



# TQM Project Newsletter

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March 2020

## 5S has commenced at the pilot health facilities

We think that all of us are facing hard times to fight against COVID-19. Under this situation, one of our important tasks is to prevent nosocomial infections. To prevent nosocomial infections, it is necessary to create a clean and conducive workplace. 5S-KAIZEN-TQM approach is useful for creating such workplaces. Because of this situation, we should reconsider whether our conducive physical work environment can be created by 5S to handle various situations.

### *Improved working environment by 5S*

The six health facilities of the Project (Colonial War Memorial Hospital, Nausori Maternity Hospital / Health Centre, Valelevu Health Centre, Sigatoka Hospital & Labasa Hospital) have commenced by strengthening 5S activities (sort, set, shine, standardize & sustain) to improve their physical working environment as an initial step. In addition, the National TQM facilitators started conducting the Consultation Visits to confirm and evaluate the progress of activities and provide technical advice to the facilities.

The beginning is considered the most important when implementing such activities as this. Its momentum was observed through the Consultation Visits which were conducted twice between November 2019 and March 2020. Many good practices have been established under the good team work at the pilot health facilities. This second volume edition highlights some of the exceptional & extraordinary improvements in delivery of the 5S activities in the pilot health facilities.

*The team of National TQM facilitators visit the pilot health facilities periodically.*

*(Picture: Consultation Visit for Sigatoka Hospital, SOPD)*



## “Good Practices”

### Unnecessary items may occupy your workplace

You may waste space/resources due to unnecessary items. Those may disturb your work flow. Or some valuable items can be behind unnecessary items!



*Unnecessary items are removed (transferred to the appropriate location) from general premises of the hospital.*

**CWM Hospital**

## Sort is an initial activity of 5S



*Unnecessary items are transferred to the allocated place to wait for board-off*

**Nausori Maternity Hospital**



*Unnecessary items were removed, and the spaces at the stores was efficiently used.*

**FPBS (Issuing Store)**

## Your ideas & the use of 5S tools makes a big change

Some ideas and 5S tools can improve your work efficiency and safety.



Medications are kept in the vacutainers (available resources) after 5S. "First in First out" is easier to be applied and stock control is improved based on their demand.

**Sigatoka Hospital (GOPD)**



The files are placed according to the Dates of Births, and the time for identifying the necessary files can be shortened.

**Valelevu Health Center (IMCI)**

Available resources and your wisdom can lead to big improvements



All necessary items are set on the higher place taking into account work flow so that it is easier for the staff to access the items.

**Labasa Hospital (Dental)**



Currently, it is easier to identify the location of items to take out and return with symbol & Labelling

**Labasa Hospital (Female Medical Ward)**



May 2019



December 2019

Carton boxes are well categorized and two small paths are created so that the staff can move around the store to organize the items. Improve productivity!

**Labasa Hospital (Store)**

## Improving safety by proper waste segregation

Improper waste segregation is often observed at the health facilities in Fiji. Proper segregation is important to prevent harm for both internal and external clients!

**Colour coding is useful for waste management**



May 2019



December 2019

Previously, there are no clear information on the type of wastes. Standardized colour coding was applied to improve waste segregation.

**Labasa Hospital**

**Share the information on 5S-KAIZEN activities on the notice board!**



5S corner was established on the notice board so that the staff within the department can share the progress of 5S activities.

**FPBS**

## Let's review your 5S activity for continuous/further improvement!

As mentioned above, many processes improved by 5S activities have been confirmed at the pilot health facilities. For further improvement, let's review your 5S activities from the following perspectives.

1. **What are the targets of improvement by 5S activity at your unit?**
2. **Is there a unit or characteristic value that can measure the effectiveness of 5S activity such as cost, time, workload etc. ?**

What is the purpose of 5S activity? The purpose of 5S activities is to effectively apply the 5S tools. When we visit a facility during the Consultation Visits, we sometimes observe misuse of tools or unfunctional tools. For example, do you think that the labels in the following pictures are functioned? For instance, on the left photo, it is clear that it is a PowerPoint. Therefore, it seems that the label is unnecessary. On the right photo, the items are not arranged according to the label. It means that the labels are not functioning.

**What are the targets of improvement by 5S activity at your unit?**



Before practicing 5S activity, please ask yourself "Why do we practice 5S activity?" Additionally, please discuss with other staffs at your unit about what the targets of improvement by 5S activity at your unit are. These starting points are very critical. It is important to recognize what kind of problems exist in your current workplace, and then apply the 5S tools needed to solve/improve the situation.

For example, at the Dental department at Labasa Hospital, they identified problems in their stores. Items stored were not clear and it was difficult to access or locate some items. Dental department had a total of 150 different items which took time to locate! It took time to find a necessary item, and only the staff who was in charge of stores could locate each item. To improve this situation, the WIT members of the Dental department decided to use several combinations of 5S tools such as labels, numbering and zoning, and a copy of the items list was pasted on the door (refer to pictures show in the following page.)

## What is the starting point for 5S activity?



To find a location of each item and improve the stock management, numbering and zoning were applied in addition to labelling. Also, First in First out (First expiry First out) is applied. It helps for the staff in charge at the store to reduce time for searching a specific item and manage the stock amount more easily.

Also, the items list was developed to clarify the stocked items, and it is displayed on the entrance door of storage

This new storage system will be helpful for a future assigned staff to know the location of each item in the store.

For further improvement, 3F (Fixed item, Fixed place, Fixed amount) can be applied.

Sometimes, the situation can be improved without any particular 5S tools. For example, Coronary Care Unit in Labasa Hospital, the staff found a problem that the location of a cabinet disturbs staff work flow and it was not safe for the patient. Then, they decided to shift the location of the cabinet with the support of a carpenter as shown below.



### Before

Previously, the cabinet for files were located just above the patient's couch. It disturbed staff work flow and there were risks in patient harm.

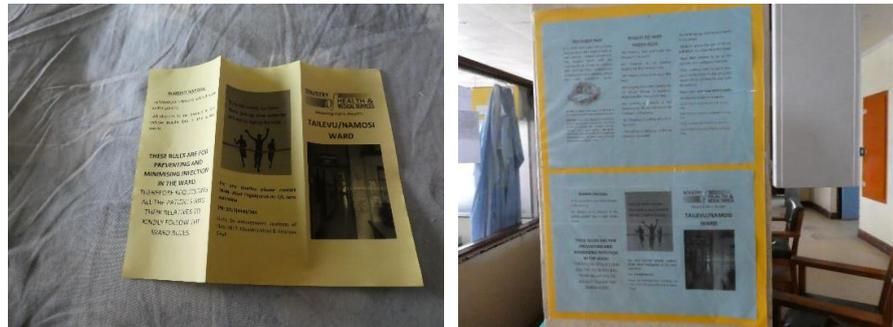


### After

The cabinet was relocated to another within the room area to improve the staff work flow and prevent harm for the patients.

## The effects improved by 5S activity can be measured numerically

New Surgical Ward in CWM Hospital, saw the importance of engaging patients and visitors to maintain a clean environment. A visitor's pamphlet was developed which also contained instructions to the patients and visitors. The same was displayed on the wall in the ward as shown below. The instructions guides the visitors and their roles when visiting the ward.



5S is not a one-time activity, and therefore it is necessary to continue to check whether there are any problems and whether there are any points that can be further improved at your unit.

The regular meetings among the departmental staff is a good opportunity to continuously discuss identified problems and its solutions for improvement.

Likewise, it is important to share the outcome amongst the departmental staff, isn't it? For some cases, **the effects improved by 5S activity can be measured numerically.**

For example, if the 5S activity is implemented at reception (medical record), it is expected that general waiting time at reception can be reduced (e.g. 20 minutes (previous) to 15 minutes (after 5S)). Or if 5S activity is implemented for improvement of stock control/management at a facility, it is expected that annual costs for drugs and consumable can be reduced [e.g. FJD100,000 (former financial year) to FJD80,000 (current financial year)].

This is called **"characteristic value"** which is a value expressing the problem. The appropriate scale of the characteristic value varies depending on the situation. For example, characteristic value of long waiting time for outpatients is **"time"**. And reduction of cost for drugs and consumables is **"cost"**.

Please discuss the potential characteristic value as well as the targets of improvement by 5S activity for your unit.

These are messages collected from the pilot health facilities.

***CWM Hospital***



*Namosi/New Surgical Ward  
WIT*

“Actually, my ward is the biggest ward in Fiji. 5S, it’s really helpful and challenging in my ward because it is a big ward. To implement 5S is really helpful in terms of stock taking and time management. It helps me to know which stock to order, and also my nurses find it very easy to re-stock, they know where the items are and time management is important instead of running around here & there and don’t know where the stocks are.”



*Team Lead Namosi Surgical Ward  
Sister Alesi Togotogonua*

***Labasa Hospital***



*QIT & WIT Members*

“My views on the 5S concept, I think its practical, it’s something that we can use to enhance efficiency & effectiveness of our service provisions, to the general public. It is one of the tools that can help us in waste management & also classifying essentials equipment’s from non-essential equipment’s which have been lying there for years”



*QIT Chairperson  
Mr. Osea Vatulawa*

**What did you learn & gain about the 5S for quality improvement?**

What did you learn & gain about the 5S for quality improvement?

**Sigatoka Hospital**



*QIT members & Risk Manager/Western*

“5S is quite an awesome tool. It has helped us improve our work processes, and made us work more effectively & efficiently”



*SDMO Sigatoka  
Dr Amos Zibran*

**Nausori Maternity Hospital / Health Center**



*QIT & WIT members  
with Dr Sravaniya Dasi (middle)  
SDMO, Rewa*

“5S has actually improved the workflow. For the staffs as well as stock management, we are slowly, slowly, improving on that issue particularly getting rid of all the expiry things & getting in the new things, and patient satisfaction is coming up, slowly”



*QIT Chairperson  
SMO Dr Alofa Funaki*

**FPBS**



*QIT Members*

“The benefits of 5S in our pilot area, has basically assisted the team in procurement and also issue stores in terms of productivity. It is also assisting the team in identifying areas of concern and actually working towards improving the work environment altogether in the FPBS.”



*Mr. Mitieli Matavea  
QIT Member*

## Future activities (Tentative plan)



MINISTRY OF HEALTH  
& MEDICAL SERVICES

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#### *Valelevu Health Center*



#### *QIT Members*

*Sitting far left-Dr Veniana Kalougivaki  
MOIC*

"I would like to thank the project for imparting the knowledge of 5S to the Staffs of Valelevu, especially the IMCI pilot area. We are happy in that place because the place is spacious now with all the folders in place, according to what we learnt from 5S and its easier for them to retrieve the folders for each client that we have. It's easier to walk around in that place, everything in order and its easier to get the right treatment for our clients in the IMCI area. I think, the implications of the 5S have made the Nurses happy to work in that place."



*Sister Akisi Delaitubuna  
Nurse Unit Manager  
QIT Member*

#### *The following activities are being planned after June 2020*

- The third Consultation Visits to the pilot health facilities
- The mid-term review meeting to share the experiences among the pilot health facilities
- KAIZEN Training of Trainers for National TQM facilitators
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- The second Joint Coordinating Committee meeting