



Kaizen Breakthrough Experience, November 3 - 7, 2008

Sponsored by TBM Consulting Group, Inc.

Hosted by ConMed in Utica, NY

Team #1 - Shop Floor Event: ECG Strippers Product Line	Team #2 - Shop Floor Event: Hot Forceps Product Line
<p>ECG Strippers monitor cardiac output and utilize wet gel foam electrodes incorporating a pre-attached lead wire system to minimize patient set up time and prevent lead wire tangling. ECG Strippers are designed so that each lead wire can be “stripped” to the desired length and are produced in 4 and 5 lead versions. The processes involved in the assembly area are Wire Cutting, Crimping, Welding, Manual Assembly and Packaging. This product line has been recently moved from a satellite facility and the challenges for this project team will be to establish a paced, one piece flow production within a significantly reduced footprint along with detailing work station standard work and improving productivity.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Improve productivity by 20% • Improve 4 safety ergonomic issues • Improve 4 quality issues • Reduce floor space by 40% • Reduce WIP and line inventory by 75% • Improve 5S by 1 point • Document standard work • Complete Deviation Packet (regulatory requirement) 	<p>Hot Forceps are used, along with an endoscope, to obtain histology biopsy samples and are also instrumental for the electro coagulation of various tissue sites as well as the removal of small polyps within the gastrointestinal tract. The processes involved in the assembly area are primarily manual requiring very small components along with a full length electrical test performed as the final assembly step. The current production area utilizes a vast footprint of both assembly stations and large test fixtures. Space reduction, productivity, parts presentation as well as ensuring production and quality consistency will be among the key challenges addressed by this project team.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Improve productivity by 20% • Improve 4 safety ergonomic issues • Improve 4 quality issues • Reduce floor space by 40% • Reduce WIP and line inventory by 75% • Improve 5S by 1 point • Document standard work • Complete Deviation Packet (regulatory requirement)
Team #3 - SMED (Single-Minute Exchange of Dies) French Rd. Injection Molding Machine No.49	Team #4 - Business Process Event: On Demand Labeling
<p>This molding press produces various plastic components that are utilized in the assembly of ConMed’s disposable finished products. The set up for these components is very complex resulting in 8 hours of change over times, approximately 3 months of inventory and a great deal of associated space for storage. By significantly reducing the amount of setup time, this project team can create many opportunities for reducing overtime, improve quality and scrap parameters as well as providing increased capacity for insourcing additional molding components.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Reduce set up time by 50% - 80% • Improve 5S by 1 point • 4 quality improvements • 4 safety and ergonomic improvements • Document standard set up procedure • Implement set up log book tracking • Train all set up people to new procedure 	<p>The existing labeling at ConMed is both a high speed and complex process. This project team will focus on improving printer system flexibility, centralizing the inventory of uncontrolled raw stock as well as enhancing the automation process between centralized documentation control and raw label stock. Improvement in this process will result in a significant reduction in uncontrolled raw stock, greater process standardization and integrity along with productivity, system uptime and customer satisfaction improvements in line with a true “on demand”, just in time labeling capability.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Streamline the entire NCMR process • Reduce the NCMR process time by 75% • Reduce the paperwork utilized by 50% • Utilize one piece flow methodology in revising the NCMR process • Create defined NCMR criteria thus eliminating frivolous NCMR’s • Eliminate the creation of multiple NCMR’s for the same issue • Create current state and future state process maps

