

The Challenge

When an organization expands one area, it often means that another area is going to lose space. That was exactly the case in this integrated healthcare system. More specifically, the Safety Office was being reduced by 60% to accommodate an Emergency Department expansion. That is a very big challenge but especially if the current space is disorganized, cluttered and chaotic. Sub-processes were intermingled and visual controls did not exist. A ten-member multidisciplinary team accepted the challenge to 5S the Safety Office and reduce its space requirement.

Targets

The Team was charged with overhauling almost every aspect of the Safety Office. Their targets were as follows:

- Separate each sub-process and improve efficiencies using visual controls
- Locate needed items together with the ability to deploy quickly
- Ensure all sub-processes are portable
- Establish a predetermined, technically prepared location for Incident Command Center
- Document deployment steps

Before: Paper management is a common office issue that can easily become overwhelming.



After: Standardized categories and filing systems, allows all team members to find what they need when they need it.



Areas of Focus

The specific target areas for this 5S Event were the Quality Compliance and Safety Officers Office. However, several sub-processes were included in this workshop, such as: Employee Health, Decontamination Tent and Supplies, Spill Response, Fit Testing, CPR and other Training Materials, Lost & Found, Incident Command Center and HSRA (Homeland Security) Supplies and Equipment Tracking.

Workshop Actions

The Team did an outstanding job of staying focused during the workshop. As a result, almost all of the action items were completed during the workshop with amazing results. Here are a few of the actions taken:

- Reorganized and developed visual controls for files, binders and manuals
- Defined ownership and accountability for sub-processes such as Spill Response and Lost & Found
- Reconfigured the Incident Command Center
- Ordered HSRA cart
- Developed visual systems
- Set up network printer in Safety Office
- Established a new system for daily work
- Eliminated the waste and excess materials and supplies
- Developed process for HSRA supplies and equipment
- Developed proposal for wiring an alternate Incident Command Center site
- Developed training plan for the management of the hazardous materials inbound process
- Established a Sustaining Plan
- Put in place audits for monitoring

Outcomes

The outcomes surpassed even the expectations of the Team. The overall outcome was an organized, standardized, visually oriented office which included the sub-process areas. The Safety Office can now fit comfortably in the new allocated space. Some of the other “big wins” included:

- Downsizing the Incident Command Center and making it more usable and efficient
- Adding contingency capacity for many types of incidents
- Color-coding and organizing the Decontamination Drill Bags
- Developing a process and color-coding for document management in the office
- Adding space for CPR and Infection Control

Results

Metric	Pre 5S	Result
Square footage of floor space used	470	217
Linear feet of shelf space used	56.5	17
Storage of archival documents		5 boxes of documents moved to storage
Number of bookshelves used	5	1 (with room to spare)