

## Guide for the Use of the Training Materials

### 1. Introduction

These training materials were developed under the Program “Promotion of Dissemination of Quality Improvement of Health Services through 5S-KAIZEN-TQM in Africa Region”. They are designed to support capacity development and quality management activities at health facilities in participating countries and have been refined based on lessons learned through implementation in those countries. The materials are intended to be selected and adapted to suit your needs and local context; however, reproduction, duplication, distribution, translation, or modification of the materials for commercial purposes is prohibited.

This document aims to provide information on (1) a list of training materials and an outline of each content, and (2) examples of how these materials can be selected and combined for different use cases. We hope these materials will contribute to promoting quality improvement initiatives in your context.

### 2. List of Training Modules and Materials

There are five training modules, and each module comprises a set of training materials.

<b>Module 1: Basics on quality and safety</b>
1-1: Attitude is everything 1-2: Culture of quality and safety 1-3: Quality and safety in healthcare 1-4: Effective leadership 1-5: Team building for quality management
<b>Module 2: Quality management system</b>
2-1: What is QMS in hospital system 2-2: Establishment of QM implementation structure 2-3: HRD and education for QM activities 2-4: Planning, operation and management of QIT 2-5: Problem analysis for QMS
<b>Module 3: Basic concept of 5S-KAIZEN-TQM approach</b>
3-1: Basic concept of 5S-KAIZEN-TQM 3-2: What is 5S approach 3-3: 5S tools 3-4: S4 and S5 3-5: 5S practical session 3-6: What is KAIZEN in health sector 3-7: Quick KAIZEN 3-8: What is Total Quality Management in health sector 3-9: Hazard Prediction Training
<b>Module 4: KAIZEN with QC story</b>
4-1: What is KAIZEN with QC story 4-2: KAIZEN with QC story Step 1 “KAIZEN theme selection” 4-3: KAIZEN with QC story Step 2 “Situation analysis” 4-4: KAIZEN with QC story Step 3 “Root cause analysis” 4-5: KAIZEN with QC story Step 4 “Countermeasures identification” 4-6: KAIZEN with QC story Step 5 “Countermeasures implementation” 4-7: KAIZEN with QC story Step 6 “Effectiveness check”

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4-8: KAIZEN with QC story Step 7 “Standardization”
<b>Module 5: M&amp;E for 5S-KAIZEN-TQM</b>
5-1: M&E of 5S-KAIZEN-TQM activities
5-2: Tips for sustainable implementation of M&E activities of 5S-KAIZEN-TQM

### 3. Outline of Each Module and Training Material

Outline of each module, including the purpose of the module, expected trainees, type of training, and main topics of each module was described as follows.

#### (1) Module 1: Basics on quality and safety

Purpose and expected trainees

Purpose	To support the development of a fundamental knowledge and attitudes related to quality and safety in healthcare. It helps trainees recognize the essential mindset for quality and safety, understand the role of leadership and teamwork, and how to cultivate quality and safety culture in a healthcare facility.
Expected trainees	All personnel (HMT, QIT, heads of departments, WIT leaders, WIT members) <ul style="list-style-type: none"> <li>• Those who are leading quality and safety activities in a health facility and/or its departments or sections.</li> <li>• Those who are implementing quality and safety activities within departments or sections.</li> <li>• Those who have not received any training on quality and safety.</li> </ul>

Topics of each module

Training materials	Type	Topics (excerpt)
1-1: Attitude is everything	Lecture	<ul style="list-style-type: none"> <li>• Attitude and behaviour</li> <li>• Prochaska and DiClemente’s Stages of Change Model</li> <li>• Positive attitude and its impact on healthcare</li> </ul>
1-2: Culture of quality and safety	Lecture	<ul style="list-style-type: none"> <li>• Organizational culture in healthcare facility</li> <li>• Quality culture and safety culture</li> </ul>
1-3: Quality and safety in healthcare	Lecture	<ul style="list-style-type: none"> <li>• Definition and terminology on quality and safety in healthcare</li> <li>• Elements of quality and safety in healthcare</li> <li>• Client's satisfaction and client’s experiences</li> <li>• Highly reliable organization (HRO)</li> </ul>
1-4: Effective leadership	Lecture	<ul style="list-style-type: none"> <li>• A leader and a manager, a leader and a boss</li> <li>• Effective leadership (strategy, behaviour, principle)</li> </ul>
1-5: Team building	Lecture	<ul style="list-style-type: none"> <li>• Stages of team development</li> <li>• Well-functioning team</li> <li>• Elements making a good team/a team fail</li> </ul>

#### (2) Module 2: Quality management system

Purpose and expected trainees

Purpose	To develop trainees’ understanding of how to establish and strengthen a functional quality management system in a health facility (e.g. organizational structure for QMS, HR development, management and operation of QIT, establishment of WIT, problem analysis).
Expected trainees	HMT, QIT, heads of departments, WIT leaders <ul style="list-style-type: none"> <li>• Those who are leading quality and safety activities in a health facility and/or its departments or sections, where the quality management system is not developed</li> </ul>

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	<p>or weak.</p> <ul style="list-style-type: none"> <li>Those who have fundamental knowledge on quality and safety.</li> </ul>
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Topics of each module

Training materials	Type	Topics (excerption)
2-1: What is QMS in hospital system	Lecture	<ul style="list-style-type: none"> <li>Quality management system in healthcare (e.g. differences from QI system, benefits, principle, elements and requirements, establishment)</li> </ul>
2-2: Establishment of QM implementation structure	Lecture	<ul style="list-style-type: none"> <li>QM implementation structure</li> <li>Establishment and management of QIT/QIU</li> <li>Establishment and management of WIT</li> </ul>
2-3: HR development and education for QM activities	Lecture	<ul style="list-style-type: none"> <li>Education and behavioural change</li> <li>How to conduct training for workers on quality</li> <li>Training evaluation and report</li> </ul>
2-4: Planning, operation and management of QIT	Lecture	<ul style="list-style-type: none"> <li>QIT management cycle</li> <li>Quality planning</li> <li>QIT function</li> </ul>
2-5: Problem analysis for QMS	Lecture (+practice, as needed)	<ul style="list-style-type: none"> <li>Problem identification for the development of quality plan</li> <li>How to conduct problem analysis by “problem tree analysis”</li> </ul>

(3) Module 3: Basic concept of 5S-KAIZEN-TQM approach

Purpose and expected trainees

Purpose	To introduce 5S-KAIZEN-TQM approach for improving quality and safety in health facilities through the provision of fundamental knowledge and practical understanding of the approach.
Expected trainees	<p>All personnel (HMT, QIT, heads of departments, WIT leaders, WIT members)</p> <ul style="list-style-type: none"> <li>Those who have not received training on 5S-KAIZEN-TQM approach.</li> <li>Those who have fundamental knowledge on quality and safety.</li> <li>Existence of a functional QIT.</li> </ul>

Topics of each module

Training materials	Type	Topics (excerption)
3-1: Basic concept of 5S-KAIZEN-TQM	Lecture	<ul style="list-style-type: none"> <li>5S-KAIZEN-TQM approach and KAIZEN mind</li> <li>Target of 5S-KAIZEN (Muri, Mura, Muda) and 7 wastes</li> <li>5S approach, KAIZEN approach, and TQM</li> </ul>
3-2: What is 5S approach	Lecture	<ul style="list-style-type: none"> <li>Sort (S1), Set (S2), Shine (S3), Standardize (S4), and Sustain (S5)</li> <li>How to introduce 5S into your organization.</li> </ul>
3-3: 5S tools	Lecture	<ul style="list-style-type: none"> <li>Useful tools for 5S activities</li> <li>Visual control method</li> </ul>
3-4: S4 and S5	Lecture	<ul style="list-style-type: none"> <li>What needs to be standardized as S4</li> <li>Examples and key elements for S5</li> </ul>
3-5: 5S practical session	Lecture +Practice	<ul style="list-style-type: none"> <li>How to implement 5S practical session</li> </ul>
3-6: What is KAIZEN in health sector	Lecture	<ul style="list-style-type: none"> <li>Outline of KAIZEN</li> <li>Two types of KAIZEN: Quick KAIZEN and KAIZEN with QC story</li> </ul>

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3-7: Quick KAIZEN	Lecture	<ul style="list-style-type: none"> <li>Outline of Quick KAIZEN (e.g. when to use, implementation process)</li> <li>Record keeping of Quick KAIZEN</li> </ul>
3-8: What is Total Quality Management in health sector	Lecture	<ul style="list-style-type: none"> <li>Principle and basic concept of TQM, including management roles</li> <li>TQM activities</li> </ul>
3-9: Hazard Prediction Training for KAIZEN training	Lecture +Practice	<ul style="list-style-type: none"> <li>Principle and purpose of HPT</li> <li>How to conduct HPT</li> </ul>

(4) Module 4: KAIZEN with QC story

Purpose and expected trainees

Purpose	To introduce KAIZEN with QC story in departments or sections, in order to address problems that are difficult to solve through 5S or Quick KAIZEN, but that can be handled by themselves.
Expected trainees	<p>QIT, heads of departments, WIT leaders, WIT members</p> <ul style="list-style-type: none"> <li>Those who are expected to manage and/or implement KAIZEN with QC story.</li> <li>Those who are implementing 5S and Quick KAIZEN within departments/sections effectively.</li> <li>Those who have fundamental knowledge on quality and safety.</li> <li>Existence of a functional QIT.</li> </ul>

Topics of each module

Training materials	Type	Topics (excerpt)
4-1: What is KAIZEN with QC story	Lecture	<ul style="list-style-type: none"> <li>Principle and benefit of QC story</li> <li>Two types of QC story (task achieving type, problem solving type)</li> <li>QC tools</li> </ul>
4-2: KAIZEN with QC story Step 1	Lecture +Practice	<ul style="list-style-type: none"> <li>How to implement KAIZEN with QC story Step 1 “KAIZEN theme selection”</li> </ul>
4-3: KAIZEN with QC story Step 2	Lecture +Practice	<ul style="list-style-type: none"> <li>How to implement KAIZEN with QC story Step 2 “Situation analysis”</li> </ul>
4-4: KAIZEN with QC story Step 3	Lecture +Practice	<ul style="list-style-type: none"> <li>How to implement KAIZEN with QC story Step 3 “Root cause analysis”</li> </ul>
4-5: KAIZEN with QC story Step 4	Lecture +Practice	<ul style="list-style-type: none"> <li>How to implement KAIZEN with QC story Step 4 “Countermeasures identification”</li> </ul>
4-6: KAIZEN with QC story Step 5	Lecture +Practice	<ul style="list-style-type: none"> <li>How to implement KAIZEN with QC story Step 5 “Countermeasures implementation”</li> </ul>
4-7: KAIZEN with QC story Step 6	Lecture +Practice	<ul style="list-style-type: none"> <li>How to implement KAIZEN with QC story Step 6 “Effectiveness check”</li> </ul>
4-8: KAIZEN with QC story Step 7	Lecture +Practice	<ul style="list-style-type: none"> <li>How to implement KAIZEN with QC story Step 7 “Standardization”</li> </ul>

(5) Module 5: M&E for 5S-KAIZEN-TQM

Purpose and expected trainees

Purpose	To conduct monitoring and evaluation for 5S-KAIZEN-TQM activities in a health facility regularly and properly in each level (internal M&E by QIT, self-monitoring of WIT, external M&E).
Expected	All personnel of health facility (HMT, QIT, heads of departments, WIT leaders, WIT

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trainees	members), external assessors • Those who have fundamental knowledge on 5S-KAIZEN-TQM approach.
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Topics of each module

Training materials	Type	Topics (excerption)
5-1: M&E of 5S-KAIZEN-TQM activities	Lecture	<ul style="list-style-type: none"> <li>• M&amp;E of 5S-KAIZEN-TQM activities (structure, process, outcome)</li> <li>• Type of M&amp;E, and its tools</li> <li>• Target of internal M&amp;E and their frequency</li> <li>• Elements for good evaluators</li> </ul>
5-2: Tips for sustainable implementation of M&E activities of 5S-KAIZEN-TQM	Lecture	<ul style="list-style-type: none"> <li>• Points to keep in mind</li> <li>• Beneficiaries of the 5S-KAIZEN-TQM activities and M&amp;E</li> <li>• Pictorial record keeping</li> </ul>

#### 4. Selection of Training Modules and Materials

The training modules and materials listed above should be carefully selected to suit the purpose and context of each training. The following are key considerations:

- Training needs (based on the assessment or identified gaps)
- Goal and objectives
- Target audience
- Time availability
- Availability of resources

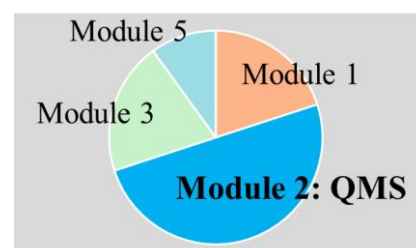
The four example cases below illustrate training module selection in different scenarios.

##### **Case 1: Orientation for HMT**

Idea for the module list

- Module 1: Basics on quality and safety
- **Module 2: Quality management system**
- Module 3: Basic concept of 5S-KAIZEN-TQM approach
- Module 5: M&E for 5S-KAIZEN-TQM

Image of weighting for each module



Notes on module selection

- “Quality Management System” (QMS, Module 2) is a key module for the HMT orientation when establishing and strengthening a QMS in a health facility, as this requires the HMT’s strong commitment and support.
- The time allocated to “Basics of Quality and Safety” (Module 1) depends on the needs, such as the HMT’s level of understanding of quality and safety.

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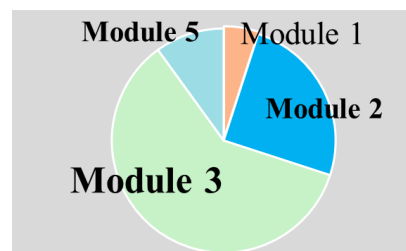
- The understanding of the “outline” of the 5S-KAIZEN-TQM approach (Module 3) is also required for HMT.
- Deepening their understanding of M&E, especially for 5S-KAIZEN-TQM (Module 4) is needed to ensure sustainable quality management based on the approach.

**Case 2: Introduction of the approach to QIT**

Idea for the module list

- Module 1: Basics on quality and safety
- **Module 2: Quality management system**
- **Module 3: Basic concept of 5S-KAIZEN-TQM approach**
- **Module 5: M&E for 5S-KAIZEN-TQM**

Image of weighting for each module



Notes on module selection

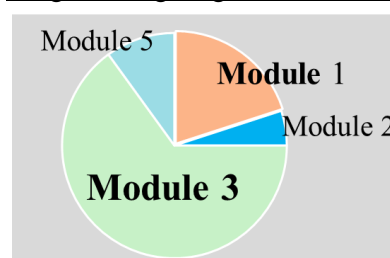
- QIT needs to be a trainer of the 5S-KAIZEN-TQM approach in a facility. Therefore, QIT needs to be thoroughly familiar with the Module 3.
- QIT also needs to understand QMS (Module 2) and M&E for 5S-KAIZEN-TQM approach (Module 5) well for the management of the implementation of the approach and its sustainability.
- The time allocated to “Basics of Quality and Safety” (Module 1) depends on the needs, such as the QIT’s level of understanding of quality and safety.

**Case 3: Introduction of the approach to WIT**

Idea for the module list

- **Module 1: Basics on quality and safety**
- Module 2: Quality management system
- **Module 3: Basic concept of 5S-KAIZEN-TQM approach**
- Module 5: M&E for 5S-KAIZEN-TQM

Image of weighting for each module



Notes on module selection

- WIT needs to understand the approach well as an implementor. Therefore, “Basic concept of 5S-KAIZEN-TQM approach” (Module 3) is supposed to be a core module of the training.
- Time for the “Basics on quality and safety” (Module 1) needs to be allocated if WIT is not familiar with quality improvement activities.
- The WIT needs to understand the roles and responsibilities of WIT members, as well as self-monitoring at the WIT level. Therefore, selected topics from QMS (Module 2) and M&E for 5S-

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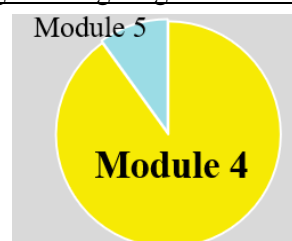
KAIZEN-TQM (Module 5) should be included in the training.

**Case 4: Introduction of KAIZEN with QC story**

Idea for the module list

- **Module 4: KAIZEN with QC story**
- Module 5: M&E for 5S-KAIZEN-TQM

Image of weighting for each module



Notes on module selection

- Fundamental knowledge of “quality and safety” (Module 1) and the 5S-KAIZEN-TQM approach (Module 3) should be acquired before introducing KAIZEN with a QC story.
- The QMS should already be well established.
- The training mainly focuses on the KAIZEN with QC story (Module 4).
- Since most activities in Module 4 involve group work, it is necessary to plan the number of created groups based on the facilitators’ capacity to manage the training.

**5. Example of Time Allocation for Each Training Topic**

As a guide for developing your training plan, the table below provides an example of time allocation for each topic. However, this is only a reference, and the actual allocation should be adjusted to your situation.

Training modules and materials	Example time allocation (minutes)
<b>Module 1: Basics on quality and safety</b>	
1-1: Attitude is everything	20 mins
1-2: Culture of quality and safety	20 mins
1-3: Quality and safety in healthcare	35 mins
1-4: Effective leadership	20 mins
1-5: Team building	20 mins
<b>Module 2: Quality management system</b>	
2-1: What is QMS in hospital system	20 mins
2-2: Establishment of QM implementation structure	50 mins
2-3: HRD and education for QM activities	30 mins
2-4: Planning, operation and management of QIT	25 mins
2-5: Problem analysis for QMS	Lecture: 30 mins Practice: 90 mins
<b>Module 3: Basic concept of 5S-KAIZEN-TQM approach</b>	
3-1: Basic concept of 5S-KAIZEN-TQM	45 mins
3-2: What is 5S approach	35 mins
3-3: 5S tools	55 mins

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3-4: S4 and S5	20 mins
3-5: 5S practical session	Lecture: 10 mins Group work incl. presentation: 125 mins Lecture (recap): 15 mins
3-6: What is KAIZEN in health sector	20 mins
3-7: Quick KAIZEN	20 mins
3-8: What is Total Quality Management in health sector	15 mins
3-9: Hazard Prediction Training for KAIZEN training	90 mins (incl. group work)
<b>Module 4: KAIZEN with QC story</b>	
4-1: What is KAIZEN with QC story	25 mins
4-2: KAIZEN with QC story Step 1 “KAIZEN theme selection”	Lecture: 30 mins Practice: 70 mins Presentation: 60mins
4-3: KAIZEN with QC story Step 2 “Situation analysis”	Lecture: 30 mins Practice: 105 mins Presentation: 60mins
4-4: KAIZEN with QC story Step 3 “Root cause analysis”	Lecture: 20 mins Practice: 100 mins Presentation: 60mins
4-5: KAIZEN with QC story Step 4 “Countermeasures identification”	Lecture: 20 mins Practice: 60 mins Presentation: 60mins
4-6: KAIZEN with QC story Step 5 “Countermeasures implementation”	Lecture: 25 mins Practice: 60 mins Presentation: 60mins
4-7: KAIZEN with QC story Step 6 “Effectiveness check”	Lecture: 30 mins Practice: 120 mins Presentation: 60mins
4-8: KAIZEN with QC story Step 7 “Standardization”	Lecture: 25 mins Practice: 60 mins Presentation: 60mins
<b>Module 5: M&amp;E for 5S-KAIZEN-TQM</b>	
5-1: M&E of 5S-KAIZEN-TQM activities	40 mins
5-2: Tips for sustainable implementation of M&E activities of 5S-KAIZEN-TQM	25 mins