

Establishment of QIT and WIT

5S Training of Trainers for Training Institutions
Training material No. 24

Objectives

- At the end of the session the participants should be able to;
 - Define QIT and WIT
 - Explain how to formulate QIT and WIT
 - Outline of the roles and responsibilities of QIT and WIT
 - Identify 5S-KAIZEN-TQM implementation structure

Definition (1)

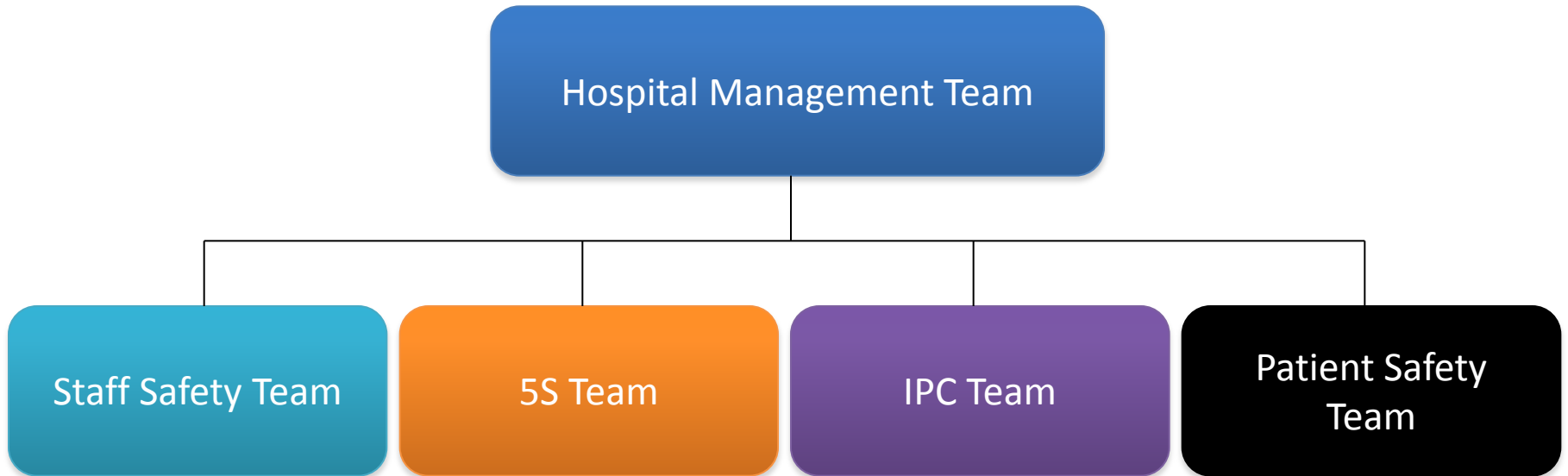
- **Quality Improvement Team (QIT)** is a team taking lead to implement quality improvement activities.
- Group of **multi skilled employee charged with** responsibilities of improving processes or services
- The team include top and middle management members to coordinate initial planning and implementation

Definition (2)

- **Work Improvement Team (WIT)** is the small team of staff that meets regularly to solve the problems relating to their job scope or workplace .or group of people working together to achieve a common goal for which they share responsibility.
- WIT work on the premise of continuously improving **on-going processes** within organization
- **Top management, QIT and WIT** have big role in implementation of QI programs including 5S-KAIZEN–TQM activities.

What is happening in some hospital.....

Many teams established in a hospital by donor supported QI programs

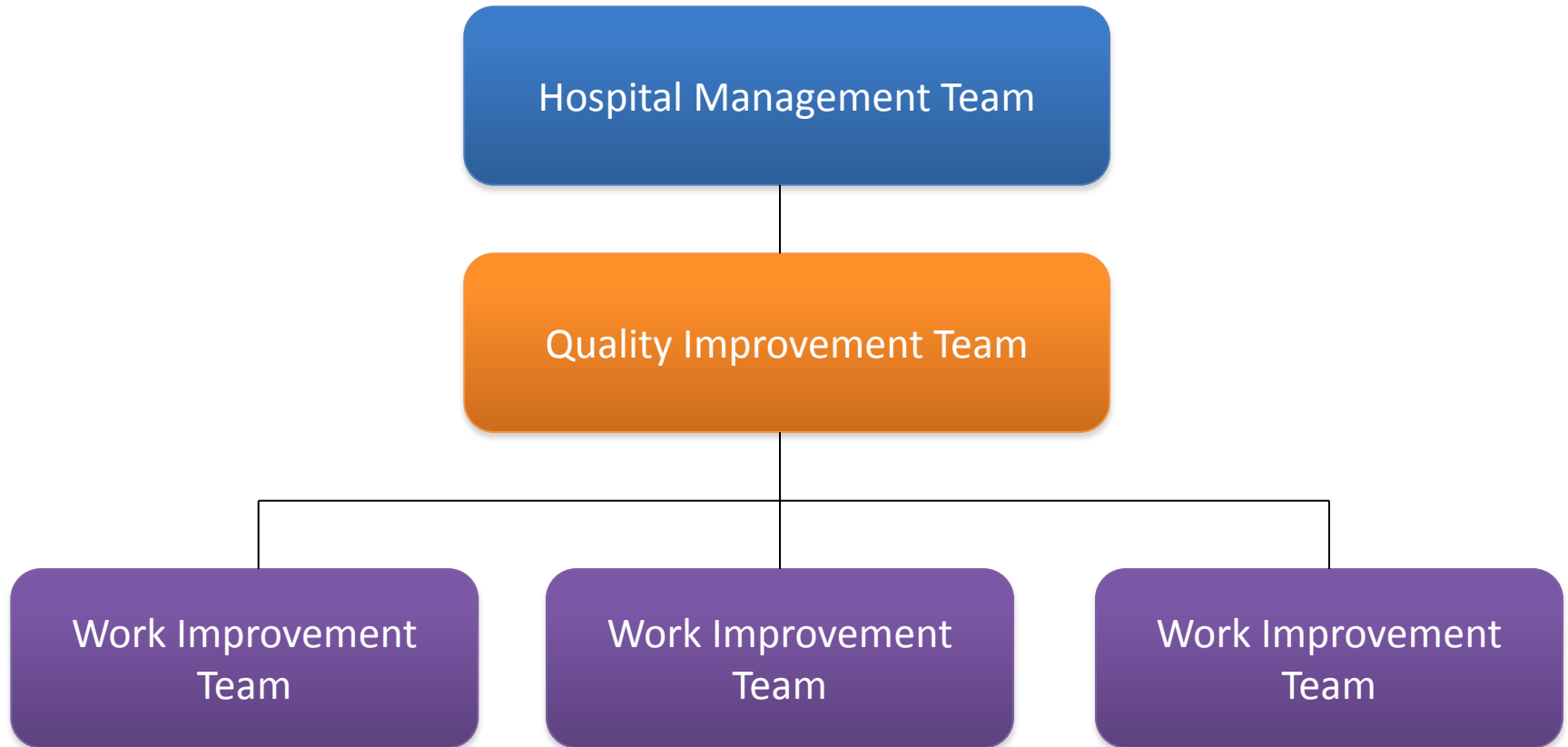


Can we manage and sustain all teams under serious resource shortage?

TQIF suggestions

- Tanzania Quality Improvement Framework (TQF), Chapter 5, page 40-41
- It is recommended that all health facility establish one team to oversee all QI programs in the health facility to improve efficiency and effectiveness under resource constrain setting and improve quality services.

TQIF recommended QI implementation structure



Roles and Responsibilities of Hospital Management Team (HMT) or Organization leadership

1. Development of strategic and business plan
2. Development of organization's vision and mission statement on QI
3. Dissemination of health facilities strategic and business plans, vision and mission statement on QI
4. Responsible for developing and fostering in the participatory manner the organization's vision
5. and mission statements
6. Developing the functional QI structure into hospital organization

Roles and Responsibilities of Hospital Management Team (HMT) or Organization leadership (2)

7. Oversee the quality improvement processes and QIT function
8. Ensure effective top-down and bottom-up communication at all levels within the facility
9. Recognize efforts made by staff for quality improvement.
10. Ensure proper allocation of resources for quality improvement through investment of time, funds
11. and education

Formulation of QIT

- QIT Team is formed with middle and top management of the hospital.
- The team is obliged to improve the speed of decision-making & increase commitment for quality improvement.
- Large number of QIT members is not recommended. It may slow down decision-making process

Example of QIT's roles and responsibilities

1. Responsible for training of hospital staff
2. Conducting situation analysis before implementation of QI approach
3. Implementing QI activities for common problems of the hospital
4. Conducting periodical monitoring and provide technical advice to WITs
5. Responsible for recording of all QI activities conducted in the hospital
6. Reviewing situation and the action plan
7. Providing necessary input for QI activities
8. Producing Progress report bi-annually and share with WIT, HMT, and CHMT/RHMT/MoHSW-HSIU according to the level of hospital

Example of WIT's roles and responsibilities

- They are essentially employee-based small group activities. Their aims: to provide staff with opportunities for meaningful involvement, contribution and challenge. Bottom line results – higher quality outputs and service, and improved productivity
- WIT comprises a group of between 3-15 members belong 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

Example of WIT's roles and responsibilities (2)

1. Attend meetings regularly
2. Share and contribute ideas, effort and time to help improve the team's effectiveness.
3. Cooperate with and help team leader and others
4. Participate in problem-solving activities of the group
5. Effect improvements arising from projects carried out by the team
6. Conducting monitoring & evaluation of day-to-day 5s practice.
7. Document & share the results within the section/department.
8. Communicating their result to hospital QIT.

Meeting between HMT and QIT, QIT and WITs

Frequency of meeting will be higher at the beginning of implementation



Hospital management Team (HMT)

Have regular communication (e.g. Once a month)

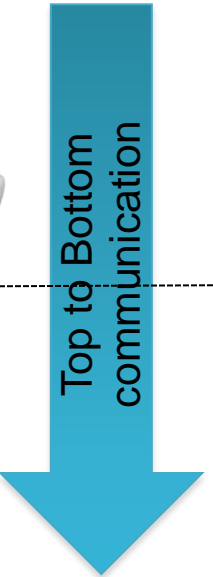
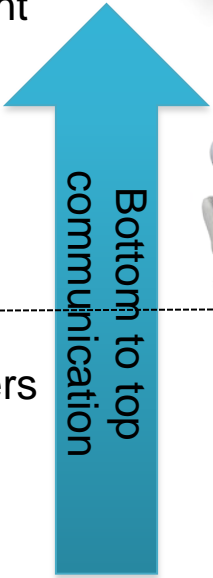
Quality Improvement Team (QIT)

Have regular communication (e.g. Once a week)

Workplace Improvement Teams (WIT)

Management Level

Implementers Level



Ward, section, unit

Team Meetings

- HMT and QIT Meeting need to be organized regularly
- QIT and WITs Meeting need to be organized regularly
- Meeting agenda prepared on time and adhered too
- Agendas and relevant papers to be circulated to all members before meeting
- Minutes of the last meeting to be distributed to the members before meeting
- All assignments to be marked with name and completion date in the minutes
- Maintain focused discussion and encourage participation
- Proper documentation of meeting agenda and agreements.

Benefit of team approach

- Sharing of knowledge, skills and experiences
- Teams take problem as an opportunity and the team members' support each other.
- Team work is vital in achieving quality improvement programs.

“Remember one big tree does not make a forest “

Thank you