

## Case Study: LEAN Implementation – Absorbable Suture Department

### Global Specialty Pharmaceutical & Medical Device (GSP)

- Mapping Out Improvements!

#### The Challenges

GSP manufactures medical instruments, appliances and supplies. One of the company's complex products is highly sensitive to moisture. The sterilization procedure involves ETO gas which adds significantly to the moisture percent and must be reduced via the vacuum oven following the sterilization so the product does not become ineffective. The window of time for which these two processes must be completed is very tight. Up to 43% of the product was being rejected because actual processing time was too long. GSP hired Efficiency Engineers to research and evaluate the complete production process.

#### Efficiency Engineers Solutions

Efficiency Engineers mapped the entire process, investigating time delay issues and potential improvements. The following steps in the production process were mapped and analyzed:

- Customer Service & Scheduling
- Incoming Materials Management & Quality Assessment
- Attach/Wrap
- Sterilization
- Packaging
- Shipping

Efficiency Engineers' process mapping, data collection and analysis provided a list of key findings and suggested improvements.



#### Results

Suggested improvements included:

- Change sterilization shipping & receiving process to reduce cycle time by 40%
- Reduce quality inspections by 30% without impacting overall quality
- Automated labeling & truck manifesting to reduce processing time by 15% & errors by 50%

Such improvements to cycle time brought the scrap levels down due to the decreased effect of the moisture due to speed of throughput.