

‘Anzen-first culture’ through systematic ‘Kiken-Yochi’ gemba audits and ‘HIRA’ methodology in facility upkeep, for optimizing patient safety”

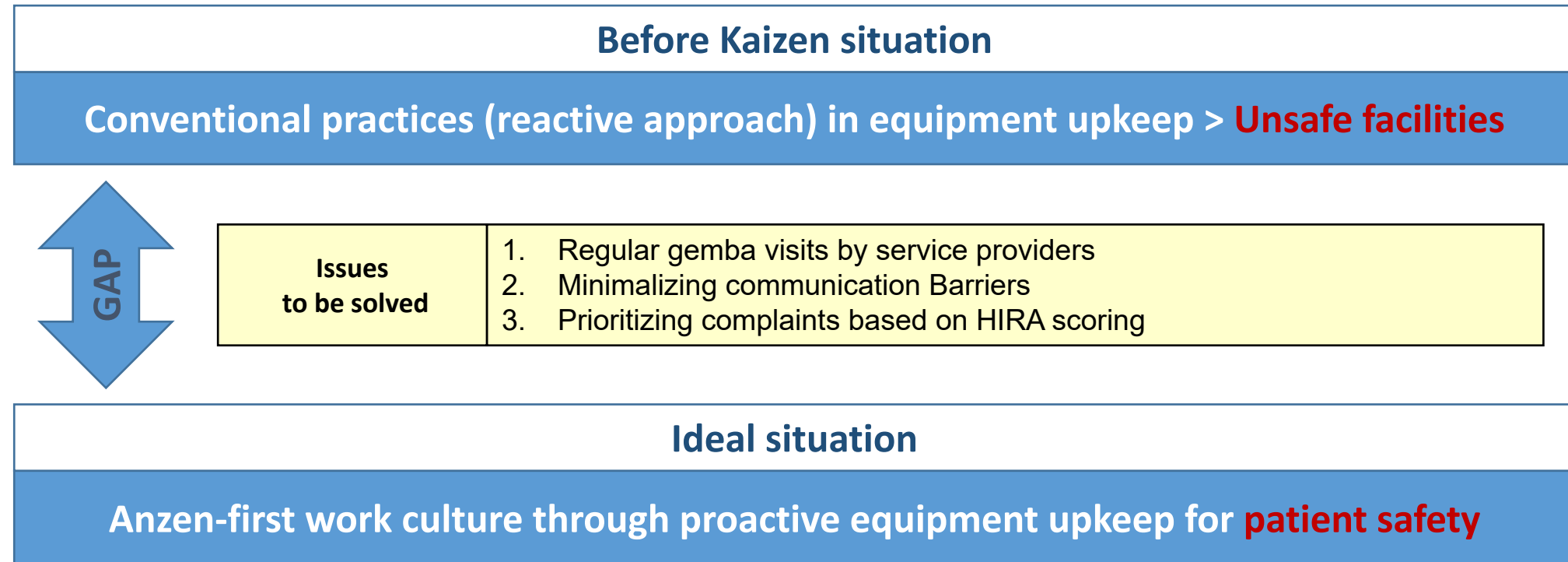


**Patient
Safety**



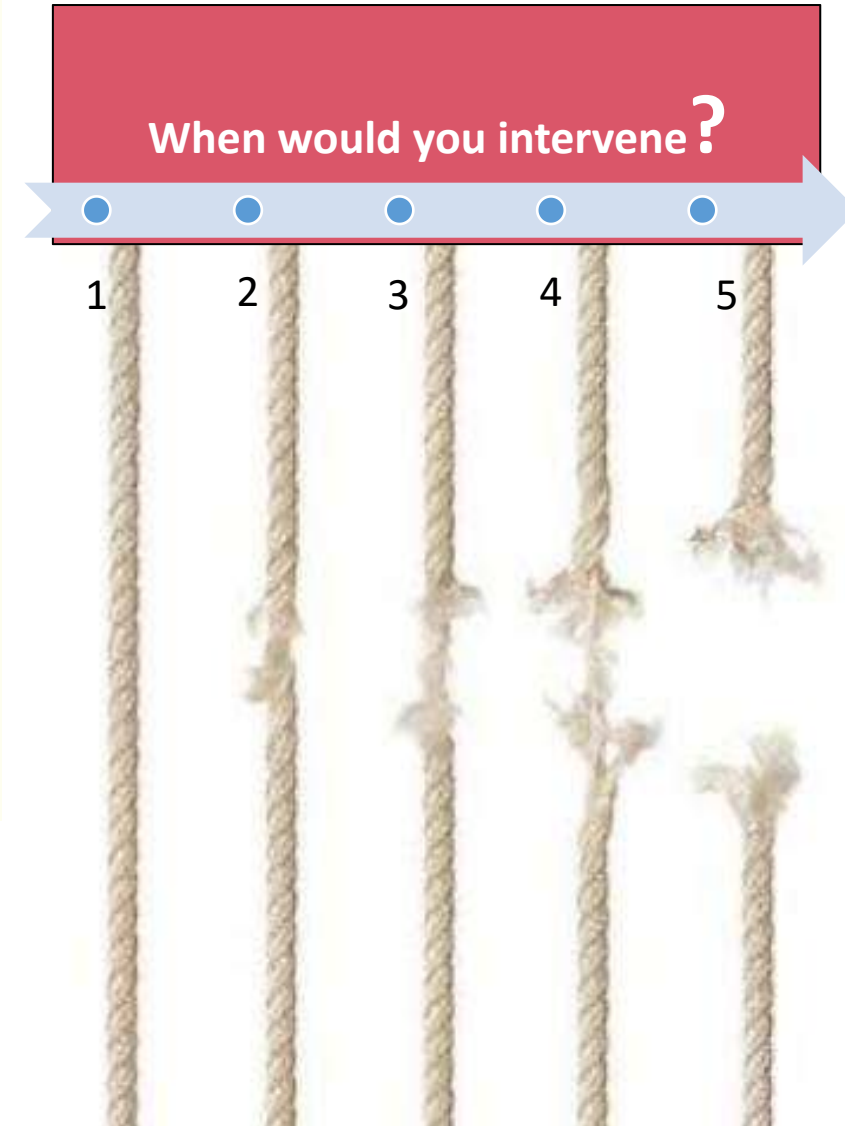
1. Background of Kaizen

- Rehabilitation **Facility needs high resources** in terms of advanced tools for diagnosis and therapy
- **100% safety compliance is essential**
- **Many preventable scenarios** lead to frequent equipment break down
- Inconvenience to patients and clinicians, Inadequate clinical outcome > **Poor patient satisfaction**
- **Loss of revenue** as patient opts for other healthcare services

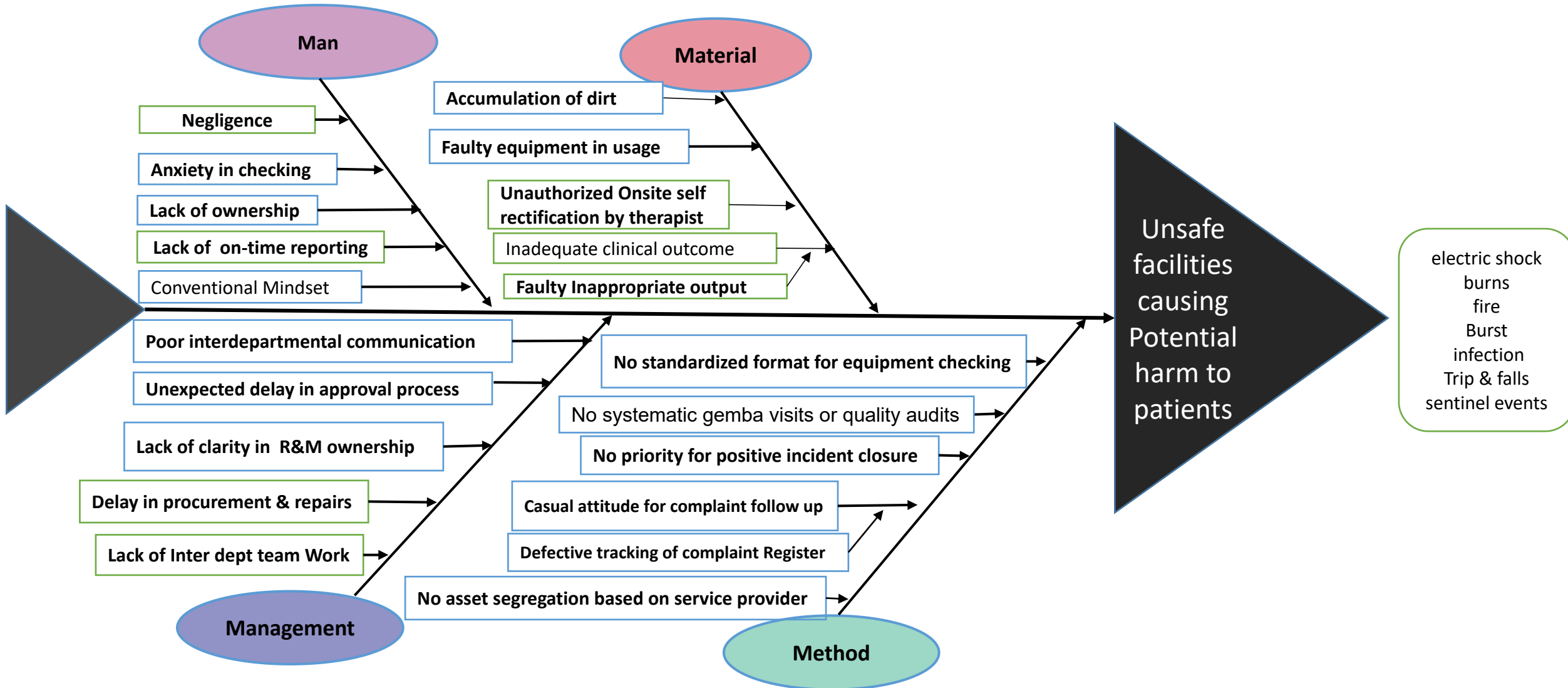


2. Situation before KAIZEN – Problem List

- **Unsafe facilities causing Potential harm to patients.** Unsafe equipment may cause electric shock, burns, fire, burst, infection, falls or sentinel events.
- **Careless attitude** towards hazards and risk exposure.
- **Muda(wastage)** due to inventory, motion, transport, intelligence, rework and waiting period



3. Analyse the root cause - Ishikawa Diagram

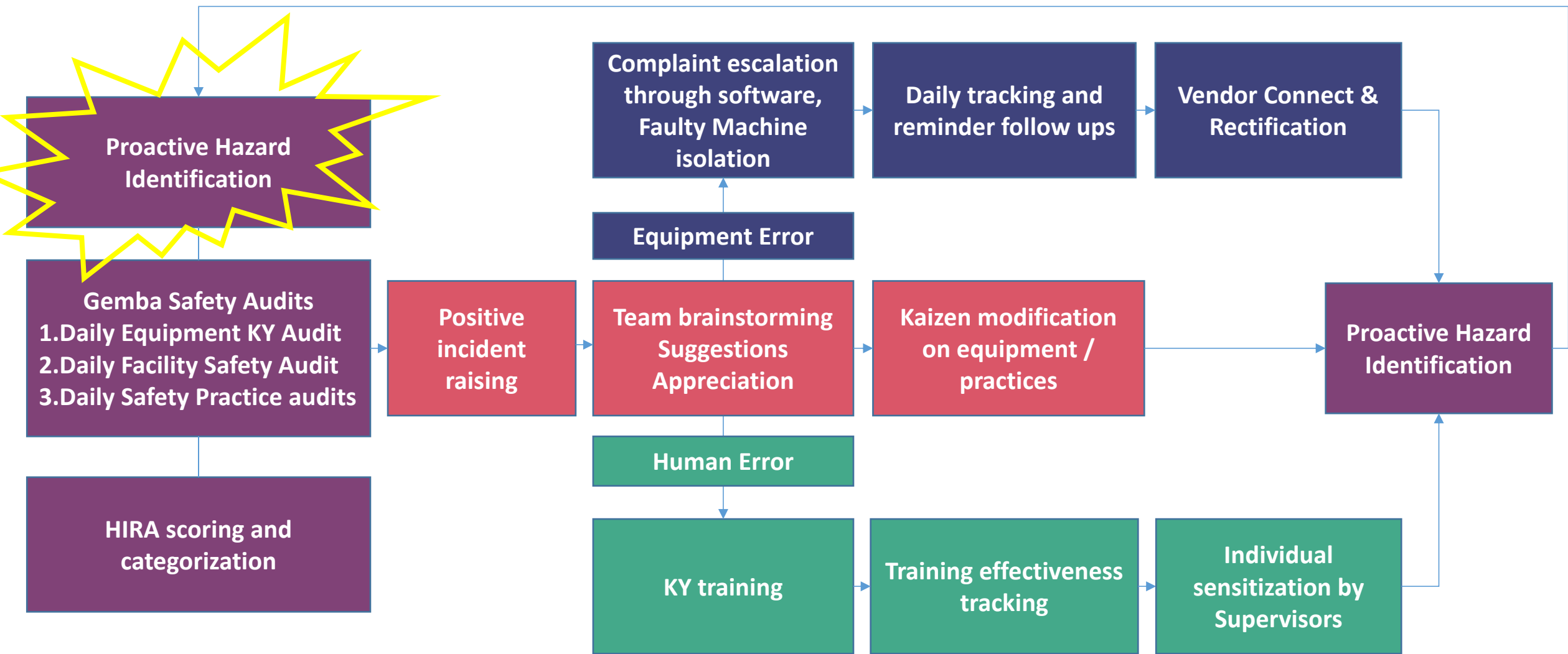


4. Develop countermeasure

Issues	Countermeasures
Lack of timely identification of errors that can cause potential safety hazards Poor customer experience and complaints	Adapt the principles from Japanese model of Kiken Yochi Gemba KY audits and timely escalation Dedicated KY champion & Equipment Guardians Mandatory equipment functional check by clinician Creating equipment disinfection SOP and tracking
Inefficient complaint reporting and tracking system	Digital complaint escalation system Daily tracker based follow up reminders
Conventional mind-set of user department Therapist reluctant to take responsibility	Involvement in equipment upkeep from start of induction Team brainstorming in Photo KY On spot sensitization by supervisor on gemba
Muda(wastage) due to inventory, motion, transport, intelligence, rework and waiting period	Equipment procurement based on user trials Inventory management, 5S Critical Equipment Log Asset movement tracking
Reactive approach of service providers Blame culture between service providers	Stakeholder meetings Service provider specific Asset allocation
Service providers make false closures for	User OTP based Complaint closure

Kiken Yochi
(Hazard
Prediction) as
safety culture

5. Process flow – Continuity of safety culture

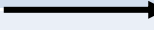
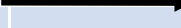
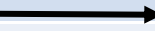
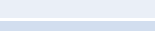
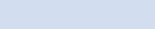
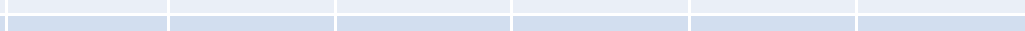
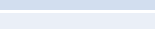
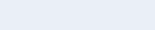
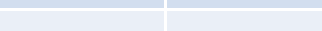
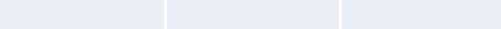
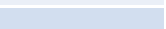
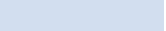
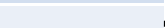
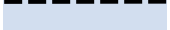
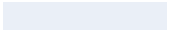
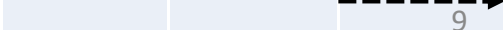
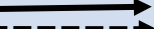
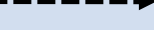
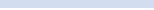


6. Set Target

SI	Project KPI	Target / Status
1	Hazards proactively identified through KY audits	↑
2	Percentage of facility related positive incidents raised	↑
3	Process adherences to safety practice as per SOP	100%
4	Percentage of equipments found clean and disinfected	100%
5	5S compliance	100%
6	Process adherence to daily KY gemba audit and follow ups	100%
7	Availability of functional equipment for clinical use	↑

7. Implementation of Countermeasures – PDCA Cycles for Standardization

Timeline	Concerns/Problems	Solutions
2014-16	No regular checking of equipment by service providers.	Inform Biomedical engineer and enter in the complaint register 5S implementation, Training, Appointment system Created biomedical equipment checklist
	Complaints were raised only after total machine breakdown	
	Unavailability of functional equipment when required	
	Equipment related patient complaints	
2017	Preventable smaller equipment issues causing patient harm	Introduced KY through KY training, Rotatory postings for therapists
	Lack of honest reporting of errors (integrity issues)	Allocation of a dedicated KY champion, Appreciation for honest reporting
	Lack of ownership by other therapists. Responsibility pushed to only KY champion	Along with KY champion, rotatory posting on a weekly basis
	Hesitation of clinicians to do equipment checking	Training and inclusion of new joiners, Allocation of equipment guardians
2018	No uniformity in checking leading to missing of errors	Structured KY SOP creation and training
2018	Mismatching wrong entries in complaint registers kept at user end and at service provider. NABH NC	Digitalized Complaint escalation system (Treatwell)
2018	Delay in response by engineers	Daily emails reminders to service providers
2019	Open complaints are shown as closure by engineers to show less TAT	Introduced OTP for complaint closure
2019	Less importance given to patient safety	Team sensitization through weekly presentation of incidents
2019	Ownership conflicts between biomedical and engineering teams	Service provider specific Inventory allocation
2019	Lack of team contribution for effective solutions	Encourage user suggestions and implemented equipment based kaizen
2020	Proactive complaints not prioritized	HIRA scoring and raise positive incidents with CAPA
2021	Non sustenance of on ground practices	Gemba shadowing, Photo KY brainstorming, Sensitization

8. Activity Tracker	2018-Q1&2	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-S1	2020-S2	2021-S1	2021-S2
Kiken Yochi training	 										
Training effectiveness tracking	 										
KY audit by therapist		 									
5S implementation			 								
Dedicated KY Champion				   							
Structured KY SOP				 							
Daily tracking and reminder follow ups					 						
Kaizen on equipment / practices					 						
Digitalized Complaint escalation system				 							
Inventory allocation for service provider					 						
Cleaning and disinfection of equipments			 								
Photo KY brainstorming/sensitization						 					
OTP based complaint closure								 			
Positive incident reporting								 			
HIRA scoring and categorization									 		
Gemba Safety Audits - Shadowing										 	
Individual sensitization by Guardians										 	

9a. GEMBA Audits - Kiken Yochi Checking (KYC)

Kiken Yochi (hazard prediction) is a Japanese activity to recognize and predict hazards.

Gemba – KYC @ Rehab

Structural Check



Ensure accessories are

- ✓ intact
- ✓ readily available with the equipment for treatment

Functional Check



- ✓ Assure the clinically approved output of equipment
- ✓ Patient satisfaction

Cleanliness Check



- ✓ To prevent any cross contamination
- ✓ Create a positive impact on our patients

Quick K Y Check



- ✓ Prevent any delay in patient treatment
- ✓ Ensuring optimal output
- ✓ Quick calibration
- ✓ Timely hazard detection

Started from: Feb 2018

Frequency: **Daily**

Duration: **120 minutes /day**

Compliance till date: **100%**

Daily KYC Checklist

Daily Kiken Yochi Checklist - PMR&SM Equipments & Tools			
Room & Time	10/10/24	11/10/24	12/10/24
Unit (Room-2401)			
Cleanliness: Clearing of parking lanes	clean	clean	clean
Handrails: 1	Present	Present	Present
Accessories	Present	Present	Present
Functional status	Functional	Functional	Functional
Cleanliness	clean	clean	clean
Brake, Driveline/Tables	Present	Present	Present
Foot pedals: Steps, Hand bar	Present	Present	Present
Restraint status	Functional	Functional	Functional
Cleanliness	clean	clean	clean
Display, Printer, Standing platform	Present	Present	Present
Accessories	Present	Present	Present
Functional status	Functional	Functional	Functional
Cleanliness	clean	clean	clean
Laptop, TV, connections, Sensors	Present	Present	Present
Functional status	Functional	Functional	Functional
Cleanliness	clean	clean	clean
Straps, Harness, Caster, Display, Handle	Present	Present	Present

Daily Facility & 5S Checklist

Physical Medicine and Rehabilitation & Sports Medicine									
10/10/24 11/10/24 12/10/24 13/10/24 14/10/24 15/10/24 16/10/24 17/10/24 18/10/24									
Room	10/10/24	11/10/24	12/10/24	13/10/24	14/10/24	15/10/24	16/10/24	17/10/24	18/10/24
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08/09/26	09/09/26	10/09/26	11/09/26	12/09/26	13/09/26	14/09/26	15/09/26	16/09/26	17/09/26
18/09/26	19/09/26	20/09/26	21/09/26	22/09/26	23/09/26	24/09/26	25/09/26	26/09/26	27/09/26
28/09/26	29/09/26	30/09/26	01/10/26	02/10/26	03/10/26	04/10/26	05/10/26	06/10/26	07/10/26
08/10/26	09/10/26	10/10/26	11/10/26	12/10/26	13/10/26	14/10/26	15/10/26	16/10/26	17/10/26
18/10/26	19/10/26	20/10/26	21/10/26	22/					

9b. Equipment & Facility Cleaning

Daily facility cleaning by Rehab GDA



Why cleaning and disinfection?

- ✓ Prevents cross contamination
- ✓ Dust accumulation may affect the effective output
- ✓ Visually pleasing
- ✓ Moving parts are kept healthy

Disinfection after every patient use



Quarterly cleaning by Rehab Therapists

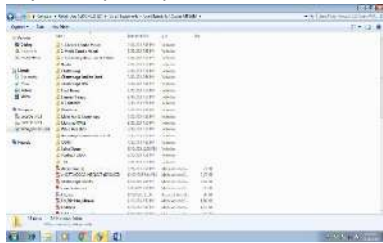


9c. Training on Facility Upkeep

Equipment manuals Hard copies (No.) = **68**



Equipment manuals Soft copies (No.) = **81**



Dept Induction & Skill Assessment



Training from Original Equipment Manufacturer



Training from Vendors



Training from Biomedical



Departmental Training



ROLE PLAY - recreating the reported incidents for team brainstorming & Sensitization



9d. Innovative Training Methodologies - Photo Kiken Yochi Training

Photos / videos of on ground practice deviations are brainstormed on official whatsapp group for RCA and CAPA sensitization and better adherence to solutions

← **SAKRA WORLD REHAB TEAM** ❤️
Aditi, Aditi, Agraj, Anchal, Archana, Arnold, Ash...

Saril Sir Sakra



Photo KY exercise. What is the issue you could notice in this picture? 4:41 PM

Austin Sakra

O2 valve has not closed and in suction tube the "Y" connector is not covered which might get contained and spreads infection. 4:49 PM

Niraj Sakra

Saril Sir Sakra

Photo KY exercise. What is the issue you could notice in this picture?

1. It has potential to contaminate and cause infection.
2. O2 not closed hence muda

5:07 PM

Aditi Bhat Sakra

Saril Sir Sakra

Photo KY exercise. What is the issue you could notice in this picture?

O2 valve open leading to wastage of it. Contamination and spread of infection

5:07 PM

Thushara Sakra

Saril Sir Sakra

Photo KY exercise. What is the issue you could notice in this picture?

Oxygen valve is left on.

5:08 PM

Bhavana Sakra

Saril Sir Sakra

Photo KY exercise. What is the issue you could notice in this picture?

High risk of infection and o2 left open

5:38 PM

Surojit Sakra

Saril Sir Sakra

Photo KY exercise. What is the issue you could notice in this picture?

O2 valve n Y connector left open 5:46 PM

Anchal Sakra

Saril Sir Sakra

Photo KY exercise. What is the issue you could notice in this picture?

O2 valve is not closed and y connector is not covered 6:21 PM

Aditi Sakra

O2 is not turned off and y connector is not covered... Wastage of resources and increased chances of infection 6:30 PM

Reshma Sakra

Saril Sir Sakra

Photo KY exercise. What is the issue you could notice in this picture?

Loss of O2 7:00 PM

Swetank Sakra

Saril Sir Sakra

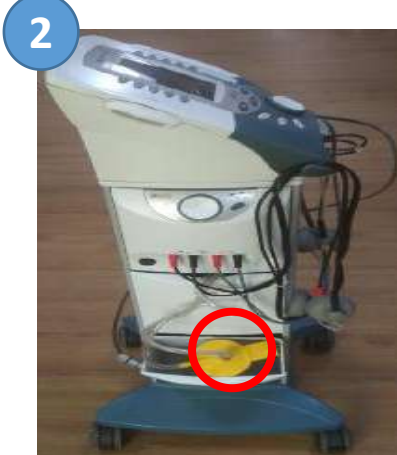
Photo KY exercise. What is the issue you could notice in this picture?

Oxygen is not turned off and y connector is not covered, increased chances of infection 7:47 PM

10 a. Kaizen modifications related to Equipment and Facility



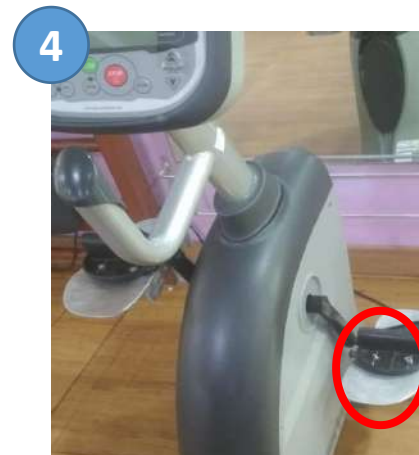
Fixed the base of the SWD unit with a trolley to prevent machine fall



Replaced the inbuilt vacuum unit (frequent fail) with the ICU suction vacuum jar



Extended the base of O2 trolley to prevent accidental fall



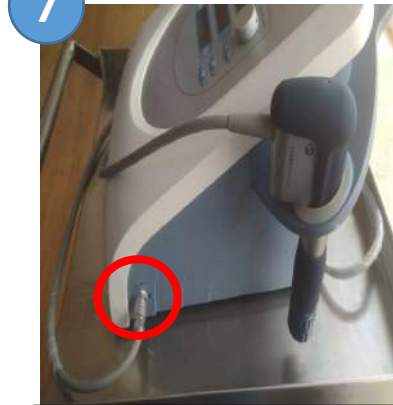
Wider footrest to prevent foot slipping and injury. Plus comfort and support



Fixed the couches with a safety belt to avoid patient fall



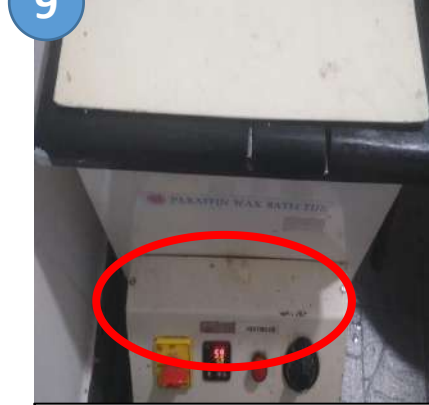
Velcro with car seat buckle and additional strap to prevent accidents



Process change – Avoid frequent unplugging of cables to avoid breakage



Wooden platform to prevent water seepage and avoid short circuit in Biodex



Digital temperature regulator and auto cut off to maintain optimal temperatures to prevent burns



10 b. Kaizen modifications related to Equipment and Facility – Contd.

11



Footrest extensions for good stability

12



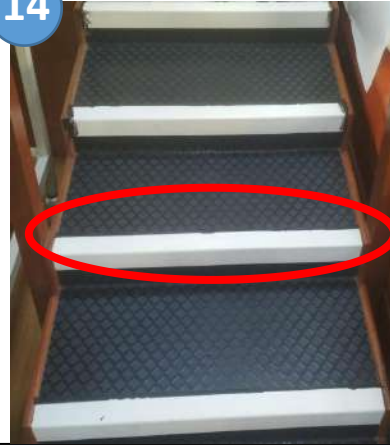
Bags to prevent loss of equipment and easy transport

13



Chair leg extensions to prevent spastic patients leaning over and fall

14



Strips at the edge of the stairs to avoid patient injury while climbing up/down

15



After use the safety switch is removed from the treadmill to avoid sudden start & potential fall

16



Wheels fixed - easy transport and reduce damage to flooring

17



Caretaker burden to manually support

18



Addition of extra strans to facilitate

19



Fixation of metallic mirror guard

20

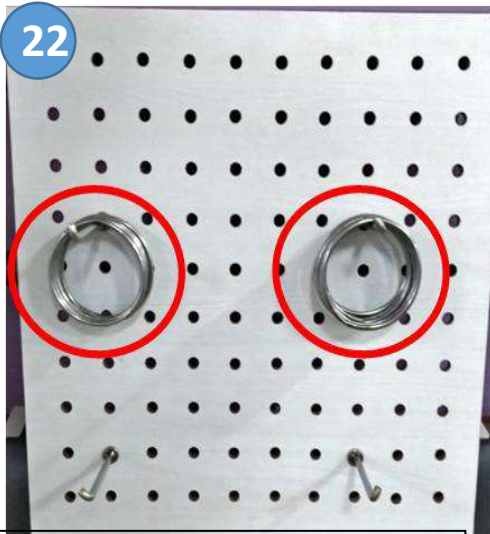


Entangled cables cause damage and cost for replacements.

10 c. Kaizen modifications related to Equipment and Facility – Contd.



Safety device – Orbi turn for safe patient transfers, Reduce manpower for shifting, Facilitate patient’s abilities



Assessment tool for endurance test, designed and created in house, Save cost



Fixation of traction unit to the base to prevent dislodging and sentinel events



CPM machine larger than trolley. Machine not usable if accidental fall. Customized trolley as per machine proportion



Fixation of hook to ceiling to prevent patient fall and damage to existing assets



Design and created transfer belts to reduce patient fall during treatment/transfers



Wireless patient alarm in disabled toilet – To help patients call for help if required

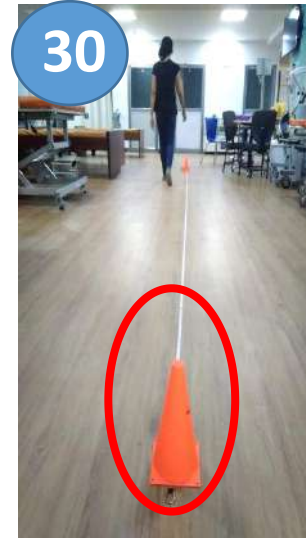


Addition of base padding to protect equipment and for good stability

10 d. Kaizen modifications related to Equipment and Facility – Contd.



Procuring Recliner wheelchairs with safety belt and head support to prevent patient slip and fall from normal wheelchairs during transfers. Additional leg support for post operative patients.



Measuring scale sticker – to reduce need for repeated placement of tape and cones for assessments



Fabrication of extra base extension for Cardiac monitors for good stability and avoid accidental fall and damage



Innovative use of head cap on chest vibrators to prevent contamination



Use of technology instead of risky manual procedure for safe patient transfers. Less manpower needed and less chances of contact and infection spread



Weekly cleaning, preventive maintenance and safety audit of recliner Wheelchairs

10 e. Kaizen modifications related to Equipment and Facility – Contd.

35



Process change – Patient to purchase own electrodes to avoid cross contamination

Direct Revenue: ₹2,29,680/ year

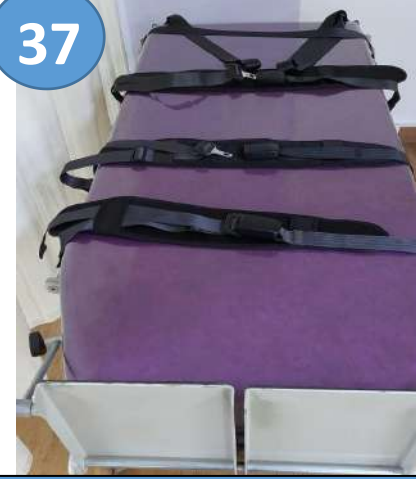
36



Use of in-house centralized pneumatic compressor

Cost saving: ₹ 3,50,000/-

37



Custom modified Tilt Table as per user suggestions

Cost saving: ₹ 3,31,500/-

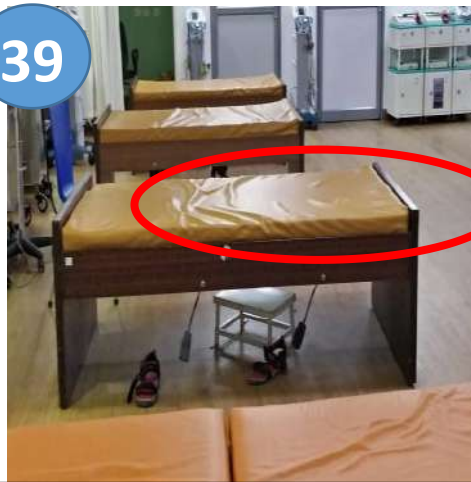
38



Locally manufactured economical pneumatic actuator for safety walker

Cost saving: ₹2,76,448/-

39



Upholstery lamination for beds – reduced repeated cost for torn upholstery change

Cost saving: ₹38,000/-

40



Use of discarded wheelchair part as a wall stand to avoid damage to Swiss balls

Cost saving: ₹ 50,000/-

11. Results

SI	KPI	Before Kaizen	Target / Status	Actual Achieved (2021)
1	Hazards proactively identified through KY audits (2017 – 2021)	0	↑	92.64%
2	Proportion of facility related positive incidents raised (2014 – 2021)	0	↑	99%
3	Adherences to safety practice as per SOP (Apr 2021 – Dec 2021)	No process	100%	95.83%
4	Percentage of equipment found clean and disinfected (2017 – 2021)	No process	100%	97%
5	5S compliance (2018 -2021)	No process	100%	93%
6	Process adherence to daily KY gemba audit and follow ups(2018-2021)	No process	100%	100%
7	Availability of functional equipment for clinical use (2017 – 2021)	86.9%	↑	96.80%



No focus on Care of equipments
Lack of ownership
Complaints



Blame
Increased Down time
Revenue loss



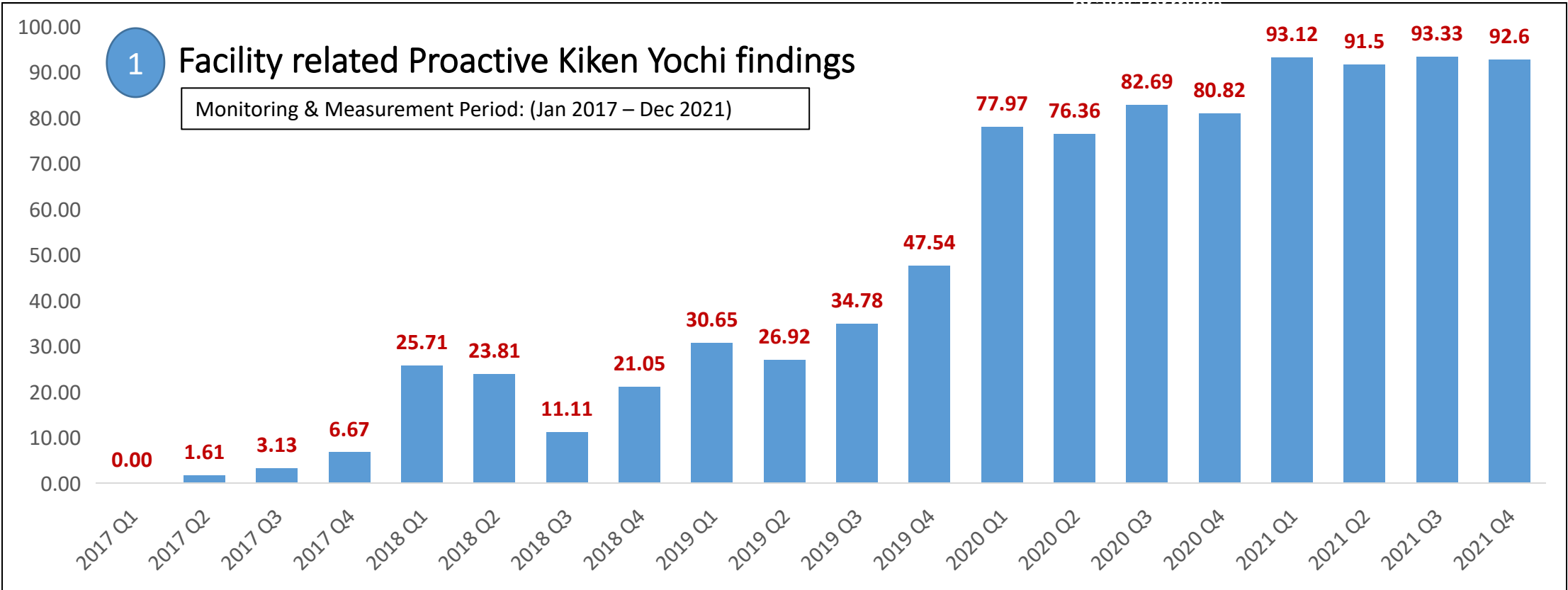
Champion
5S
SOP
Revised KY audit



Reminder Follow ups
Disinfection Process
Positive incident raising

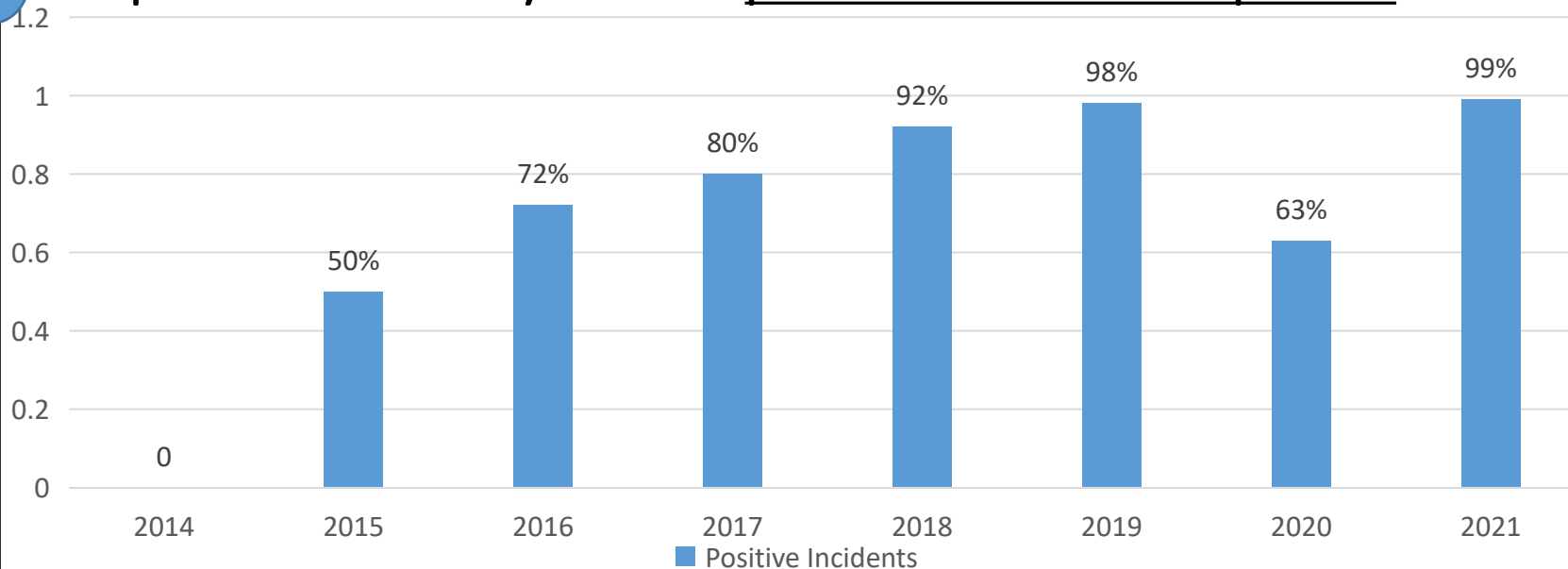


Safety Practice gemba audit
On spot Corrections
Daily Engineer visits



The culture of proactive identification of errors has been improving from a reactive complaint management system

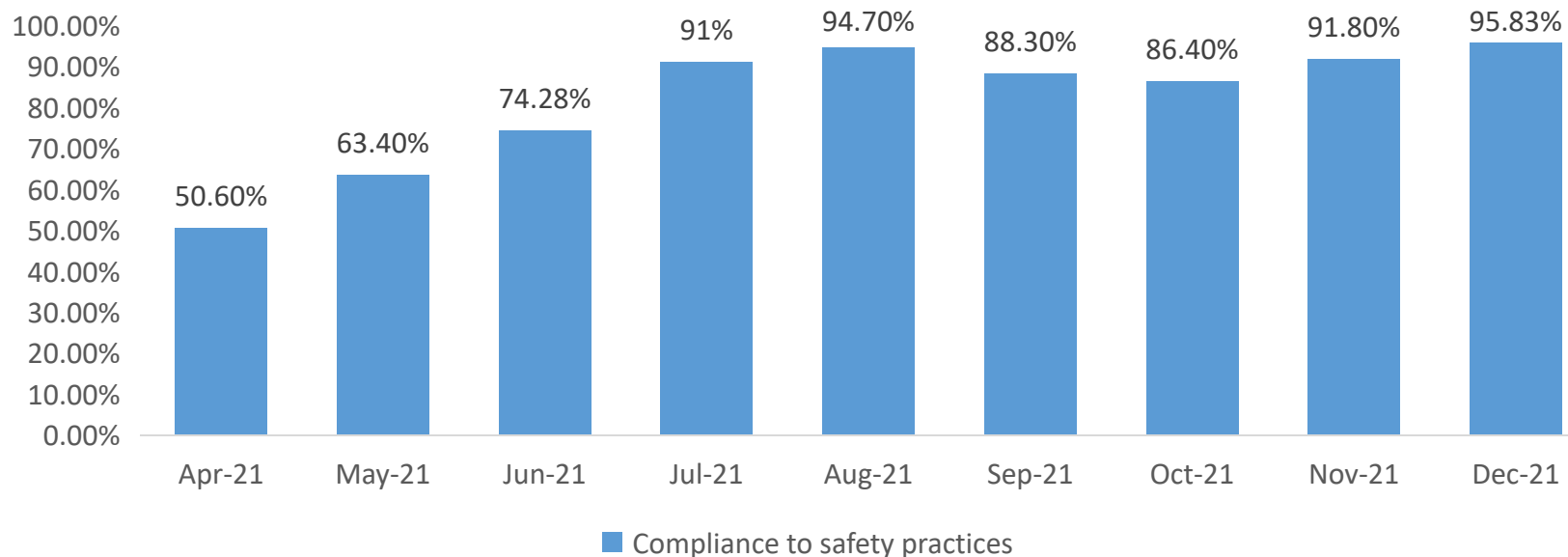
2 Proportion of facility related positive incidents reported



Monitoring & Measurement Period:
(Jul 2014 – Dec 2021)

The culture of identifying and raising positive incidents have been getting established which prevents major harm reaching patients/therapists.

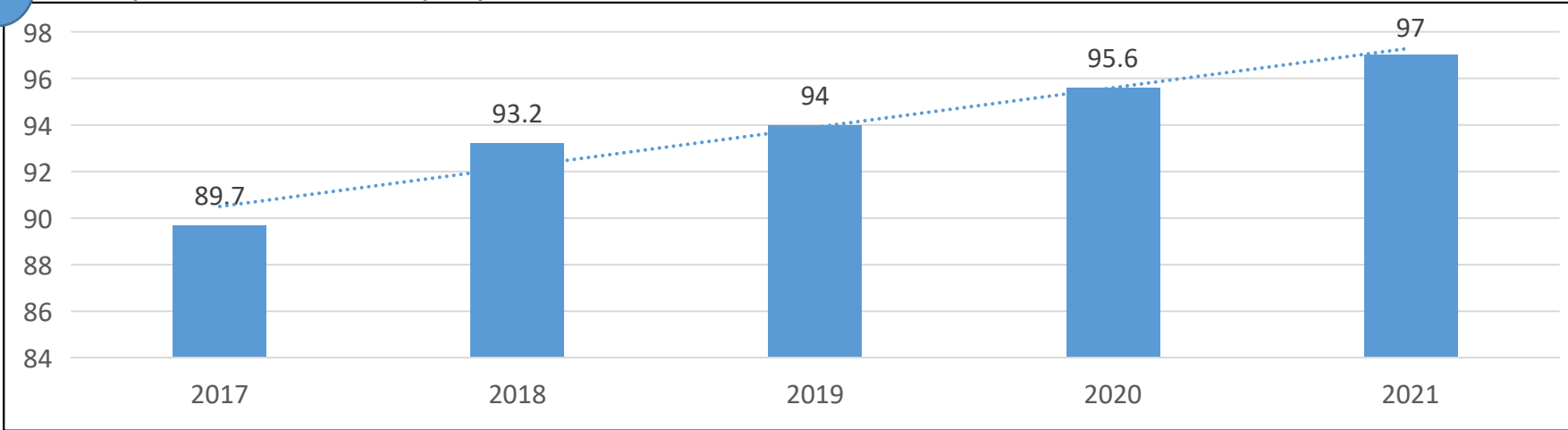
3 Adherences to safety practices as per SOP-2021



Monitoring & Measurement Period:
(Apr 2021 – Dec 2021)

The adherence to facility related safety practices as per SOP has been improving as per the shadowing audit findings.

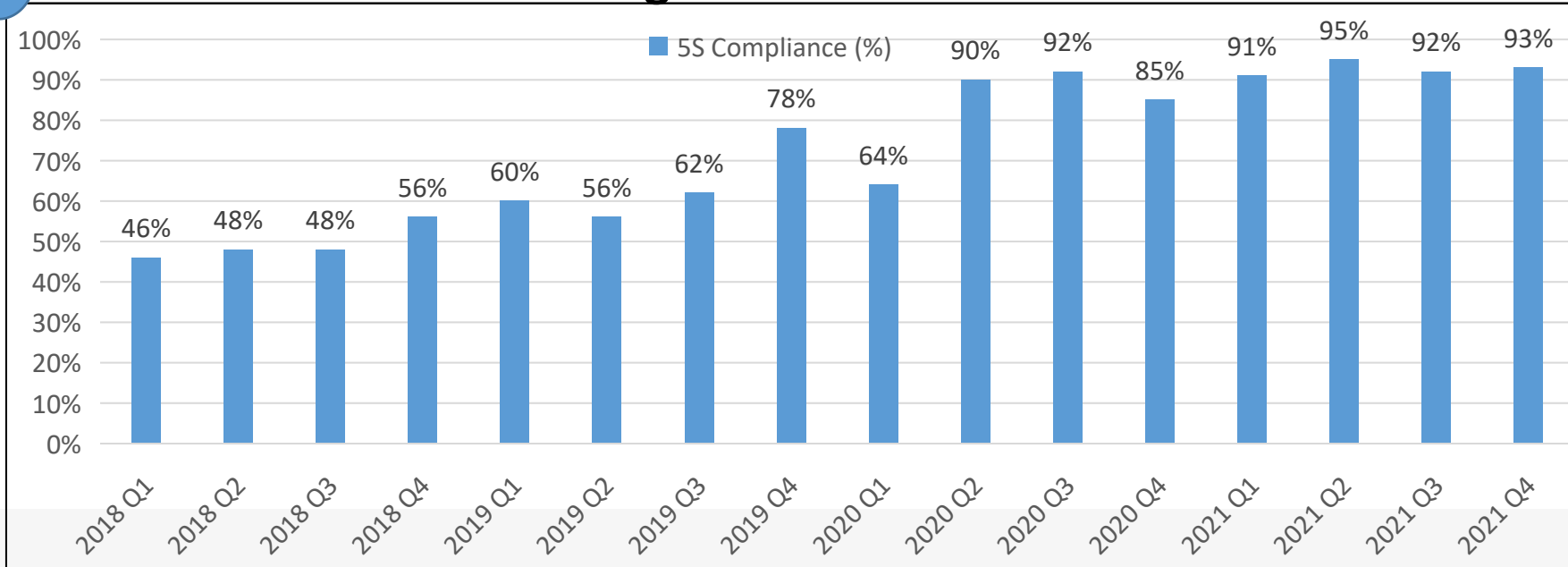
4 Proportion of equipment found clean and disinfected



Monitoring & Measurement Period:
(Jun 2017 – Dec 2021)

The process adherence to daily facility cleaning and disinfection has been improving

5 5S Process Adherence on gemba



Monitoring & Measurement Period:
(Jan 2018 – Dec 2021)

The culture of sustaining standardized 5S practices have been getting established which prevents damage to the equipments

12. Standardization for sustenance

- Automated **digital complaint escalation** system
- **Gemba shadowing** audit by supervisors for KY before procedure, 5S, OJT and on spot corrections
- **Dedicated Quality Circle for Safety** & Facility Upkeep, regular review of KPI
- **Appreciating Integrity** through HR laurel awards

13. Residual challenges

- **Lack of adherence during peak hours** for process compliance
- Lack of proactive gemba visits by service providers
- **Lack of HIRA based triaging** for complaint closure

14. Yokoten

- Implement the KY gamba audit practice to other teams

The Paradigm Shift

Evolution of Anzen-first culture for facility upkeep to ensure patient safety

PATHOLOGICAL

Who cares as long as
we are not caught

REACTIVE

We take action when
we have an accident

CALCULATIVE

Systems in place to
manage hazards

PROACTIVE

Identify challenges in
advance and deal

RESILIENT

Anzen first is
a Way of Life

*Safety Culture Model of Hudson



PASSION | OWNERSHIP | INTEGRITY | RESPECT | TEAMWORK