Supplementary material

Table S1. Monthly Kanban System for September

No. Kanban	Daily demand	Pieces of a Kanban for a C-Section	EPEC	Supplying units	Inventory security hours	Lockers Qty.	Cards Qty.
Lot a	4	1	1.5	6	1.50	6	24
Lot b	12	3	1.5	18	4.50	6	24
Lot c	12	3	1.5	18	4.50	6	24

Note: EPEC (Every Product Every Cycle)
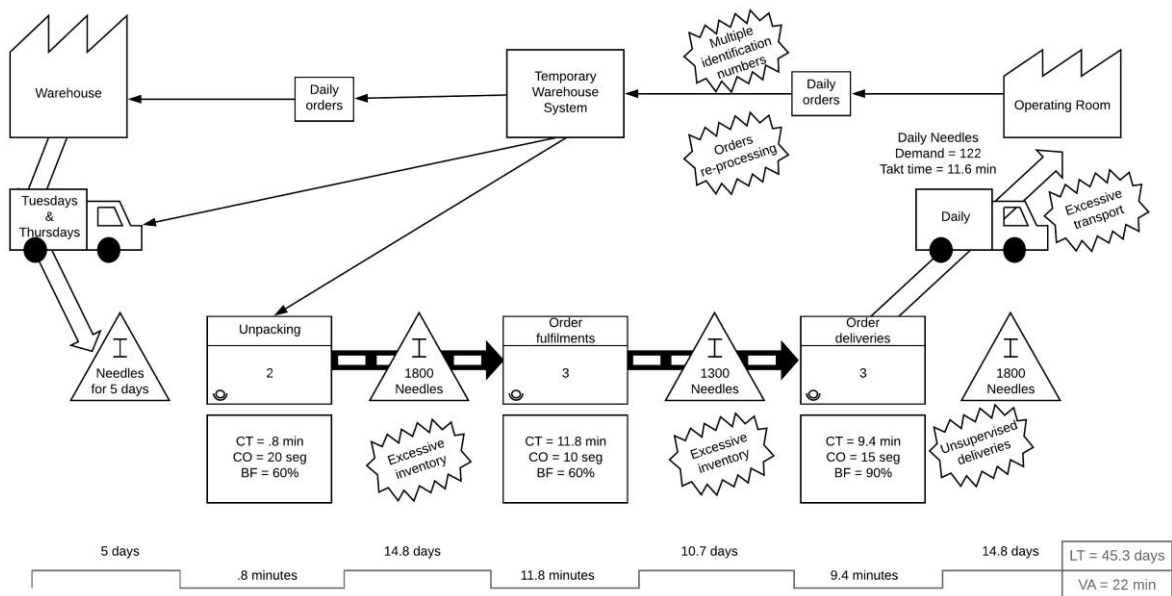
Figure S1. Value Stream Map (actual situation) for needles supplies from TW to the OR
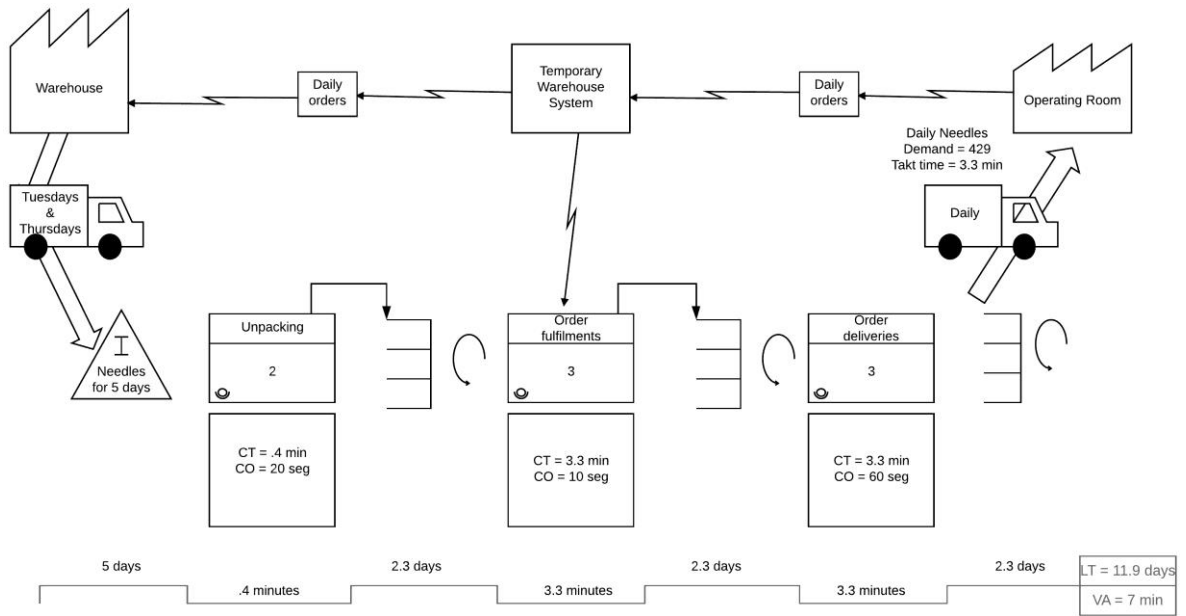
Figure S2. Value Stream Map (future) for needle supplies from TW to the OR

Figure S3. Before implementing the 5'S program in the TW.

Figure S4. After implementing the 5'S program in the TW.