

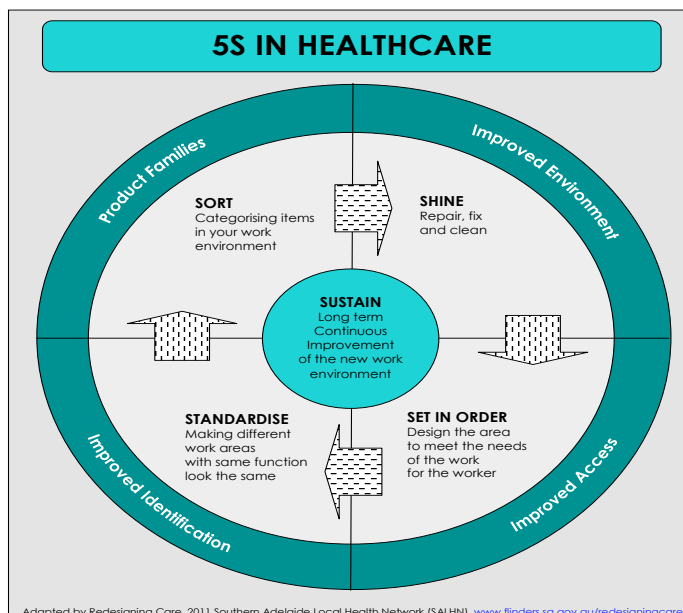
# 5S in Healthcare

## What is 5S?

5S is a workplace organisational tool that creates an environment that allows work to flow, in safe, organised, intuitive and sustainable way. The technique can be used at the local level as well as in a broader context. To gain full benefit of the technique it should be approached as more than just a tidy up or spring clean, but seen as a way of providing systems and process with attached roles and responsibilities to improve work flow, supported by management.

## Why 5S?

Our experience in Healthcare has shown that by using 5S you can save clinicians' time looking for supplies, and also reduce staff frustration which subsequently benefits the patient by having timely responses. 5S can also create space by utilising store rooms/spaces more efficiently based on actual stock used and required. There are also cost savings associated with 5S both initially and ongoing by having correct stock levels and not holding unrequired or expired inventory.



## How?

### There are 5 steps:

- > Sort
- > Shine \*
- > Set In Order
- > Standardise
- > Sustain

*\* Traditional models have 'Set in order' before 'Shine', but in our experience, the process works best in this sequence.*



## Some practical tips for commencing a 5S Activity Prewrite (Typical Health Care ward storeroom)

- > Authorisation
  - > You will need to get authorisation from the managers of the work area for the work to proceed, to backfill staff and for any resources required (ie storage containers, labels etc)
- > Stakeholders
  - > Typical stakeholders include the staff who work in the area as well as staff who supply that area.
  - > Address any Infection Control, or Occupational Health issues e.g lifting weighty items adjusting shelves.
- > Timing
  - > Where possible ensure 5S activity does not occur on restock day
- > Allocate Staff
  - > Usually 2 to 4 staff needed
  - > Ensure you have at least 1 decision maker
- > These storage devices have been useful for our 5S activities
- > Ideally isolate an area very close to the 5S area to temporarily house removed items from the area your 5Sing, ensuring it is not next to fire escapes, fire extinguishers, hoses etc.
- > Take photos before commencing

### **Communication Strategy**

- > Stakeholders of dates of proposed 5S
- > Workers will need to be informed that their environment will be disrupted, potentially delaying the time taken to source stock.  
Expect some frustration in getting to know the new location of items



## Sort

Principle

- > Sort is about categorising items in your work environment

How to do it

Two main ways of sorting

1. For each items SORT into 3 groups:

1. always used
2. sometimes used
3. rarely used

or

2. Place into product families (ie IV requirements , Respiratory, Elimination, etc).  
This allows you to see how much space to allocate back in the storeroom when the items are returned

Reasons:

- > Identifies the more important items needed to do your work

When the room is empty:

## Shine

Principle

- > Inspecting and cleaning the work environment.

How to do it

- > Remove old notices and posters, broken equipment, sticky tape etc and clean the area

Reasons

- > Hazardous or broken equipment, potentially posing safety risk, is easily and quickly identified



## Set In Order

### Principle

- > Arranging work items in a sequence of process that relates to the work involved

### How to do it

- > Decide what is high, medium and low use items
- > When placing items back in the storeroom group items together according to their product family (IV equipment, Respiratory etc)
- > Place high use items in the place with the easiest access and low use items further away.
- > Also think about heights of shelves, high use items may be better at shoulder level, lower use at feet level. Heavy items shouldn't be placed up high or down low if possible
- > Critique the amount of stock held, do you really need to hold 1000 envelopes in the stationary drawers? Or are you always running out of IV sets? Adjust levels to what feels right.

### Reasons:

- > Items should be easier and faster to find, saving time and frustration

## Standardise

### Principle

- > Standardising is about making different work areas with same function look the same

### How to do it

Use visual techniques to store these items in product families (labels, colours, signs, min/max levels).

Place products back on the shelves in product families in the following colour boxes: *See Example*

- > IV: Yellow
- > Wound Care products: Red
- > Elimination: Green
- > Respiratory: Blue
- > Personal care: Blue
- > PPE ( personal Protective Equipment) : Red
- > Miscellaneous: Red

### Reasons

- > Ensures the work areas stay looking the same and any unwanted changes are easily identified.
- > It can help staff find equipment easily and quickly. This allows rotating and new staff to be able to find what they need, without asking for help.



## Sustain

### Principle

- > Long term maintenance the new work environment

### How to do it

- > Develop standard work to ensure the process can be sustained and establish a person responsible to maintain this. Documented standard operating procedures outlining roles and responsibilities. Develop metrics to monitor this.
- > Changing workplace culture to say 'this is the new way of working.'

### Reasons

- > Ensures that the 5S process is not just a big spring clean & the effort and benefit of 5S is long term.

### Post-Work

- > Develop Address book for location of items in the area that you have 5S'd.
- > Visual management signs for grouped items ie; IV equipment, Elimination, etc.
- > Ensure all stakeholders are informed of changes made.
- > Take photos of finished product.

## Examples of what can be 5S'd in Health Care

You can apply the 5S process to most work environments.  
Some specific areas include:

### Medication rooms

Before 5S



After 5S



### Endoscopy

Before 5S



After 5S



### Hand Therapy Clinic

Before 5S



After 5S



## Standard colours for a storeroom

CSSD <i>Yellow</i>	Personal Protective Equipment (PPE) <i>Red</i>
Elimination & GI <i>Green</i>	Respiratory <i>Blue</i>
IV <i>Yellow</i>	Stationery <i>Orange</i>
Miscellaneous <i>Green</i>	Wound Care <i>Red</i>
Personal Care <i>Blue</i>	

## Medication Stacker Box Colour Codes

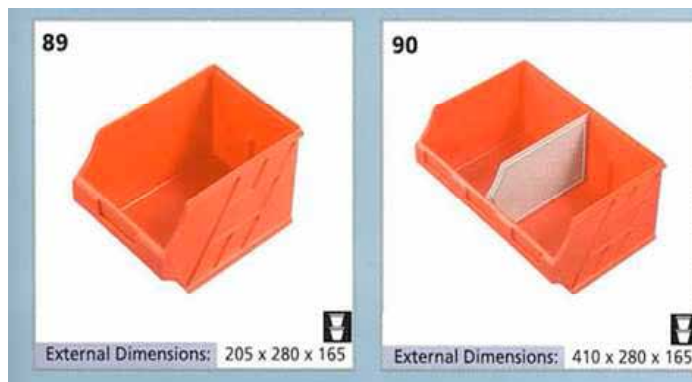
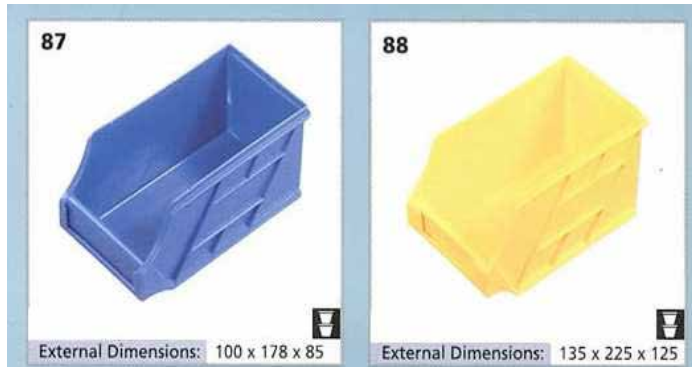
### Medication Form

Antiseptics <i>Yellow</i>	Mixtures <i>Yellow</i>
Eye & Ear <i>Yellow</i>	Nicotine Replacement <i>Yellow</i>
Inhaled Agents <i>Red</i>	Parenteral Medications <i>Blue</i>
Irrigations <i>Blue</i>	Suppositories & Enemas <i>Yellow</i>
IV Fluids <i>Blue</i>	Tablets & Capsules <i>Green</i>
Miscellaneous <i>Yellow</i>	Topicals <i>Blue</i>

### Refrigerated Items

Antivenoms <i>Red</i>
Fridge Stock <i>Blue</i>
Vaccines <i>Yellow</i>

## Storage devices





## Storeroom



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### References

1. Graban, Mark; 2009, 'Lean Hospitals, Improving quality, patient safety, and employee satisfaction'. CRC Press, London p75
2. Liker, JK & Meier, DP; 2007, 'Toyota Talent. Developing your people the Toyota Way', McGraw-Hill, New York

### For more information

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