TQM- gvb nᵱŠZ mmcⱱᶻyj ┼mevë e¯¨(cbⱱi bZb ⱳⱳMš—

TQM-Defining new paradigm of Quality assurance in Hospital Service Management

1. nᵱbv

hⱳI mmcⱱ Zyj ᷭtjv RbmaⱱibtK ᷭi'Zç¥©┼mev cÖⱱb K‡i, ⱳKš' ev¯‡e ᶠLv hɥᵗQ, ┼mev MⱬbKⱴiⱳⱬb ueᵗkIK‡i ‡iⱳⱳⱬiⱴ┼mevcÖⱱbKⱴixᵗi Dci Amšó Ges ZⱴᶠI uei‡× AⱴᶠᵗhⱳMKi‡Q| Kⱴib ┼mevcÖⱱbKⱴixiv (service provider) Zⱴᶠi ᶠh ai‡bi ┼mev cÖⱱb Ki‡Q, ZⱴᶠZ Zⱴᶠi cⱬᶖ¨kv ci‡Y nᵗᶠQ bⱴ A_® AⱴKIᵱqfⱴe ┼mevcÖⱱb Kivn‡ᵗQ bⱴ| d‡j ┼mevMⱬbZⱴᶠi (customer) cⱬᶖ¨kvAc¥ᵱ ‡_‡K hⱴtᵱQ|

G‡¶‡ᶠÎ Ac¥©cⱬᶖ¨kv ᷭtjvgjZ ⱳKrmⱴnᵱⱥᶖⱪ bq, eisⱳKrmⱴ┼mevi gⱳb nᵱⱥᶖⱪ| ‡hgb, ┼mevMⱬbZⱴᶠi ghᵅ°ⱴ, ‡gᶘjK, gⱴbueK Pⱨⱬᵛⱴ, gⱴbueⱴKⱴi, ᶠ²Z ⱳKrmⱴjvᶠ, ‡iMcbxqZⱴ, ‡hⱳMⱨhⱳMⱴ, ᶠⱳqZⱨⱳvmb BZ¨ⱳⱳi| mmcⱱZyj ᷭtjvGBme cⱬᶖ¨kv ci‡Y eᶠᵛⱴ©nⱷtj- ZⱴⱦK ejvnq, mmcⱱ Zyj `Nⱷbv| hLb ⱳKrmⱴ KgᷞⱵᵗtÛ, ⱴbqg Kⱴb‡bi eᶠ²ᶞq Kivnq, ZLb GB `Nⱷbv ᶠᶠLv ᶠᶠq| Aⱴeⱴi ⱳKᵗQⱴ½eIq- ‡hgb, bKkⱴ, AeK⅒htgⱴ, ⱳbqgbxᶻ BZ¨ⱳⱳi ‡¶‡ᶠÎ eᶠᵛ_²vmⱷ ᵦKᵗZ cⱴti| Gⱦᶜ cⱴⱳⱳᶖ ‡_‡K gⱴᶠ² ‡cᵗZ ntj Aⱴgⱴᶠi ᶠⱴ'' ┼mevi ᷭbMⱮZⱴbi ueᵗiqi ⱳⱳ‡K gⱬbⱳhMⱴⱳⱳtⱦZ n‡e|

2. ᶠⱴ'' ┼mevi ᷭbMⱮZⱴbi HⱴZmⱴⱥK ⱳⱳK (Historical Perspective of Quality)

2.1 ᷭbMⱮZⱴbi ueKⱦtki aⱳc (Evolutionary Stages of Quality)

ᷭbMⱮZⱴbi ueKⱦtki aⱳc‡K 4 ⱳⱦ fⱬⱮ fⱬⱮ Kiⱴ hⱪ- K) cⱴᶠᶠkᵱ (Inspection), L) ᷭbMⱮgⱳb ⱳbqšⱨⱾ (Quality Control), M) ᷭbMⱮZⱴbi ⱳbõqZv (Quality Assurance), Ges N) mueᶞ ᷭbMⱮZⱴbi eⱳ̈e¯¨(cbv(Total Quality Management/TQM)|

Ôcⱴᶠᶠkᵱⱳᶞᶕᶠⱴᵱgⱳᶠᶠ PovZ c‡bᶠⱴ cixᶠⱴvKivnq|

ÔᷭbMⱮgⱳb ⱳbqšⱨⱾᶕᶕ I ÔᷭbMⱮZⱴbi ⱳbõqZⱴᶕᶕgⱷjZ cⱫⱴqⱳi (process) Dci ᶠⱴᶕᵱbeÜ K‡i| ÔᷭbMⱮZⱴbi ⱳbõqZⱴᶕ aⱳcⱬ ‡ikⱦti ⱳⱦᶡK ‡ek Rbueᶔ nq, ᶠhⱦtnⱦZzGUv ᶠⱴ'' ┼mevi ᷭbMⱮ gⱦtbⱴbqⱦtb Ges ┼mev MⱬbZⱴi (customer) cⱬᶖ¨kv ci‡Y ntᵱó| GLⱦtb ┼mevcÖⱱbKⱴixiv (service provider) ⱳbⱳⱳᵅ®gⱴb`Û Abⱨⱳⱴqⱴxme ai‡bi KgᷞⱵᶠÛ MᶞᵱY K‡i‡Q ⱳK bⱴ- Gi Dci ᷭiᶻᵢⱲAⱴⱳⱴc Kivnq|

TQM ej‡Z ┼mevMⱬbZⱴⱳi (customer) mueᶞ cⱬᶖ¨kv ci‡Yi Ae¯¨tK ‡eⱪᶞq| GB nⱪᶠⱴⱳ–cⱬᶖ¨kv ci‡Y TQM AZ¨š–mⱱⱪⱪq Ae¯¨b uⱦtZ cⱴti&

ÔᷭbMⱮZⱴbi ⱳbõqZⱴᶕ I TQM Aⱴᶠtcᵅᶢ eⱳ̈e¯¨(cbⱪ ⱳbqšⱨⱾgjK fⱷgKⱴi cⱴieᵗZ©¶ⱨⱴgZⱴqb I mⱷthⱬⱮZⱴi mⱦZ eⱳⱴⱴtbvnq| µⱪgⱬⱮZ gⱴZⱴᶜtZi ᷭcⱬᶘᶣt‡Z, GUvⱤjⱴgⱴⱤb cⱴieⱦZᶜbi guⱴᶞtg ᷭbMⱮZⱴbi ┼mevAᶖᶠtY K‡i|

cⱶⱴⱦtki ᶠⱦkᵗK, RvcⱬⱮb ⱳⱳⱦᶕLⱦtZ TQM Pⱦjynq| 5S ueⱪqⱩⱴ GUⱦtb TQM Gi Ⱪfⱴᶙ umⱦte Aⱳueᵱ² nq| 1993 mⱴtj kⱦtjⱦSⱪⱪq meᵅᵚg 5S Pⱦjynq| 1996 mⱴtj TQM aⱳibⱳⱩⱴ AⱴtgⱳⱴKⱴi ᶖᵵⱠᶻⱩjKg ueᶞ bᶠⱴkbⱳⱧ ‡KⱪⱴⱳⱦⱧjⱩ A¨ⱦⱳⱦqⱳⱩ©Gi ngKᶠⱶ| ÔbᶠⱴkbⱳⱧ ‡KⱴⱪⱴⱳⱦjⱩ A¨ⱴⱳⱴqⱳⱩ©cⱪ| kⱦtjⱦSⱪ ⱳⱳᶕLⱦtZ ᷭbMⱮZⱴbi ueKⱦk cᶠte© eⱴᶞ² aⱳc aⱳc nᶞⱪbⱦbtqtQ|, ⱳKrmⱴ ‡¶‡¶‡ᶠÎ ᷭbMⱮgⱳb nᶢⱨᶞⱴi Rbᶠ Z_ᶠ mᶠᶩⱮ cⱩⱪⱳⱧⱴⱩi gZ AeK⅒htgⱴ ⱳbfᶢᶣhⱳMᶢ I ngqⱩbⱨⱴqⱴxntZ n‡e| GUⱦtbfᵱᶣⱤK‡i Z_ᶞ cⱪⱶⱴⱳⱫⱨRⱫⱬZKiⱪ c×ⱦZ, K⅒ngᵱcⱴthⱦⱧKgᵅᶢcⱪi‡ek, nⱳᶞᶢⱤ|

KgRZÆKgPˆix̧ †ivVhi †mevcÖv˚t tcÖbv- BZ¨wˇi Dci | kˆjsKui mmcvZvtj Ô̧bVZgvtbi ubõqZvÕcÖvtbi Rb¨ cˆÜˈkvAblyqxAeKvVtgvvÖjbv|

2.2 ¯̄ˆ̄√̌̂ †mevi ̧ bVZgvtbi j¶ˇ:

mmcvZvtj i KgRZÆKgPˆix̀`ˆi m̧uq AskMˆtYi Øˆiv †ivVhi mšˆ̂ I ubivcËveyÈi g‡Zv msMvVbbK ms¯̄uZ ˆZixi j†¶ˇ̄ **5S –CQI/KvBtRb- TQM** PjˇyKiv|

2.3 ¯̄ˆ̄√̌̂ †mevi ̧ bVZgvtbi cˆˈwkZ djvdj (expected output)

- 5S ev¯̄evqtbi c×uZ ˆZix
- GKvU ̧ bVZgvtbi e`ˈe¯̄`cbvçuqvcˆˆZôv
- uk¶vAREkˆj msVVb ms¯̄uZ m̧

3. mmuˆR ̧ bVZgvtbi e`ˈe¯̄`cbv(Total Quality Management/TQM)

3.1 ¯̄ˆ̄√̌̂ †mevi ̧ bVZgvtbi eZˆ̧b Ae¯̄`

¯̄ˆ̄√̌̂ †mev m̧euv ey̧ i Rb¨ KZMˆj uˇtkI n¤ú̀`i/DcKiY cˆˆqRb| G ̧ tjv n‡Q- Avuˆ̧R, gbueK Ges AeKvVtgvWZ DcKiY| miKvix ¯̄ˆ̄√̌̂ m̧eav I †emiKvix ¯̄ˆ̄√̌̂ m̧euq Guˆtei †hvVVb AZ¨ˆ̌š-mˆygZ| GQuov `xNˆ̂b atˆi ¯̄ˆ̄√̌̂ †mevq Avuˆ̧R mnˆth¨i ¯̄ˆ̄`Zvi ilqtˆQ| Gˆˆ̌k ¯̄ˆ̄√̌̂ m̧eavi †¶ˆˇI n¤ú̀`i Afˆtei Ab¨Zg Kvib n†¶Q- Aˆ̂ msLˈK Rb̧Môxi ¯̄ˆ̄√̌̂ exgv AšˆÏˆ̧; e¨uqfui (Cost Recovery) cˆî̧`uti miKvtii fuˆKvAZ¨ˆ̌š-mˆygZ|

3.2 TQM Gi msÁv

TQM KˆygˆU (eds, 1998) KZ ̧ tjvGi KZ ̧ tjvmsÁvvˇ̂ ˇtqˆtQ-

K. e`ˈemvcˆvnb, uˆÁˆb Ges ubqš§ˆˇYi c×uZ;
L. ms¯̄ˆ̂i cˆˆMˆˆ̂b Ges ̧ bVZ gvtbˆ̂bqˆtbi GKvU Dcvq;
M uˆÁˆb e`ˈe¯̄`cbvi GKvU mmuˆR çuˆqv; Ges
N. †iKˆb GKvU uˆ̂‡q nˆˆ̂`` Áˆb I `¯̄Zvi ntˆ̂P cˆˆ̧˝Mi †¶ˆÏ|

3.3 TQM Gi P'tjÄ

3.3.1 n¤úf` i guiZté ¯fZv

Dbœbkyj f`k ˛tjvuWKrmvcÖbKuixKg¶ JIa, †mevmœav Z_¨ cÖy~- BZ¨w †¶‡Î ˛bWZ I gutbi †¶‡Î guiZté mK‡U i‡q‡Q| Gme uWKrmv †mev GKWJ eo Ask miKuixf‡te cuiPujZ nq| hù †mev WÖYKix Wb ¯V’’ †mevi e˙c‡i Amšó nq, Z‡e Zvf` i Avi †K\b ueKí c_ †Lyjv_u‡K bv|

3.3.2 †mevWÖtbi myZ mghvWI(poor accessibility)

Dc‡iv³ ¯fZvQoovI Av_©mgvuRK Ae¯úi †cﬁ‡Z †mevWÖbKuixWb B’QvgZ †h ‡K\b ¯V’’ †mevﬂK‡·ª†mev WÖtbi Rb¨ h_vhZ c×ekuaKui cuq bv| d‡j ¯V’’ †mev u‡tZ Zbgj chﬂqi †mevWÖbKuixWb euﬁZ nb| hù I At‡bK GjKuq huZ°uqZ AeKﬂWtgvGZUB Luivc †h, hù Rbmavib ‡K\b ubfﬂZ AÂ‡j _u‡K, Z‡e Zvf` i c‡¶¦ uWKrmv †mevmœavcuI qv AZﬂš-KWb|

3.3.3 uWKrmi e¨qfvi en‡b A¶g

Dbœbkyj f`‡ki Rbmavi‡bi AuaKvskB uWKrmi e¨q ‡gUv‡bvi Rb¨ ch©B Avq DcvRﬁﬂ †bB e‡j uWKrmv †mevWÖtb Amg_©Amœav c‡i| uWKrmv e¨qi AuaKvsk miKuixcﬁyqq ‡gUv‡bvi nq-h‡Z †iuWWK L¶ Aí e¨qfvi en‡b Ki‡Z nq| uKQyf`k uWKrmv e¨q ‡gUv‡bvi Rb¨ miKuix ¯V’’ exgvvKgﬁPxMﬁb K‡ii‡Q| †mLu‡tb At‡bK f`‡tk i\R¯^Avq Ouiv uWKrmv e¨q ‡gUv‡bvi nq| gjZ uWKrmv n¤û` ev †mev mœavi ¯fZvi Ab¨Zg Kvib n‡tQ- cﬁﬂRbq e¨q eiu‡Í i Af‡e| GQuov f`‡ki miKui ‡th uWKrmv †mevmœavcÖb K‡ti- ZvvA‡tbKUw Kj¨ b gjK KgﬁﬂÛ u¤u‡te, d‡tj †iuWMivZv‡ f` i uWKrmv †mevmu›š-AmaKui Av¨ uq/¸exxKi‡tZ cutri bv|

3.3.4 uWKrmv†ck\Rm‡t` i †cÖbv/cﬁbv¸bui Af‡e

n¤úf` míZvui Gesmmvncﬂ‡Zyj e¨e¯fbve¨`v_¸Zvi Kutﬂb Dbœbkyj f`‡tki uWKrmK‡·f` i evuWKrmv†ck\Rm‡t` i cﬁﬂRbxq †cÖbv/cﬁbv¸bv vcÖb Kivmmﬁ‡t nq bv| mWK Revewm¶Zvbv¸Kui Kut‡tb uWKrmKivuWKrmv†mev cﬁﬂb Kivi e¨c‡ti h¸hZ AvšuﬂﬂK bb djkﬁﬂ‡tZ †mevWÖbKuixWb gib m¤¤¾Z uWKrmv†tmevnB‡tZ euﬁZ nb |  h¸h¸ cﬁﬂbv¸bui Af‡te †mevcÖb Kuix` i †mev cﬁﬂbi †¶‡Î AvšuﬁﬂK g¶bvﬂﬂtei Af‡te evavn‡tq `¸ovq | cﬁﬂRbxq †cÖbui Af‡te ZuivmiKuixmmvncﬁﬂZujﬂﬂtj K\R Ki‡tZ A‡tZﬂﬂUvAWﬂxbv‡tq vuﬂtR‡t i uﬂﬂb‡tK K\R Kiv †tkﬁﬂ e‡tj gﬁﬂb Kﬂﬂib|

3.3.5 mmﬂuvgK †tivWMi Dci †t_¸¦K Avtjﬂ¸KcvZ m‡ti hﬂ¸vﬂﬂqv (shift of focus)

eZﬁﬂﬂb uekﬂ¸`vcxmmﬁﬂugK †tivWM At‡c¶vvRﬂ¸b aviY mmﬁ¸vš–†tivWM uﬂﬂ‡tK †tekxgﬂﬂtbvﬂﬂthWM f`qvﬂﬂn‡t'0| Dbœbkyj f`‡tk ˛tjvvGB Ae¯úi gvﬂﬂSvgﬂﬂ¸u i‡tq‡t0, d‡tj Zvf` i GKB mﬁﬂgtq `yaiﬁﬂbi †tivWM cﬂﬂZ gﬂﬂtbvﬂﬂWKntZ nq| GB cuiﬂﬂﬂﬂ‡t¶tZ, Dfq cﬂﬂﬂvi †tivWM ueif× uWKrmv Kivi Rb¨ miKuixmmﬁﬂqZvf` qvvKWﬂﬂb ntq c‡ti|

Dc‡tii AutjﬂﬂﬂvPbvn‡tZ GUﬂ¸ v gﬂ¸tb ntZ c‡ti †th, GBme ˆeuk˛ﬂﬂﬂ‡tkﬂﬂﬂö¯^ TQM Gi Rb¨ ûgKx ¯Íﬂ¸/ﬂ¶¦| uKﬂﬂﬂöﬁﬂ’ev'‡t te G¸¸tjv G‡t¶¦‡tÎ BuZﬂﬂ¸Z BﬂﬂﬂÕﬂﬂZﬂﬂePK cÖﬂve †t` tj |

3.4 TQM Gi e¨vc¤ti ¯V’ Aw`ß‡ii cwiKíbv

- 5S-CQI-TQM avibvcwigvc KivGesnKj mmcvZv‡j ev¯evqb;

- ¸bMvZ ¸‡‡bqÖtbi (Quality improvement) gjvfwÏ wm‡e 5S-CQI-TQM Gi e¨envi;

- ewjvˇ‡ki cwi‡cÖ‡‡tZ 5S-CQI-TQM Gi ‡h‰?¶K KvWtgv (Logical Framework) †uiv GKvW ubqvgZ cviewfÌY Gesgj¨vqY (M&E) c‡‡uqvc‡û‡ZôubKxKiY; Ges

- nKj mmcvZvtj cvÎU 5S -CQI-TQM ev¯evqtb DrmmZ Kiv Ges GUv †UKvnB Kivi c‡‡uqv Mvb GesKvhÖixKiv|

3.5 †Kb Avgv‡¯ i K¨R‡K mWKfv‡te cwiPvjbvKi‡Z n‡te

Rxeb†UÏK mWKfv‡te Dc‡fWWKi‡Z cwi hv Avgiv Avgv‡¯ i K¨R‡K h_vh__ cwiPvjbv Kui | uKš'GUv ARÞ Ki‡Z n‡j Avgv‡¯ i mµq †ckvWZ Rxeb _K‡Z n‡te-hv‡Z AvgivAvgv‡¯ i BuáZ j‡†T‡¯ †c‡‡Dv‡tZ cwi| Avgiv hv‡¯ i GiKg mµq †ckvWZ Rx‡b †cÖvtb P.B, Z‡e Avgv‡¯ i Ggb GKvW AvZu¥km _K‡tZ n‡te †h, Avgiv mKg‡®il †mevWnZv‡¯ i KvQ †_íK †ckvWZ †hWWZu¨i gva¨g k¾vARÞ Kivhvq| GB †ckvWZ †hWWZu¨i Rb¨ c‡®n¨Rb- Ggb GKvW Kg@wi‡ek †hLvtb Avug`vqK Kg©j / fÿ `jvq K¶Ri (team work) ga¨ w¨tq n¤jZvARÞ Kivn®vci| K¨tRi mWK cwiPvjbv, Avgv‡¯ i Rxeb‡UÏK mWKfv‡te Dc‡fWWKi‡Z P¤jZ Ki‡te| GB ai‡tbi Kg©cwi‡e‡tki gvtbvbqÖtbi Ab¨Zg ‡UKšj‡jWZ ¨ii" (entry point) n‡†Q 5S avibui ev¯evqb| AvtiKvW ‡UKšj‡jWZ ¨ii" (entry point) n‡†Q cwiKviŽZ KgŘvÛ ev¯evqb| ‡UKšj‡jWZ wt‡kiwÝ (Strategic analysis), ‡UKšj‡jWZ cÖ` (choice), ‡UKšj‡jWZ ubqšŠj GBme cwiKíbv KgŘvÛui Ašf©©| GB aitbi cwiKíbv KgŘvÛui AtbK ¸tjv g‡Wj i‡tq‡Q| Z‡e †hWv ¸i¨Z¥©Zv n‡†Q me ngq ¸bMvZ ¸‡‡bqÖtb A_©¨ ûugvWZ ¸bMvZ ¸‡‡bqÖtb (CQI)Ñ| Kg©cwi‡e‡tki Dbqbgj¨K KgŘvÛui ev¯evqtbi cvkvcvk hv CQI) I e‡‡xqqÏK KgŘvÛ cwiPvjbv Kiv hvq- Z‡eB TQM K¨uWtgv Avgv‡¯ i ¸bMvZubi †mev I D‚Pgvtci DrcvÏ bkxjZvARÞ‡b mmqZvKi‡te|

3.6 TQM A¨\‍tc‌Pi gjwfÉ wmtµ 5S

¸bMZ g‌vt‌b‌vb‌qt‌bi A‡bK¸tjvA¨\‍tc‌P AvtQ| 5S A¨\‍tc‌P nt‍Q Ggb GKwU A¨\‍tc‌P- hvEvidence Based practice(EBP) ÷wﬂ GK b¤t Dcv¯t‌bi Aaﬂb eveZewqZ n‡te| 5S ev¯e‌qb †‍iK‏škjwU Ab¨\b¯ ¸bMZ g‌vtb‌vb‌qt‌bi wﬂ‌õqZvKg‌wnPx‡_‍tK c„K| 5S GKwU DÉg KgﬂwÛ, Kvib GwU me ai‡bi KgﬂwZ‌wPl KgﬂvixZ`i KvtQ GwU `j‌¨gvb I ‡tevaMy¨| GUv me‌Rb ¯tKZ. ‡h, wvg IqK©A¨\‍tc‌Pi gva¯tg GKwU ms¯ÍI me ai‡bi KgﬂwZ‌wPl KgﬂvixZ`i GKwﬂZ Kiv m‌v‡e| ms¯Íi †mev MÙ‡nZvI cÜbKvitx`i `j‌¨gvb m‌qvvi Rb¯ 5S cwie‍¶Y I gj¨v‌qb (M&E) †mevi Ûg‌vwMwZ ¸bMZ g‌vtb‌vb‌qb (CQI)ÕK‡‍ti| ¸wﬂKZK m‌mcvwZt‍‌tji 5S av‌ib‌vi ev¯e‌qb, miKvix‌m‌mcvwZt‍‌tji †bwﬂ‌Ze‌vPK wﬂî m‌stkv‡tb m‌mqZvK‡ti Ges KgﬂwZ‌wPlKgﬂvix`i Av‍kﬂK mgb‌¶b K‡‍ti| GB A¨\‍tc‌Pi gj‌bMZ nt‍‌tQ, m‡t‍R †tevaMy¨ Ges ev¯e‌qbth‌wM c×wﬂi gva¯tg mmcvwZt‍‌tji KgﬂwZ‌wPlKgﬂvix‌I mweR Ask‌Mﬂîb DrmmﬂZ Kiv| GB A¨\‍tc‌P L…¯¯Z¯ `j‌¨gvb I †tevaMy¨ djvdj cÖ‡ZﬂP K‡‍ti|

5S - CQI- TQM ev¯e‌qb ch‍q

cﬂRvﬂU S gjﬂZt K‡‍tqKwU av‍tc mmcvbvq- hvwﬂtgﬂemibxtZ f̀Lﬂtbvnt‍jv

mibx-1 5S ev¯e‌qb ch‍q

	ch‍q	Avgﬂvb‌K ngq	KgﬂRvt‍Ûi D`vniY
1.	cÖﬂtZ gj‌K ch‍q (Preparatory Phase)	1 gvm	Z_¨‌weZ i‌Y/cﬂvi, e‍ve¯t‍cbv c‍ﬂk¶‍Y, QIT MﬂUb, cwﬂnwﬂZ we‍tkﬂHY, Afﬂó GjﬂvKvbvePb
2.	mﬂPbﬂvgjﬂK evcﬂÚ‌vgﬂK ch‍q (Introductory Phase)	6 gvm	KgﬂRvﬂAKgﬂvix`i c‍ﬂk¶‍Y, WIT MﬂUb, evﬂOﬂB, ¸Oﬂ‍tbv JRj¨¨ KgﬂRvﬂÛ
3.	ev¯e‌qb ch‍q (Implementation Phase)	2 eﬂOi	Pjﬂgvb cixﬂk¶‍Y, gvbmﬂﬂﬂﬂSﬂZKiY KgﬂRvﬂÛ
4.	i¶‌bﬂvt‍¶‍Y ch‍q (Maintenance Phases)	Pjﬂgvb	wﬂﬂtdkvi c‍ﬂk¶‍Y, cﬂÿﬂui cÖﬂb

 5S - CQI- TQM ev¯e‌qb ch‍q KgﬂRvt‍Ûi 10wU avc i‡‍tqt‍tQ| cÖﬂtZ gj‌K ch‍q 5 wU avc, cﬂÚ‌vgﬂK ch‍q 3 wU, ev¯e‌qb ch‍q 1wU Ges i¶‌bﬂvt‍¶‍Y ch‍q 1 wU avc i‡‍tqt‍tQ| cﬂﬂZ‌KwU avtc A‡bK¸tj KgﬂRvﬂÛ i‡‍tqt‍tQ| G¸‍tjvv5S - CQI- TQM PﬂtU‍QﬂLﬂtbvnt‍jv|

i¶‌bﬂvt‍¶‍Y (Maintenance Phases) ch‍qwU Pjﬂgvb Ges Gi †iKﬂb mgvﬂtbB| Avkv‌Kivhq †h, 3 eﬂOﬂii gﬂ‍t`ﬂ Gi Rb¨ cﬂﬂﬂRbﬂvq KvkﬂtgvGes ÛﬂmﬂZﬂkvj cﬂﬂqvﬂv_‍K‡‍te| mKj ¯ﬂf‍'‍KgﬂﬂvvTQM Gi AvtjvﬂtK Kg©‍tjv i ﬂbqg Ges Af¯vmﬂtK cﬂigﬂRﬂ K‡‍teb| S 1-S 2 n‡te mKj KgﬂRvﬂKgﬂvixGes mﬂqvave‍ﬂve¯tcbvi ms¯ﬂZ|

cÖ‡Z_ gjK ch© (Preparatory Phase)

ac-1: 5S - *CQI- TQM avibvm¤úš©Z_¨‡eZiY/cPvi*

c‡eP ejvntqt0, cv©U S KgRvÛ k¶|vw`tq ïi"nq| GB ch©q cv©U S m¤úvš—avibvcÖvi/‡eZiY Kivn‡te Ges KgRZ©KgPvix`i Gi cÖZ m‡te`xK‡ti Zj‡Z n‡te|

ac-2 e¨e¯'cbvch©qi KgRZ©`i cÖ‡¶¶Y

GB ch©q wbgœøiZ we‡Iqi Dci cÖ‡¶¶Y cÖ‡b Kivn‡tZ cv‡ti:

- 5S - CQI- TQM avibv;

- ¯'¯' m¤úavc×‡Zi Dci cwiw¯'Z we‡kIY (situation analysis);

- wKf‡te QIT cÖZôvKivn‡te Ges Gi fwgKv I 08uqZ¡;

- wKf‡te WIT cÖZôvKivn‡te Ges QIT Gi m‡Z_ Gi m¤úúK©

- cv©U S KgRvÛ cvievx‡¶¶Y Ges gj¨vqY; Ges

- KgRZ©KgPvix`i Rb¨ cÖ‡¶¶Y c×‡Zi Dci wk¶|vDcKiY (teaching material) ˆZix|

ac-3 ¸bMv gvbbœqb w`g ev QIT (Quality Improvement Team) Mb

e¨e¯'cbv ch©qi KgRZ©`i cÖ‡¶¶‡Yi ci ci ¸bMv gvbbœqbgjK KgRvÛ Pwj‡bvi Rb¨ QIT Mb Kivn‡te| QIT m`m¨`i mvmvZ¨j e¨e¯'cbv W‡tgi m`m¨`i t¨_K wbe®Pb Kivn‡te| QIT m`m¨`i gj fwgKvn‡te-

- 5S - CQI- TQM Gi Dci mvmvZ¨tji KgRZ©KgPvix`i cÖ‡¶¶Y cÖ‡b;

- cwiw¯'Z we‡kIY (situation analysis) m¤úbœKiv;

- mvmvZ¨tji mavib mgm¨v¸tj wPwýZ Rb¨ 5S-CQI-TQM KgRvÛ ev¯—evqb Kiv;

- ïwi®mgqe¨cvicwi‡¶¶Y cwiPvjbvGes WIT ‡K KvwiMix mnqZvevcivgk©cÖ‡b;

- mvmvZ¨ji mKj QI KgRvÛ Y‡iwe× K‡ti iLv;

- cwiw¯'Z ch©j‡Pvbv Ges Kg©cwiKíbv (operational plan);

- 5S - CQI- TQM KgRvÛ‡i Rb¨ cÖ‡qRbxq mnhMZvcÖ‡b Kiv; Ges

- mmc¨Zyj e¨e¯¯cbv KygvW, ¯v¯¯' A`vßi Ges ¯v¯¯' I c¨ievi Kj¨¨b gšŠyjqtK Gm¯¨uš—KªtRi ˆIgvmK cÖ‡e`b cÖ¨b Kiv

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ac-4 cuïwˉ‹Z wtkIH (*situation analysis*) mˉwÛ¨b Kiv

cuïwˉ‹Z wtkIH‡Yi mgq QIT m¨miv WMRUyj K¨tgivi gvˉtg cvBM S ev¯ewqtbi c‡te®eivRg¨b cuïwˉ‹Zi Dci Quæ Z‡jJ iˉLˉteb| cÖˉtg mmc¨Z‡jJ i wtkI ˹KQyRwqM‡, thgb cÖ‡ekc_, Moxiˉ‹Lvi ¯¯b, gqˉjvˉtdjvi ¯¯b, tiˉWMi A‡c¶v¯¯j¨ BZ¨wÛ¨i Quæ Zj‡tZ n‡te| Gici OPD, cix¶v K¶ (*examination room*), MteIbˉWMi (*laboratory*), G· -‡ti, dˉtg@j¨ jvwÛ¨¯¯wÛ¨Krmv mq¨uš—KˉWMR c‡Î ev tiKWP¤iˉ‹Lvi ¯¯b Quæ Z‡jJ iˉLˉtZ n‡te| m‡tkˉI weQv bvˉAe¯¯l¨, Aly¨ K¨wtb‡tUi wdZi, bm¤@¨i emi ¯¯b, Uq‡tjU BZ¨wÛ¨i Quæ Z‡jJ iˉLˉtZ n‡te|

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ac-5 Afˉ×ó GjˉKv (*Target area*) wbePˉ¨b

Afˉ×ó GjˉKvˉwbePˉ¨tbi wˉtePˉ¨ welq:

- mmc¨Z‡jJ i wˉwfbˉtckˉ‹Lˉvˉeˉfˉt‡jM Ggb GKRˉb e¨wˉ? AˉtQb, hˉvi QI KgˉiˉPx ev¯ewqtbi AMÖ ev A½wˉKvi iˉtqtQ;

- DbˉiˉÄgˉtbi MˉbK ‡mevi Rbˉˉ‡ˉinˉtB kˉLˉvˉeˉfˉt‡jMi Aeˉ¯¯l¨ Ges

- GˉnˉKj kˉLˉvˉeˉfˉt‡jMˉiˉKˉQ¨ygˉm¨ivˉAˉtQ hˉvmˉm¤tR ngˉvˉb ‡thˉM|

nPbvgjK evcÿ_ugK ch@ (Introductory Phase)

avc-6 nKj KgRZ©Kg©Pix¯`i cÖx¶Y

GB ch@q, ¸bg-¥wkZ welÿqi Dci cÖx¶Y cuiPjbvKivn‡e:

- <u>5S</u> - CQI- TQM aviby;
- mmcvZvtj i wefbdkvLvwefWch@q cuiw©Z wetkHY (situation analysis) c×wZ;
- <u>5S</u> i Ujmgn (tools);
- KÿtRi ¸bMZ gÿtbubqb ¸Mÿg ev WIT cÿZôv;
- mmcvZvtj i wefbdkvLvwefwtMi Kg©cuiKïbv (action plan) ˆZix; Ges
- AvZ¥mwiex¶Y I gÿ¨wqb (self monitoring and evaluation)

avc-7 KÿtRi ¸bMZ gÿtbubqb ¸Mÿg ev WIT cÿZôv

WIT m¯míiv mWK AskMÿtbi gua¨tg ngmÿv mguvab ev P¨tjÄ ¸tgKÿtejv Ki‡eb| GB wMÿtgi m¯miMÿYi ¸bgÿwkZ ¸bqg¸tjv vÿt‡tb Pj‡eb:

- wMÿtgi m¯mi‡`i m‡_ NbóZvGes GKvÆZv (cohesiveness);
- wMÿtgi ¸bqg Kvby mgÿtiLvm-utK¶HK¨gZ;
- mÿthvWZy;
- wMÿtgi cÿZ AvbyZ¨;
- MÖbgjK gZvgZ cÖvtb A½Kvi;

avc-8 ÊvQBÕ ÿ_OvtbvÕGes ÔIRj¨ÕKÿtRi Abkyjb

ÊvQBÕce©ri "nq Acÿ‡nRbxq vÿtbm wÿýZKi‡Yi gua‡g| jyj U¨M vÿýZ Acÿ‡nRbxq vÿtbm¸tjv t‡tj i¯qvnte| (--Ab‡yQ` `ðe¯) is Gi mstKZ e¨emÿtii gua‡g 3 ai‡bi vÿtbm- 1. Acÿ‡nRbxq, 2. Acÿ‡nRbxq bq I 2. cÿ‡nRbxq BZ¨v‡i mRvtZ n‡e|

ev ̄ evqb ch@ (Implementation Phase)

ac-9 i¶Yte¶Y c@uqv ́ZixGes gib`Û I ubqg Klbb c@Zôu Rb¨ ÊvQBõ Û QvtbıÔGes ÛRj ̈ÕKvtRi mlK Ablyjb

GB ch@q ubgyjlZ KgRvÛ cviPvjZ nte:

- gvbnr◉Z Kg◉c@uqv ́Zix,

- gvbnr◉Z Kg◉ ̈bvyj ́Zix,

- ubivcËvmstKZ vbt ̀RKvixvÞý cÖkD;

- i¶Yte¶Y ch@qi vbt ̀RKvAbyyiY K‡i AveRÞvmVÖ c@uqv;

- ..... c@uhvi Rb¨ is Gi mstKZ; Ges

- nKj Kg◉GjvKvi Rb¨ †÷vi ev cvlK◉DcKi‡bi ZvjKv ́Zix Kiv Ges gvbnr◉ZKi‡Vi Rb¨ Gi e ̈vemi|

i¶Yte¶Y ch@ (Maintenance Phase)

ac-10: 5S KgRvÛ †nevmgeaui ns ̄uZ ustmte M‡i †Zyjv

GB ch@q ubgyjlZ KvR nr◊iv b Kivnte:

- KgRvZ◉KgPvix‡ i Rb¨ ubvì◉mgqe ̈cxc◊k¶Y;

- mmcvZvtjj i uefVWq cviex¶Y ulg Gese ̈e ̄cbvulg Øvivubvì◉mgqe ̈cxcviex¶Y;

- ̧bVZgvb c@ZthvWZvGes mlK Ablyjb‡K cÿ◉KZ.Kiv,

- 5S msuvš‡cv÷vi ́ZixGes cÖkD;

- uefbdxLvevuef‡W5S Kb@ c@Zôv, Ges

- 5S msuvšZ PU◉mibxGesMÌl|

K\BtRb / (Continuous Quality Improvement/CQI) c@uqi Rb¨ 5S Mlb

GB ațci ci †nevMÌnZvi nštôi Rb¨ K\BtRb c@uqv ̈ i ̈ i‰nte| K\BtRb c@uqi gva ̈tg Drcv ̈ bkyjZv Ges ubivcËvvutePbv Kiv Acuïmh◉ h‡BtmK, K\BtRb Gi c‡e◉ vac mgn Øviv ̧bVZ gvtbvbqtbi Rb¨ 5S KgRvÛ Pj‡Z _vKte|