Introducing the 5S-KAIZEN-TQM approaches

The pre-pilot project that introduced QI approach and experience from (5S-KAIZEN-TQM) at 4 hospitals (Nasser in Qalubia, Amreya in Alexandria, Al-Zohor in Port-Said and Tanta HIO,) 2016-2017 succeeded to become centers of excellence with Knowledgeable, experienced health workers and standardized implementation specially Tanta hospital. ESQua added 2 hospitals (Edko and Rashed in El-Behera)

Five (5) S is a principle for improving the work environment, which can be applied to every corner of the hospital. The five steps of Sort, Set, Shine, Standardize and Sustain are simple; they are universally applicable processes for improving work environments including both physical and work-system set-ups in the hospital.

KAIZEN, often expressed as Continuous Quality Improvement (CQI) in the western world, is a participatory problem-solving process conducted by a work unit via “teamwork”. The KAIZEN process is well standardized as 7 KAIZEN steps. For this program, we use the original Japanese term, KAIZEN, to avoid confusion in using the word “Quality” in describing this process. “Quality” is a concept, which we can realize after various problem-solving processes, while KAIZEN targets cover a wide scope, from backyard / logistics issues to contents of medical / surgical service packages. Even clinical research performed by doctors is also considered a part of KAIZEN.

Globally, ‘Total Quality Management’ (TQM) is a popular term among managers but sometimes difficult to define. In this JICA program, TQM is defined as top-down approach that top and executive managers can make managerial decisions based on evidence-based information provided by all work units as results of KAIZEN activities. To enable this approach, full participation of all staff is clearly mandatory; utilizing bilateral communication trucks among top management, middle managers and frontline work units. Strengthening leadership should be emphasized as a prerequisite to enhancing TQM implementation. Each level in the managerial ladder of an organization should have appropriate leadership respecting task sharing and the delegation of power.

National roll-out of 5S-KAIZEN-TQM approaches

In the future, we prepare to disseminate of the methodology to other hospitals in other governorates and upgrade the 6 hospitals to reach a higher level of quality.

There is no conflict in implementation of 5 KAIZEN TQM that will support all quality improvement approaches. 5 KAIZEN TQM can be used as a foundation of all other quality improvement approaches.