LEAN: 5s in Human Resources
Brandon Reynolds
Human Resources Analyst
Flagler Hospital, Inc. 2013
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 used?

- 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“The Employment Coordinator in Human Resources inherited outdated processes and organization that resulted in reduced efficiency; affecting productivity and quality of work.”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
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 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 Us 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
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.
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.
The old desktop took multiple steps and was not being utilized in an organized, efficient manner. So icons, shortcuts to frequently used documents, and even a visual aid of daily, weekly, and monthly tasks was posted to the background to standardize and sustain task completion.
Summary

Reduced movement and transportation. Before and After
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

<table>
<thead>
<tr>
<th>Category</th>
<th>Task</th>
<th>Time Before</th>
<th>Time After</th>
<th>Time Difference</th>
<th>Frequency</th>
<th>Total Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Desk</strong></td>
<td>Organizer/Junk Pile</td>
<td>240</td>
<td>0</td>
<td>-240</td>
<td>1</td>
<td>-240</td>
</tr>
<tr>
<td></td>
<td>Agency Profiles</td>
<td>240</td>
<td>10</td>
<td>-230</td>
<td>2</td>
<td>-460</td>
</tr>
<tr>
<td></td>
<td>Change of Status Forms</td>
<td>240</td>
<td>25</td>
<td>-215</td>
<td>10</td>
<td>-2150</td>
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<tr>
<td></td>
<td>Term Forms</td>
<td>240</td>
<td>10</td>
<td>-230</td>
<td>1</td>
<td>-230</td>
</tr>
<tr>
<td></td>
<td>Old Note Pads</td>
<td>240</td>
<td>0</td>
<td>-240</td>
<td>0.5</td>
<td>-120</td>
</tr>
<tr>
<td></td>
<td>PRFs</td>
<td>240</td>
<td>5</td>
<td>-235</td>
<td>1</td>
<td>-235</td>
</tr>
<tr>
<td></td>
<td>Binders</td>
<td>30</td>
<td>2</td>
<td>-28</td>
<td>5</td>
<td>-140</td>
</tr>
<tr>
<td></td>
<td>Applications for Testers</td>
<td>240</td>
<td>0</td>
<td>-240</td>
<td>5</td>
<td>-1200</td>
</tr>
<tr>
<td></td>
<td>Random Papers</td>
<td>240</td>
<td>0</td>
<td>-240</td>
<td>1</td>
<td>-240</td>
</tr>
<tr>
<td></td>
<td>Neon Forms</td>
<td>240</td>
<td>20</td>
<td>-220</td>
<td>10</td>
<td>-2200</td>
</tr>
<tr>
<td><strong>Total Time</strong></td>
<td></td>
<td>2190</td>
<td>72</td>
<td>-2118</td>
<td></td>
<td>-7215</td>
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</table>

### Desktop PC

<table>
<thead>
<tr>
<th>Task</th>
<th>Time Before</th>
<th>Time After</th>
<th>Time Difference</th>
<th>Frequency</th>
<th>Total Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval Control Workbook</td>
<td>22</td>
<td>8</td>
<td>-14</td>
<td>5</td>
<td>-70</td>
</tr>
<tr>
<td>Hirebridge</td>
<td>22</td>
<td>15</td>
<td>-7</td>
<td>5</td>
<td>-35</td>
</tr>
<tr>
<td>Benchmark Email</td>
<td>22</td>
<td>15</td>
<td>-7</td>
<td>5</td>
<td>-35</td>
</tr>
<tr>
<td>Email (Outlook)</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Microsoft Word/Excel</td>
<td>6</td>
<td>2</td>
<td>-4</td>
<td>5</td>
<td>-20</td>
</tr>
<tr>
<td>Agency</td>
<td>11</td>
<td>4</td>
<td>-7</td>
<td>2</td>
<td>-14</td>
</tr>
<tr>
<td>Skills Testing</td>
<td>18</td>
<td>4</td>
<td>-14</td>
<td>3</td>
<td>-42</td>
</tr>
<tr>
<td>Position Rates (Pay,Benefits)</td>
<td>22</td>
<td>9</td>
<td>-13</td>
<td>3</td>
<td>-39</td>
</tr>
<tr>
<td><strong>Total Time</strong></td>
<td>126</td>
<td>60</td>
<td>-66</td>
<td></td>
<td>-255</td>
</tr>
</tbody>
</table>

### File Cabinets

<table>
<thead>
<tr>
<th>Task</th>
<th>Time Before</th>
<th>Time After</th>
<th>Time Difference</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black (did not exist, was bookcase)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>15</td>
</tr>
<tr>
<td>Silver</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Filing From Desk</td>
<td>28800</td>
<td>10</td>
<td>-28790</td>
<td>15</td>
</tr>
<tr>
<td>Searching</td>
<td>20</td>
<td>10</td>
<td>-10</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total Time</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Summary

**Desk**
- Before: 128.50 minutes
- After: 8.25 minutes

**Desktop PC**
- Before: 8.62 minutes
- After: 4.37 minutes

**File Cabinets**
- Before: 5.00 minutes
- After: 2.50 minutes

**Time Savings**

<table>
<thead>
<tr>
<th>Comparison</th>
<th>Minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Per/Week</td>
<td>-127.00</td>
</tr>
<tr>
<td>Total Per/Year</td>
<td>-101.60</td>
</tr>
<tr>
<td>Days Per/Year</td>
<td>-4.23</td>
</tr>
<tr>
<td>add 1 Day (File Cab)</td>
<td>-5.23</td>
</tr>
</tbody>
</table>
Thank you

Michael Gindin, Employment Coordinator