



The 5S-KAIZEN-TQM approach training materials

Attitude is everything

“Benefits of Positive attitude and behavior in healthcare”

Japan International Cooperation Agency
Fujita Planning Co., Ltd.



Objectives

- To understand the key elements for the successful implementation and sustainability of quality and safety improvement activities.
- To be able to analyze the current state of quality and safety culture within one's own organization.

Question

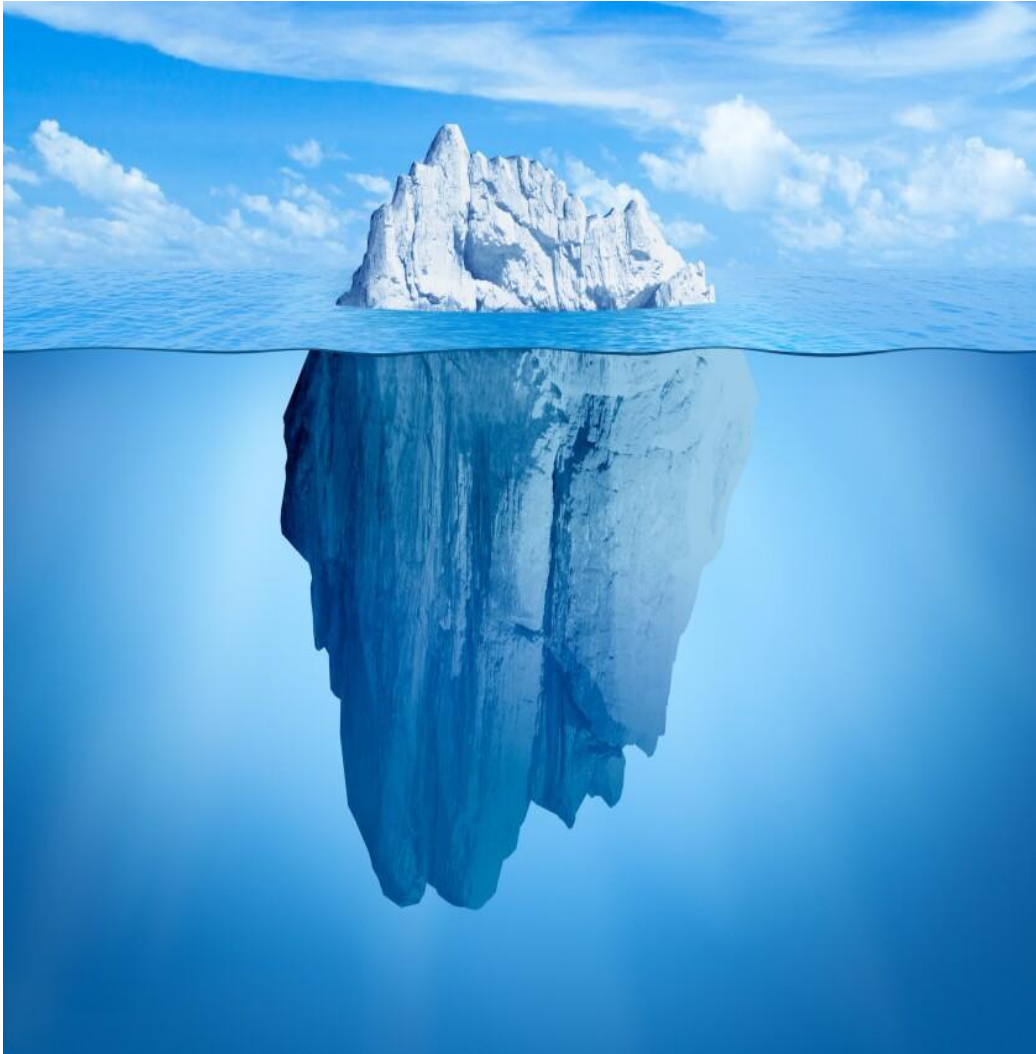
- What is the difference between “behavior and attitude”?



How much do you see an iceberg?

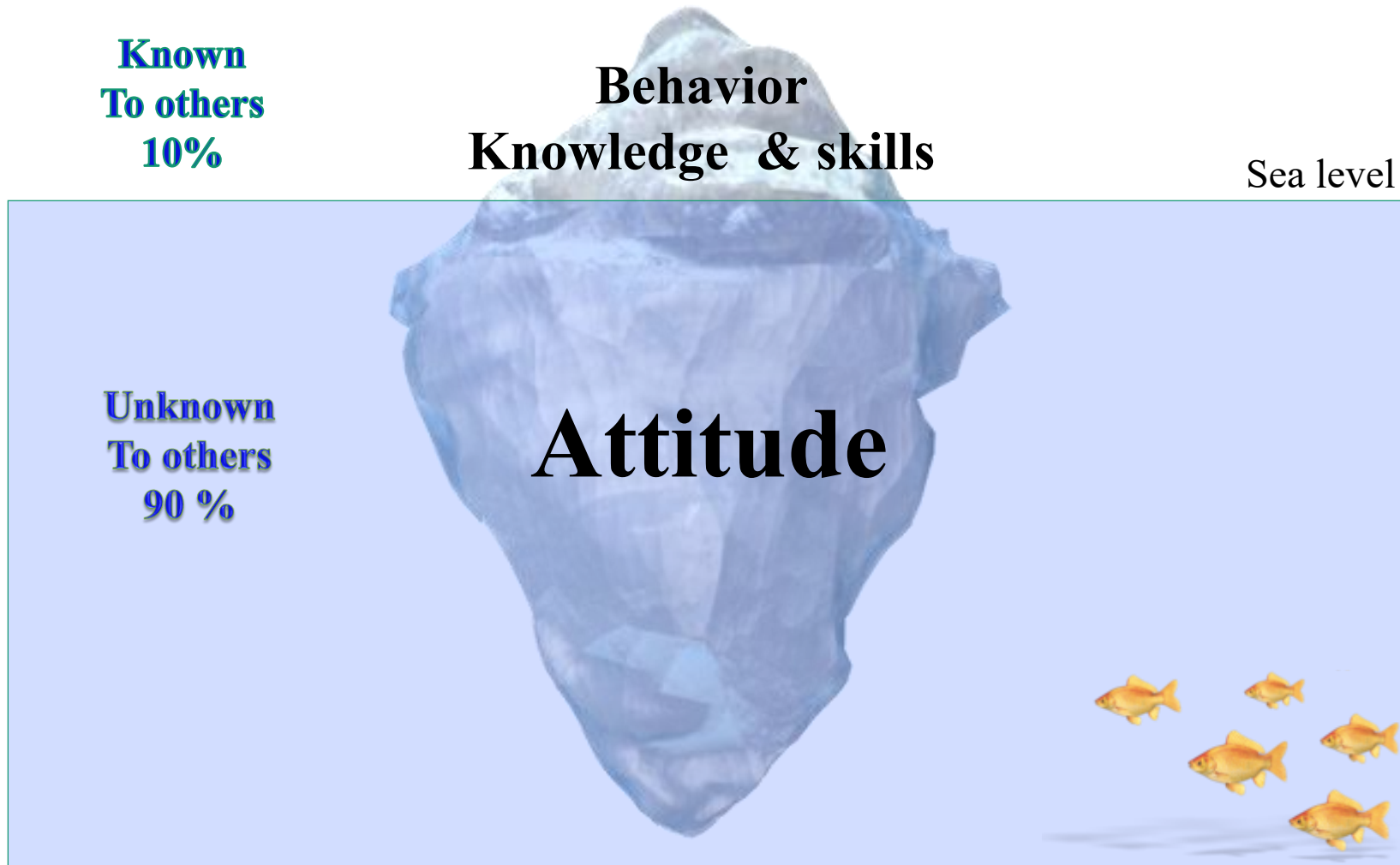


“Attitude” and “iceberg” phenomenon



- “Attitude” is often explained using the iceberg phenomenon
- Only 10% of an iceberg is visible, while the remaining 90% is beneath the surface.
- The same applies to “attitude”—what we observe is a person's behavior, not their attitude itself.

The Iceberg phenomena is also applicable on human beings ...



In other words,



What is attitude?

- On the surface, attitude is the way you communicate your mood to others.
- Internally—where it all begins—attitude is a mindset. It's the way you mentally view things.
- Negative thinking can become a destructive habit. Pay close attention to your thoughts and work to shift a negative attitude toward yourself into a more positive one.



What is Attitude?

1

Attitude is a state of mind

2

Your attitude is your mind-set

3

It is the way you look at things mentally

4

Attitudes are evaluative statements

5

It express individuals (+) or (-) feelings about the same object

How would you describe this condition?

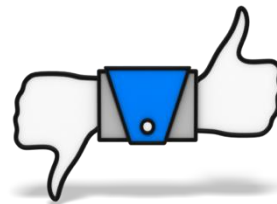


Are you a positive thinker or negative thinker?

Attitude can be positive or negative

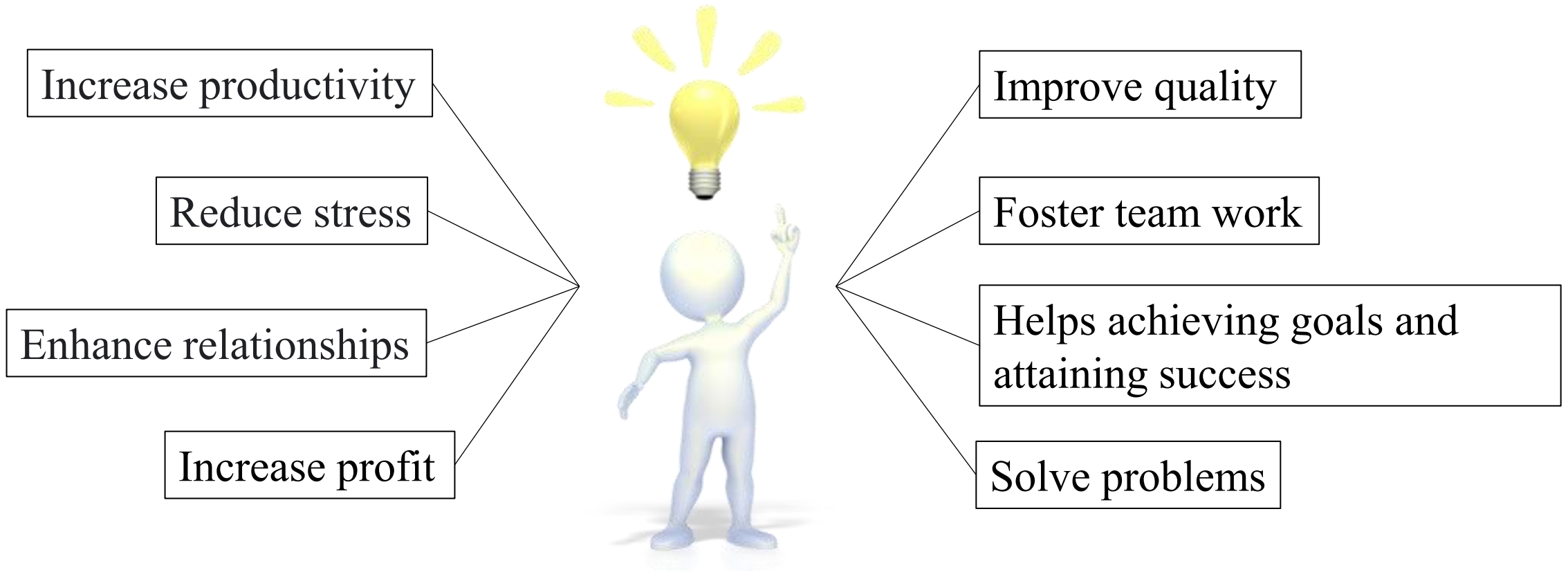


When you are pessimistic and expect the worst, your attitude is often negative, and people tend to avoid you.



When you are optimistic and anticipate successful encounters, you convey a positive attitude, and people usually respond favorably.

Benefits of positive attitude



and much more benefits gain from positive attitude !

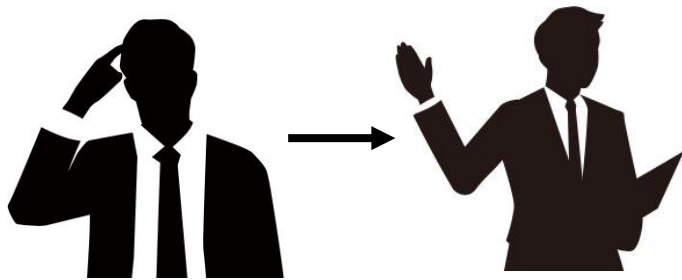


Steps to building a positive attitude

Don't try to “change” others attitude

①

Your positive attitude will influence other people



Individual attitude change
from Negative to Positive

②

Increase “Positive thinker”
in the organization



Influence other
staff attitude to be
positive thinkers
and change
behavior

③



Entire organization will get
benefit to establish positive
organizational culture
Change work behavior and
relationship

Individual

to

Organization

Prochaska and DiClemente's Stages of Change Model



Pre-Contemplation

Not currently considering change

- Validate lack of readiness clarify; decision is theirs
- Encourage re-evaluation of current behavior
- Encourage self-exploration, not action
- Explain and personalize the risk

Sense



Contemplation

Ambivalent about change

- Validate lack of readiness
- Clarify: decision is theirs
- Encourage evaluation of pros and cons of behavior change
- Identify and promote new, positive outcome expectations

Want



Preparation

Some experience with change and are trying to change

- Identify and assist in problem solving
- Verify that patient has underlying skills for behavior change
- Encourage small initial steps

Understanding



Action

Practicing new behavior for 3-6 months

- Focus on restructuring cues and social support
- Bolster self-efficacy for dealing with obstacles
- Combat feelings of loss and reiterate long-term benefits.

Know-How



Maintenance

Resumption of old behaviors

- Plan for follow-up support
- Reinforce internal rewards
- Discuss coping with relapse

Support

Activation zone

Action zone

Question

How positive attitude and positive behavior is important in healthcare industry?



Positive attitudes and their impact on patient care

When health workers approach their work with a positive mindset, it creates a more welcoming and comfortable environment for patients

Empathy and Compassion



HWs with a positive attitude tend to be more empathetic and compassionate. Take the time to understand the patient's feelings and needs, which can lead to better emotional support and improved patient satisfaction

Communication



Positive HWs are better communicators. They listen attentively to patients, answer their questions, and provide clear instructions, leading to improved patient understanding of their condition and treatment.

Teamwork



HWs with positive attitudes are more likely to collaborate effectively with other healthcare professionals, resulting in better coordinated care for patients

Reduced Stress



Patients often feel less anxious and more at ease when cared for by HWs who exude positivity

Positive attitude impact team dynamics and productivity in the workplace



Thank You!

Any question, comments, clarification you need?



The 5S-KAIZEN-TQM approach training materials

Culture of Quality and Safety

~Foundation of QM~

Japan International Cooperation Agency
Fujita Planning Co., Ltd.



Objectives

At the end of the lecture the participants are able

- To explain about what are the quality and safety culture
- To explain about how to cultivate quality and safety culture

Foundation of Quality management

- The foundation of any quality improvement initiative is to develop a strong *quality culture* or mindset within the organization and integrate it across all levels.
- A quality-focused culture fosters a healthy work environment and leads to higher customer satisfaction.
- Quality culture begins with leadership that understands and embraces a systems perspective and recognizes that serving customers effectively is essential for organizational success.

Organizational Culture

- **Organizational Culture** is defined as the shared beliefs, values, attitudes, and behavior patterns that characterize the members of an organization. In a healthy business culture, what is good for the company and what is good for customers align and become the driving force behind everyone's actions.



Organizational culture in healthcare facility



- ◆ **Safety culture** is one of the essential components for providing quality healthcare services
- ◆ **Quality culture** is a system of shared values, beliefs, and norms that focuses on delighting clients and continuously improving the quality of products and services.
- ◆ **Organizational culture** represents the shared ways of thinking, feeling, and behaving within healthcare organizations. Health care organizations are best understood as comprising multiple subcultures, which may act as driving forces for change or, conversely, may undermine quality improvement initiatives.

What is a quality culture? (1)

- Quality culture refers to the collective beliefs, attitudes, values, behaviors, and practices within an organization that prioritize and promote quality as a fundamental aspect of operations. It represents a set of shared norms and expectations that guide individuals and teams in their pursuit of excellence, continuous improvement, and customer satisfaction.
- Planning improvements in the quality of health services requires particular attention to developing and institutionalizing a culture of quality—both within organizations and across the health system—as a foundation for sustainable and meaningful change.

What is a quality culture? (2)

- The term *quality culture* refers to the commitment of an organization and its members to continuously ensure and sustainably improve quality.
- The concept of quality is usually defined in a top-down manner by organizational management, whereas the concept of *culture* typically emerges through a bottom-up process. Accordingly, quality culture integrates management's quality perspectives with cultural aspects contributed by the workforce.
- In practice, quality culture means fostering an environment of trust, participation, and open communication, where quality goals are reinforced through active employee engagement.

Key features of a quality culture:

- Leadership for quality at all levels
- Openness and transparency
- Emphasis on teamwork
- Accountability at all levels
- Learning embedded in system
- Active feedback loops for improvement
- Meaningful, comprehensive and sustainable staff, service user and community engagement
- Empowering individuals and groups while recognizing complex adaptive systems
- Alignment of professional, organizational and individual values
- Fostering pride in care
- Valuing compassionate care
- Coherence between quality improvement efforts, service organization and planning



Elements of “Quality culture”



How to measure quality culture?

- You can determine whether a quality culture has been established within your organization by measuring quality metrics (alternative indicators) such as:
 - Customer complaints
 - Rework rate
 - Readmission rates
 - Length of stay
 - Bed utilization rate etc.
- A decrease in these metrics over time indicates an improvement in the quality culture.

Quality culture and roles of the management

To remain competitive, every business must consider the role of management in fostering a quality culture. Here are four ways leaders can contribute to quality in pharmaceutical, medical device, biologics, and other organizations:

1. **Lead by example** – Leaders must demonstrate a strong commitment to quality so employees will follow their lead.
2. **Improve reporting** – Keep reporting systems up to date to enable quick identification and correction of issues.
3. **Audit regularly** – Even when not required, schedule audits—including those of external partners—to ensure data integrity.
4. **Act on findings** – When audits reveal problems, address them immediately, either internally or with expert support.

Quality culture and roles of the management

- To build a strong quality culture, leaders must actively demonstrate commitment to quality, maintain effective reporting systems to detect issues early, conduct regular internal and external audits to ensure data integrity, and take prompt corrective action based on audit findings.

Here are four ways leaders can contribute to quality

1. **Lead by example** : Leaders must show commitment to quality so employees follow their lead.
2. **Improve reporting**: Keep reporting systems up to date to quickly spot and fix issues.
3. **Audit regularly**: Even if not required, schedule audits, including for external partners, to ensure data integrity.
4. **Act on findings**: When audits show problems, address them immediately, either in-house or with expert support.

Analyze your health organization

- What is the current situation of your own health facility about quality and safety culture?
 - Are quality of care and patient safety reflected in hospital policies and strategies as priorities?
 - Are staff empowered to carry out quality and safety activities?
 - Is workplace kept clean and tidy, and are facilities maintained well?



Safety culture

Safety culture

Although all health professionals understand the importance of safety in healthcare settings, in practice it is often neglected or implemented in inappropriate ways. This creates a high risk of harm to both patients and healthcare workers.

Patients in our safe hands!

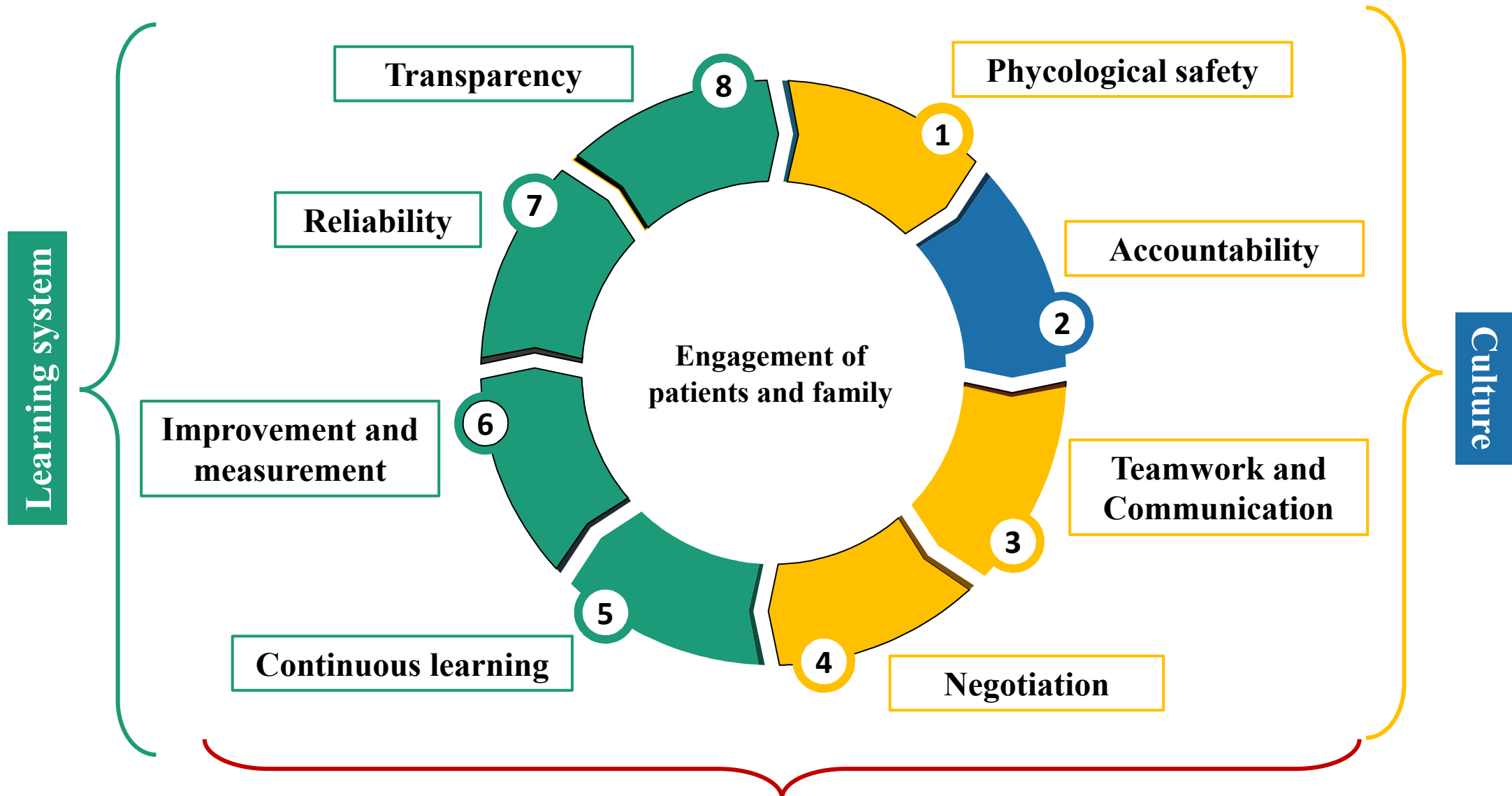


What is safety culture?



- a culture that exhibits the following five high-level attributes that health-care professionals strive to operationalize through the implementation of strong safety management systems;
 1. a culture where all health-care workers accept responsibility for the safety of themselves, their coworkers, patients, and visitors;
 2. a culture that prioritizes safety above financial and operational goals;
 3. a culture that encourages and rewards the identification, communication, and resolution of safety issues;
 4. a culture that provides for organizational learning from accidents;
 5. a culture that provides appropriate resources, structure, and accountability to maintain effective safety systems.

Framework for safe, reliable, and effective care



Leadership

Source: <https://www.ihl.org/resources/white-papers/framework-safe-reliable-and-effective-care>

How to create a safety culture for your health facility

Setting Goals



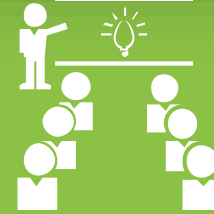
Start by thinking closely about a past situation that has occurred around safety and what could have been done better. Use this to derive a goal or set of goals for your practice

Breaking the cycle of fear and reporting



Develop a non-punitive reporting environment in your practice. Focus should be on the systems that failed during an incident rather than blaming an individual who made a mistake

Employee training



Monthly meetings, educational newsletters, emails, and daily huddles can establish touch points for your staff to refresh themselves on your practice's policies.

Measuring your results



Most organizations pursuing a culture of safety start by surveying their employees. These surveys create a benchmark you can then use to track your progress.

Change the organization's culture with KAIZEN

Why you made
the mistake?

I am sorry !
I was busy or I was in
a hurry or
misunderstood etc.



Organization with NO KAIZEN

Organization with 5S- KAIZEN

Blame individual worker

- Look for the staff who made mistake and blaming the person.
- No changes
- High possibility of recurrent the problems



Review working process & system

- Positive mindset, think for better & look for ways to change working process and system for better



Thank You!

Any question, comments, clarification you need?



The 5S-KAIZEN-TQM approach training materials

Quality and Safety in Healthcare

**Japan International Cooperation Agency
Fujita Planning Co., Ltd.**



Objectives

At the end of the lecture, the participants will be able

- To explain about general terms of quality and safety in healthcare
- To explain define quality and safety in healthcare
- To explain about differences of quality terms
- To explain about phases of safety management
- To explain about differences of client's satisfaction and clinen's experiences
- To explain about what is HRO

Overview

- Every human being needs quality products and services that truly fit their purpose in life. However, the challenge lies in consistently meeting these requirements and delivering flawless products and services that ensure customer satisfaction.
- Implementing a series of quality and safety initiatives may appear to be progress, but on their own, they will not significantly increase the number of lives saved over time

WHY?

Why Quality and Safety are important in healthcare services?

- Quality and safety are essential in healthcare services because they directly impact the patient health outcomes, trust, and overall well-being. Here's why they matter:
 - Protecting patients from harm
 - Improving health outcomes
 - Building trust in the health system
 - Effective use of health resources
 - Meeting ethical and professional standards
 - Achieving Universal Health Coverage (UHC)

Quality and safety in healthcare

- Healthcare quality and safety efforts once focused on the individual responsibility of health professionals.
Today, quality improvement (QI) makes safety and quality a system-wide priority.
- The approach of blaming individuals for mistakes has now shifted toward addressing working conditions and complex processes.

Involvement of all stakeholders in quality and safety of healthcare

Ministry of Health
Local government
authorities

**Healthcare
authorities**



**Healthcare
facilities and
providers**



Hospital, clinics etc.
Physicians, nurses and
other health professions

**Quality
and
Safety**

**Social
responsibilities**

**Quality and
safe service
provision**

**Patients
and clients**



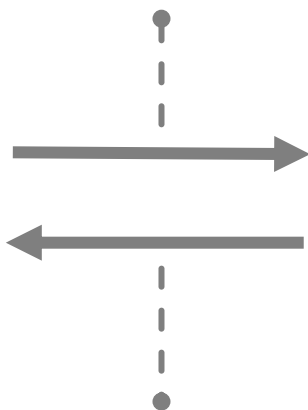
Domain frame of healthcare

- Health resources
- Rules and Regulations
- Standards
- Supportive supervision and assessment

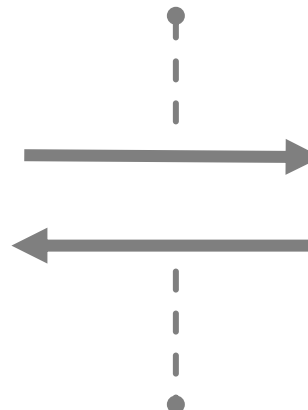
- Delivering of services with good quality and safety



Healthcare authority



Healthcare providers



Patients

- Information and feedbacks

- Needs and expectations for good-quality and safe services.
- People seek services based on trust, past experiences, cooperation, and participation.

Functions of health facilities

Healings, responsiveness etc.

- Comfortable facilities,
- Politeness, friendless



Improvement of healthcare services

- Guidelines,
- Evidence Based Medicine
- Team medicine etc.

Stable management and operation

- Structural
- Financial
- Health resources

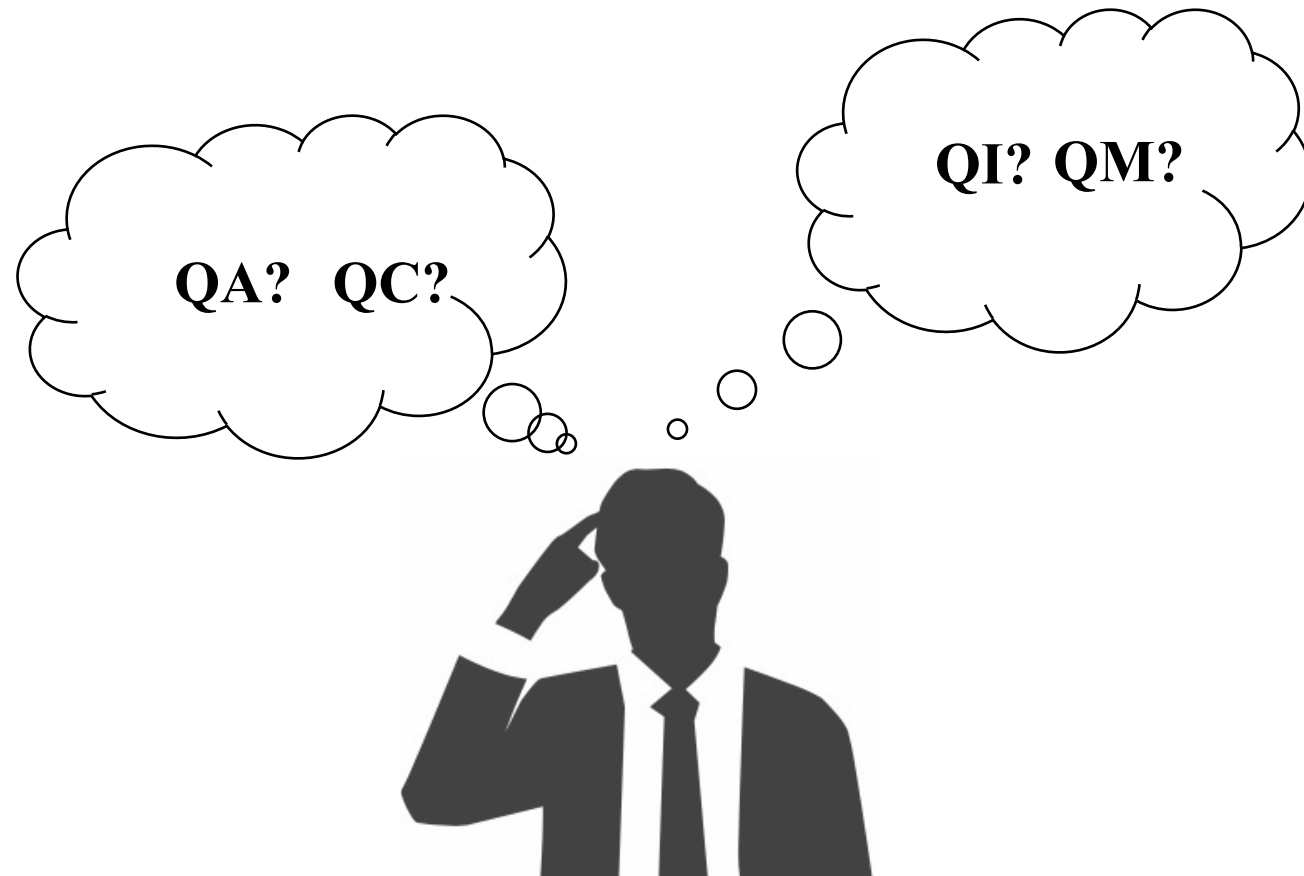
What is “Quality” in healthcare ?



Definitions of Quality

- **Dr. E. Deming said**
 - “Good quality does not necessarily mean high quality. It means a predictable degree of uniformity and dependability at low cost with a quality suited to the market”
- **Quality in healthcare is different...**
 - Quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge

Confusing or misunderstanding on “Quality terms”



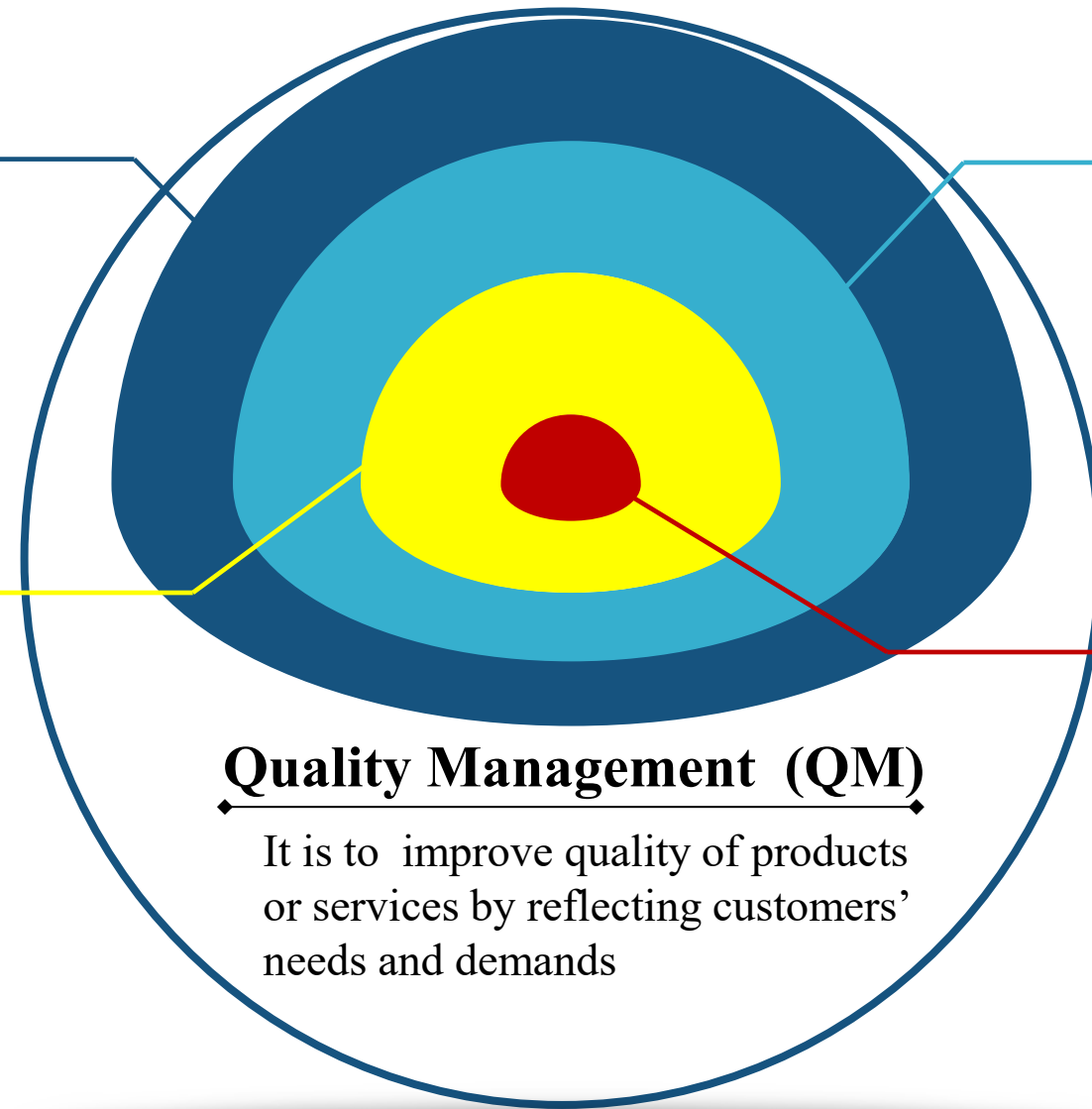
Recommended to adopt “Quality Management” concept

Quality Improvement (QI)

A systematic effort to improve the quality of the health and social welfare system..

Quality Control (QC)

A procedure or set of procedures intended to ensure that a manufactured product or delivered service adheres to a defined set of quality criteria.



Quality Assurance (QA)

A procedure or set of procedures intended to ensure that a product or service under development meets the specified requirements

Quality plan (QP)

A systematic process that translates quality policy into measurable objectives and requirements, and establishes a sequence of steps for achieving them within a specified timeframe.

Quality Management (QM)

It is to improve quality of products or services by reflecting customers' needs and demands

Dimensions of Quality in healthcare

- Seven measurable dimensions (characteristics) of health services increase the likelihood of desired health outcomes and are consistent with current professional knowledge.
- There is growing acknowledgement that quality health services worldwide should be effective, safe, and people-centered. In addition, to fully realize the benefits of quality health care, services should also be timely, equitable, integrated, and efficient.

Clinical Quality and safety

A strong focus on **clinical quality and safety** leads to:

- Fewer medical errors
- Reduced maternal and newborn mortality
- Improved patient satisfaction
- Higher staff morale and retention
- Better use of resources
- Increased public trust in the health system
- Clinical Quality = Doing the right things, in the right way, to achieve the best outcomes.
- Clinical Safety = Making sure those things are done without causing harm

Elements of quality in healthcare



6 domains for successful QM interventions in healthcare



These generic domains are not hypothetical; they draw heavily on quality management strategies that have been applied in many health systems over several decades.

What is “Safety” in healthcare ?



Safety in healthcare facility

It is necessary to consider the safety of healthcare services in terms of both patient safety and staff safety;

- **Patient safety** is defined as Patient safety is defined as “the absence of preventable harm to a patient and reduction of risk of unnecessary harm associated with health care to an acceptable minimum.” (WHO: Patient safety 2023)
- **Staff safety** is defined as “Protecting staff against occupational hazards and exposure to pathogens in the hospital setting”

Patient safety is a serious global issue

Developed countries

- As many as **1 in 10 patients (10%)** is harmed while they receive hospital care
- The harm can be caused by various errors or adverse events



Developing countries

- The probability of patients being harmed in hospitals is higher than in developed countries
- The risk of healthcare-associated infection in some developing countries is as **much as 20 times higher than that in developed countries**



Staff safety is also a serious global issue

- a 2005 report estimated that worldwide more than 3 million occupation-related percutaneous injuries occur annually
- In the 2013–2016 Ebola virus disease outbreak, over 890 health-care workers were infected, with a case fatality rate of 57%
- WHO estimates that between 80,000 and 180,000 health and care workers could have died from COVID-19 in the period between January 2020 to May 2021, converging to a medium scenario of 115,500 deaths.



<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5710084/>

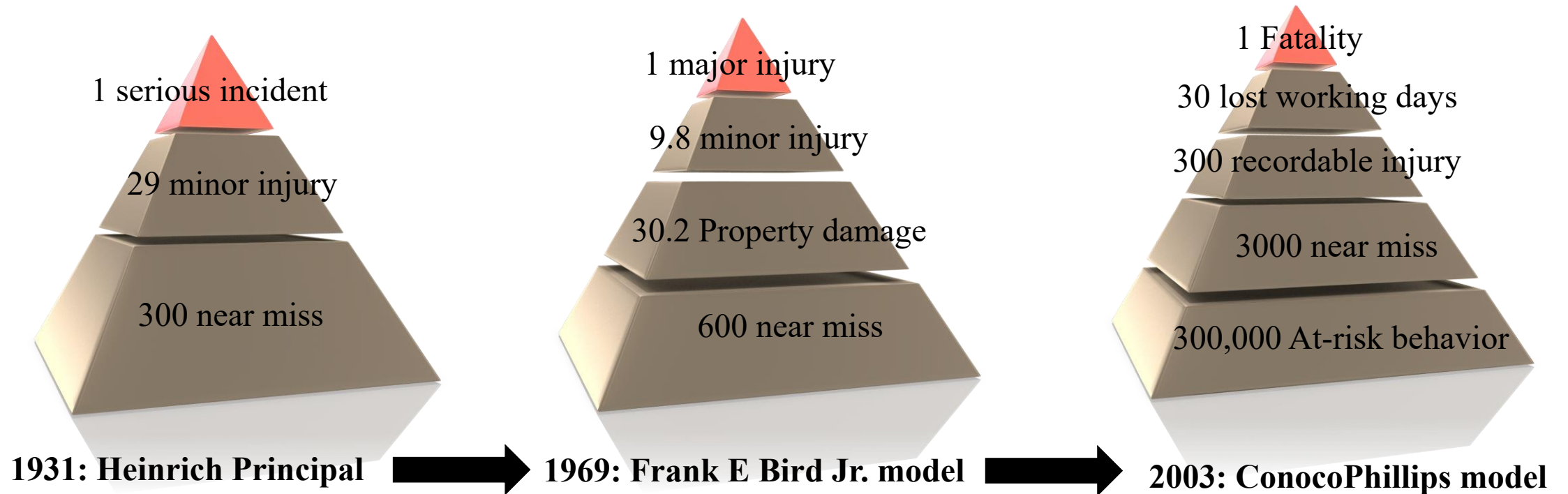
<https://www.aa.com.tr/en/africa/ebola-lessons-secure-africa-from-covid-19/1941610>

<https://www.amnesty.org/en/latest/news/2020/09/amnesty-analysis-7000-health-workers-have-died-from-covid19/>

<https://www.who.int/news/item/20-10-2021-health-and-care-worker-deaths-during-covid-19>

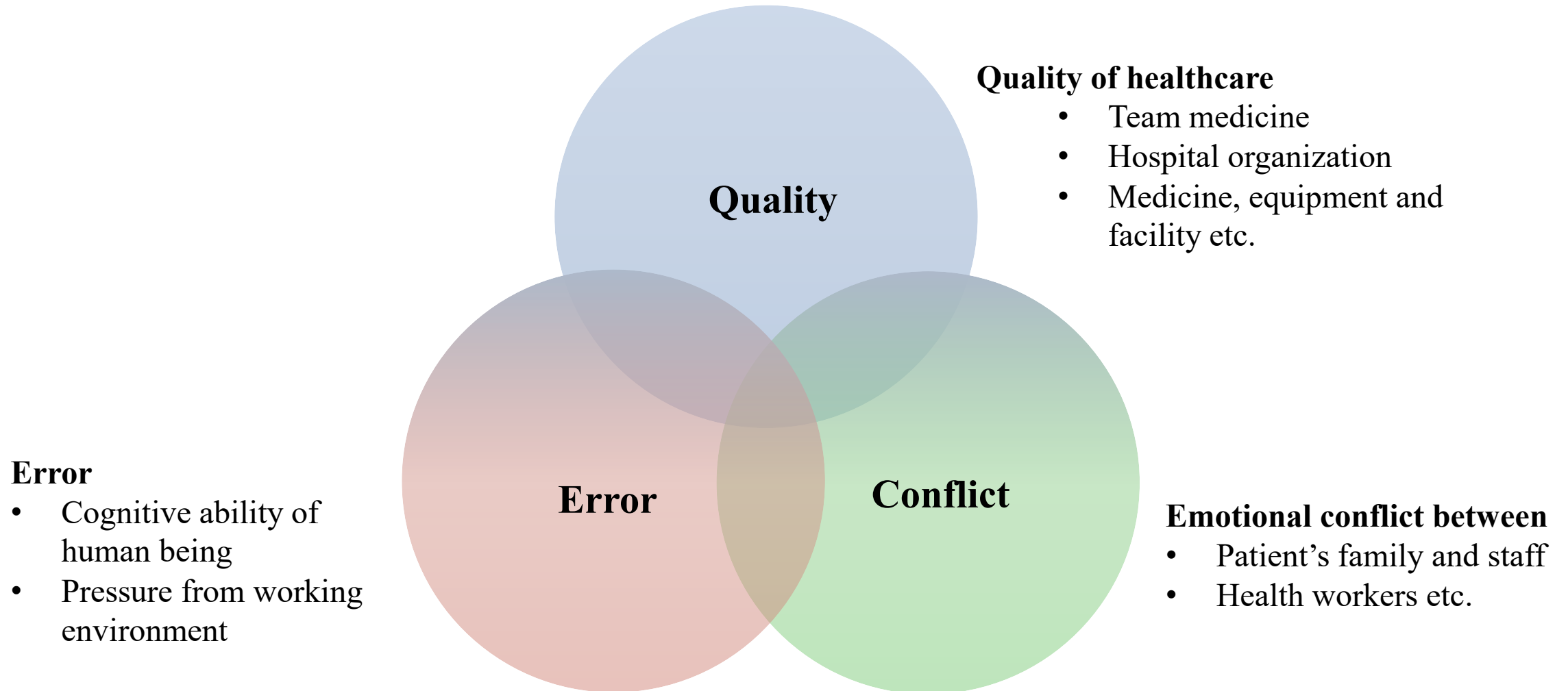
Increase in the ratio between near misses and major injury

The Evolution of workplace safety



Three-phases of safety management

To ensure the safety of healthcare services, it is necessary to manage the three phases



Safety culture is important

Healthcare facilities need to foster and promote a strong culture of safety that includes a commitment to worker safety, the provision of and adequate access to personal protective equipment, and comprehensive training programs that follow protocols requiring specific safety actions.

Key attributes of safety culture are as follows;

- Strong support from organizational leadership
- Acknowledgment of the high-risk nature of an organization's activities
- Responsibility by everyone for safety implementation and reporting unsafe conditions
- A blame-free environment for individual reporting of errors or near misses without fear of reprimand or punishment
- Encouragement of collaboration about decision-making across all staff levels and disciplines to seek solutions to worker and patient safety problems
- Organizational commitment of resources to address safety concerns

6 elements of safety culture in the hospital

6. Risk awareness and management

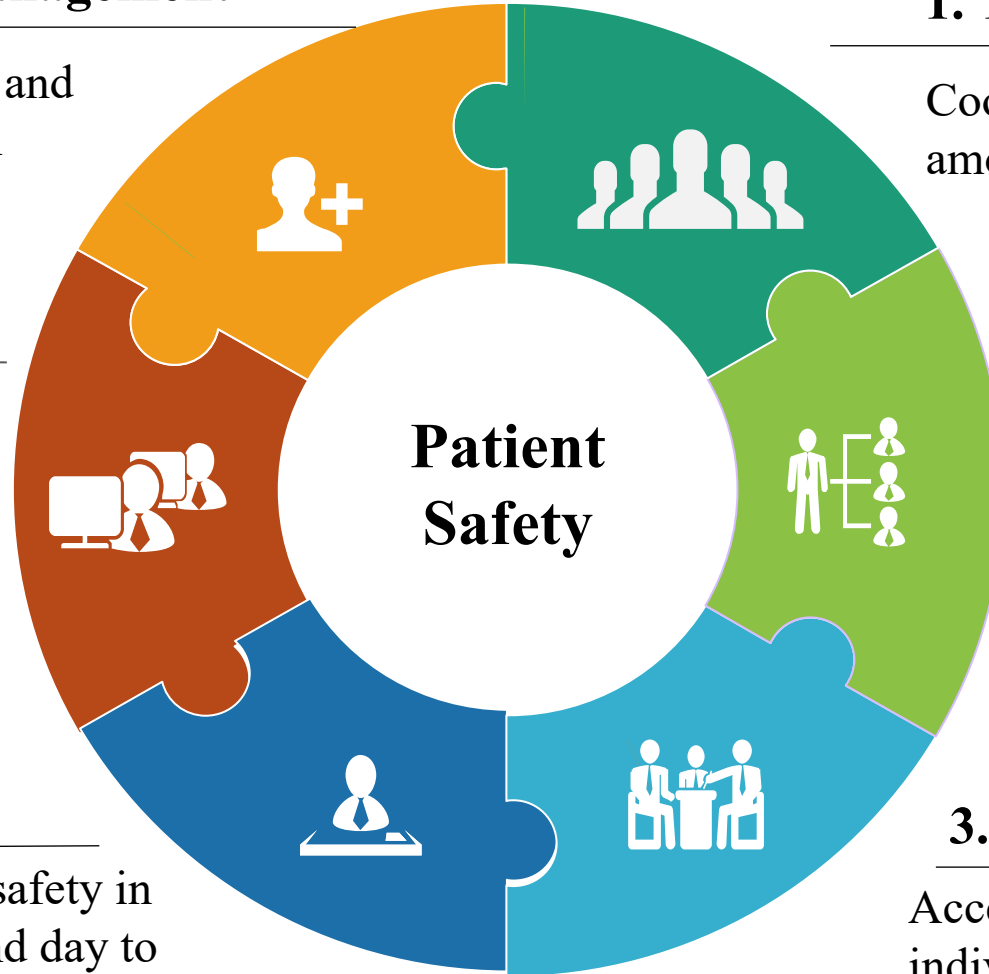
Awareness on risks regularly and manage them before problem occurs

5. Reporting & Learning

People are willing to report safety occurrence without fear of being blamed and learning from mistakes

4. Commitment

The priority given to safety in organizational plan and day to day operation of hospital



1. Team work

Cooperation and coordination among team members

2. Communication, Involvement

Vertical and horizontal communication channels are efficient.

3. Responsibility

Acceptance at the organizational and individual levels of responsibility for safety

6 components of standards precautions for staff safety

Disinfections

Process instruments by decontamination, cleaning and then either sterilization or high-level disinfection (HLD) using recommended procedures

Consideration

Consider every person (patient or staff) as potentially infectious and susceptible to infection

Waste management

Safely dispose of infectious waste materials to protect those who handle them and prevent injury or spread to the community

Patient environments

Appropriately handle sharps, patient care and resuscitation equipment, linen, and appropriately manage patient placement and patient environmental cleaning



Hand hygiene

Use appropriate hand hygiene techniques including hand washing, hand antiseptis, antiseptic hand rub and surgical hand scrub .

Wearing PPE

Wear Personal Protective Equipment (PPE) including gloves, masks, goggles, caps, gowns, boots and aprons

Evaluation of a Safety Culture in healthcare

Element to evaluate	Action
Communication Openness	Staff freely speak up if they see something that may cause harm
Frequency of Events Reported	Errors are caught, corrected, and reported before affecting the patient/worker.
Handoffs and Transitions	Staff transfer information across work units and during shift changes.
Management Support for Patient/Worker Safety	Management provides and prioritizes a safety climate that promotes patient/worker safety
Non-punitive Response to Error	Staff feel that their mistakes and event reports are not held against them
Organizational Learning	Corrected errors lead to positive changes in work environment.
Overall Perceptions of Patient/Worker Safety	Procedures and systems are good at preventing errors.
Staffing	Enough staff to handle the workload and work hours are appropriate
Teamwork Across and Units	Units cooperate and coordinate to provide the best care for patients and practice worker safety

Definition of Client satisfaction

Satisfaction is a fulfilment of one's wishes, expectations, or needs, or the pleasure

“External” client satisfaction

A measure of how healthcare services or providers meet clients' needs and expectations for both health and non-health aspects.



“Internal” client satisfaction

A measure of how an organization meets the needs of its staff, interns, and their families in terms of working conditions, welfare, and opportunities for updating skills and knowledge



Client Satisfaction vs Client Experience

Client Satisfaction

- Client satisfaction is a measure of how satisfied customers are with your services and their overall experience. It is most often assessed through customer satisfaction surveys, with the ultimate goal of understanding how clients feel about the services provided.

Client Experience

- Client experience depends largely on the overall impression left throughout the entire service provision process. Clients will base their experience on whether you were friendly, how easy it was to get what they needed, and whether they ultimately felt like a valued part of your services.



Patient Experience Survey

- Patient satisfaction surveys are widely recognized as a tool for improving the quality of healthcare services. However, it has been pointed out that the results of such surveys are strongly influenced by patient subjectivity, including individual needs, expectations of medical institutions, and perceptions of healthcare professionals' responses.
- As a result, more healthcare facilities are adopting patient experience surveys instead of patient satisfaction surveys. Patient experience is recognized as a key component of quality care, and focusing on it helps place patient needs at the center of healthcare delivery.



High-Reliability Organizations (HRO)

- High reliability organizations (HROs) are organizations that operate in complex, high-hazard domains for extended periods without experiencing serious accidents or catastrophic failures. Examples include aviation, airlines, air traffic control, and nuclear power plants.
- Hospitals, however, lag behind other high-risk industries in ensuring basic safety. Given that hospitals deal directly with human life and risky procedures, they should also strive to function as High Reliability Organizations.
- Healthcare organizations began exploring how to apply HRO principles to improve the quality and safety of healthcare services after the Institute of Medicine (IOM) published *To Err is Human* in 1999.

5 principles of HROs

5. Preoccupation with failure

When near misses occur, they should be viewed as evidence of system weaknesses that need improvement to reduce potential harm to patients. Rather than treating near misses as proof that safeguards are effective, they should be seen as indicators of areas requiring greater attention.

4. Deference to expertise

If leaders and supervisors are not willing to listen to and act on the insights of staff who understand how processes truly work and the risks patients actually face, it will not be possible to create a culture of high reliability.



1. Sensitivity to operations

Maintaining constant awareness among leaders and staff of the systems and processes that affect patient care. This awareness is key to identifying and preventing risks.

2. Resilience

Leaders and staff need to be trained and prepared to respond effectively when system failures occur.

3. Reluctance to simplify

Simple processes are beneficial, but simplistic explanations for why things work or fail are risky. Avoiding overly simple explanations of failure (e.g., unqualified staff, inadequate training, communication breakdowns) is essential to truly understand the underlying reasons patients are placed at risk.

Thank You!

Any question, comments, clarification you need?



The 5S-KAIZEN-TQM approach training materials

Effective Leadership

**Japan International Cooperation Agency
Fujita Planning Co., Ltd.**



Objectives

At the end of this session participants will be able to :

1. Define the concept of leadership and its related aspects
2. Describe the qualities of a good leader
3. Describe leadership strategies
4. Describe principles of leadership

Overview

- Understanding leadership concepts and team building is important for managing human resources and achieving organization goals more effectively
- Leadership and team building are key components of human relations. The interaction between human behavior and workplace relations highlights the need strong leadership and effective team building to ensure the harmonious achievement of organizational objectives.

What is leadership?

- Leadership is the process of influencing people to achieve intended results
- Leadership is about:
 - Change
 - Promoting new ideas
 - Gaining better results
 - Creating harmonious relationship between employees
 - Gaining full engagement of people in the organization
 - Creating relationships, partnership and collaboration with the society within which the organization works

“Manager” and “Leader”

A leader	A manager
<ul style="list-style-type: none">• Do the right things• See people as great assets• Seek commitment• Focus on outcomes• See what and why things could be done• Share information• Promote networks	<ul style="list-style-type: none">• Do things right• See people as liabilities• Seek control, create and follow the rules• Focus on how things should be done• Seek compliance• Value secrecy; and• Use formal authority (hierarchy)

“Boss” and “Leader”



Boss

VS

Leader



- Drives employees
- Depends on authority
- Inspire fear
- Says “I”
- Places blame for the breakdown
- Know how it is done
- Use people
- Take credit
- Commands
- Says “Go”

- Coach them
- On goodwill
- Generate enthusiasm
- Says “We”
- Fix the breakdown
- Show how it is done
- Develops people
- Give credit
- Asks
- Says “Let’s Go”

Qualities of a Good Leader

- **Self-confidence**
 - Leaders need to withstand pressure and support the changes they make with facts and reasons in order to better achieve the goals and objectives of the organizations they serve
- **Integrity and Fairness**
 - A leader must be truthful and fair. Failure to do so quickly creates an environment where everything is questioned
- **Trust to others**
 - Trust is a two-way street. If a leader does not trust their staff, the staff will not trust them either

Why good Leadership is important?

It has impact in three main areas.

1. People

- Build relationships and express their feelings about the organization
- Share diverse skills and experiences.
- Get opportunities to develop, grow, and achieve what they once thought impossible.

2. Organization

- Good results in any organization come from good leadership.

3. Society

- Society is more likely to partner and cooperate with an organization that values people, their needs, and their contributions—whether in money, ideas, or insights.

Leadership Strategies

◆ **Task focus**

- A leader who focuses only on tasks may forget about the people who perform them

◆ **Team focus**

- A leader must be highly focused on the team, as this is vital for achieving synergy.

◆ **Individual focus**

- Attention is given to personal skills and needs in the job

Leadership Strategies (cont..)

Effective leaders are those who balance all aspects of leadership. To do so, a leader needs to:

- Know the problem
- Assess capacity
- Define objectives
- Give a proper briefing
- Monitor/support
- Be part of the process
- Evaluate results

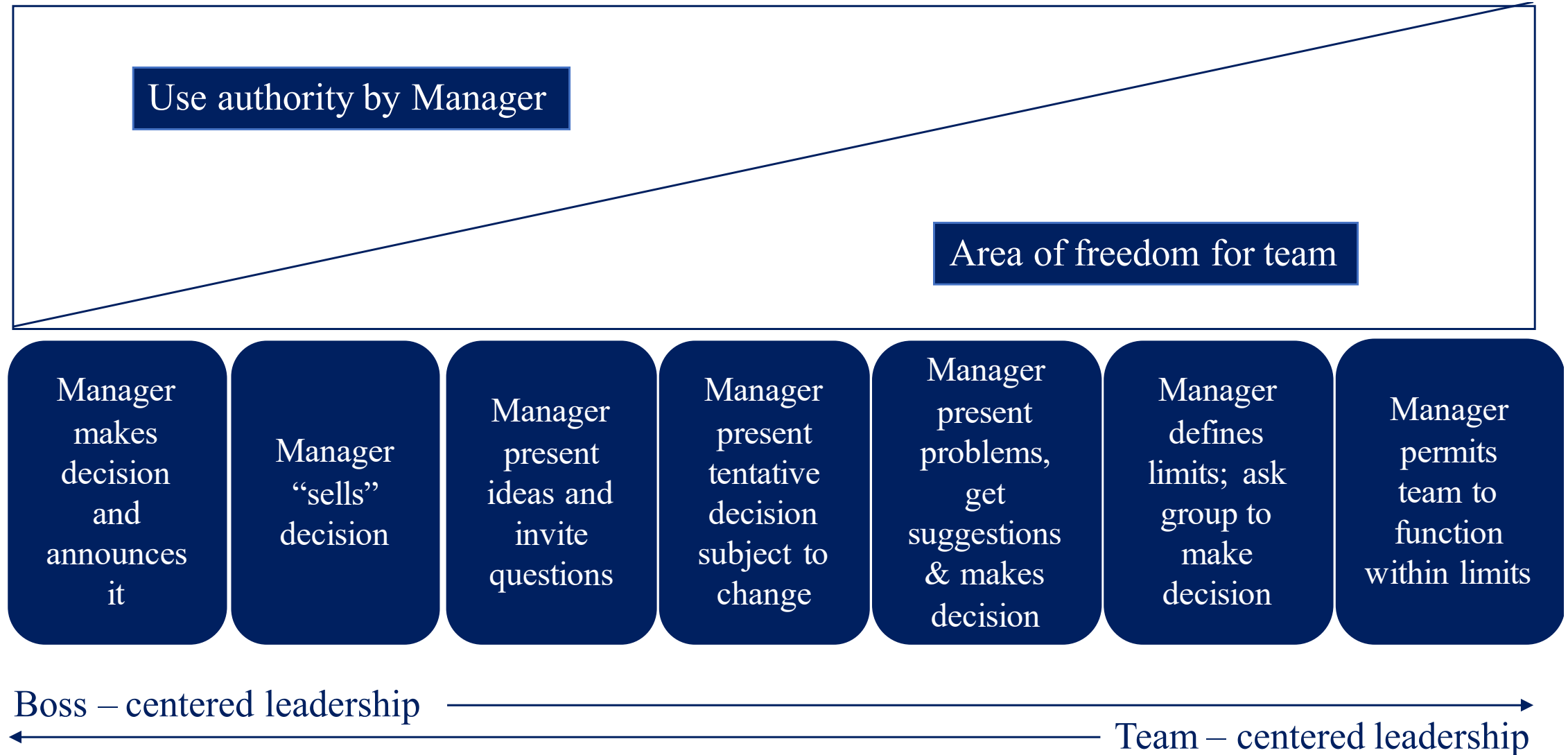
Important Leadership behaviors

Behaviors	Summary
Autocratic	The leader says what to do and expects the team to do it.
Persuasive	The leader decides what to do and then ‘sells’ the idea to the rest of the team.
Consultative	The leader decides, but then discusses the decision and is genuinely prepared to accept suggestions for modifications, and sometimes alternatives.
Participative	The leader gets members of the team actively involved in the decision-making process.
Accommodative	The leader basically passes on the decisions of more senior decision-makers, but may negotiate on behalf of team members.

Important Leadership behaviors.....

Behaviors	Summary
Situational	<ul style="list-style-type: none">• Leader taking account of the context in leading.• Apply different style<ul style="list-style-type: none">– Democratic when fit– Authoritarian when fit– Autocratic/ dictator when fit
Liberal	<ul style="list-style-type: none">• A leader who<ul style="list-style-type: none">– Let people who are close to the job do their own decision– Avoid blame cultures– Listening and developing ideas– Encouraging full and open communication– Operating system based on trust not on suspicion– Encourage staff to develop new ideas

Continuum of leadership behavior



How leadership is measured

The qualities of leadership is measured in terms of :

- **Achievement**

- Leaders are measured by the results they achieve—through their decisions, creativity, inquiry, and their ability to resolve conflicts both internally and externally.

- **Methods**

- The method of achieving result is equally important

- **Continuity of best practices**

- Leaders can be judged by the sustainability of what they have achieved after leaving the organization

Principles of Leadership

- One important principle of leadership is communication.
- Effective communication by a leader in the following three critical areas is key to earning organizational trust and confidence:
 1. Helping employees understand the organization's overall strategy.
 2. Helping employees see how they contribute to achieving key organizational objectives
 3. Sharing information with employees about both the hospital's overall performance and the performance of their own division or department in relation to strategic organizational objectives.

Key principles of Leadership

Principles of leadership	Explanation
Know yourself and seek self-improvement	In order to know yourself, you have to understand your “be”, “know”, and “do” attributes. This is possible by continually strengthening your attributes by reading and self-study.
Be technically proficient	As a leader, you must know your job and have a solid familiarity with your employees' jobs.
Seek responsibility and take responsibility for your actions	Search for ways to guide your organization to new heights. And when things go wrong, do not blame others.
Make sound and timely decisions	Use good problem solving, decision-making, and planning tools
Know your people and look out for their well-being	Know human nature and the importance of sincerely caring for your workers.
Keep your people informed	Know how to communicate with your people, seniors, and other key people within the organization.
Develop a sense of accountability, ownership and responsibility in your people	These traits will help them carry out their professional responsibilities.
Ensure tasks are understood, supervised, and accomplished	Communication is the key to this responsibility.
Train your people as a team	By developing team spirit, you will be able to employ your organization, department, section, etc. to its fullest capabilities.

Conclusion and way forward Key points

- Effective leadership provides direction for achieving organizational goals. There is no single leadership style recommended for every organization; the appropriate style depends on the situation at the time of implementation.

Key Points on Leadership



Thank You!

Any question, comments, clarification you need?



The 5S-KAIZEN-TQM approach training materials

Team Building for Quality management

**Japan International Cooperation Agency
Fujita Planning Co., Ltd.**



Objectives

At the end of session participants will be able to :

1. Define the following terms “team, team building, team work ”
2. Describe stages of team development
3. Explain what makes a good team
4. Identify characteristics of a well-functioning team
5. Describe the reasons that influences team to fail

Background

- As concluded by many academic studies, a team-based approach is effective in managing quality and safety in the healthcare industry. Therefore, it is recommended to establish QITs and WITs within a hospital to promote quality and safety management activities.
- However, even when a team is established for quality management, it is often difficult to ensure that it functions effectively. To address this, it is essential to select appropriate members and follow a proper team formation process in order to achieve successful implementation of the team-based approach.

Definition

- **A team**
 - is a group of people working together towards a common goal
- **Team Building**
 - is the process of enabling a group of people to reach their goal, where a team studies its own process of working together and acts to create a climate that encourages and values the contributions of team members
- **Team work**
 - is the process involving individuals with various discipline to accomplish a task

Importance of Team work

- Teamwork in health is defined as two or more people interacting interdependently with a common purpose, working toward measurable goals under leadership that maintains stability while encouraging honest discussion and problem solving.
- In healthcare, teamwork employs collaboration and enhanced communication to expand the traditional roles of health workers and enable decision-making as a unified group working toward a common goal.
- Many studies have found that working together reduces the number of medical errors and increases patient safety.

Benefits and impact of the team-based approach

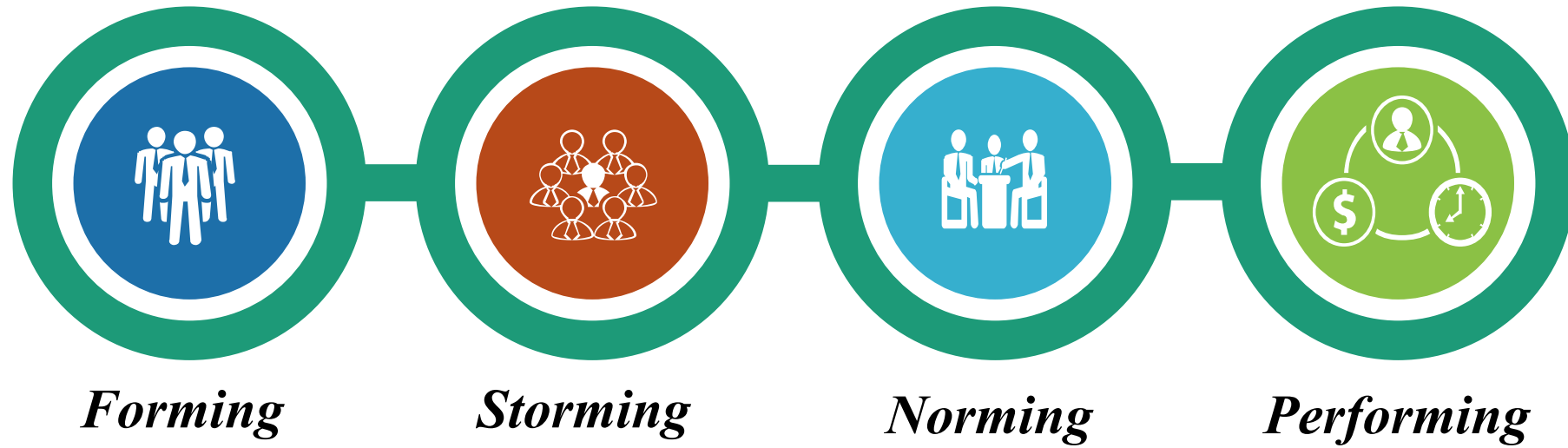
It is highly effective in managing hospitals because it enhances collaboration, accountability, and the quality of care. Here are the key reasons why this approach works well in hospital settings:

Benefit	Impact
Multidisciplinary input	Better clinical decisions
Communication	Fewer errors, better coordination
Problem-solving	Faster improvements
Staff morale	Higher engagement, lower turnover
Quality control/assurance	Stronger monitoring and improvement
Innovation	Adaptive to change
Accountability	Clear roles and shared goals

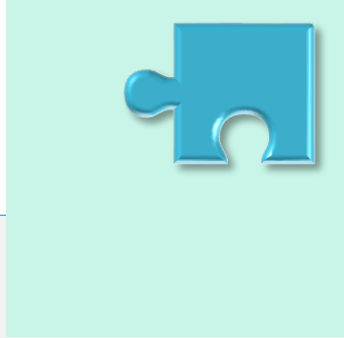
How do you build a team?

- Develop goals through interactive processes
- Enhance participation
- Use team members' skills effectively
- Make collective decisions
- Solve problems immediately as they are reported
- Provide feedback

Stages of team Development

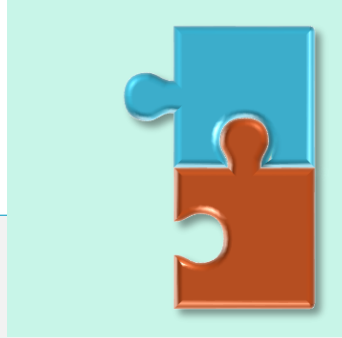


Stages of team development



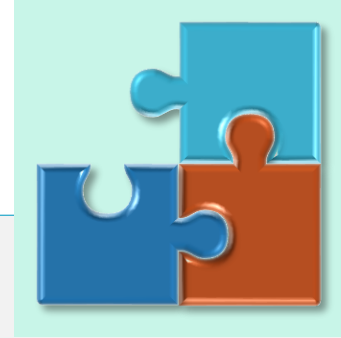
Forming

is all about creating a team with clear structure, goals, direction, roles and responsibility so that members begin to build trust.



Storming

members start to communicate their feelings but probably still view themselves as part of their parent department rather than part of the team.



Norming

people feel part of the team and realize that they can achieve work if they accept other viewpoints



Performing

the team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance

What stage is your Work Improvement Team currently at?



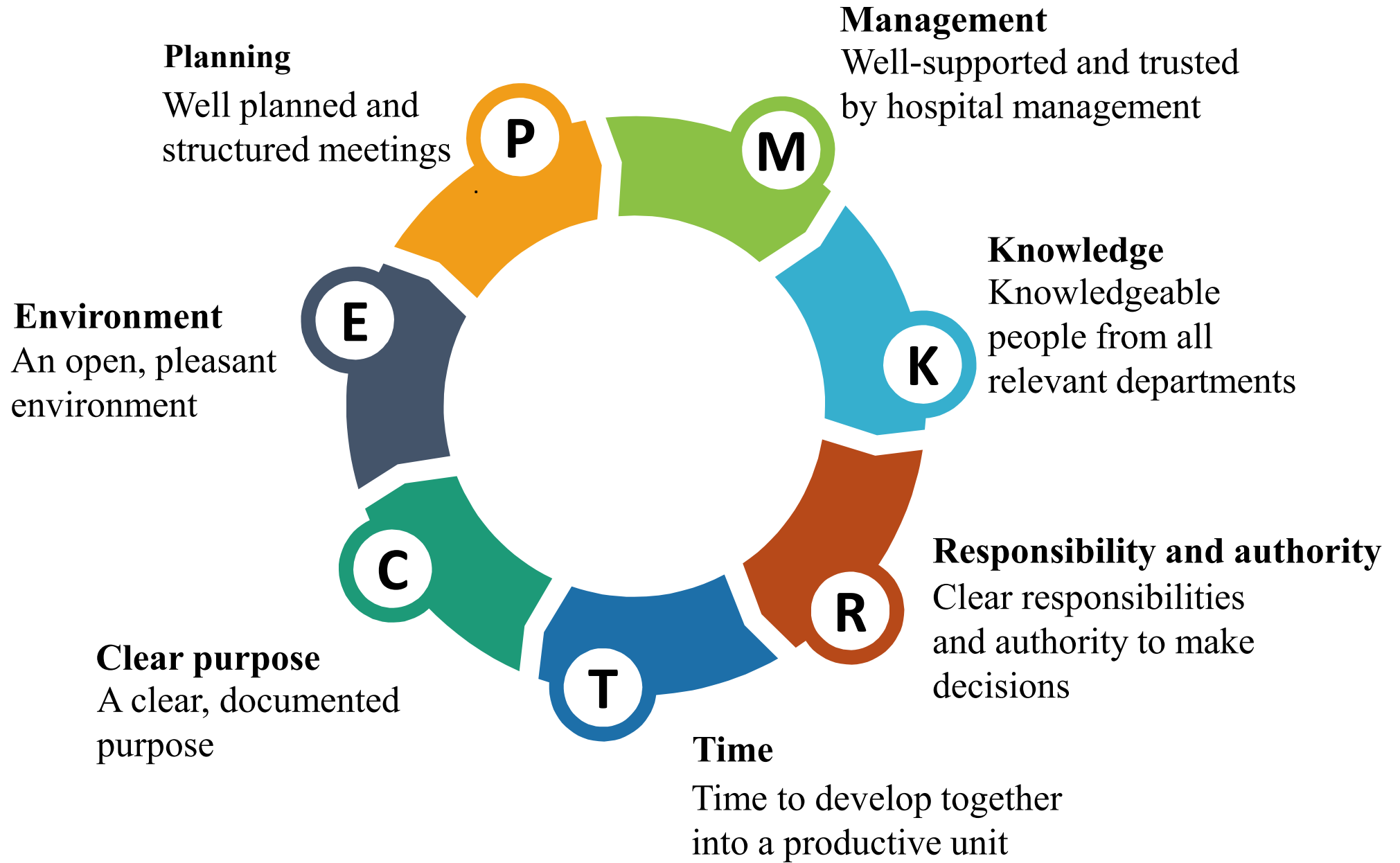
Characteristics of a well-functioning team (1)

- A high level of interdependence exists among team members.
- The team leader possesses strong skills and is committed to a team-based approach.
- Each member is willing to contribute and actively engage in team efforts.
- The team maintains a relaxed and open climate for communication.
- Members build mutual trust, fostering collaboration and support

Characteristics of a well-functioning team(2)

- The team and its members are prepared to take risks in pursuit of improvement.
- The team is clear about its goals and establishes measurable targets.
- Roles and responsibilities of each team member are clearly defined.
- The team knows how to analyze errors constructively, without resorting to personal blame.
- The team has the capacity to generate new ideas and innovate.
- Each team member has the opportunity to influence the team's agenda and direction

What makes a good team?



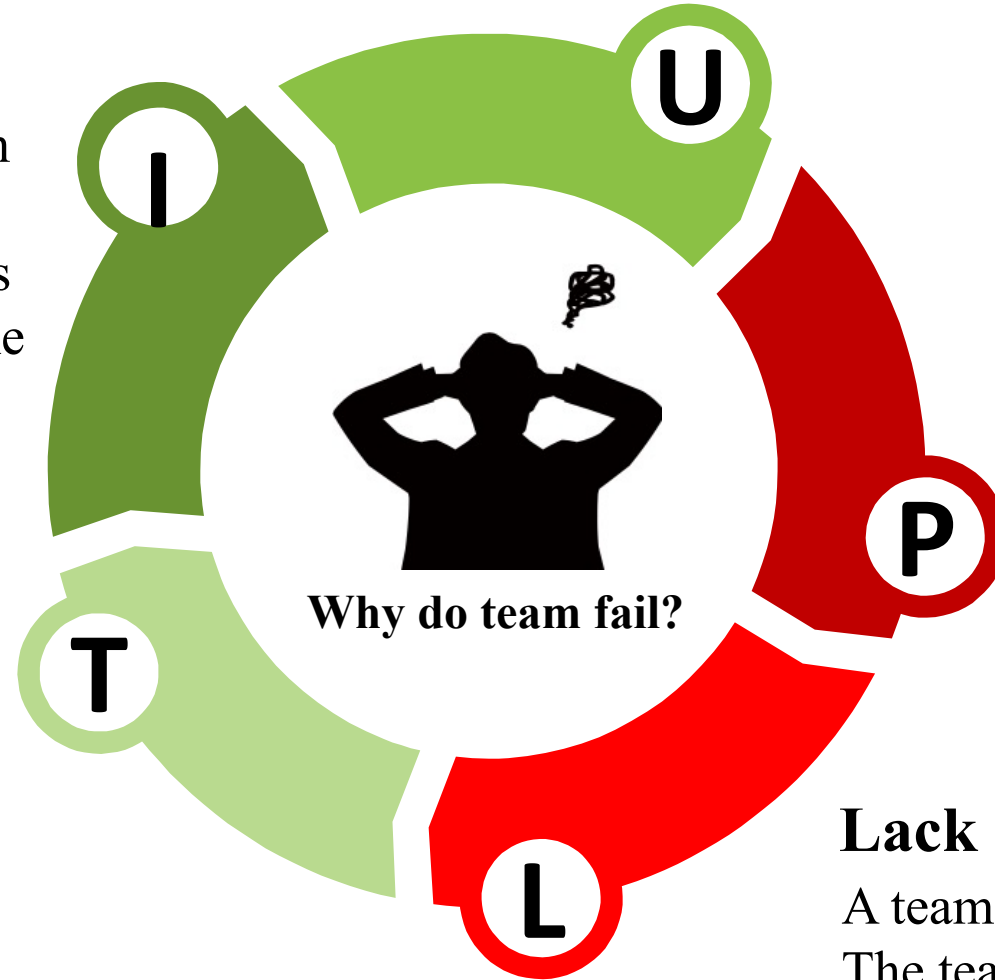
Why do team fail?

Incorrect Analysis

The team will fail in its mission not because team members are inefficient, but because the processes are no longer based on the correct data.

Time Management

A team may have the perfect plan to reach its goal, but unless it can manage the time needed to put the plan into action, failure will occur.



Undefined Roles

The role of each team member must be clearly defined

Poor Dynamics

Mutual respect is mandatory for a team to maintain cohesion and achieve results

Lack of Vision

A team needs to know its goal. The team needs a clearly defined mission statement that is easily understood by every member

Team medicine

- The team includes doctors and other healthcare professionals who are experts in different specialties.
- They utilize everyone's expertise to perform operations safely and effectively, with the ultimate goal of saving lives



Key points

- A good team must consist of knowledgeable people with clear and well-defined objectives that are understood by all members.
- The behaviors of team members observed during the building stages should be anticipated and managed, as they are an integral part of the team-building process.

Thank You!

Any question, comments, clarification you need?