



LEAN: 5s in Human Resources

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Agenda

Mission
Statement

What is Flagler Hospital's Mission Statement?
How does Lean align with this?

Problem
Statement

Why was this Lean project chosen?

Lean
Definitions

What Lean tools were utilized?

The Process

What was the process of the project?

Lean Initiatives

How was the process completed?
How were the Lean tools use?

Summary

What were the results?



Mission Statement

“To provide the best patient experience with the best staff”

- How does Lean align with this?
 - Flagler Hospital has adopted Lean and Six Sigma to help support its value proposition:
 - Quality Patient Care
 - Happy Patients, Staff, and Physicians
 - Efficient Operations



Problem Statement

“The Employment Coordinator in Human Resources inherited outdated processes and organization that resulted in reduced efficiency; affecting productivity and quality of work.”

- Lack of standardization
- Lack of visual aids
- Disorganized Filing Cabinet
- Cluttered Desk
- Multiple locations for important documents
- Increased demand for qualified candidates for hospital positions
- Multiple steps to retrieve important computer files



Lean Definitions

Value Added, Waste, and 5s

Value Added

- Activities that directly/indirectly improve quality/efficiency

Waste (Muda)

- Over Production
- Waiting
- Transportation
- Over Processing
- Inventory
- Unnecessary Motion
- Defects
- Underutilized Knowledge

5s

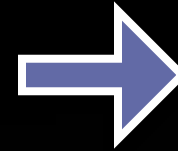
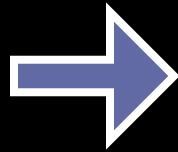
- Sorting
- Simplifying
- Sweeping (Cleaning)
- Standardizing
- Sustaining

There were many non-value added activities occurring throughout the Employment Coordinator's day due to waste in over production, transportation, over processing, inventory, unnecessary motion. This led to underutilized knowledge.

To overcome the problem areas, we chose to use a 5s approach to his entire office.



The Process



- The first step was to introduce the Lean concept and tools that we could use for the project.
- Next, we processed mapped the most fundamental tasks he performed on a daily, weekly, and monthly schedule.
- Yearly tasks were briefly discussed, but not included as they did not add significant value.
- Last, we performed 5s utilizing the worksheet provided in the Six Sigma.U.s training manual.



Lean Initiatives

First step of the process

LEARN LEAN CONCEPTS

- Explained what Lean is and why it is important to the Employment Coordinator and the problems he faces on a regular basis.
- Discussed what value-added means
- Discussed the tools we would be using in detail for familiarity
 - 5s
 - Importance of Visuals

Reevaluate your workspace using the Sustain Evaluation Form (see the figure below) as needed. Encourage and recognize the achievement of all work areas that are able to sustain their visual management efforts. This helps your company to maintain a cycle of continuous improvement.

Sustain Evaluation Form		
Visual Management "Sustain" Evaluation	Yes/No	Comments
Sort <ul style="list-style-type: none"> • Are all items in the work area necessary? • Have unnecessary items been red-tagged? • Have red-tagged items been removed? 	Yes	All moved to red-tag area
Shine <ul style="list-style-type: none"> • Have all areas been cleaned? • Has a cleaning schedule been established? 	Yes	Schedule set; training under way
Set in Order <ul style="list-style-type: none"> • Is the location for every item in the work area defined? • Is every item in its defined location? 		
Standardize <ul style="list-style-type: none"> • Have standards been established? • Are standards posted? • Have company-wide standards been adopted in the area? 		
Sustain <ul style="list-style-type: none"> • Is the evaluation being completed on a regular basis? • Are all schedules, such as the cleaning schedule, being followed? 		

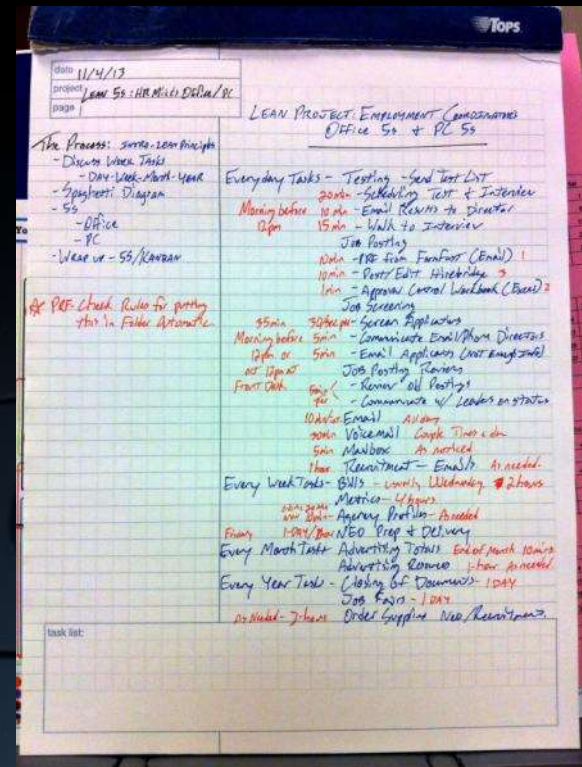
©2002 GOAL/GPC Visual Management 3

Lean Initiatives

Next Step (General Workflow Mapping)

REVIEW JOB TASKS

- In order to apply 5s effectively, we decided to review the tasks and their time to complete so we could determine where everything belonged
- “A place for everything and everything in its place”
- This knowledge would also be applied in a Spaghetti Diagram

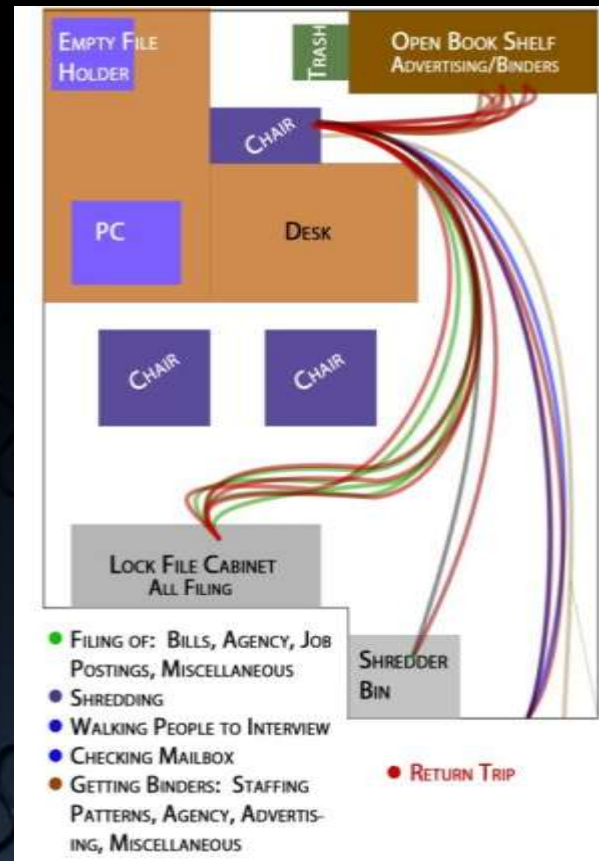


Lean Initiatives

Next step, begin 5s



Above: the office as it was at the start of 5s. The large bin would be for recycling/shredding of unnecessary inventory (documents). Right: looking at the daily tasks, we created a spaghetti diagram of the paths taken (these would be multiplied by each time he completed the tasks daily, which is numerous).



Lean Initiatives

Next step, begin 5s

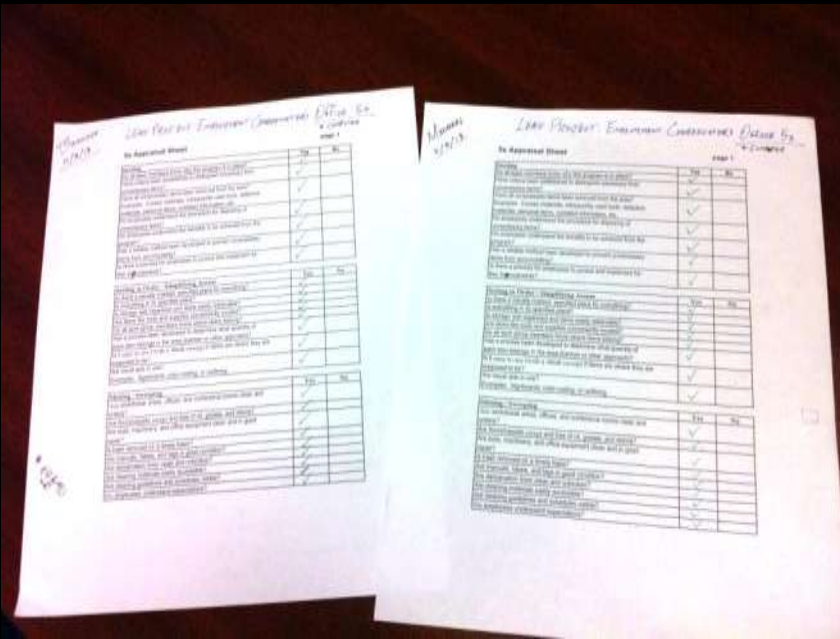


- The desk is cluttered with items and the documents that are most needed for productivity are difficult to find.
- The desktop PC, while it looks simplified, does not have easy access to files. It took 10 steps to get to one of the most used files on the computer.



Lean Initiatives

Next step, 5s Appraisal Sheet



- With knowledge of the tasks and layout of the office, we used the 5s Appraisal Sheet to Sort, Simplify, Sweep, Standardize, and create Sustainability.



Lean Initiatives

Next step, begin 5s

Using visual aids, we organized the black file cabinet drawer within arms reach from most relevant to least used. We also reduced the number of trips to file old documents by creating a file folder in this drawer where 'to be filed' documents could exist until a single trip could be made to file all of them at once.



Above: We sorted through and kept only relevant files from the desk and filing cabinets while replacing an open faced bookshelf with the black file cabinet. Then, we put the most used files in the black cabinet because it is within arms reach; while we filed old documents in the cabinet across from the desk (Left: silver cabinet)



Lean Initiatives

Continuing 5s



- The old cluttered desk was sorted, simplified, cleaned, and standardized to increase space.



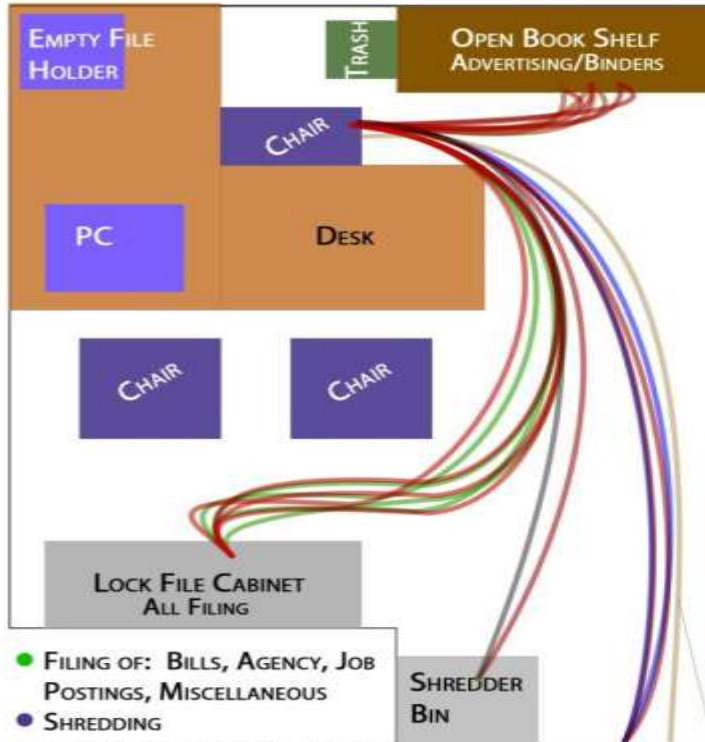
- The computer base was turned to face the wall to improve the presentation (hiding wires) as guests frequently visit this office and get first impressions.
- The binders most used are now organized on the desk within arms reach



Summary

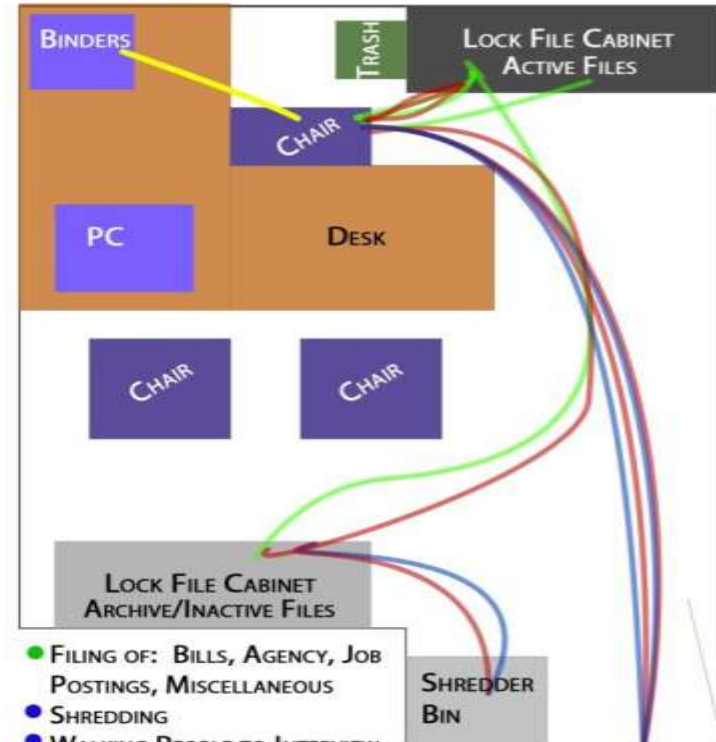
Reduced movement and transportation. Before and After

SPAGHETTI DIAGRAM



- FILING OF: BILLS, AGENCY, JOB POSTINGS, MISCELLANEOUS
- SHREDDING
- WALKING PEOPLE TO INTERVIEW
- CHECKING MAILBOX
- GETTING BINDERS: STAFFING PATTERNS, AGENCY, ADVERTISING, MISCELLANEOUS

● RETURN TRIP



- FILING OF: BILLS, AGENCY, JOB POSTINGS, MISCELLANEOUS
- SHREDDING
- WALKING PEOPLE TO INTERVIEW
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- GETTING BINDERS: STAFFING PATTERNS, AGENCY, ADVERTISING, MISCELLANEOUS

● RETURN TRIP

Summary

5s Success

- Improved efficiency
- Less searching
- Less unnecessary motion
- Decreased clutter

- Leading to...
 - Improved productivity
 - Reduced stress
 - Better first impressions with candidates



Summary

Before and After

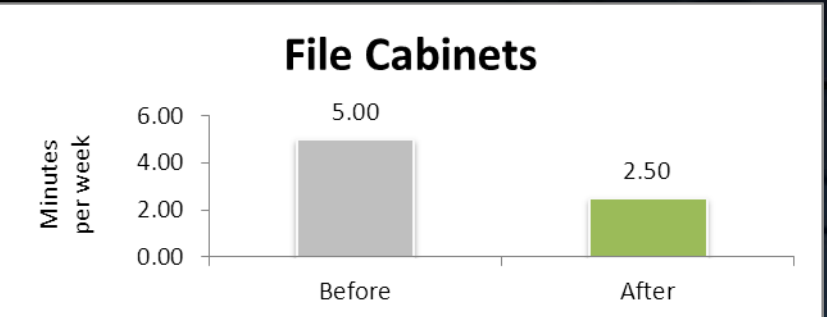
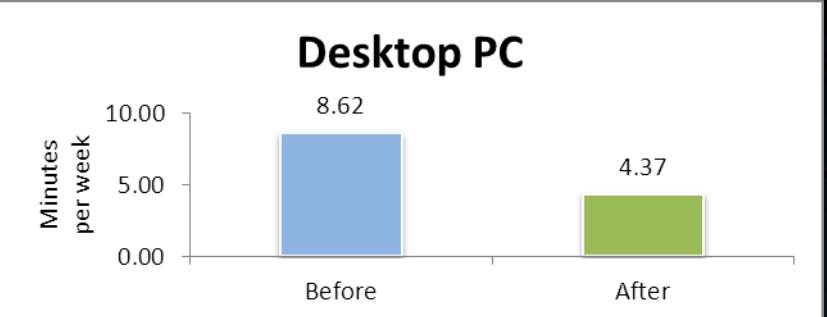
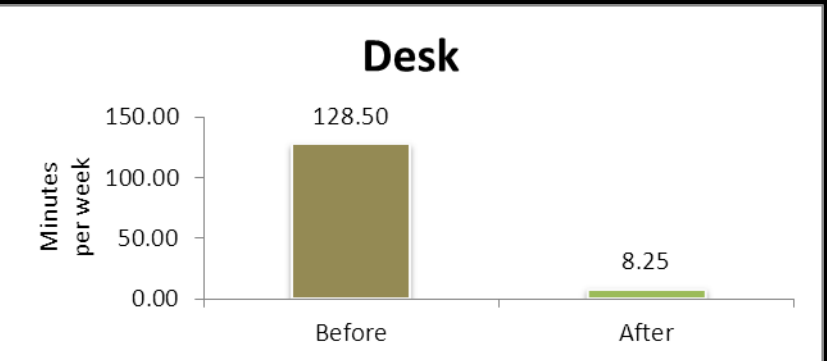


Summary

LEAN 5S: HR Employment Coordinator's Office/PC

Category	Task	Time Before Sec	Time After Sec	Time Difference Sec	Frequency Days/Week	Total Savings Sec/Week	Minutes/Week
Desk							
	Organizer/Junk Pile	240	0	-240	1	-240	-4.00
	Agency Profiles	240	10	-230	2	-460	-7.67
	Change of Status Forms	240	25	-215	10	-2150	-35.83
	Term Forms	240	10	-230	1	-230	-3.83
	Old Note Pads	240	0	-240	0.5	-120	-2.00
	PRFs	240	5	-235	1	-235	-3.92
	Binders	30	2	-28	5	-140	-2.33
	Applications for Testers	240	0	-240	5	-1200	-20.00
	Random Papers	240	0	-240	1	-240	-4.00
	Neon Forms	240	20	-220	10	-2200	-36.67
	Total Time	2190	72	-2118		-7215	-120.25
Desktop PC							
	Approval Control Workbook	22	8	-14	5	-70	-1.17
	Hirebridge	22	15	-7	5	-35	-0.58
	Benchmark Email	22	15	-7	5	-35	-0.58
	Email (Outlook)	3	3	0	5	0	0.00
	Microsoft Word/Excel	6	2	-4	5	-20	-0.33
	Agency	11	4	-7	2	-14	-0.23
	Skills Testing	18	4	-14	3	-42	-0.70
	Position Rates (Pay,Benefits)	22	9	-13	3	-39	-0.65
	Total Time	126	60	-66		-255	-4.25
File Cabinets							
	Black (did not exist, was bookcase)	N/A	N/A	N/A	15		
	Silver						
	Filing From Desk	28800	10	-28790			
	Searching	20	10	-10	15	-150	-2.50

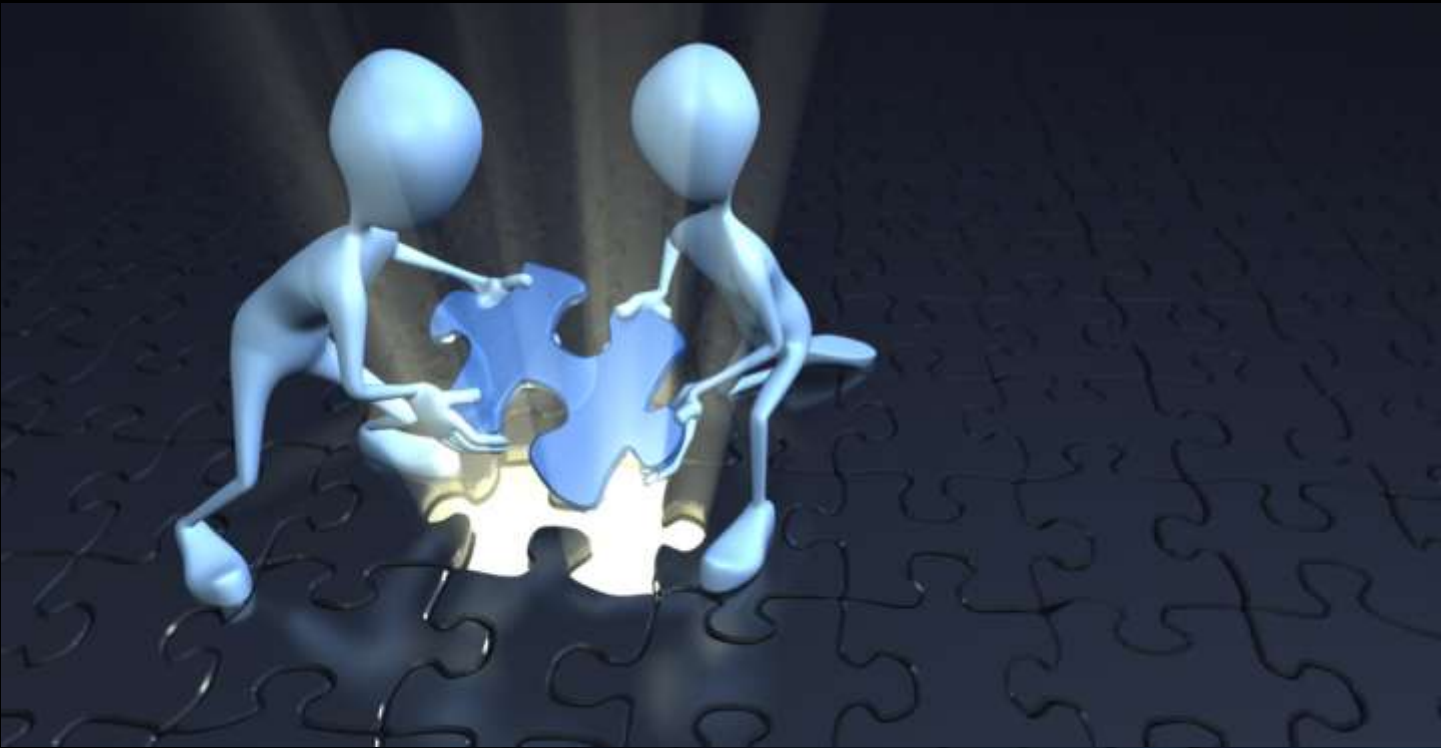
Summary



Time Savings	
	Minutes
Total Per/Week	-127.00
	Hours
Total Per/Week	-2.12
Total Per/Year	-101.60
	Days
Days Per/Year	-4.23
add 1 Day (File Cab)	-5.23

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Lean Certification: 5s Application
“A place for everything and everything in its place”

Thank you

Michael Gindin, Employment Coordinator

