

Releasing Time to Care

The Productive Mental Health Ward

Well Organised Ward

Version 1

This document is for ward leaders, lead nurses, matrons,
nursing directors and directors with responsibility for improvement



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Introduction

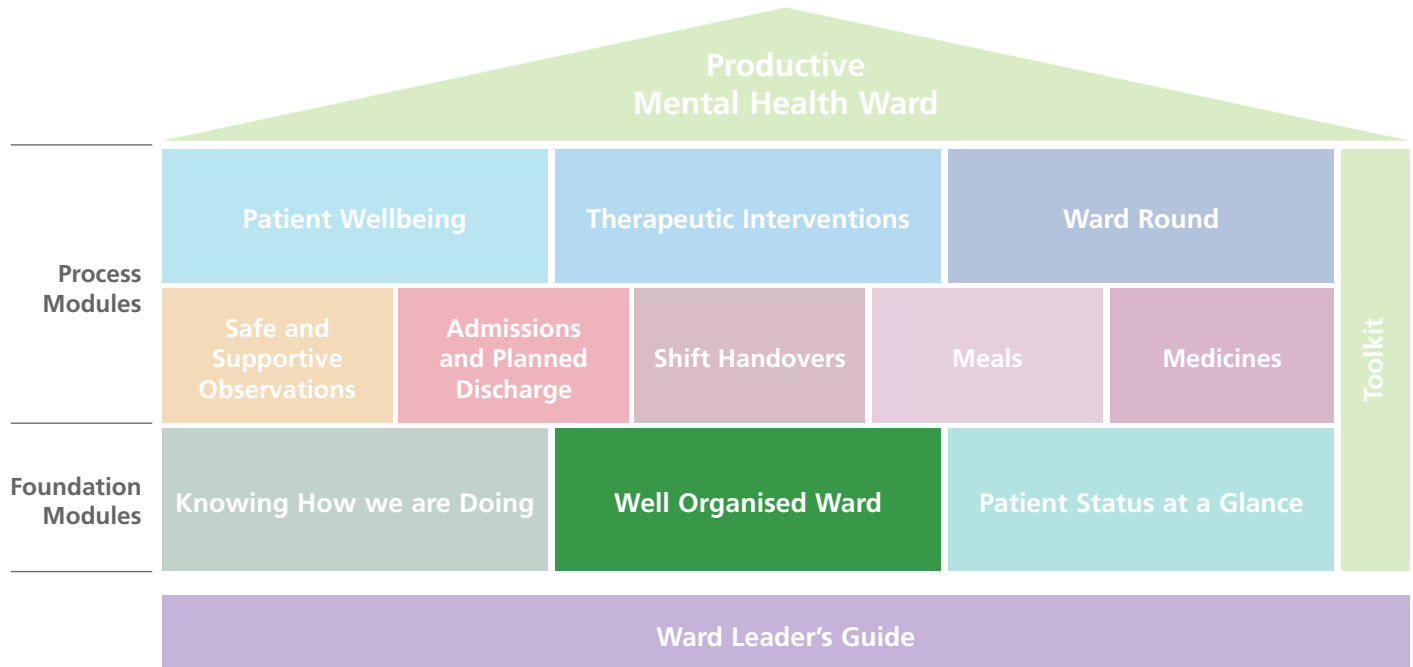
Your ward facilities can often feel like they are conspiring against you and your team's best efforts to deliver safe and dignified care. Equipment left out, full cupboards, uncharged equipment and untidy rooms and confusion over where things are stored all waste valuable time during your day.

Things do sometimes get tidied up but quite often the rooms and areas slip back into the old ways. The Well Organised Ward can help ensure your ward rooms and areas contribute positively to the care you deliver. Making things easy to find, understand, use and manage consistently.

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These modules create a Productive Mental Health Ward



What is the Well Organised Ward?

What is it?

The Well Organised Ward is an approach to simplify your workplace and reduce waste by having everything in the right place, at the right time, ready to go.

Why do it?

Your workplace often conspires against your best efforts to deliver great care for your patients.

The well organised ward helps you review this to ensure your workplace ensures:

- time will be saved - increase proportion of direct care time
- the ward will look and feel better - space will be created; increase patient and staff satisfaction
- things will be easier for staff - reduce unplanned absence
- mistakes and errors will decrease - some clinical risks will be eliminated, eg, reduce adverse incidents, MRSA

What it covers

This module describes how to use the 5S approach to organise areas in the ward.

The 5S steps are:

- Sort (remove what's not needed)
- Set (right thing in the right place)
- Shine (keep things ready to go)
- Standardise (an agreed, consistent process)
- Sustain (continually improve)

What it does not cover

This module does not tell you what to change, it concentrates on how areas should be improved.



5S is not about sorting and cleaning!

5S is **NOT** just about a good tidy up

It **IS** about having a ward where:

- things are immediately made ready for the next person
- the process for doing this is agreed and understood by everyone on the ward
- changes are maintained once they've been implemented until they are second nature
- there is the option to go back and make changes when things still aren't quite right
- you understand why things are done the way they are done
- areas that have undergone 5S will have clear visual standards that will build the foundations to sustain the changes

By starting with 5S you will be able to see visible changes on your ward and staff will see that they are empowered to make changes to their workplace!

People keep thinking back to when the matron told them to keep the ward clean – and think 5S is the same. But the big difference is, in 5S the whole team decides what to do, and owns it!

It is often useful to link the 5S of a room to a process - ie, 5S the clinic room whilst completing the medicine round process

Learning objectives:

The team will:

- understand the importance and application of 5S
- define what standardised work is and how it saves time and makes things easier
- define what visual management is and how it saves time and makes changes easier to sustain
- make better use of ward space and systematically reduce the amount of stock stored
- develop audits as a positive activity that help sustain improvements



Creating your module baseline and keeping track of progress

To help you know your position before you begin the Productive Mental Health Ward, and then actually see the progress you are making and maintaining, this module has its own 10 point checklist. These are based on the characteristics of a Productive Mental Health Ward in the area of the module. You will have carried out a complete assessment during your start-up as part of the web-based Productive Mental Health Ward healthcheck.

Remember... it is important to have your baseline measurement and regular measurements over a period of time.

To find the template for this module, go to the back pages of this booklet. There you will find an example template and a blank one for your use.

Visualisation - three-second rule

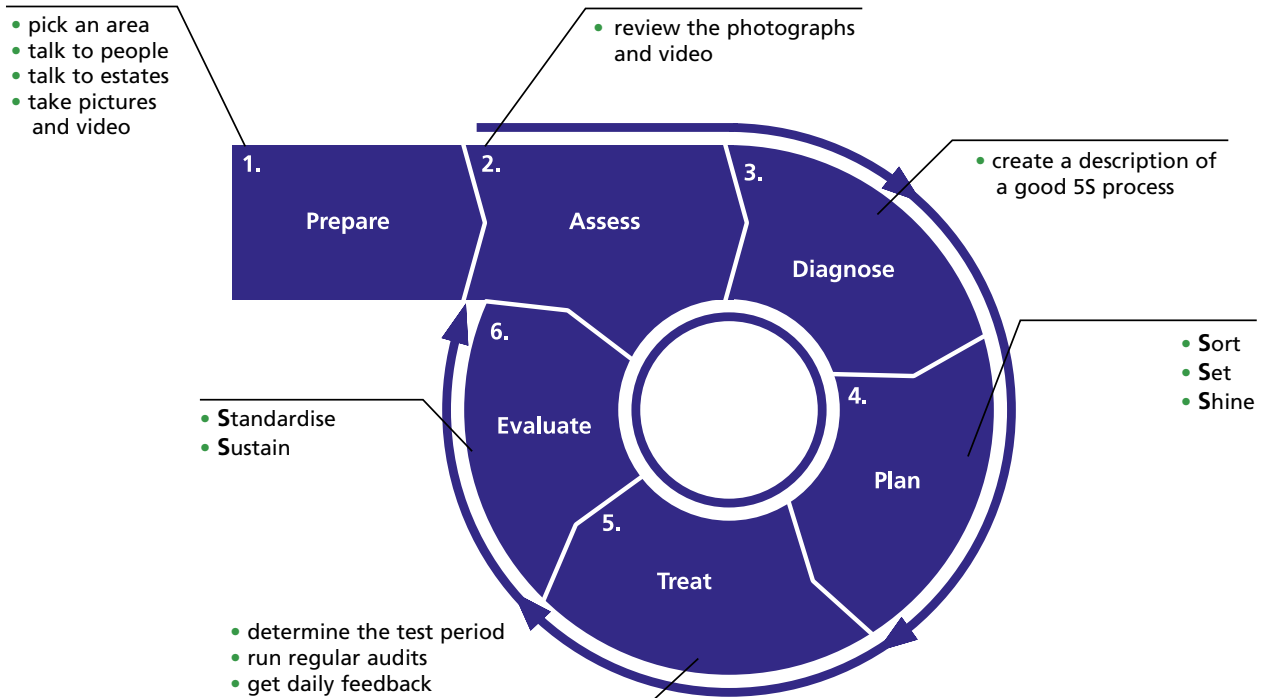
The Productive Mental Health Ward works towards the three-second rule. This is where visual management is used to communicate the status of an area or process within three seconds. Working towards this aim ensures any communications process is very clear and simple.

This means everyone using the area will be able to see within three seconds what they require

What tools will I need?

Tool	Toolkit reference number
Activity Follow	Tool no. 3
Waste Walk	Tool no. 4
Interviews	Tool no. 5
Photographs	Tool no. 6
Video	Tool no. 7
Timing Process	Tool no. 18
Cost/Benefit Analysis	Tool no. 11
Module Action Planner	Tool no. 12
Spaghetti Diagrams	Tool no. 14
Audit Planner	Tool no. 15
5S Game	Tool no. 17

How will we do this on our ward? - the 6 phase process



Prepare

Prepare

There are five steps in preparing a 5S exercise:

1. Pick an area of the ward

The decision about what area to start first can be split into two:

a) Impact:

- is there an area that has to be addressed immediately because of safety issues?
 - look through your last 20 incident reports to see if there are any trends in location or accident type
- is there an area that causes the most frustration for staff?
 - Refer to Toolkit tools no. 5 (Interviews)

- where can you have the most impact?
 - Refer to Toolkit tools no. 3 (Activity Follow) and Toolkit tools no. 4 (Waste Walk) to find out what areas staff are spending time in and where you can find waste

b) Resources/experience:

- do we have enough experienced staff to start with something big? (eg, nursing station, a place used by many people)
- is it better to start with a small area to build confidence on the ward?

2. Decide a team

- one ward leader
- one ward sister
- one improvement leader (if there is one)
- any other available ward staff depending on area:
 - clerical staff
 - stores staff
 - pharmacy staff



3. Talk to senior leadership:

- discuss budget in case work needs to be done by estates
- agree a small budget so sign off is not required
- confirm regular involvement in Shine
- talk to estates before you begin so they are aware you may need their services

4. Record how the chosen target area currently looks:

- refer to Toolkit tools no. 6 and 7 (Photographs and Video)

5. Decide on the main process that uses the area.

Refer to Toolkit tools no. 8 (Timing Processes)

- time the process (the section where it uses the area only) ie, for the meal delivery, time how

long it takes to collect and/or replace equipment

6. Introduce 5S to the team:

- use the 5S game (guidelines can be found on the NHS Institute for Innovation and Improvement's Productive Mental Health Ward web pages at www.institute.nhs.uk/productive-mentalhealthward)
 - playing the 5S game with all staff on the ward will give them a better understanding of what 5S means. This should be done at each stage if there are any new staff joining the team

7. Communicate to patients:

- make sure patients are fully briefed if you think that your 5S activities could cause disruption to them



To help you communicate to patients there is a poster on the Productive Mental Health website



ROOM #	DATE	TIME	STATUS
101	1/15	10:00	OK
102	1/15	10:00	OK
103	1/15	10:00	OK
104	1/15	10:00	OK
105	1/15	10:00	OK
106	1/15	10:00	OK
107	1/15	10:00	OK
108	1/15	10:00	OK
109	1/15	10:00	OK
110	1/15	10:00	OK
111	1/15	10:00	OK
112	1/15	10:00	OK
113	1/15	10:00	OK
114	1/15	10:00	OK
115	1/15	10:00	OK
116	1/15	10:00	OK
117	1/15	10:00	OK
118	1/15	10:00	OK
119	1/15	10:00	OK
120	1/15	10:00	OK



Prepare milestone checklist

Move on to 'Assess' only if you have completed ALL of the items on these checklists

Checklist	Completed <input checked="" type="checkbox"/>
1. Decided on the team.	<input type="checkbox"/>
2. Talked to senior management and estates.	<input type="checkbox"/>
3. Used Toolkit to pick ward target area.	<input type="checkbox"/>
4. Recorded how the area currently looks using video and photographs (using guidance from the Toolkit).	<input type="checkbox"/>
5. Played the 5S game with the team.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>

USE OF ROOMS



ALL STAFF
Have you handed your personal alarm back?



USE OF ROOMS

USE OF ROOMS
USE OF ROOMS
USE OF ROOMS



Ward Manager's Office

Assess

Assess - the key questions

What is the official use of the area?

- is this right - should it be redefined?
- is it being used for something different?

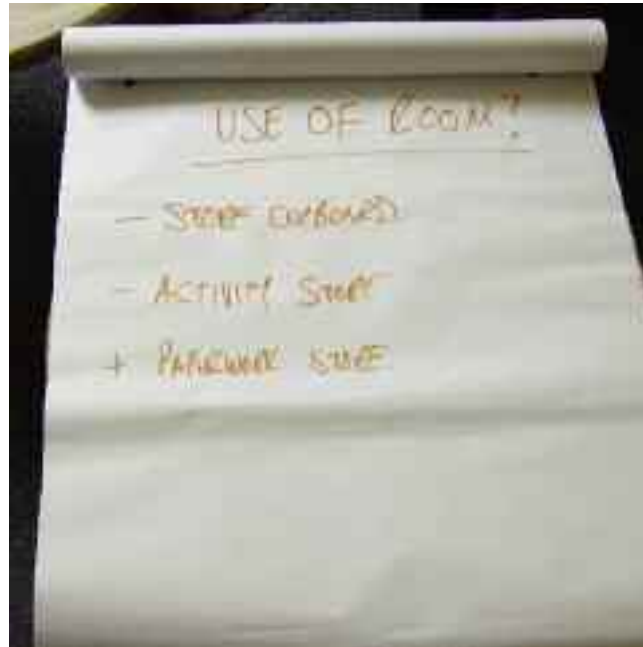
Are things easy to find?

- do you see risks to patient and staff safety?
- are staff struggling to do a particular task?
- what would a visitor/relative think?
- what does your environment say about your ward?



Write your answers on a flipchart so everyone's thoughts can be seen.

The page can be posted in the 5S area to remind your team where they started.



Assess

Information from your Activity Follow analysis

Interruption Counter		Sub Totals	Interruption Counter		Sub Totals
Interrupted by someone else			Interrupted someone else		
Interruption Type	Tally		Interruption Type	Tally	
Pocket Diary	/		Pocket Diary	///	
Advice			Advice	//	
Location of assignment	///		Location of assignment	/	
Location of information	///		Location of information		
Reactions	/		Reactions	///	
General Staff Query			General Staff Query		
Personal	///		Personal		
Other			Other		
Total			Total		



The Activity Follow analysis your ward carried out, in order to set up your team board during the *Knowing How we are Doing* module, gave you the amount of direct care time your ward staff currently have.

Your Activity Follow analysis also gave you important information on the level of interruptions your staff deal with during their working day. This information was captured in the 'interruption counter' section of the Activity Follow sheets.

Once you have the total number of interruptions, which are automatically summarised in the Totaliser, display them on your team board. It will form the baseline for your work for the Well Organised Ward module. The number of interruptions should go down after you have implemented this module.

Assess - milestone checklist

Move on to 'Diagnose' only if you have completed ALL of the items on these checklists

Checklist	Completed <input checked="" type="checkbox"/>
1. 5S Game played (if there are new team members).	<input type="checkbox"/>
2. Current use of the area noted and questions asked.	<input type="checkbox"/>
3. Interviews and notes reviewed.	<input type="checkbox"/>
4. Photos reviewed.	<input type="checkbox"/>
5. Videos reviewed.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>



USE OF ROOM:

- REST/LEARNING
- ACTIVITY SPACE
- + STORAGE SPACE



Diagnose

Diagnose - consider what 'good' looks like

The following pages detail examples of Well Organised Ward implementations carried out by hospitals doing the Productive Mental Health Ward programme. You should use them to stimulate discussion with your team.

Not all of them will be applicable to your specific ward environment.



Ideas that have worked - example 1

Don't be tempted to cherry pick these ideas, work through the module fully

Before (linen cupboard):



Sort: (in this case, due to the nature of the area, much of the shinning was done at this early stage)



Set: (pictures and coloured tape ensure visual management)



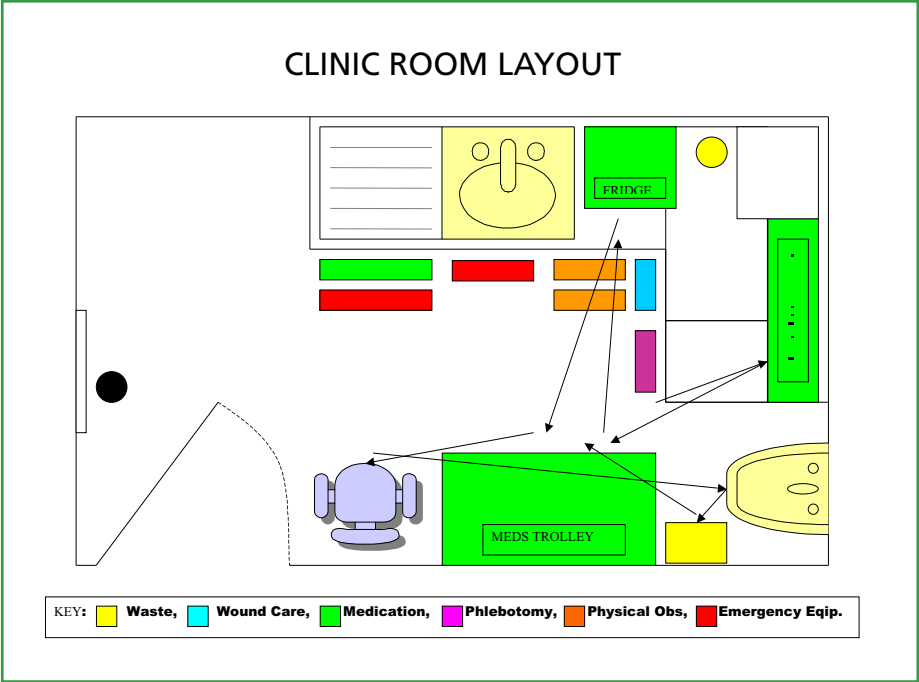
Shine:




This example is from Productive Ward testing



Standardise: This diagram shows a clinic room floor plan indicating where everything should be placed





Sustain: This is an example of a clinic room 5S checklist which was used to ensure that items remain in the right place and in the right quantity

Clinic room 5S checklist

Check that all items are in their designated area as per the floor map and visual guides on each cupboard

No.	Activity	Yes	No	Comments	Action	Signed off by
1.	Is the floor area clean and clear from litter/clutter?					
2.	Are the surface areas clean and clear from litter/clutter?					
3.	Are all the items in these areas required and used?					
4.	Are any items in these areas missing/ no stock available?					
5.	Are all items in their correct place?					
6.	Etc...					

Ideas that have worked - example 2

Before: (documentation in the nursing office)



Sort: Made an inventory of all documentation:

- 198 different documents were found including:
 - an accident book from 1992
 - patient information over 10 years old!
 - removed 104 documents as they were out of date/not used any more/available on intranet

Set: The remaining documents split into those for doctors and nurses. Nursing documentation sorted into:

- admission packs
- other nursing forms
- referral forms
- information

Admission packs now made up one week in advance

Standardise: Making up these packs has now been added to the weekend job list

Sustain: All audit/performance information on notice board behind station

This saves two hours of nurse time per week!

Ideas that have worked - example 3

Before (store cupboard): (how many boxes of large gloves does a ward need when 95% of the staff are female?...)



Sort: In this case, due to the nature of the area, much of the shining was done at this early stage





Set: Pictures and coloured tape ensure visual management - shelves removed to avoid overstocking

Shine: Shelves painted, working towards perfection and increasing pride



Standardise: An example audit created from a standard operating procedure

Store room 5's Check List																	
Visually review each item on a daily basis to ensure sustainment																	
No	Activity	Sign	when	M	T	W	Th	F	SA	SU	M	T	W	Th	F	SA	SU
1	Linen Trolleys stocked and clean		Daily														
2	No unwanted items in room		Daily														
3	No open packs of pads on shelves		Daily														
4	Check floor Sweep / Mop		Daily														
5	Check stock levels and action if any item down to minimum		Daily														
6	Everything in its designated place		Daily														

Week: - __/__/__ - __/__/__

Sustain: Regular audits carried out and actions set

Releasing Time to Care
The Productive Mental Health Ward

NO	TASK	VIST PRIMAID AUDIT SUSTAINABILITY (S) (A) (U) (I) (D) (S) (I) (T) (Y) (B) (I) (L) (I) (T) (Y)																	
		1	2	3	4	5	6	7	8										
1	SLUICE TEAM AUDIT																		
2	LINEN CLIPBOARD TEAM AUDIT																		
3	NURSING STATION TEAM AUDIT																		

Diagnose - milestone checklist

Move on to 'Plan' only if you have completed ALL of the items on these checklists

Checklist	Completed <input checked="" type="checkbox"/>
1. Carefully work through the examples with the team.	<input type="checkbox"/>
2. Openly discuss each example.	<input type="checkbox"/>
3. Consider the examples against your own environment.	<input type="checkbox"/>
4. Ask staff for new ideas, possibly building on the examples shown.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed and answers agreed by all?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>



Institute for Health and Improvement

5S INVENTORY SHEET

ITEM #	ITEM DESCRIPTION	CURRENT		PROP.	REMARKS
		QTY	GOOD		
1	1 box of paper clips	500			15 boxes
2	1 box of paper clips	500			10 boxes
3	1 box of paper clips	500			10
4	1 box of paper clips	500			Rubber
5	1 box of paper clips	500			Postcard
6	1 box of paper clips	500			1000
7	1 box of paper clips	500			100
8	1 box of paper clips	500			
9	1 box of paper clips	500			
10	1 box of paper clips	500			
11	1 box of paper clips	500			
12	1 box of paper clips	500			
13	1 box of paper clips	500			
14	1 box of paper clips	500			
15	1 box of paper clips	500			



Plan

Sort > Set > Shine

The 5S process looks like this

Steps

1. Sort

- eliminate anything from the area that is not essential

2. Set

- organise all the necessary tools and materials
- assign each object an ideal area in the room

3. Shine

- regularly clean and maintain the workplace and equipment

4. Standardise

- procedures to maintain an orderly, clean and functional work area

5. Sustain

- implement audits to ensure the workplace is improved and 5S becomes part of the everyday routine



Sort


Work and storage areas on wards tend to evolve over time. More often than not, items kept in work areas have just accumulated, are not used very often, or are being kept there just in case.

Cluttered and messy work areas are not just an eyesore, they create waste:

- wasted time searching for things
- ineffective use of space

In some cases areas have such a build up of clutter they become a health and safety risk.

1. Use an inventory sheet, a copy of the inventory sheet can be found on the NHS Institute for Innovation and Improvement's Productive Mental Health Ward web pages) to record the location and quantities of every item in the area. As you assess each item put a tag (or sticky note) on it.
2. Designate two areas in the room:
 - items that will be removed
 - items that you are unsure about
3. For every item on the inventory sheet ask the following questions:
 - do we really need it?
 - what is it used for?
 - how often do we use it?
 - when did we last use it?
 - is it still valid (in date, relevant, latest issue)?



Be decisive - if you have not used an item in six months then bin it or send it back

As you go through each item,
based on your answers separate
all items into one of the
following groups:

MUST
STAY

REMOVE /
DEFINITELY
GO

CAN'T
DECIDE

- put the remove and can't decide items in the designated areas
- highlight the item in a corresponding colour on the inventory sheet

This process can take a very long time as in some areas a lot of stuff has accumulated over time.



Don't forget to
communicate to all
staff and patients -
things can get untidy
as you start to sort

Sort - using an inventory sheet is an important part of the 5S process

As you tag each item, record it on an inventory sheet:

Don't skip this!
The inventory sheet provides evidence of your change and becomes your bargaining chip

5S INVENTORY SHEET							
NHS Institute for Innovation and Improvement							
The item			The location		The quantity of the item in the area		
DEPARTMENT				AREA			
CURRENT				PROPOSED			
REF #	ITEM DESCRIPTION	LOCATION	QTY	COST	NEW LOCATION	QTY REQ'D	COST
1	LATEX GLOVES-L	SHelf	20	£100	SHelf	5	£25
2	YELLOW APRONS	CABINET	12	£60	SHelf	5	£25

The approximate cost of the item in the area

Proposed locations and new quantities can also be added on this sheet



What to do next with the items

MUST
STAY



- move on to Set stage

REMOVE /
DEFINITELY
GO



- as many items as possible to be given to other wards and returned to stores
- anything broken or expired should be disposed of following hospital waste and recycling policy
- total up the money your team has saved on the inventory sheet (items that have been returned to stores or given to another ward)

CAN'T
DECIDE



- store these items in a safe place for one month
- only re-introduce these items if someone has requested them

Sort - milestone checklist

Move onto 'Set' only if you have completed ALL of the items on these checklists

Checklist	Completed <input checked="" type="checkbox"/>
1. 5S game played (if there are new team members).	<input type="checkbox"/>
2. All items in the target area recorded on an inventory sheet.	<input type="checkbox"/>
3. All items discussed with team and each item tagged as either must stay, unsure or definitely go.	<input type="checkbox"/>
4. All items marked 'definitely go' have been removed or returned.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>

Set

Time is wasted searching for things:

- setting means you won't spend time looking for something that isn't there

Having a place for everything means that you can easily:

- see what you need when you need it
- see if something is missing
- maintain these standards (once you Standardise)

The Process

1. Group items by use/frequency of use/size - this reduces time in collecting items used for the same or similar purposes.

2. Identify the best locations for each item – so you do not standardise in the wrong place!
 - use the Spaghetti Diagram section in the (Toolkit tool no.14, example on next page)



Example of an activity storage that has been through the Sort and Set stages

3. Communicate the changes to all staff who use the area - to prevent it from taking even longer to find something because it now has a different (though fixed) location.

4. At this stage you may want to invite other departments linked to the area you are working on. For example, if you are working on the clinic room then invite pharmacy and stores representatives.

Don't be tempted
to do this alone
- it must be a
team effort

Using Spaghetti Diagrams to help Set

Making a Spaghetti Diagram is ideal to help decide how to set an area.

- to start either draw out or obtain a plan drawing of the area your team is working on
- plot a member of staff using the area on the plan by marking where the person moved
- this can be done by following the staff member or by watching a video that you may have made when working on a process, ie,
 - therapeutic interventions - you look at the activity store room
 - medicine round - you look at the clinic room



- measure the distance travelled and write it on the plan
- Example of staff member's movements when using a sluice
- work with the team to create a better way of setting the room so that movement is cut down



- plot the team's new set layout and the impact that has on the users of the room in a different colour on the plan – as above

In this case less movement does not just mean saved time; it means better infection control practice as bed pans are moved around less in the sluice.

**Remember, you don't work
in a 2D world**

It is easy when working with Spaghetti Diagrams to forget the world is not flat. It is important to Set your area by considering how the area works vertically, not just horizontally.



The picture on the right features an instance where the shelf is of limited use to the majority of staff members...



Additional considerations

- frequently used items should be closer to where you need them
- items used together should be kept together
- items may need to follow safety guidelines with regards to temperature, light, ventilation etc,

Marking locations:

Make the locations of items clear using visual management. This can be done by using coloured tape, photographs or colour coding.

Infection control:

Always check with infection control about the use of tape. Explain it is a temporary measure and ensure that, as soon as possible and when staff are happy, the markings are made permanent.

Using coloured tape



Colour coding



Photographs



Make it clear what is stored where. Make it easy to find out what is and what isn't stored in specific areas.

Talk to estates early on to find ways of replacing tape marking with a permanent solution, infection control compliant solution such as engraving, resin, paint or heat seal tape

Visual management - three-second rule

The Productive Ward works towards the three-second rule. This is where visual management is used to communicate the status of an area or process within three seconds. Working towards this aim ensures any communications process is very clear and simple.

An example of visual management giving a clear signal is illustrated in the images below:



This is an example from Productive Ward testing.

The message is clear: this commode is clean and ready to go.



DATE	CURRENT	PRICE
1/1/12
1/2/12
1/3/12
1/4/12
1/5/12
1/6/12
1/7/12
1/8/12
1/9/12
1/10/12
1/11/12
1/12/12
1/13/12
1/14/12
1/15/12
1/16/12
1/17/12
1/18/12
1/19/12
1/20/12
1/21/12
1/22/12
1/23/12
1/24/12
1/25/12
1/26/12
1/27/12
1/28/12
1/29/12
1/30/12
1/31/12



USE OF ROOM
 ...
 ...
 ...



ALL STAFF
 Have you handed your personal alarm back?



USE OF ROOM
 ...
 ...
 ...



Set - milestone checklist

Move on to 'Shine' only if you have completed ALL of the items on these checklists

Checklist	Completed
1. 5S game played (if there are new team members).	<input type="checkbox"/>
2. Items grouped by use, frequency of use, or size.	<input type="checkbox"/>
3. Best location for each item identified.	<input type="checkbox"/>
4. New layout decided.	<input type="checkbox"/>
5. New locations for equipment marked as suggested or with other ideas from the team.	<input type="checkbox"/>
6. Changes to the area communicated to all staff.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>

Shine

Now that all of the items in your target area have been Set, you and your team can now clean the work area so that it is an area to be proud of.

Remember, if there are any new team members you need to play the 5S game with them.

The key principles of Shine are:

1. Infection control – follow your hospital guidelines to establish the best cleaning tools and procedures for your target area.
2. Cleaning shows the outside world that you and your team are in control of the target area.
3. Getting up close and dirty with the target area while cleaning allows for close inspection of the target area. This helps to highlight any faults.





A manager setting an example by joining in and scrubbing the floor during the Shine stage

Take note, she will wear more practical clothes next time!



The nursing director (left) and a ward manager also setting an example by getting stuck in during the Shine stage



An example of a room following the Shine stage

Make sure you get pictures of your leadership team helping you. It will help tell the story later on

Shine

1. Clean the area thoroughly involving as many people as possible (eg, ward staff, senior staff).
2. Ensure your cleaning follows organisational policy with regards to infection control.
3. Talk to external people (eg, materials management, pharmacy) if you would like their help in getting something regularly restocked.
4. Talk to estates if you think major changes need to be made to a room (eg, removal of sinks, additional outlets).

5. Keep equipment ready to go:
 - understand current maintenance schedule and responsibility for equipment
 - re-stock (eg, commode pans are available when needed)
6. Agree who will help to maintain the area and the equipment on an ongoing basis.

7. Senior leadership should be on the schedule at least once a month.

Prepare the team for likely frustrations - such as delays in minor estates work

Use Toolkit tool no.16 (Audit Planner) to help schedule

Shine - milestone checklist

Move on to 'Treat' only if you have completed ALL of the items on these checklists

Checklist	Completed
1. 5S game played (if there are new team members).	<input type="checkbox"/>
2. Target area cleaned.	<input type="checkbox"/>
3. Talked to estates (if needed) - note: work may be delayed if estates need time to do any major work.	<input type="checkbox"/>
4. Talked to external people (if needed).	<input type="checkbox"/>
5. Broken equipment repaired.	<input type="checkbox"/>
6. All equipment made ready-to-go.	<input type="checkbox"/>
7. Roles and responsibilities of new cleaning plan discussed with the team.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>



655 INVENTORY SHEET		Warehouse Location and Map
Item #	DESCRIPTION	QUANTITY
1
2
3
4
5
6
7
8
9
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49
50



Treat

Treat - the new layout

What are we testing?

1. Do the changes make any difference?
2. Are staff following the changes?

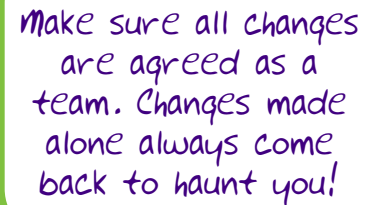
Before the test starts

- determine period for the test,
 - long enough to allow failures
 - short enough to change and retest
- identify additional temporary data collection methods as required (eg, add five minutes at the end of handover to get feedback)
- set the start and end dates
- inform all staff personally at handover meetings across all shifts, and also post notices in the ward

- agree the audit checklist (see the Sustain section, starting on page 67)

During the test

- run regular and random audits
- get daily feedback from staff and patients on how they feel the new layout is working
- take after photos and video during the test period
- invite visitors from senior leadership as appropriate to view the new layout and fill audit checklist



Make sure all changes are agreed as a team. Changes made alone always come back to haunt you!

Treat - milestone checklist

Move on to 'Evaluate' only if you have completed ALL of the items on these checklists

Before the test starts	Completed <input checked="" type="checkbox"/>
1. Test period determined.	<input type="checkbox"/>
2. All staff informed.	<input type="checkbox"/>
3. Audit checklist agreed and responsibility assigned.	<input type="checkbox"/>
4. Senior managers invited.	<input type="checkbox"/>
During the test	Completed <input checked="" type="checkbox"/>
5. Staff feedback collected.	<input type="checkbox"/>
6. After photos and video taken during the test period.	<input type="checkbox"/>
7. Daily audits during tests completed.	<input type="checkbox"/>
8. Visits and audits carried out by senior management.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>

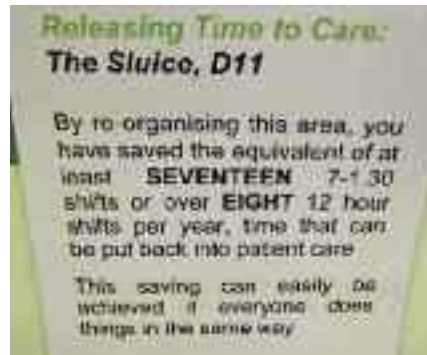


Evaluate

Standardise > Sustain

Evaluate

1. Review audits to see if the test has been honest and complete.
2. Review feedback from staff and patients, as well as the after photos and videos.
3. Decide where there are still opportunities for improvement and if there are additional changes that can be made to the area, eg:
 - a piece of equipment kept in the area wasn't used after all
 - the layout can still be improved
4. Update or complete a new inventory sheet to work out the difference in number of items and value of items held in the area from the first inventory sheet.
5. Assess the impact in terms of time:
 - repeat the timings you made in the Prepare section and communicate the time saved



Example from Productive Ward testing

Evaluate - milestone checklist

Move on to 'Standardise' only if you have completed ALL of the items on these checklists

Checklist	Completed <input checked="" type="checkbox"/>
1. Audits reviewed.	<input type="checkbox"/>
2. Feedback from staff reviewed.	<input type="checkbox"/>
3. After photos and videos reviewed.	<input type="checkbox"/>
4. Inventory sheet updated and savings identified.	<input type="checkbox"/>
5. Communicate potential impact to staff.	<input type="checkbox"/>
6. Additional opportunities for improvement discussed and decided upon.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>

Standardise

Standardising work increases quality and efficiency.

Having standards makes it easy for new/agency staff to see how things are done.

Standardising is about:

- agreeing a standard
- communicating the standard (shifts/areas)
- documenting the standard (displaying)
- following the standard

*Clear, well
communicated
standards are the
foundations of
sustaining changes*

The Standardise process

1. Decide what needs to be done on a regular basis to maintain the area and how often.
2. Use this information to write standard procedures:
 - standards can be presented in many forms:
 - visual aids
 - photos
 - worksheets
3. Agree who will do the audit on an ongoing basis.
4. Communicate new standards to all staff.

Example - standard

5S AUDIT SHEET

Date:

Area:

Audited By:

Champion:

No	CHECK ITEM	DESCRIPTION	M	T	W	T	F	S	S
1	Are all items required within this room?	All items within the area have a picture board. There are no unwanted items.							
2	Is everything within a specified parking bay?	According to the floor plan							
3	Is the layout of the room suitable for identified use?	Items are set by frequency/clustering							
4	Are high standards of cleanliness maintained?	All items and the area is free from dust and clutter							
5	Is the room in a good state of repair?	All fixtures and fittings are to a high standard							
6	Is there evidence recent /up-to-date communication regarding the area?	Notice boards are up-to-date							
7	Are standard operating procedures visible?	Standardised work processes are visibly displayed and there is evidence of their use							
8	Are all standard operating procedures being adhered to?	Read and check							
9	Do staff have 5S awareness?	Check if list available or question staff							
10	Are previous audit observations actioned?	Check previous problem counter measure sheets							
SCORING: Mark 1 for YES and 0 for NO									
All 0 and NO must be actioned on problem counter measure sheet and planner		TOTAL SCORE:							

Example - communication

This room has undergone 5S!

'A place for everything and everything in its place'

What is 5S?

We have used what is often called the 5S model. These are a set of questions that help you think about organising the work environment, sorting a room, trolley, desk or piece of equipment.

Sort - do we need it?

Set - position things so that everyone knows where to find them.

Shine - clean the area

Standardise - agree, communicate, document and follow.

Sustain - use as part of daily routine and continually improve.

Why 5S?

We want to make sure you have what you need, where you need it and when you need it!

Less time spent looking for equipment and information means more time spent with the patient.

What have we changed?

Patient information board

- colour coded by consultant.

The board provides a visual update on individual patient status.

Notes trolleys are now stored in this room and should be returned to the corresponding coloured bay.

Chairs and desks have been removed to increase space and improve access.

Shelving units have been revised, only information (policies and procedures) which are relevant and up to date are now stored.

This also provides a great way of explaining changes to visitors on the ward

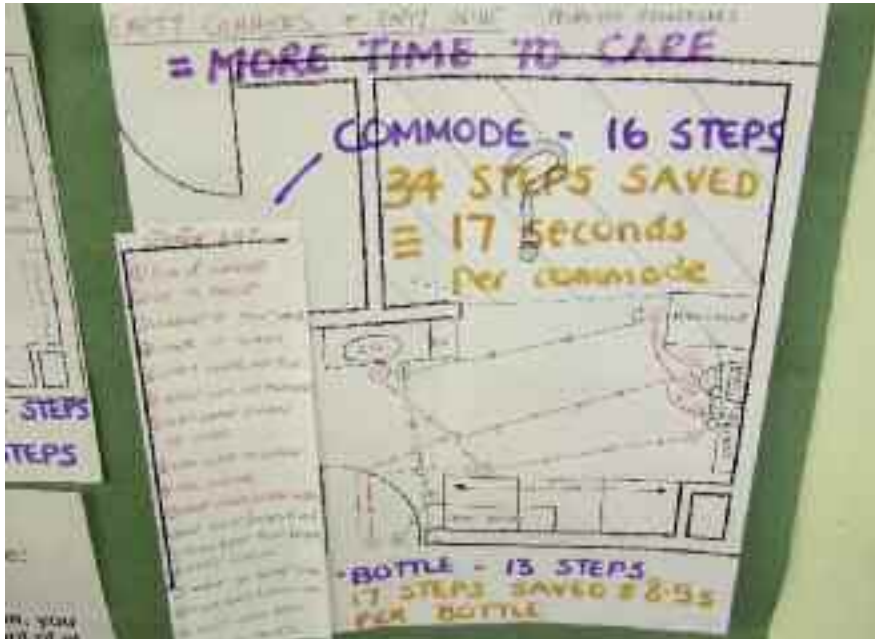
Notice boards have been reviewed. Information displayed is structured, up-to-date and relevant.

The **layout of the room** has been improved. The working environment is more productive and functional.

We welcome your comments and suggestions to make this work environment more efficient! Thank you for your cooperation

Productive Mental Health Ward Improvement Team.

Example 2 - communication



This is an example from Productive Ward testing

Standardise - milestone checklist

Move on to 'Sustain' only if you have completed ALL of the items on these checklists

Checklist	Completed <input checked="" type="checkbox"/>
1. 5S Game played (if there are new team members).	<input type="checkbox"/>
2. Decided what needs to be done on a regular basis and how often.	<input type="checkbox"/>
3. Standard procedures and checklists written.	<input type="checkbox"/>
4. Staff to do this on an ongoing basis agreed.	<input type="checkbox"/>
5. New standards communicated to the entire ward team.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>

Sustain

You and your team have now sorted out, set, shined and standardised your target area. This will make the area help you deliver care to your patients instead of the area hindering you!

This last S is the hardest S of all. To make sure the hard work does not come to nothing, we need to ensure that the area is sustained. This is not reliant on hard work and vigilance but it is reliant on a scheduled audit system that you design and agree with your team.

Sustain moves 5S from being just a project to being part of everyday ward life.

Audits are for
life not just
for Christmas....



The Sustain process

1. Develop a 5S audit sheet as a team.
2. Create Audit Planner (see Toolkit, tool no.15).
3. Agree who will do the audits on an ongoing basis - try to involve as many people as possible, eg, a rotating list of staff. Use handover to communicate.
4. Perform regular 5S audits. Keep audit in the area.
5. Display and communicate audit results.



***Just setting
the standard
is not enough.***

Auditing the facilities must
become part of everyday
life on your ward.

***To maintain the
benefits of 5S,
never stop auditing!***



Example of an audit for an area that has undergone 5S

Audits are part of a system to maintain changes and to make sure 5S becomes routine.

The audit lists the key standards that should be maintained in the area

The checklist states who is going to do the audit and when

Every standard should be marked 'yes' or 'no'

Comments can be added to give the reason why standard not met

No	Activity	Who	Where	Yes	Yes	Yes	Yes	Yes	Yes	Comments
1	Remove clutter to create effective floor	SE	Doc	Y	Y	Y	Y			ALL THE PACKAGES IN THE ALL TIME OF ABILITY
2	Check and put in proper order	SE	Doc	Y	Y	Y	Y			
3	Check and correct the use of equipment	SE	Doc	Y	Y	Y	Y			
4	Check and correct the use of equipment	SE	Doc	Y	Y	Y	Y			
5	Check and correct the use of equipment	SE	Doc	Y	Y	Y	Y			
6	Check and correct the use of equipment	SE	Doc	Y	Y	Y	Y			
7	Check and correct the use of equipment	SE	Doc	Y	Y	Y	Y			
8	Check and correct the use of equipment	SE	Doc	Y	Y	Y	Y			

Ensuring the audits are completed - Audit Planner

- using the Audit Planner (Toolkit tool no. 15) will show who needs to do an audit, when audits should be completed and whether audits are completed on the planned days
- the Audit Planner should be displayed in a prominent position on the ward
- it is used in conjunction with the Visit Pyramid and guidelines (in Toolkit tool no. 16)

Releasing Time to Care

The Productive Mental Health Ward

AUDIT PLANNER

NO.	NAME	FOR HOW LONG (MIN)	FOR HOW LONG (MAX)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24		
1	RESEARCHER																												
2	RESEARCHER																												

Sustain - milestone checklist

Checklist	Completed <input checked="" type="checkbox"/>
1. 5S audit sheet developed.	<input type="checkbox"/>
2. Audit planner created and responsibilities agreed.	<input type="checkbox"/>
3. Regular 5S audits done.	<input type="checkbox"/>
4. Audit results communicated.	<input type="checkbox"/>

Make sure all shifts are aware of progress and discuss this as part of the shift handover

Effective teamwork checklist	Tick if YES
1. Did all of the team participate?	<input type="checkbox"/>
2. Was the discussion open?	<input type="checkbox"/>
3. Were the hard questions discussed?	<input type="checkbox"/>
4. Did the team remain focused on the task?	<input type="checkbox"/>
5. Did the team focus on the area/process, not individuals?	<input type="checkbox"/>

How can I make it stick?

Monitor and audit continually	<ul style="list-style-type: none">• conduct a daily audit on the areas to ensure the changes made are being followed• discuss how often audits should be done going forward and when the Audit Pyramid should be introduced
Do not stop improving	<ul style="list-style-type: none">• get your head of nursing or equivalent to participate in auditing and regular maintenance of areas that have undergone 5S• if you are a ward leader discuss audit results with ward staff at least once a month at the weekly review meeting (refer to Knowing How we are Doing module)• ensure changes made are brought to the attention of senior leadership
Maintain the standard	<ul style="list-style-type: none">• encourage ward staff to continue to find newer and better ways of doing things – it is not about doing this once and then applying standard operating procedures, but about improving them continually• standard operating procedures can be used to make sure the changes are maintained and to create a ward manual

Learning objectives complete?

Five objectives were set at the beginning of this module.

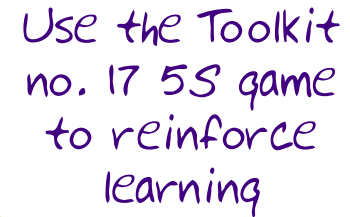
Test how successfully these objectives have been met by asking three team members (of differing grades) the questions in the grid below. Ask the questions in the first column and make an assessment against the answer guidelines in the second column.

The results of this assessment are for use in improving the facilitation of this module and are not a reflection on staff aptitude or performance.

If all three team members' responses broadly fit with the answer guidelines then the learning objectives of the module have been met.

Note the objectives where the learning has only been partly met and think about how you can change the way you approach a module next time so that the objectives are fully met.

It sometimes helps to re-read the module and reflect on the experiences in implementing the module first time round.



Use the Toolkit
no. 17 5S game
to reinforce
learning

Question (ask the team member)	Answers for outcome achieved
Why we 5S?	<ul style="list-style-type: none"> • reduces time wasted looking for things • saves space • makes the ward an easier place to work in • creates clear standards for areas
Define visual management and how it is used in the Well Organised Ward?	<ul style="list-style-type: none"> • visual management aim is to be able to find the status of an area or process in three seconds • uses pictures, symbols and colours instead of words • used to mark out areas, stock levels, locations, etc,
How can 5S make better use of space?	<ul style="list-style-type: none"> • reducing level of stock held • placing items in defined areas • by designing rooms around their intended use
Define standard work and how it is used in the Well Organised Ward module to increase quality?	<ul style="list-style-type: none"> • important tool for communicating • key to sustaining new well organised ward process • agreed by the team, not by an individual • record the best known (highest quality) way the team knows for well organised ward process
Where do audits fit into the Well Organised Ward module and how are they used?	<ul style="list-style-type: none"> • ensures people are carrying out the new well organised ward process • should be quick • based on the standard created by the team • never stop using audits

10 point checklist

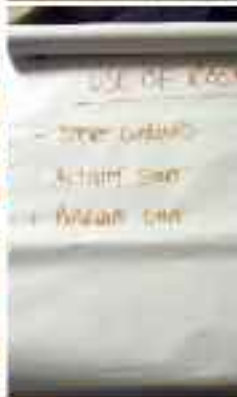
Example

The grid to follow allows you to measure your performance against the 10 point checklist for this module. You should shade in the boxes according to your achievement of the measure. Your progress is clearly visible.

You should continue to monitor monthly.

Before Starting	After 2 Weeks	After 4 Weeks	After 8 Weeks

10 point checklist Well Organised Ward	Before Starting	After 2 Weeks	After 4 Weeks	After 8 Weeks
All the items in the area have a clear purpose and reason for being there				
There are specific locations for everything				
The locations for these items are clearly marked				
It's easy to see if something is missing, in the wrong place, or needs to be re-stocked				
All the equipment is regularly maintained and kept ready-to-go				
There are standard operating procedures on the use of the area and all staff are aware of how things should be done				
Regular and random audits are conducted against the standard operating procedures to make sure the changes are maintained				
A new member of staff can easily find things and understand how things are done				
Quantities of stock are based on usage				
The replenishment of stock matches demand				



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