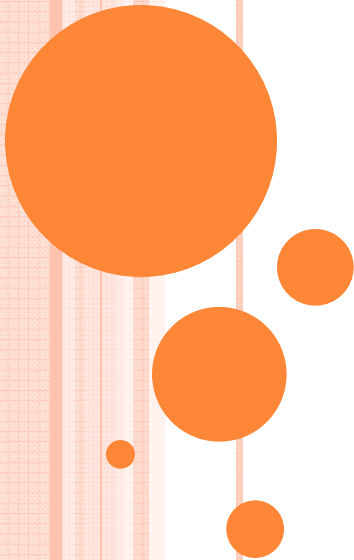


# Diagnostic Service



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Faculté de  
médecine vétérinaire



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# STAFF (TOTAL 94)

- 28 V.M.D.
  - 13 A.C.V.P., A.C.V.M., A.C.V.I.M. or A.C.Z.M.
  - 14 Ph.D.
- 4 Ph.D.
- 3 M.Sc.
- 5 B.Sc.
- 1 DCS
- 32 technicians
- 13 Technical assistants
- 8 Students (DES)



# DIAGNOSTIC SERVICE ACTIVITIES

- >300 000 analysis per year
- >500 different tests
- >2 000 necropsies per year
  - Bovine
  - Companion animals
  - Equine
  - Fish
  - Laboratory animals
  - Porcine
  - Wildlife

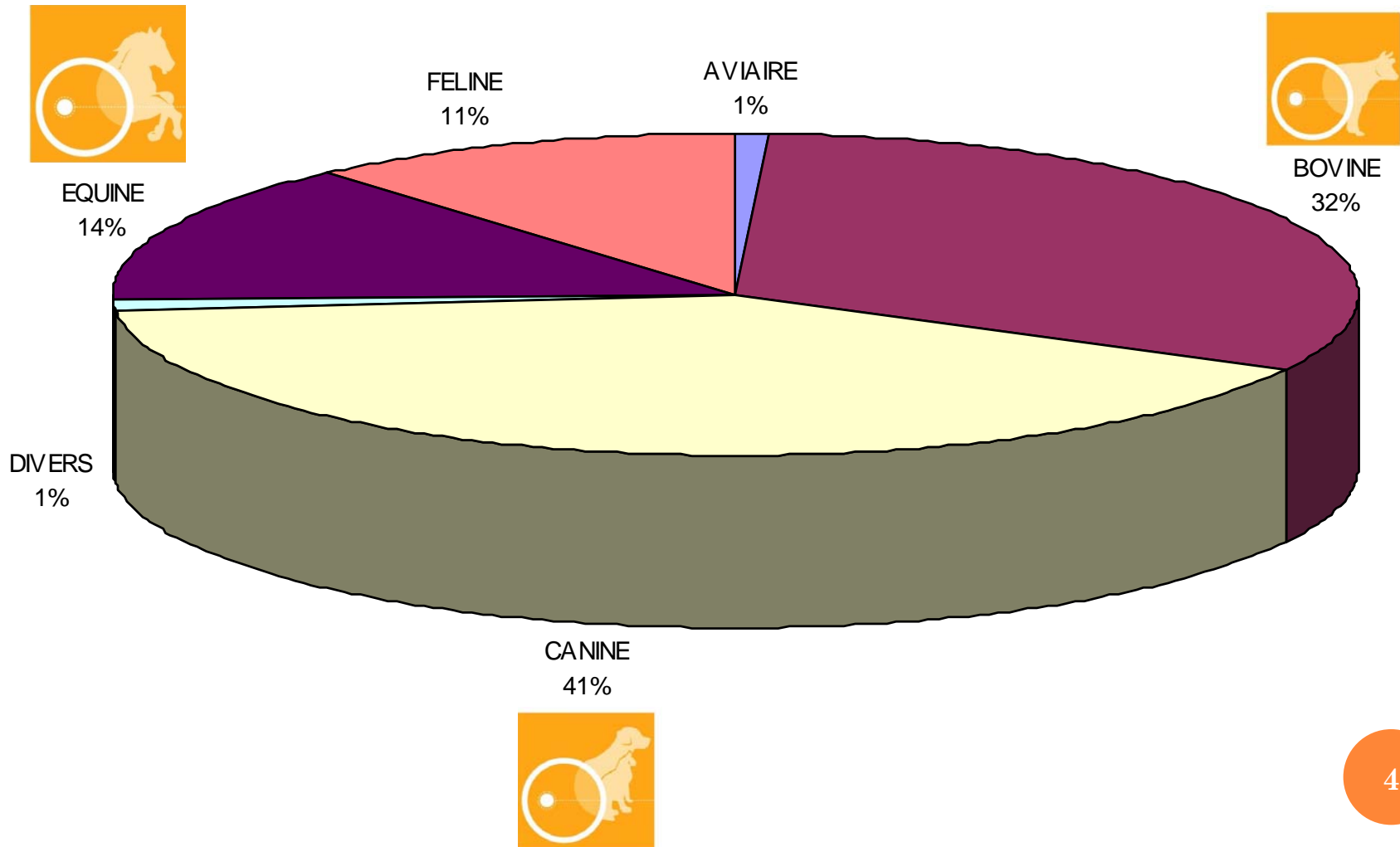


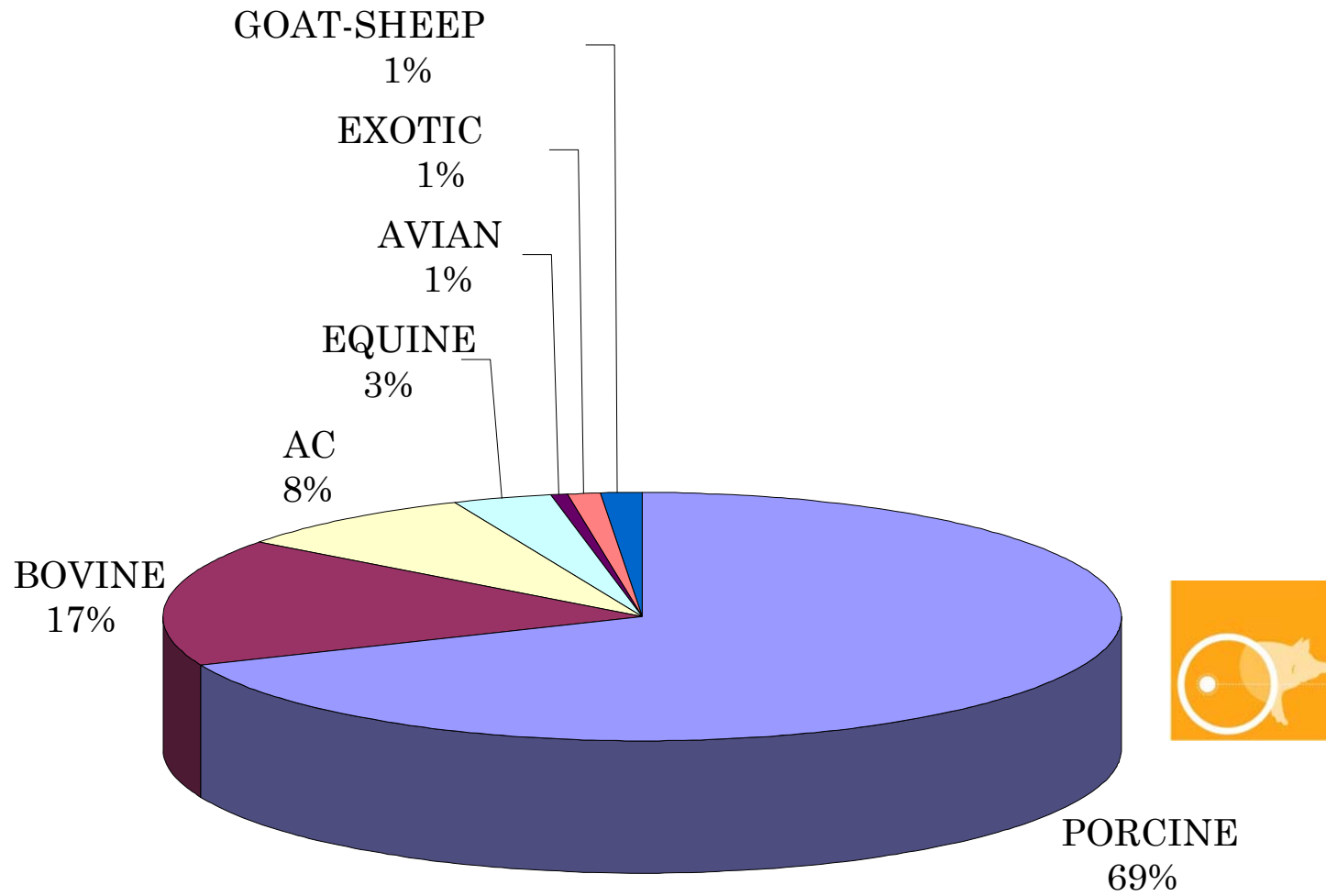
# CHUV

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# SERVICE UNITIES

- *Actinobacillus pleuropneumoniae*  
*Serotyping*
- Agro environmental
- Avian microbiology
- Bacteriology
- Clinical pathology
  - Biochemistry
  - Hematology
- EcL
- Genomic diagnosis
- Ichthyopathology
- Molecular diagnosis
- Parasitology
- Pathology
  - Immunohistopathology
  - Necropsy
- Public health
- Serology
- Virology
- Wildlife



# THE MEANING OF KAIZEN

	<b>Kai = Change, modify</b>
	<b>Zen = Improve, make better</b>

**Continuously improve**

カイゼン  
カイゼン  
カイゼン  
カイゼン  
カイゼン  
カイゼン  
カイゼン



# PRINCIPAL CONCEPTS OF KAIZEN

- Small improvements which can be rapidly adapted as new improvements are suggested;
- Concrete improvements in a short time period (3-5days);
- Accelerated improving;
- Creative brain-storming process;
- Coordinated continuous efforts;
- By all employees (multidisciplinary team);
- Making changes and monitoring results, then adjusting;
- KAIZEN is a process-oriented thinking versus a result-oriented thinking.

**KAIZEN**  
In teams



**Analysis**

**Day 1**



**Trials**

**Day 2**



**Validation**

**Day 3**

**Modification**



**Implementation Day 4 et 5**



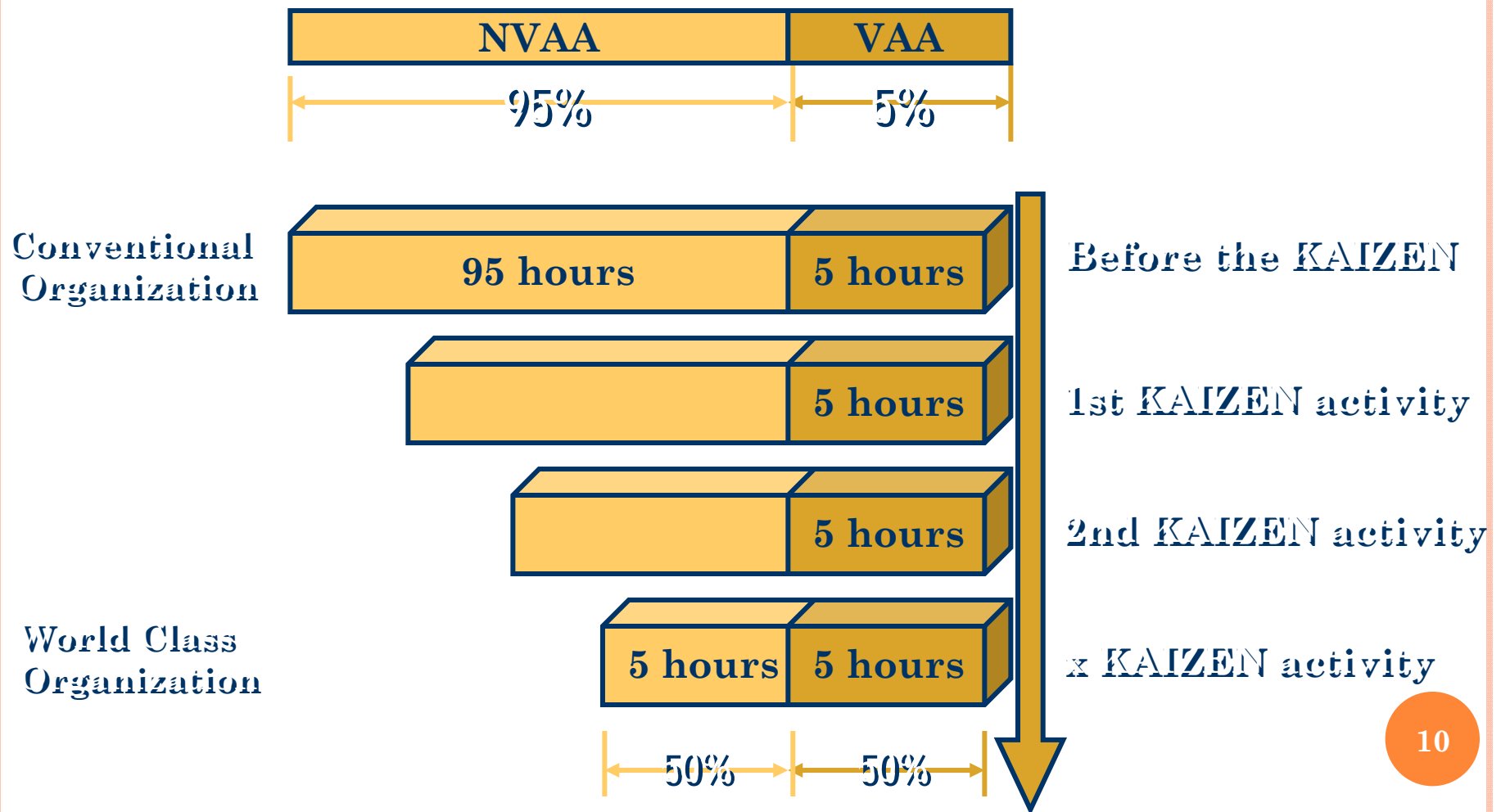




# THE VALUE ADDED NOTION

- Value added activities (**VAA**):
  - Performing tests;
  - Interpretation of test results;
  - Developing tests, etc.
- Non value added activities (**NVAA**):
  - Get around;
  - Retesting, corrections;
  - Overstocking;
  - Overproduction;
  - Broken equipment;
  - Work duplication, etc.

# WHAT IS THE % OF NVAA?





## OBJECTIFS OF KAIZEN IN SD

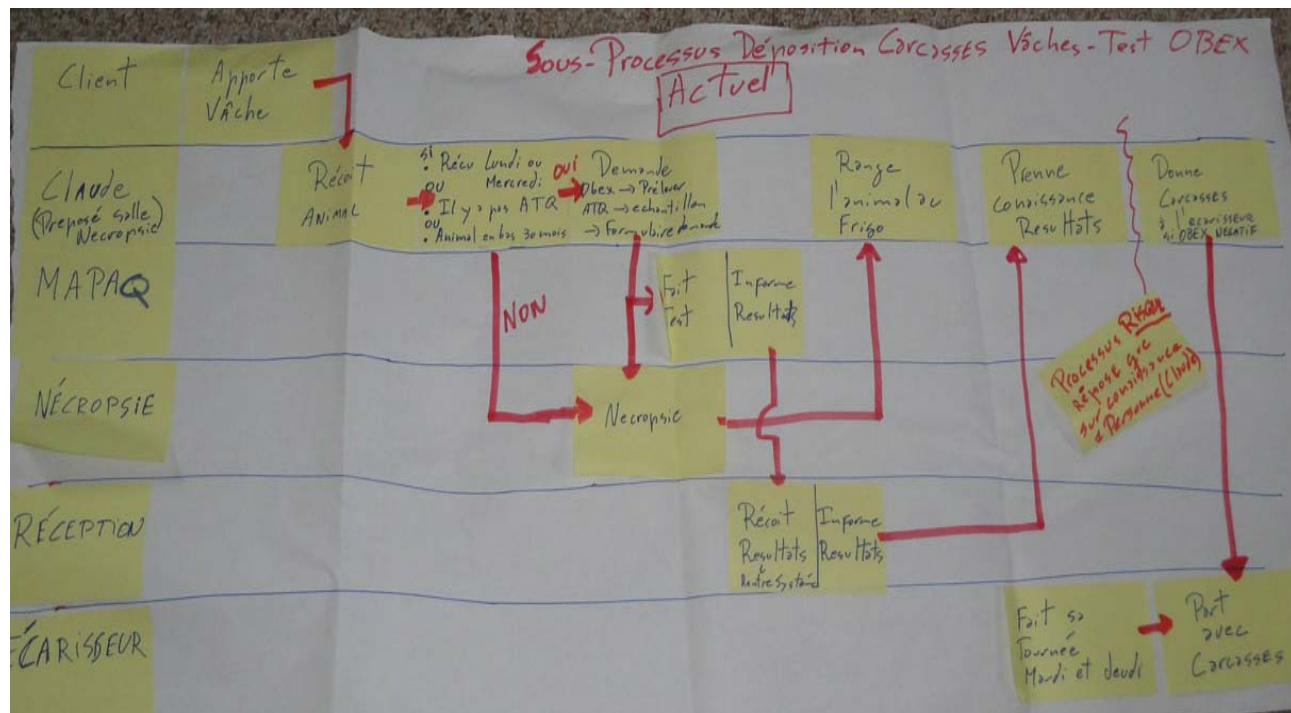
- Kaizen is aimed at increasing employee satisfaction :
  - Maximizing value added activities;
  - Improving of work environment;
- Increasing quality and productivity;
- Reducing non value added activities (eliminate waste = lean manufacturing):
  - More time for developing activities;
  - More time for quality assurance;
- Identification of creative ideas for continuous improving at the SD.

KAIZEN at SD is a local improvement within a laboratory and involves a small multidisciplinary group.

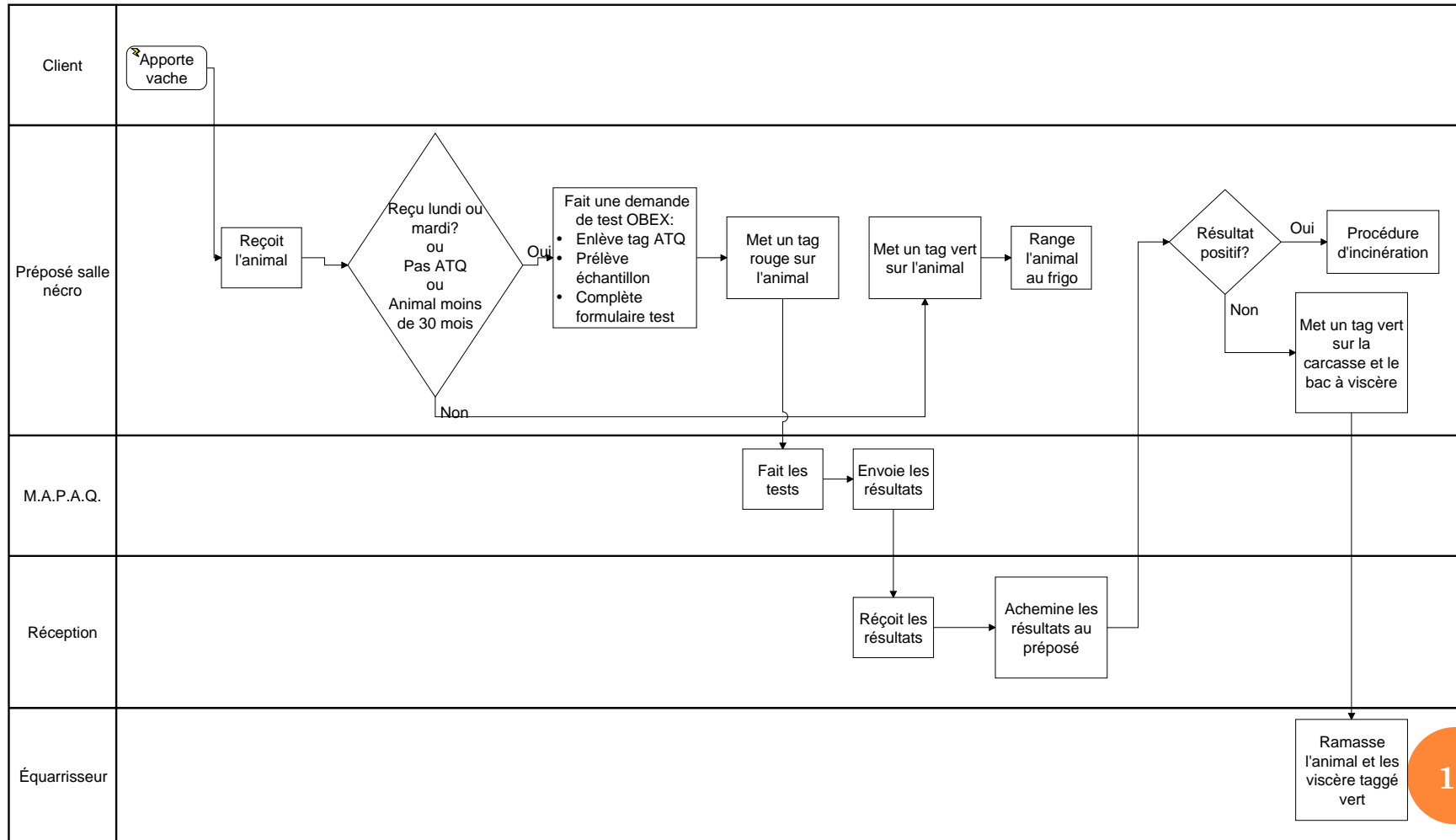
This group is guided through the KAIZEN process by an external consultant.

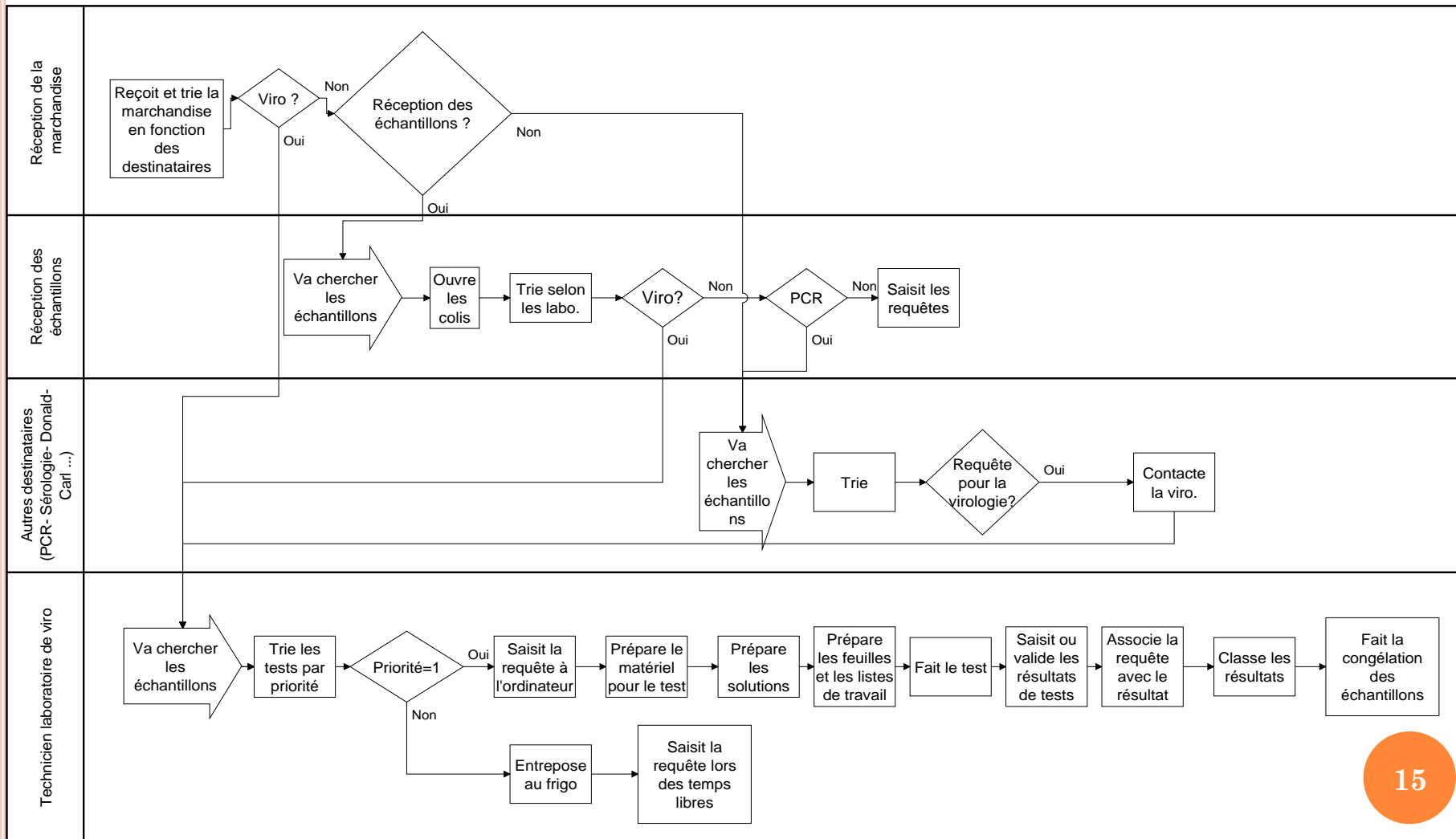


- Preparation of a Value Stream Mapping to select specific areas of improvement that will be addressed through KAIZEN events and “just-do-it” activities;
- Facilitate an ideation/brainstorming processes to identify improvement options.



# NOUVEAU PROCESSUS DISPOSITION DE CARCASSES (TEST OBEX)





# THE SOLUTION



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## 5-S

- Build an efficient and functional work environment, governed by simple and visual rules;
- Eliminate waste at the work station (movement, surplus, etc.).



Term	Translation
Seiri	Sorting
Seiton	Straightening (Organize)
Seiso	Systematic Cleaning
Seiketsu	Standardizing
Shitsuke	Sustaining

# 5-S VIROLOGY



before



after



before



after



# ACTION PLAN

Choses à faire	Qui	Quand
Revoir le processus de commande pour histologie	Catherine, Véro, Jacinthe	
Faire un suivi sur le processus de multiplication des cassettes histo.(suites)	Catherine, Pierre,	
Déplacer le scan dans le bureau de Francine (secrétariat)	Caroline	
Installer Babillard Francine	Guy et Caroline	
Installer pigeonier réception	Guy et Caro	
Intercom pour Caroline	Guy et Caro	
Adapter hauteur du classeur	Guy et Caro	



# APPLICATION OF KAIZEN IN SD

- Report KAIZEN results to all employees and celebrate success;
- Describing advantages of the solutions;
- Challenges;
- Following up;
- Kaizen was carried out at :
  - Necropsy,
  - Virology,
  - Molecular diagnosis,
  - Bacteriology,
  - Sample reception.