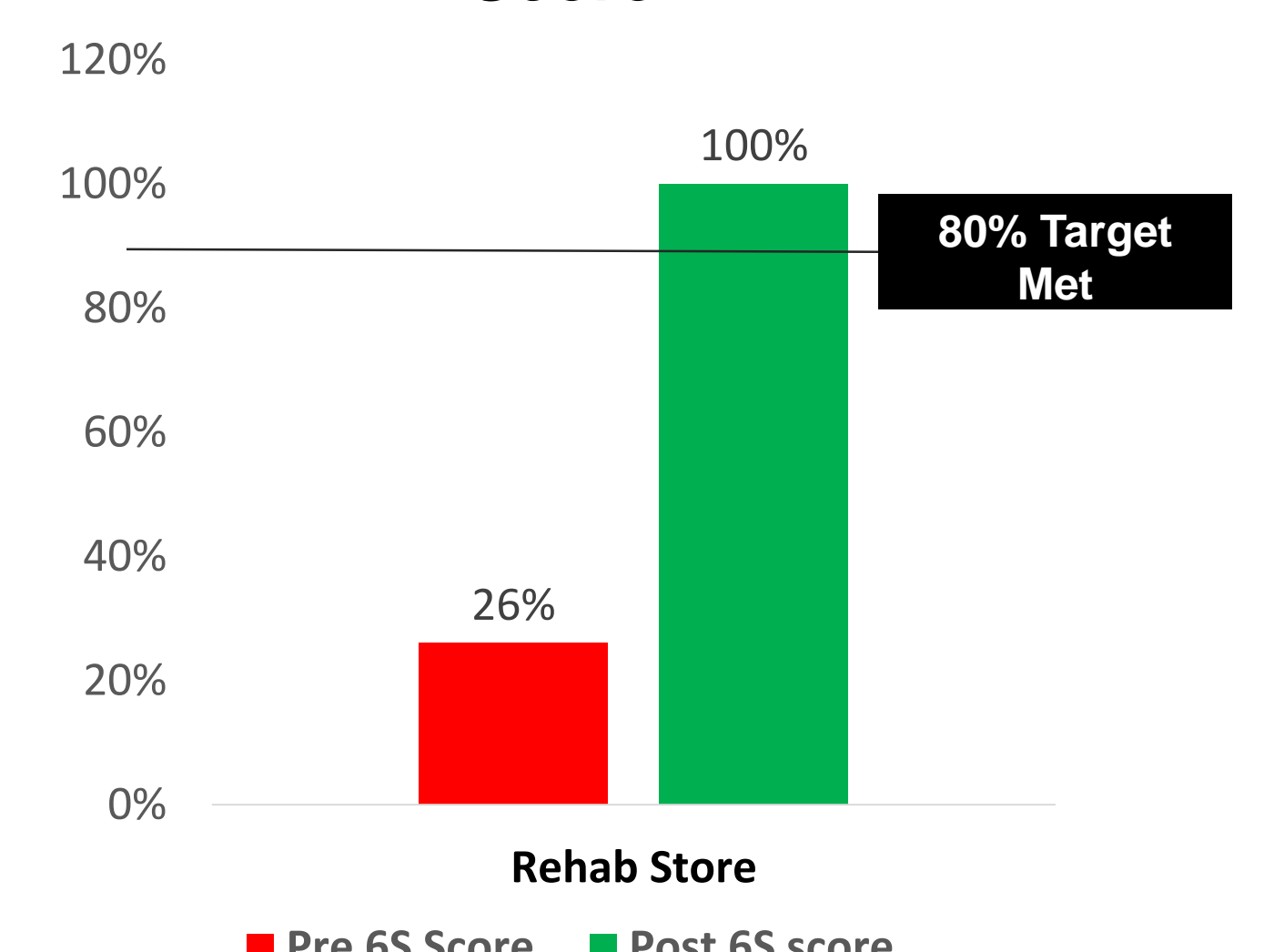


Nurse Station Assessment Score



Time taken to retrieve identified items: **2m 45s**

Rehab Store Assessment Score



Time taken to retrieve identified items: **1m 34s**

Sustainability Plan

To build the practice among all staff in the NH, Lentor has made 6S training part of the Preceptorship Programme for new staff. Continual training along with regular assessment and audit by the 6S committee will ensure sustainability of the practice.

The Lentor Residence has increased productivity, space utilization, staff safety & morale and useful life of equipment through 6s.