

WORKPLACE MANAGEMENT POLICY



ASSOCIATED HOSPITAL
GOVERNMENT MEDICAL COLLEGE KATHUA

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POLICY

Proper work place management optimizes the use of work place resources, minimizes risks, and increases productivity of employees as per service requirements.

Work place management includes:

- ❖ Sorting of useful and unnecessary articles from the work station
- ❖ Arrangement of useful articles and records in a systematic manner
- ❖ Labeling of the articles
- ❖ Cleaning of work stations

Various techniques can be used by hospitals for work place management. One of the management techniques that can be used by hospitals is of 5S which can be used to improve the hospital environment especially workplace environment. The details of the 5S technique are described in detail as follows:

5S

Five S (5S) is a tool to improve work environment and is derived from the Japanese words *Seiri, Seiton, Seiso, Seiketsu, and Shitsuke*. In English, the 5S means **Sort, Set, Shine, Standardize, and Sustain**.

- ❖ **Sort:** Identify and remove unwanted/unused items from the workplace and reduce clutter (Removal//organization)
- ❖ **Set:** Organize everything needed in proper order for easy operation (Orderliness)
- ❖ **Shine:** Maintain high standard of cleanliness (Cleanliness)
- ❖ **Standardize:** Set up the above 3S as norms in every section of the workplace (Standardize)
- ❖ **Sustain:** Train and maintain discipline of the personnel engaged (Self-discipline)

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IMPLEMENTATION OF 5S

The implementation of 5S simplifies activities through reduction of waste and unproductive/unnecessary activities. It is also helpful in improving quality, efficiency and safety. These are the steps for implementing 5S in hospital setting.

SORT

Sort means separation (sorting) and removing/discarding unwanted and unnecessary items from the workplace. Without “Sorting,” it is not possible to have the next step of putting things in an appropriate order (Setting) in the workplace.

Steps to Implement Sorting:

❖ Identification and Segregation of Unwanted Items

The “Sort” activity starts with identification of unwanted items in the workplace. If any unwanted items are identified in the workplace which cannot simply be discarded/destroyed, such items are required to be placed in a secured and demarcated space before the Condemnation Committee decides their disposal.

❖ Initiation of Sorting

Sorting may start from any part of the hospital. It may be good to start sorting from inside the hospital building. It should then be extended to the outer space (hospital premises) of the hospital building.

- The indoor space, frontline (OPD, emergency, lab, pharmacy etc.) and backyard (kitchen, laundry services etc.) service sections are the primary targets of this activity at the beginning. No part of the hospital should be excluded from this activity. However, hospital management may priorities the sections based on criticality of organization, visibility and urgent needs

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- During the activity, decisions may need to be taken to modify the physical structure of the room, wall, door etc. This activity would require some funds, which the top management should support
- It is recommended that the staff should identify unwanted items at their work stations and should remove these unwanted items frequently.

SET

“Set” is the second step of 5S and is mainly a process to put orderliness in every workplace for better work efficiency. The process is started once all the clutters and unnecessary items are removed from the workplace during the sorting stage. All the items needed at the workplace should be arranged in order based on the objective-oriented way of thinking. For instance, items may be arranged according to alphabetical order or numerical order. All the items should be kept in a specific place following a system, so that anybody in need of these items can find them easily.

Following activities can be done:

- ❖ Posters and notices on the notice board, for instance, should be arranged in a manner to avoid messy situation. Old posters can be removed from the workplaces. All necessary work instructions and notices can be pasted at identified places in a systematic manner
- ❖ Color codes (different colors for different purpose, meaning etc.) can be one of the effective visual tools for 5S. This is helpful for easy identification of items and preventing mistakes
- ❖ Arranging necessary items at appropriate place with proper numbering, labeling and color code makes it easy to find quickly
- ❖ Arranging the items at correct alignments at appropriate place will give aesthetic appearance, for example, aligning the beds in a systematic manner as per bed spacing

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norms will give a spacious and aesthetic appearance to the wards

- ❖ Simply numbering of items will ease the workplace. For example, in switches of switch board, numbering can be used for identification of fan or light switch. Numbering can also be done for all registers, beds, room numbers and inventories of the hospital.
- ❖ Name tag, board and symbols development and installation are the activities of the “Set” process. A proper and uniform signage system with pictorial presentations will provide guidance to the staff, patients and visitors
- ❖ Instruments and devices should be reviewed during the “Set” period. Tagging and labeling of all instruments and devices identifiable to specific locations should be followed for the items, instrument sets. It should be ensured that all items are kept near the point of use in arranged manner and places are demarcated at work stations and at areas for storage of different items and articles.

SHINE

“Shine” is the participatory activity for maintaining cleanliness at every workplace regardless of the category and location. Following activities are needed to be undertaken by the hospital:

- ❖ All staff in the hospital should be allocated a specific territory for this activity that should include his/her working area. Regardless of the category, rank and gender of the staff, everyone is expected to join in the “Shine” activity and control the work environment on cleanliness
- ❖ All the staff need to ensure that the work stations are clean and free of dust and dirt
- ❖ Periodical implementation of “Shine” is important. Daily, weekly, monthly and quarterly “Shine” time schedule can be set by the hospital for promoting a cleaner hospital. Daily morning “Shine” practice before starting routine work can be an example. A cleaning checklist should be systematically used in every work area.

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Regular supervision of the cleaning activity is required to be undertaken by the hospital

- ❖ All the equipment should be protected from dust and dirt by periodical and timely cleaning. They should be appropriately covered during resting time
- ❖ “Shine” should also be applied at waste segregation, collection, storage, transport and final disposal system.

STANDARDISE

The “Standardize” stage of 5S is for development of standards for the initial 3S activities, i.e., sort, set and shine. The other objective of this step is to make “Sort”, “Set”, and “Shine” as part of all staff’s routine work in all the sections of the hospital. Once standards are set, those should be disseminated to all the staff through visualization and sensitization activities. Following activities can be undertaken by the hospital:

- ❖ IEC materials (posters, leaflets, stickers etc.) should be developed to disseminate information related to 5S. The materials need to be eye-catching with highlighting slogans on key messages and should be displayed at locations which are prominently visible to the staff and visitors
- ❖ Hospitals may adopt a standard color coding system throughout the hospital
- ❖ Monitoring and Evaluation (M&E) of the various activities undertaken for workplace management through regular supervisory visits are essential for ensuring proper workplace management. M & E activities can be undertaken on a defined schedule or can also be undertaken as a surprise activity.

SUSTAIN

It has to be ensured by the hospital that all activities undertaken by the staff for workplace management are sustained and adopted by the staff in their daily routine. All the staff should be trained through formal training sessions and through hands-on training for managing the work stations.

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5S METHODOLOGIES

There are five 5S phases: They can be translated from the Japanese as “sort”, “straighten”, “shine”, “standardize”, and “sustain”.

Seiri (Sort)

- Remove unnecessary items and dispose them properly
- Make work easier by eliminating obstacles
- Reduce chance of being disturbed with unnecessary items
- Prevent accumulation of unnecessary items
- Evaluate necessary items with regard to cost or other factors
- Remove all parts not in use
- Segregate unwanted material from the workplace
- Need fully skilled supervisor for checking on regular basis

Seiton (Systematic Arrangement)

- Can also be translated as “set in order”, “straighten” or “streamline”
- Arrange all necessary items so they can be easily selected for use
- Prevent loss and waste of time
- Make it easy to find and pick up necessary items
- Ensure ‘first-come-first-served’ basis
- Make workflow smooth and easy
- All above work should be on regular basis

Seiso (Shine)

- Can also be translated as “sweep”, “sanitize”, “shine”, or “scrub”
- Clean your workplace completely
- Use cleaning as inspection
- Prevent machinery and equipment deterioration
- Keep workplace safe and easy to work
- Keep work place clean

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Seiketsu (Standardize)

- Standardise best practices in the work area
- Maintain high standards of housekeeping and workplace organization at all times
- Maintain orderliness. Maintain everything in order and according to its standard
- Everything in its right place (Chilled totes in chilled area, Dry totes in dry area)
- Every process has a standard

Shitsuke (Sustain)

- To keep in working order
- Also translates as “do without being told” (though this doesn’t begin with S)
- Perform regular audits
- Training and discipline
- Training is a goal oriented process. Feedback on the impact of training is necessary monthly.