



Kaizen projects

Chapter 2

Process walkthrough



Process walkthrough



VSM workshop



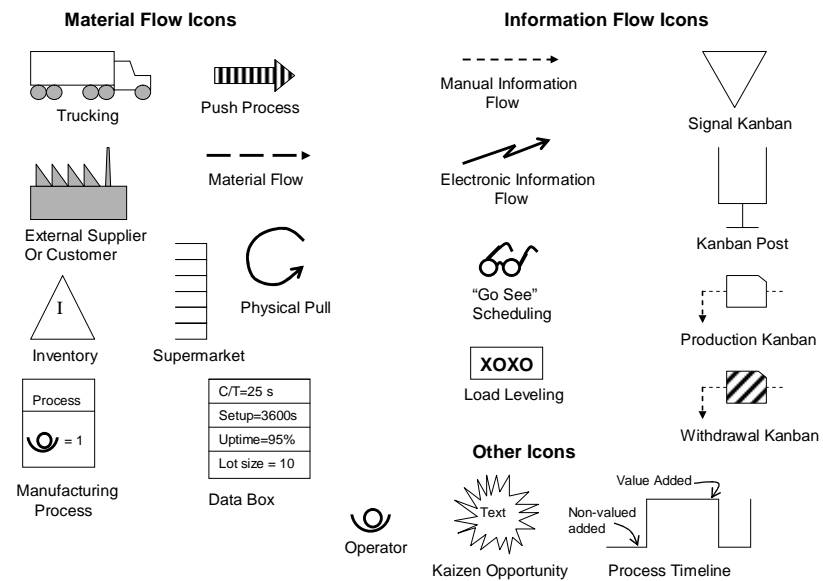
Creating value-stream map with Post-its



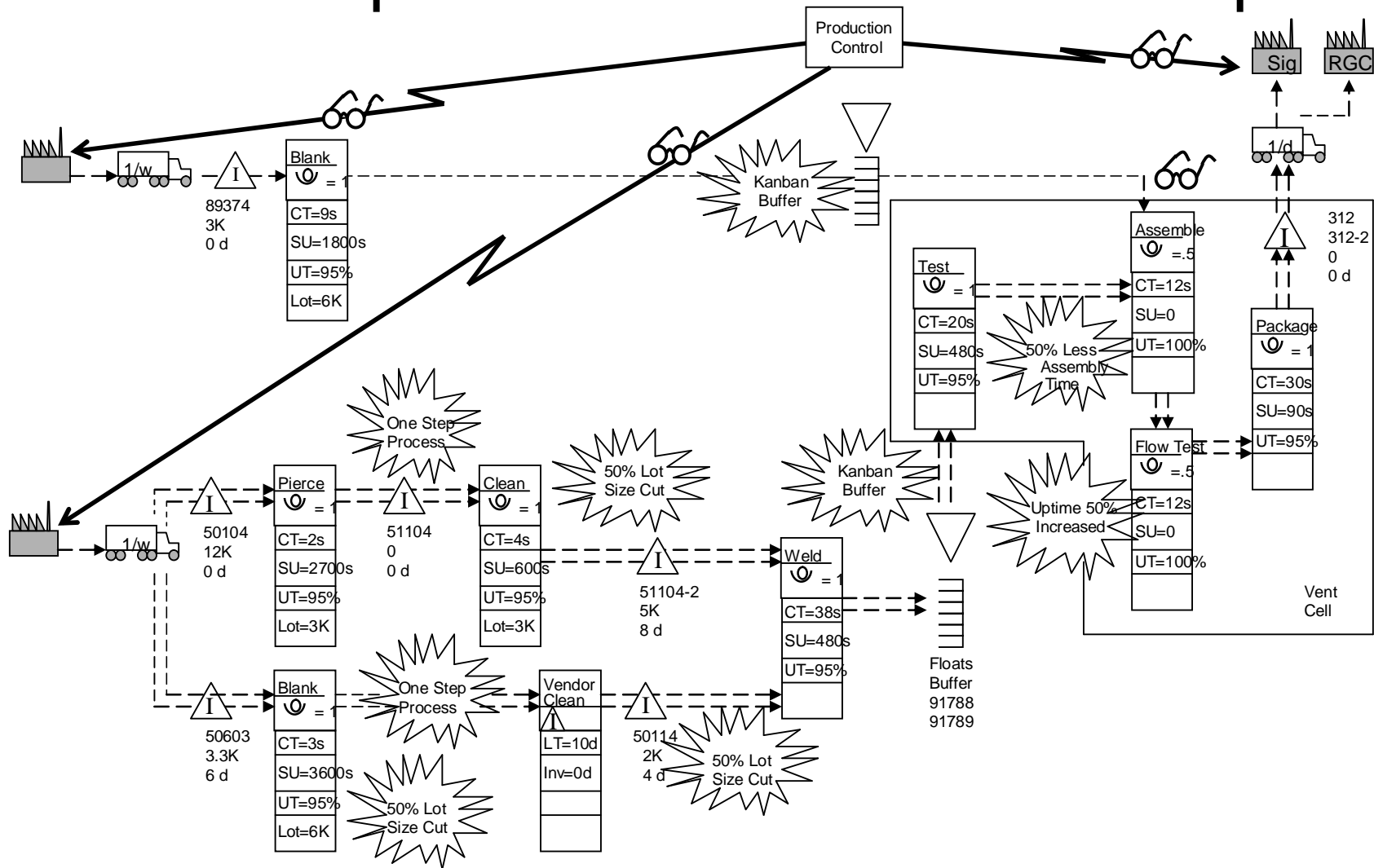
Creating value-stream map with Post-its



Value Stream Mapping



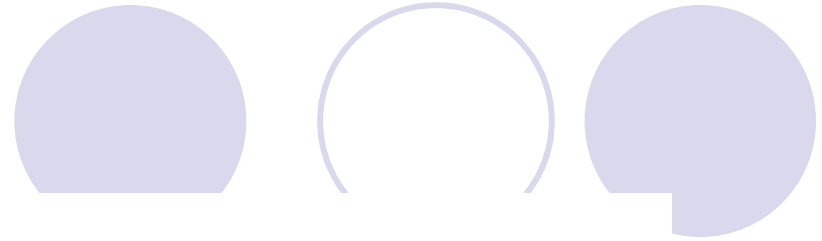
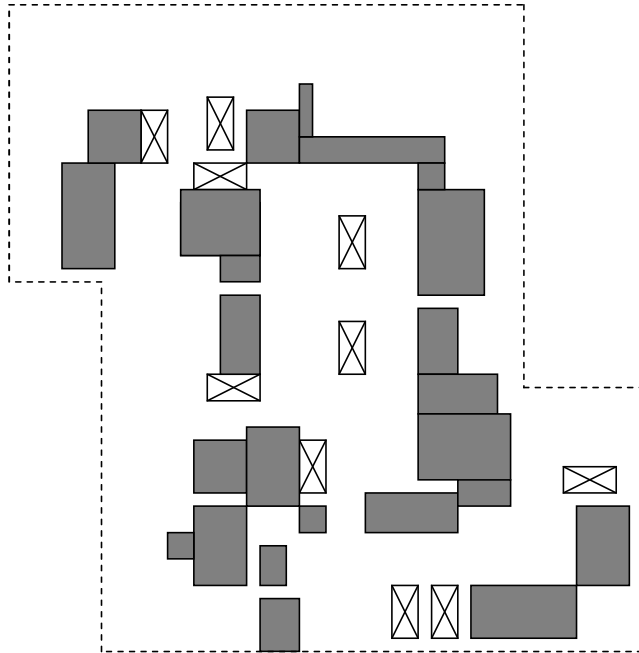
Illustrative portion of current state map



Cell layout, before

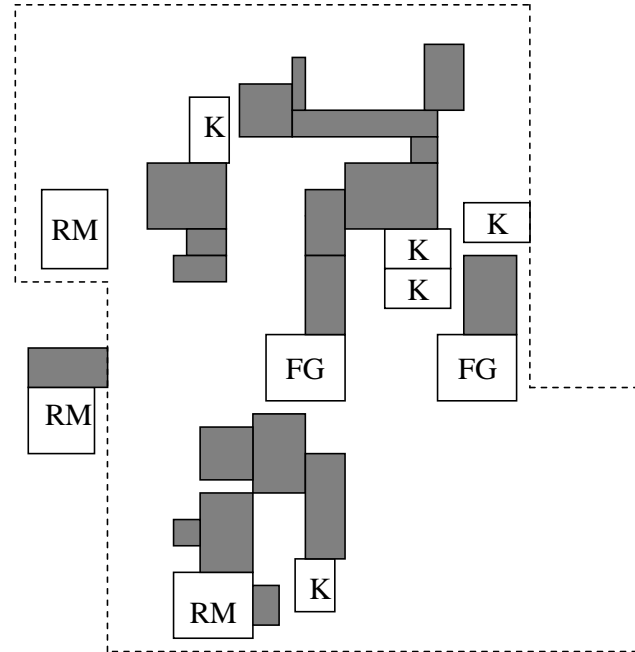
X = WIP

RM = raw material



Cell layout, after

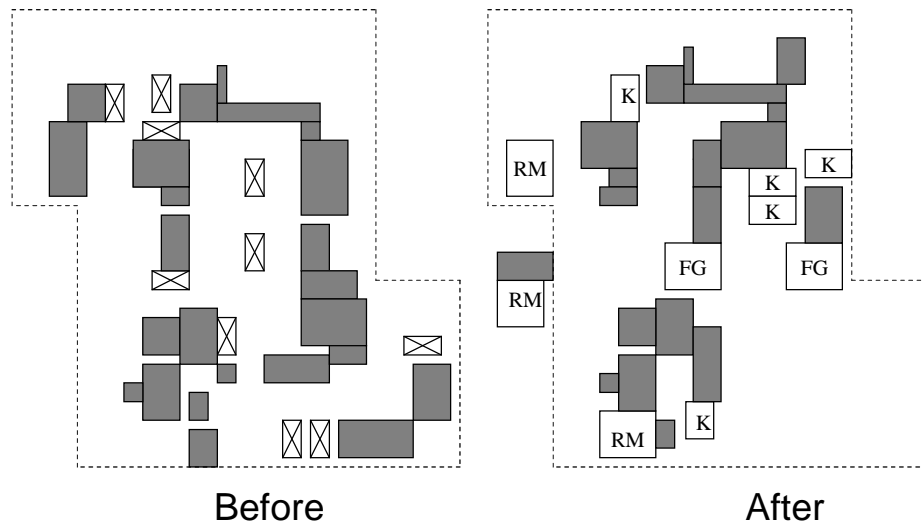
RM = raw material
K = kanban area
FG = finished goods



Cell layout, before and after

Changes:

- Eliminate everything unnecessary from the process
- Rearrange equipment into U-lines
- Install ergonomic assembly stations
- Install tool storage system with visual control
- Install quick-change assembly fixture
- Eliminate washing station



Cell layout, before and after



Benefits

- Significant reduction in WIP due to one-piece flow
- 350 sq.ft. of space saved
- Testing and soldering integrated into process
- Packing integrated into process
- Average operators reduced from 4.5 to 2.5
- \$103,000 savings in direct labor cost
- Ergonomics improved
- Safety improved

Value Stream Mapping



Loyola University Hospital



**VSM: Data gathering
in the surgical
reprocessing area**



Creating the VSM from notes: Surgical Reprocessing area

Goal: Map the entire hospital
Create maps of all main hospital areas, then integrate maps into an “enterprise-wide” map



Women/pediatrics



Emergency department



Other areas

- Cancer
- Inpatient floors
- Radiology
- Pharmacy
- Rehabilitation