



TQM Project Newsletter

Vol. 01

November 2019

Improve
quality & safety
through
5S-KAIZEN-TQM
approach

Dear readers

This is the newly published newsletter for sharing the information about TQM project, which was launched in April 2019 for improvement of health services. We will update news and information related to the project on a quarterly basis. We hope that you enjoy reading the newsletter. Your feedback & comments are much appreciated.

The TQM Project launched in Fiji

In 2012, Ministry of Health and Medical Services (MOHMS) introduced the 5S-KAIZEN-TQM approach and organized the national TQM team. The team implemented the training program for nursing staff responsible for health care; however, the program did not fully disseminate the 5S-KAIZEN-TQM activities due to the lack of human resources with special knowledge and experience, and of motivation of trainees. In 2015, a manual was developed through WHO's financial support, which formed the foundation of the 5S-KAIZEN-TQM. However, it is still necessary to further assist operating and monitoring the activities at the on-site level. Therefore, the Government of Fiji requested the technical cooperation project for achieving efficient and effective management of the 5S-KAIZEN-TQM activities.

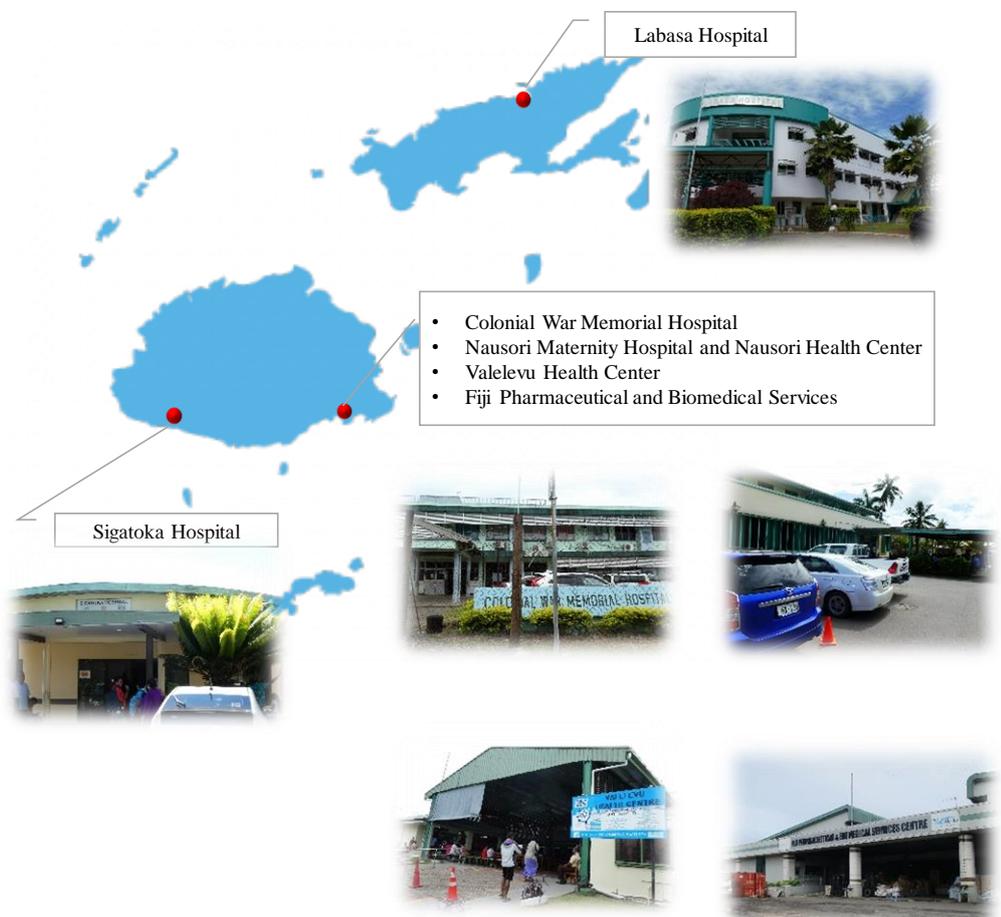
Project for Improvement of Health Services through 5S-KAIZEN-TQM in Fiji (hereinafter referred to as "TQM Project") was launched in April 2019. The project aims to contribute to improving the quality of health services by strengthening the capacity of hospital managers, the monitoring and evaluation, the activities for work improvement, and the governance system, through **5S-KAIZEN-TQM approach**.

5S-KAIZEN-TQM is the approach for improvement of organizational management, and quality and safety of the services/products that originated in Japan as described above.

Six pilot health facilities that are expected to become the model facilities

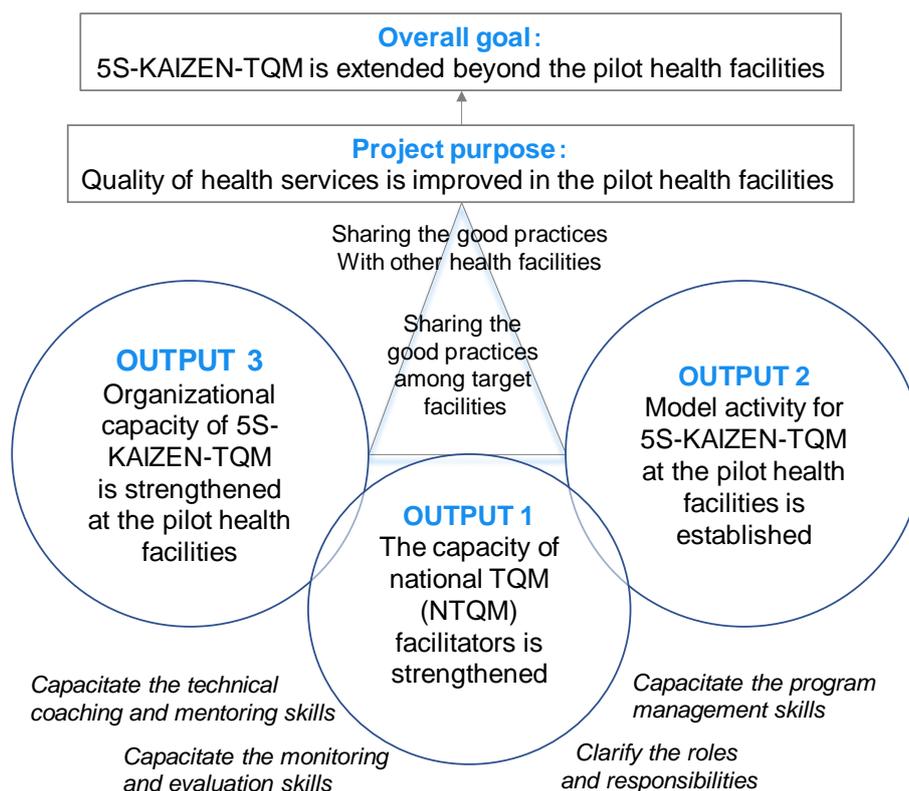
The improvement of organizational management, quality and safety can be achieved by organizing the physical working environment by 5S, and continuous problem-solving process (KAIZEN).

The following six health facilities were selected as the pilot health facilities, which are expected to become the model hospitals for the country and the Pacific Region. The project will be implemented up to March 2022 (three-year project).



Outline of TQM Project

TQM project is logically designed to achieve overall goal of the Project, where “5S-KAIZEN-TQM is extended beyond the pilot health facilities. The project purpose is that “Quality of health services is improved in the pilot health facilities” and “three outputs” are set to achieve the project purpose. The outline of project is described in the figure in below.



Message from National Manager, Patient Safety and Quality (Project Manager)



It is an honor and privilege to be associated with the technical expertise of the 5S-KAIZEN-TQM Project in Fiji, under the partnership of the Ministry of Health & Medical Services and the Japan International Cooperation Agency. I fully support the 5S-KAIZEN-TQM approach as a health system strengthening strategy to improve quality and safety such as; reductions in hospital acquired infections, improvement in waste management, improvement in customer feedback, improve environmental cleanliness and strengthening governance in Fiji.

Activities of 5S-KAIZEN-TQM approach must be sustained and can only be sustained under strong and visionary leadership of senior management and the passion and commitment from the staff to make a positive change. I strongly believe that we can establish center of excellence in contributing to the improvement of quality health services in Fiji and also our neighboring Pacific Island countries.

Understand “5S-KAIZEN- TQM approach”

What is 5S-KAIZEN-TQM approach?

Have you heard about 5S-KAIZEN-TQM approach? Let’s review the history and the concept of the approach.

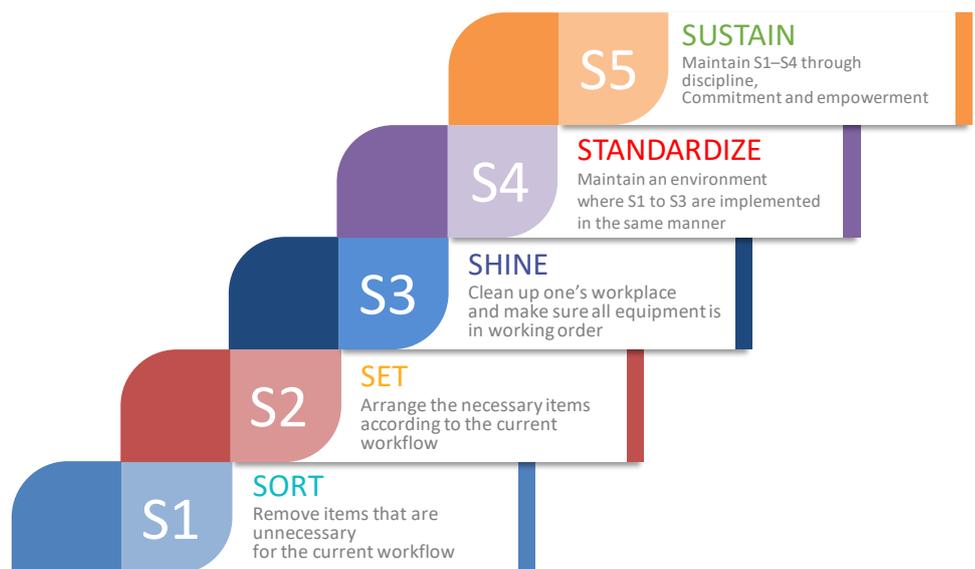
5S-KAIZEN-TQM is the approach for improvement of organizational management, and quality and safety of the services/products.

The improvement of organizational management, quality and safety can be achieved by organizing the physical working environment, and continuous problem-solving process.

5S and KAIZEN originated from the Japanese manufacturing sector, but now not limited to manufacturing systems only. The approach is applied to service industry including health care.

Before the explanation of each approach, we need to understand the concept of a Total Quality Managed Hospital/Organization. TQM is generally described as organizational optimization. The optimization of an entire organization is not an easy task! To do so, the top management of the facility needs to develop policy and strategy to operate and manage the facility. Then, that policy and strategy need to be deployed well to the health managers and health workers. Middle managers and frontline health workers need to think about what they can contribute to achieve the facility’s policy and strategy through the management of the normal routine work. 5S and KAIZEN are utilized as a management to implement for quality improvement of the organizational process

5S is the principles of work environment derived from the Japanese words Seiri, Seiton, Seiso, Seiketu and Shitsuke. In English, the 5S are respectively described as Sort, Set, Shine, Standardize and Sustain.



5S is a simple method, but its impacts are incredible.

Have you experienced the following at your work place?

- You cannot find necessary items easily when you want to use them.
 - ✓ It may be because they are not categorized in a cabinet or drawer or desk. Items lying carelessly everywhere!
 - ✓ Or it may be because some people used the item, but that person did not return it to the place where it was.
- Brand new equipment or some supplies were hidden behind some unnecessary items.



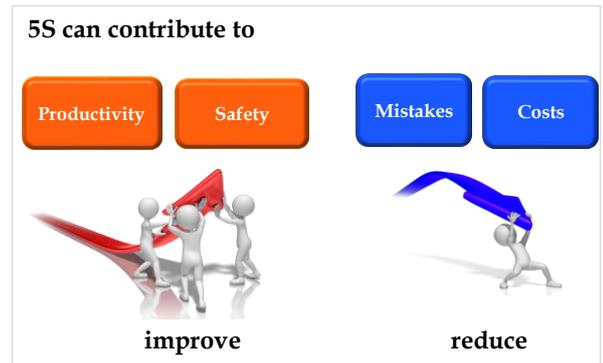
and so forth...

You may spend unnecessary time & energy due to the unorganized, adhoc working environment. Also, some resources may be possibly wasted due to this situation.

How about your house? Do you categorize your clothes according to the type such as underwear, shirts, trousers and skirts in your closet? Do you categorize dishes such as cups, small plate and large plate in a cupboard?

5S is a very simple method, and you may be implementing it without even you noticing it. Simply, it can be applied anywhere either your house or work place to improve the physical environment. Don't you think that you would like to create a well-organized working place with 5S?

5S simplifies the work environment, reduces wastes and non-value activities while improving efficiency and safety. 5S is the key activity of the TQM and describe the basic philosophy of KAIZEN¹. The 5S principles also can complement well with other quality improvement and quality assurance approaches such as the ISO standards in ensuring cleanliness and safety of working environment and hence building a good foundation toward TQM.



¹ Toshihiko Hasegawa and Wimal Karandagoda (2013), *Change Management for Hospitals through Stepwise Approach, 5S KAIZEN TQM 2nd Edition*, JICA Production, Tokyo, Japan.

“KAIZEN” mind is the key for successful implementation of the activities

Strong leadership & commitment on quality are essential

KAIZEN is a Japanese word implying "Change for the better".

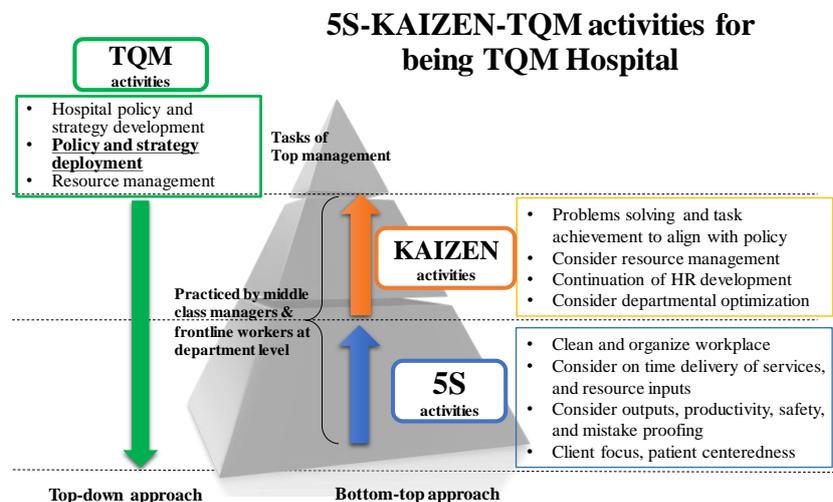
What is the ideal situation of your work place? Do you think that there is a gap between the ideal situation and current situation? Don't you think that you would like to improve the current situation to the ideal situation?

The initial point is to have a **“KAIZEN mind”** which means “I want to do something for the better”. **Having a Positive Attitude Mindset!**

KAIZEN has three perspectives such as “eliminate”, “reduce”, and “change”. For example, some work processes can be eliminated or reduced. Or current work process or procedure may be necessarily changed to increase productivity or to reduce mistakes. It means that we need to review/analyze our current work and change for further improvement.

KAIZEN is a continuous problem-solving process and a team-based improvement activity for departmental optimization. Nobody knows everything but everybody knows something. Therefore, working together minimizes the weakness of individual and enhances the strength of each individual as well as the team. If KAIZEN is applied to a workplace, the activity on site comes to be a process for continuous improvement involving everyone regardless the difference in position or rank, manager or worker¹.

Total Quality Management (TQM) is an important management approach through optimization organizational function. To introduce TQM into your organization, strong leadership and commitment on quality is needed, and proper policy and strategy on quality and safety must be developed and shared within the organization. If you are a manager of the hospital, and thinking of introducing 5S-KAIZEN approach for quality improvement, first of all, you need to understand what is TQM first, and then you need to show good direction to your subordinate as a leader.



Kickoff event, TQM seminar was held

While KAIZEN can do partial optimization at the department level, TQM aims at organizational optimization. Even if one department is performing exceptionally better, the organization still cannot provide good services. For example, in a hospital setting, even if you have a laboratory providing accurate results, you cannot provide the necessary results for the patients if the order process from the doctor is not appropriate.

To introduce this approach to the health facilities in Fiji, the following activities were implemented in the project so far.

The project outline and concept of 5S-KAIZEN-TQM approach was introduced to the Ministry leaders and the institutional heads.

As the kickoff event of the project, the TQM seminar was held on May 7th at Novotel, Lami conference hall with the participation of the Embassy of Japan, JICA Fiji office, the Minister for Health & Medical Services, the Permanent Secretary for Health and other senior management and health officials, the hospital Medical Superintendents, Divisional Medical Officers and other health officials from the division and sub division. The purpose of the seminar was to share the outline of the project, and disseminate the basic concept of 5S-KAIZEN-TQM approach that the project is going to apply in the Fijian health sector for quality and safety improvement. During the seminar, strong commitment and leadership on improvement of quality and safety through 5S-KAIZEN-TQM approach was shown by the Honorable Hon Minister for Health. The Ambassador of Japan was also willing to support the project activities. The project outline became known among the stakeholders through this TQM seminar.



Activities related with Output 1

National TQM Facilitators were trained on 5S

5S training for National TQM (NTQM) facilitators was conducted on 9th, 10th, and 13th May 2019. Improvement of the average score between pre and post course assessment was noted.

Based on the results of the post assessment, all 16 participants passed the cut-off point (75% and above) set in the selection criteria for NTQM facilitators (5S).



Level "A" TQM facilitator	Have good knowledge and skills on both the 5S approach and the KAIZEN approach, and be able to train health managers and workers.	<ul style="list-style-type: none"> • Completion of TQM facilitator training on 5S and KAIZEN approach • Need to obtain 75% of score in post training assessment in both training program
Level "B" TQM facilitator	Have good knowledge and skills on the 5S approach only, and possible to train health workers.	<ul style="list-style-type: none"> • Completion of TQM facilitator training on 5S approach • Need to obtain 75% of score in post training assessment in 5S training program assessment



Activities related with Output 2 & 3

Pilot units at the pilot health facilities were selected

Pilot areas were selected at each pilot health facilities as follows;

Name of Facility	Pilot Units
CWM Hospital	<ul style="list-style-type: none">- Surgical Ward (NSW)- Medical Record- Post Natal Ward
Nausori Maternity Hospital /Nausori Health Center	<ul style="list-style-type: none">- Maternity- Dental- General OPD (GOPD)
Labasa Hospital	<ul style="list-style-type: none">- Female Medical Ward- Dental- Store
Sigatoka Hospital	<ul style="list-style-type: none">- GOPD/ED- SOPD- Maternity
Valelevu Health Center	<ul style="list-style-type: none">- IMCI
FPBS	<ul style="list-style-type: none">- Issue store- Purchasing

5S Training of Trainers (TOT) was conducted to the pilot health facilities

Training of Trainers on 5S was conducted on 10th, 11th, and 12th June 2019 to equip the focal persons at each pilot health facilities and enabling them to conduct in-house training on 5S approach and implementation and management of 5S activity.

Improvement of the average score between pre and post course assessment was noted.

The participants were expected to conduct in-house training for the selected pilot areas in a timely manner. Then, each pilot area were expected to start (or restart) 5S implementation for improvement of their physical working environment.



5S practice during the training



Practice of M&E on 5S during the training

Future activities

From November 2019, the consultation visits (external evaluation) will be conducted for the pilot health facilities.

In the next newsletter, we will introduce the progress of the activities of each pilot health facilities, which was observed through the consultation visits.

We are pleased to issue the TQM project Newsletter Vol.1.

This newsletter will be basically issued quarterly basis.

We expect that this can be the useful to understand the project and share the progress of project activities and good practices of the pilot health facilities.



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