MODULE 6: Structures for Implementing Quality Improvement

Unit 6.1: Functions and Roles of Quality Improvement Teams (QIT)
Objectives

• Describe the structures for implementing quality improvement
• Describe the specific tasks of a quality improvement team
• Discuss the roles of a work improvement team
• Describe how to establish and support an improvement team
Content

- Selecting WITs, QITS
- Terms of reference for WITs, QITs
- Supporting WITs and QITs
Forming QITs

- Nominated by the top leadership
- Should include members of the Health Facility Management Team and middle management
Functions and roles of quality improvement teams

• **Main role** – Coordinate planning and implementation of quality improvement activities

• Document all KQMH activities conducted in the health facility

• Review progress and the action plan

• Provide necessary input for KQMH activities
Functions and roles of QITs (contd.)

- Provide quarterly progress reports to hospital / Health Facility Management Team
- Use the electronic KQMHH checklist in DHIS2 and update it accordingly
- Conduct periodical monitoring and provide technical advice to WIT
  - Set overall goals and objectives for WITs
  - Set policies and procedures for WITs operation
Functions and roles of QITs (contd.)

- Promote WITs activities
- Select and appoint WITs facilitators
- Evaluate and reward WITs activities
- Allocate resources for WITs operation
- Manage WITs program
Summary of roles of QIT

- Coordinate planning and implementation of quality improvement activities
- Review progress and the action plan
- Conduct periodical monitoring and provide technical advice to WITs
- Evaluate and reward WITs activities
What are WITs?

• They are essentially employee-based and undertake group activities.

• Their aims: to provide staff with opportunities for meaningful involvement, contribution and challenge.
WIT comprises a group of between 3 and 15 members belonging to the same work unit (e.g. the admin section members) who meet regularly to identify, analyze and solve problems and improve outputs of their work unit. They also implement measures or recommend them to management.
What are the objectives of a WIT?

A WIT aims to improve:

- **Performance**
  - Quality of service, output
  - Productiveness

- **Motivation**
  - Making work more meaningful
  - Providing challenges here and there
  - Having open and effective communication
  - Developing more positive attitudes

- **Quality of work life**
  - Job satisfaction
  - Work environment
  - Teamwork and human relations
WITs seek to effect qualitative improvements to:

- Service to the customer / public
- Inputs, outputs
- Use of resources
- Procedures, workflow, systems, methods
- Work environment
- Workload management
- Coordination
- Safety
- Efficiency and effectiveness
- Skills and knowledge
Functions and roles of WITs

- Participate in problem-solving activities of the group
- Attend meetings regularly
- Share and contribute ideas, effort and time to help improve the team’s effectiveness
- Cooperate with and help team leader and others
- Effect improvements arising from projects carried out by the team
How to carry out WIT activities

This basic steps are as follows:

Step 1
Identify areas to be improved

Step 2
Prioritize and select areas to be improved

Step 3
Collect, examine and analyse data
Step 4
Proposals / develop recommendations

Step 5
Communicate recommendations to management

Step 6
Implement

Step 7
Monitor, take corrective action and give feedback
How to conduct WIT meeting

• Collect agenda from WIT members
• Set date, time for the meeting
• Conduct the meeting
• Give feedback to the QIT and heads of departments
Summary of roles of WIT

• Participate in problem-solving activities of the group
• Share and contribute ideas, effort and time to help improve the team’s effectiveness
• Effect improvements arising from projects carried out by the team
End

ASANTENI SANA!

Quality  Safety
Structures for operationalizing quality improvement by 5S

PREPARATORY PHASE (A)

INTRODUCTORY PHASE (B)

IMPLEMENTATION PHASE (C)

MAINTENANCE PHASE (D)

5S
(A). Preparatory Phase

• Management level sensitization & training
• Quality Improvement Team (QIT) formulation
• Situation analysis
• Selection of target areas
Management sensitization and training/KQMH dissemination session in Kisumu (Nyanza County), 2013
(B). Introductory Phase

- Staff level training in targeted areas
- WIT formulation
- Sorting, setting, shining activities
(C). Implementation Phase

- Monitoring and standardizing activities
M&E

M&E in progress – Kilifi District Hospital, 2012
(D). Maintenance Phase

- Refresher training
- Awarding
- Repeat the sustain cycle
Refresher Training
Step-wise Approach

Steps to implement 5S

Step 1: Sensitizing on 5S concepts
Step 2: Training managers
Step 3: Situation Analysis
Step 4: Target area setting
Step 5: Training staff
Step 6: Sorting + Setting + Shining
Step 7: Standardizing
Step 8: Retraining staff for sustainability

Formulation of Work Improvement Team at department / ward level
Making “showcase” (5S Model)
Formulation of Quality Improvement Team at management level
Repeating the process
Summary of support structures

1. Phases of implementing 5S:
   a) Preparatory phase
   b) Introductory phase
   c) Implementation phase
   d) Implementation phase
Summary (cont.)

8 steps of implementing 5S
1. Sensitizing on 5S concepts
2. Training managers
3. Situation analysis
4. Target area setting
5. Training staff
6. Sorting + Setting + Shining
7. Standardizing
8. Retraining staff for sustainability