Implementation of 5S-Kaizen in Healthcare - Abderrahman Mami Hospital

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Global pandemic COVID-19 context emphasizes the critical importance to improve operational efficiency of healthcare services. As, implementation of 5S-Kaizen in industries has proven its effectiveness, in this study we present the 5S-Kaizen approach applied in three pilot units of the Abderrahman Mami hospital.

Firstly, with hospital staff, we started applying 5S to organize and improve the workplace environment. It is necessary to obtain a tangible progress to communicate the expected results at an early stage to get the team's engagement since it is indeed a critical success factor of 5S-Kaizen approach.

Then, two types of continuous improvement projects were defined, small and large Kaizen. With small Kaizen themes we do not need neither time nor resources, these are some examples that we can mention: improvement of intrapersonal communication plan, improvement of samples transportation to the laboratory, display documents required to registration for scanner, etc. Among Large Kaizen themes considered we can refer to reduction of some activities' durations by reorganizing the process and eliminating certain sources of waste. We apply large Kaizen method to solve "big" problems.

The implementation of 5S- Kaizen approach has led to:

- Reducing documents' search time in the radiology archive by 88% (from 25 min to 3 min), for an equipment in the warehouse by 35% (from 7 min to 4min30).
- Increasing space released by 49% in archive.
- Reducing samples transportation time by 80% (from 39 min to 8 min per day).
- Reducing recovery time of unused medication by 83% (from 30 min to 5 min).
- Reducing waiting time of scanner exam validation by 40% (from 85 min to 50min30).