MODULE 4: Quality Improvement Tools and their Application in KQMH

Unit 4.1: Principles for Work Environment Improvement
Unit 4.1: Objectives

• Define the principles for work environment improvement

• Describe the 5S implementation phases
Unit 4.1: Content

- 5S Principles: Sort, Set, Shine, Standardize & Sustain (5S)

- 5S implementation phases and steps according to the KQMH Implementation guideline.
KQMH for better health services

The journey starts from 5S, moves to CQI and then to TQM
What is 5S?

- A management tool, originated in Japan
- A basic, **fundamental, systematic** approach for **productivity, quality and safety** improvement
5S Principles

1. 5S is therefore a philosophy and a way of organizing and managing the workspace and work flow with the intent to improve efficiency by eliminating waste, improving flow and reducing process unreasonableness.

2. 5S practice is a technique used to establish and maintain quality environment in an organization.

3. It is all about Working Environment Improvement.
<table>
<thead>
<tr>
<th>Japanese</th>
<th>English</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEIRI</td>
<td>SORT</td>
</tr>
<tr>
<td>SEITON</td>
<td>SET</td>
</tr>
<tr>
<td>SEISO</td>
<td>CLEAN &amp; SHINE</td>
</tr>
<tr>
<td>SEIKETSU</td>
<td>STANDARDIZE</td>
</tr>
<tr>
<td>SHITSUKE</td>
<td>SUSTAIN</td>
</tr>
</tbody>
</table>
1. **Kuchagua** (Sort) Ondoa vifaa vyote visivyotumika ofisini mwako.

2. **Kupanga** (Set) Weka katika utaratibu mzuri vifaa vyako kwa kurahasisha upatikanaji.

3. **Kusafisha** (Shine) Dumisha usafi wa hali ya juu, pamoja na vifaa vya kazi.

4. **Kudumisha** (Standardize) Kuchagua, Kupanga kusafisha kwa kiwango kinachokubalika iwe ni utaratibu wa kila idara kwenye kituo cha afya.

5. **Kufundisha** (Sustain) Fundisha na dumisha tabia njema ya watumishi ya utekelezaji wa Kuchagua, Kupanga, Kusafisha na Kudumisha iwe endelevu.
5S Cycle / Process

- **SORT (SEIRI)**
- **SUSTAIN (SHITSUKE)**
- **SET (SEITON)**
- **STANDARDIZE (SEIKETSU)**
- **SHINE (SEISO)**
S1: SEIRI (Sort)  – Removal / organization

Clear / discard:
- unwanted items in offices, workplace, homes
- irrelevant items
- unwanted structures
- Reduce clutter on inside and outside work venues
- Unwanted items on shelves, tables, drawers
- 1st time sorting can be a big event
Sorting in a Ward
Ward 1\textsuperscript{st} Time Sorting – A Big Event!
A disorganized hospital....

Piling of unwanted items
Sorting in Records Office
Disposal After Sorting
S2: SEITON (Set)

Orderliness, systematize

- Unnecessary items have been eliminated
- Organize left-over items
- Organize layout of drugs, tools and equipment in best order for convenience of operation
- Designated locations
- Availability at point of use
- Directional boards to all facilities
- Identification labels for rooms, toilets, etc.
2S Practice in Detail
S2 Systemize

- Everything has a clearly designated name & place
- Every staff should have a ‘responsible person’ label
- Eliminate unnecessary covers & locks
- Functional placement for leaflets, tools and material, and
- Filing standards
2S Practice in Detail

S2  Systemize

- First in, first out arrangements
- Zoning and placement marks
- Neat notice boards (also remove obsolete notices)
- Easy-to-read notices, and
- 30-second retrieval of tools and parts
Searching for a Staff File
(Unlikely to be found!)
Searching for a file

Sort  Set

20 minutes  20 seconds

Work Environment Improvement by 5S
Cleanliness and beautifying

- Daily self-cleaning (3 to 5 mins)
- No dust on floors, tables, shelves, walls and machines
- Adequate cleaning tools, detergents
- Provide waste bins
- Equipment, buildings, compound maintenance
Glamorous Female Ward in Mathari Hospital
Landscaping in Mathari
(Beautification)
Evidence of **Sort, Set and Shine** all around

- Orderliness in the use of corridors
- Storage of files, records and work venues standardized
- Audit using checklists
- Transparency e.g. glass covers on cupboards
- Danger warning signs
- Fire extinguisher signs
- Exit signs
- Electrical switch labels
Sort, Set, Shine
S5 – SHITSUKE (Sustain)

• Self-discipline
• Train staff to follow good work habits
• Strict observation of workplace rules
• Regular training programmes for all categories of employees
• 5S Group activities
• Patrol teams for internal audits
• Self-discipline among visitors to the institution
• Language used in the hospital
• Professional ethics – dignity, confidentiality, justice, autonomy, veracity, beneficence
Sustain cycle

The Process

1. The Process
2. The Process
3. The Process
4. The Process
5. The Process
Why the need for 5S?

Good to have workplace organization, orderliness, and cleanliness. People spend half their time at the workplace looking for things!
## Targets of 5S

<table>
<thead>
<tr>
<th>Target</th>
<th>Result</th>
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<tbody>
<tr>
<td>Zero waste</td>
<td>Lower cost</td>
</tr>
<tr>
<td>Zero delays</td>
<td>On time delivery</td>
</tr>
<tr>
<td>Zero injuries</td>
<td>Promoting safety</td>
</tr>
<tr>
<td>Zero breakdowns</td>
<td>Better maintenance</td>
</tr>
<tr>
<td>Zero customer complaints</td>
<td>Customer satisfaction</td>
</tr>
<tr>
<td>Zero ‘red ink’</td>
<td>Better image of the organization</td>
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Medicine Cupboard

Before 5S

After 5S
A Linen Store

Before 5S

After 5S
A health facility that is implementing 5S successfully is always:

- High in **Productivity**
- Consistent in **Quality**
- **Cost-effective**
- Accurate in **Delivery**
- **Safe** for people to work in
- High in **Morale**
Four Key Factors for Successful 5S

1. Continued commitment and support by top management

2. 5S starts with education and training

3. There are no observers in 5S, everyone participates

4. Repeat the 5S cycle in order to achieve a higher standard
In summary, the 5S Principles are

- Expected to instil team culture
- Increase morale, motivation and improve job satisfaction
- Simple but effective methods to organize the workplace
- Used as basic, fundamental, systemic approach for productivity, quality and safety improvement
Summary

- There are no observers in 5S, everyone participates
- Avoid authoritarian rule in 5S
- Start 5S in a well-chosen pilot and roll-out to others step by step
- Concentrate on small gentle improvements instead of one big step
- CQI (Kaizen) is about ‘working smarter, not harder’
Thank You