

## The Challenge

The Anesthesia Work Room, for this large Operating Room, was being used for much more than its intent. The Anesthesia Work Room was actually used for equipment storage, utility carts, and excess inventory and staff belongings. The question became: How do you organize the Anesthesia Work Room without causing a tremendous ripple effect throughout the department? The answer: Conduct a Lean 5S Event.

## Targets

The process owner and sponsors asked a six-member Team to 5S the OR Anesthesia Work Room. There were many things to consider in accepting this challenge, such as: physician and staff morale, search and travel times and how to effectively communicate the changes.

Therefore, the workshop targets were established as follows:

- Create an organized, usable Anesthesia Work Room
- Reduce prep and travel time for Anesthesia and OR staff
- Reduce supply inventories
- Adhere to compliance rules
- Remove equipment from hallways

## Before:



## After:



## Areas of Focus

While the primary area of focus was the Anesthesia Work Room in the Perioperative Services Department, other areas were also impacted by the work. For example, the Scrub Room, Equipment Storage Rooms, Equipment Storage Alcoves, and the Operating Room Core were also involved to a degree. It was important to have stakeholders from all areas involved in the process.

## Workshop Actions

The Team exerted so much energy and dedication during the workshop and it was reflected in the amount of work they accomplished. Here are the highlights:

- Created a workstation for the Anesthesia Technicians in the Work Room
- Color coded the storage bins
- Placed high use items immediately inside the room for rapid retrieval
- Remodeled the Scrub Room to allow point-of-use storage of equipment that was previously stored in the current Anesthesia Work Room
- Stored delicate scopes in an alcove created from an unused pass-through
- Eliminated damaged rolling cart system
- Created visual system for supply restocking (“tell at a glance” based on right-sized containers, signage, and grouping like supplies)
- Created space to bring equipment out of the hallways
- Installed a lock key pad on the new Anesthesia Work Room
- Developed an audit monitoring plan (includes measuring par levels, staff satisfaction and restocking times)
- Developed a sustaining plan
- Developed a communication plan

## Results

| Metric                             | Pre Workshop    | Post Workshop   |
|------------------------------------|-----------------|-----------------|
| Anesthesia Cart restocking times   | 14 minutes      | 5 minutes       |
| Linear feet of storage space used  | 195 linear feet | 151 linear feet |
| Number of inventory locations      | 3               | 1               |
| Square footage of floor space used | 93 square feet  | 153 square feet |
| Number of inventory locations      |                 | Decreased by 2  |
| Par levels                         |                 | Reduced by 15%  |
| Cost avoidance                     |                 | \$2,000.00      |
| Estimated annual labor savings     |                 | \$4,800.00      |

Although the amount of floor space increased, the Team did amazing things with the additional square footage. For example, 65 square feet was used in the Core to locate steam carts and utility carts that were being housed in the hallway.

The number of inventory locations decreased by two because the Team was able to reduce par levels by 15%. As a result, 1889 individual stock items and eight boxes of IV catheters were returned for credit. Furthermore, the Team decided to reuse the wire carts from the rolling cart system to replace other carts that were malfunctioning. This created a cost avoidance of about \$2,000.00.

The estimated labor savings was calculated at nearly \$4,800.00 per year. This is based on decreasing the amount of time it takes the Anesthesia Technician to restock the carts (at least 30 minutes twice a day).

The cost savings were phenomenal only to be outweighed by physician and staff satisfaction. This was a huge success!