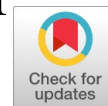


# Challenges While Implementation of 5S at the Cardiac Counter of the Tertiary Care Hospital

Mandyam Rangayyan Roopashree



**Abstract:** 5S-Kaizen-Total Quality Management (TQM) is a hospital management approach to improve with limited resources. The set actions are conducted systematically with commitment and full participation of staff who are working in the hospital. Samples were drawn from the work environment, housekeeping staff, Cardiac counter staff. Data were collected through a cross-sectional, prospective, observational, qualitative study, and a checklist with 5S parameters was used as a quantitative tool to analyze the data for pre-study score and post-study score. The score has been improved from 64 to 104 out of 125 after training on comparing the score of pre-study and post-study which means a considerable improvement of 60% in the health care working environment. It was found that after the training and continuous monitoring 5S was successfully implemented which showed some benefits such as Self-discipline improvement with a positive attitude, Increasing awareness and morale, improvement of inter-human relations, improvement of the internal communication processes. To improve the working environment and to enhance the motivation of staff who are working in a hospital and health care organizations. 5S as a quality improvement tool has made the working environment smooth and safe. It eliminates unnecessary items from the workplace. It prevents the items and documents from being lost or damaged and minimize the wastage of time and resources. It has improved staff morale.

**Keywords:** Total Quality Management, Optimization of Resources, Smooth Workflow, Staff Motivation, Teamwork.

## I. INTRODUCTION

5S is a highly effective technique to improve the working environment. 5S works in a highly structured methodology. Workplace safety is taken care of with utmost importance. To ensure quality and productivity the hospital incorporates it as a continuous improvement pillar (Omogbai and Salonitis, 2017[1]). The workplace is organized for better physical and functional aspects. It is the fundamental aspect of any TQM or Kaizen initiative in a health care organization. Lean is cost-effective and the basics of all the cost-effective techniques at any workstation (Veres et al., 2018a [2]). 5S when incorporated at the workplace motivates the employees to work systematically. Their full cooperation is required in serving the hospital as a team effort (Kareem and Talib, 2015[3]). 5S improves the quality of the work environment and is a highly participatory team activity.

It helps in catering the service components to the clients (J. Shanmuganathan, Sripriya and A. S. Sathish Kumar, 2012[4]). The goal of the "5S-CQI-TQM" which is performed as a "three-step-approach" is not just to introduce 5S or CQI at the hospitals, but to bring changes in the organizational culture (hospital) and management style. Healthcare delivery has to be outcome-oriented and patient-centered. Quality and Safety are essential features of deliverables (Patel and Thakkar, 2014[5]). In a hospital, the core components of patient-centricity are responsiveness and equity. To achieve the goals of 5S, a participatory approach is required (Kanamori, Shibnuma and Jimba, 2016[6]). Irrespective of the categories and ranks of the staff at the hospital, encouragement of staff for small successes can strengthen continuous teamwork for day-to-day activities of the hospital (Agrahari, Dangle and Chandratre, 2015[7]). 5S is a workplace organization method that uses a list of five Japanese words:

### 1st S: SORT

The is one of the first steps in the 5S technique. The unnecessary stuff such as medical supplies, equipment, resources about the work performed in a particular area has to be removed. The sort is the other term for separation and removal of unwanted items at the work spot. This first step is essential and without "Sorting", it is impossible to move on to the next step of putting things in order. ie. Set.

### 2nd S: SET IN ORDER

This is the second step in the 5 S technique. By orderly arranging all the desired things, the goal is achieved to place all the required things at the work station for better productivity and maximum efficiency. There is a requirement of teamwork and involvement of all employees to achieve targets as specific deliverables. The functional arrangements have to be neat and the desired items for each hospital floor will make every employee's life easier.

### 3rd S: SHINE

This is the third step in the 5S technique. Cleanliness and keeping things tidy at all work stations at the proper location is a highly participatory activity. All employees in a specific territory are expected to incorporate the activity of cleaning as "Shine".

### 4TH S: STANDARDIZE

This is the fourth step in the 5S technique. If we follow disciplined and standards properly, the policies, rules will support the first 3 steps. Once all the standards are set, it has to be circulated to the employees for sensitization, creating awareness, visualization, regular training, and development.

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### 5th S: SUSTAIN

This is the fifth and final step in the 5S technique. All the changes that are performed and applied in 4S activities need to be sustainable. For this self-discipline of the employees, mindset change, attitude to improve by the hospital

employees is to be incorporated. At this stage, quality culture has to be encouraged and that will sustain as an initiative. By utilizing the dashboard with multiple components, structured data can be obtained. Implementation and applications of 5S are performed effectively as a tool in Quality for Lean management.



**Fig.1: 5S Dash Board utilized for Applications. Authors own Source.**

There are five different types of measures in 5S, each with its own rules, so there is no "right" or "wrong" way to do them. Every employee, manager, and executive in your company should be involved in 5S in some way, but most importantly you need to keep reinforcing those 5S - coordinated practices are part of your performance measures for your employees (Veres et al., 2018b [8]). By introducing new employees to the 5S system from day one and constantly emphasizing that this is how we do business, we can start to translate the culture of our feed and grain company into an effective 5s philosophy. Otherwise, the kind of culture that 5S needs will not evolve to survive (Morey, 2020[9]). It is important that the top management, stakeholders, and business heads have to participate in 5S as it needs the company's great efforts. The process of incorporating the 5S as responsibility for installing and maintaining needs '5S Coordinator' to be responsible for installing, maintaining, tracking tracks assigned, labeling the places, introducing and involving new members of the department to the 5S systems. A group that is incorporating 5S for the first time, initially may work to follow 5S steps and may perform in their workroom (Rizkya et al., 2019[10]). First, the employees may require some amount of time to do daily 5S tasks. In time, the tasks become routine and 5S such as organization and cleaning are part of normal working life. Make sure that the 5S is adhered to by ensuring that the defined timetable is adhered to and that all follow the procedures (Bagi, 2014[11]). One of the processes that helps keep plants clean and equipped for everything is the use of the 5S methodology. The Japanese techniques, called 5S, all have steps that are denoted with the "S" begins with five Japanese words. The fifth and final S in the 5S methodology is "Shitsuke," which means "discipline." The five steps contained in this methodology are described below, along with a brief description of each step and the reasons for each (Gupta and Jain, 2015[12]). The name "5S" refers to the

five Japanese terms borrowed from Japanese and the five Japanese words, all beginning with "S." The 5S methodology is derived from the letter S, which begins with transliteration. The English translation also begins with an S to make it easier to remember, but not vice versa. The "S" in 5S stands for "work systems" that are quick and easy to install, such as seiri (sort, seiton, organize). All tools and materials have their place, just like the seiri for sorting and seitons for organizing, and all tasks of Seiketsu (5S) are planned at their "appropriate" time and are combined with other professional activities. Once you experience how good it feels to work in a clean and tidy environment, the 5S methodology becomes an important part of your professional and private life. 5S become a routine matter, and you can routinely do what needs to be done. This organizational commitment builds on itself and becomes one of your organizational values so that everyone can make 5 a habit (Filip and Marascu-Klein, 2015[13]). As soon as 5S becomes a one - away from organizational value, you build on it, as everyone develops 5 as a "habit." Besides, 5S is a great way to maintain impressive discipline in your team and increase the quality of your work. For 5S, you should think carefully about how arranging areas of your organization could increase waiting times, movement, and unnecessary transportation (Singh and Ahuja, 2014[14]). You can create a system that shows progress in 5S areas and encourages owners to continuously improve their spaces. When organizations realize that they can reduce the potential waste and speed up the process, they can start to maximize the benefits of the 4S application.

In addition to the benefits already mentioned, such as the removal of unnecessary items, the cleaning and organization of the workplace, and the development of sustainable processes, the 5s system brings several other benefits ('5 S-Dr', no date). By using 5S sorting and tidying, there is a considerable waste reduction, and work station is better organized. This will help in identifying the aspects that can be resolved or remedied by more efficient and efficient order, such as using a set-order system (Kedar, 2018[15]).

**Aim of the study:** Implementation of the 5S technique and dealing with the challenges that occurred while implementation.

## II. BACKGROUND

5S means "5 steps" or "five steps," or 5 steps in Japanese, and it means five Japanese words that take up the idea that actions must build-in, integrated, and be performed in a certain order. A simple, easy-to-understand with one of the best practices of 5S which was developed by the Japanese, has attained worldwide recognition as a system. Seiri, Seiton Seiso Seiketsu, and Shitsuke are the five steps of the 5S, but there are many other words for them.

## III. OBJECTIVE

- To reduce wastage in workplace and inventory
- To optimal usage of resources and space at the desk
- To keep the workplace clean & organized
- To run daily operations smoothly
- To improve teamwork and cohesiveness

## IV. MATERIALS AND METHODS

**Place of study:** The study was conducted at the Cardiac Counter which is situated on the ground floor of the Superspeciality hospital. The study on 5S was conducted during the working hours of the employees i.e. from 9:30 am till 4:30 p.m.

**Study Procedure:** This study is cross-sectional, observational, prospective, and qualitative to assess comparative effectiveness through the checklist with 5S parameters. The study usually involves taking a cohort of subjects and watching them over a period.

### Study variables:

- All physical parameters are taken in a checklist
- Awareness of 5S amongst clinical and non-clinical staff
- The working behavior and pattern of the staff towards the implementation of 5S
- Arrangement of the inventories kept
- Maintenance of the standards
- Improvements to the system
- Regular Prospective audits

### Outcome variable:

- Improved quality and productivity
- Change in the way of carrying out tasks by the staff
- Safe environment
- Elimination of the need to look for the right items.
- Items at appropriate places
- Reduces excessive motion

**Study subjects:** Samples were drawn from the work environment, Cardiac counter at the ground floor of the Hospital, Pune.

**Data analysis plan:** The checklist was used to analyze the collected data and presented statistically. Accordingly, training for 5S was given to the staff and a cross-sectional prospective observational study was conducted to check for the compliance rate.

**Tools used for analysis:** Data collected were entered into Microsoft Excel and interpreted and analyzed.

**Audit methodology:** cross-sectional, descriptive, and observational, exploratory methods of audit techniques was undertaken.

**Period of audit:** June 2020 to November 2020, for 6 months.

**Sampling method:** Simple Random sampling at regular intervals.

**Sample size:** 20% of the staff were involved

**Prerequisites:** Creating awareness, understanding the organizational culture, finding the need, and requirement of 5S-Kaizen-Total Quality management (TQM), and performing value-based analysis are beneficial approaches.

## V. RESULTS

As there will be constraints of resources and low motivational factors in hospitals and health centers, these 5S techniques with creating changes, bring a better working environment. The elimination of unwanted items, bringing systems in place, orderly arrangements and improving labeling, strategies to have directional indicators for the serving units for the betterment of quality, building better attitude and behavioral changes of the staff and patients is the desired objective. Proper implementation of 5S guarantees the real benefits that increase productivity and efficiency of the work as well as improve the quality and safety requirements. It was found that after the training and continuous monitoring, 5S was successfully implemented which showed some benefits and outcomes such as:

- Working area usage for optimization & betterment
- Prevention and misplacement of tools
- Expired, outdated drugs & medications, and supplies were discarded
- Reducing time and seeking the necessary things.
- Improvement of patient safety
- Each piece of equipment is labeled and has a home location
- Complete rearrangement of supplies
- Maintaining the cleanness of devices,
- Keep the clean workplace
- Workplace improvement, accident elimination, and tracking the reasons
- Cleaning tools and supplies kept together and within reach,
- Checklist was maintained
- Employees knew about the importance of 5S
- Training to the staff was given
- Self-discipline improvement with a positive attitude
- Increasing awareness and morale

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## VI. DISCUSSION

The workplace was sorted and classified with necessary and unnecessary materials. By identifying, performing suitable sorting, we can ensure that materials, equipment, tools,

information of necessary tasks are realized and classified. The sorting of the tools has to be performed in an organized way. Less clutter and more productive work can be performed. Following are the scores of the SORT activity:



Fig No. 2- Graphical representation of the pre-score and post-score of SORT activity

**INTERPRETATION-** On comparing the pre-score and post-score of SORT activity, it can be seen that the score has been improved from 17 to 22 which means that there is 20% compliance.

**INFERENCE-** It was found that after the training and continuous monitoring 1S was successfully implemented which showed some benefits such as:

- Outdates medication and supplies were discarded
- Elimination of clutter
- Adjusted par-level and warehousing overstock items
- Unused shelves were given to hospital employees
- Bins are relocated from the workspace and moved to unused space.

### A. Set In Order

Necessary items are organized systematically and placed at home areas after usage. Regular workplace and avoiding the time lost will improve workforce efficiency.

For the estimation of 2S in terms of setting things in order, the following scores were obtained:

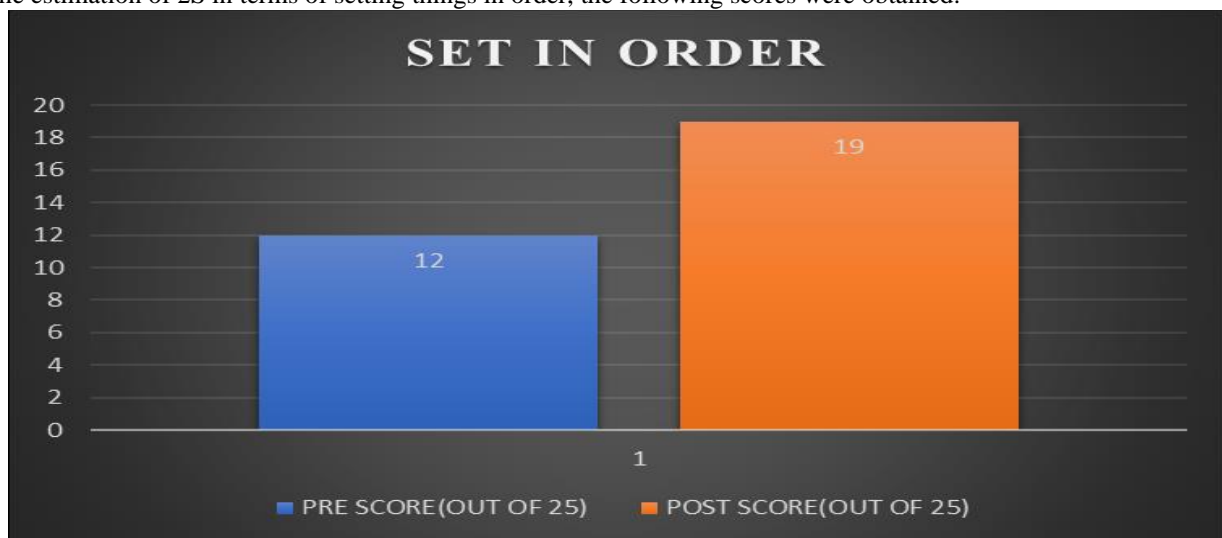


Fig No. 3-Graphical representation of the pre-score and post-score of SET IN ORDER activity

**INTERPRETATION-** On comparing the pre-score and post-score of SORT activity, it can be seen that the score has been improved from 12 to 19 which means that there is 28 % compliance.

**INFERENCE** It was found that after the training and continuous monitoring 2S was successfully implemented which showed some benefits such as:

- Process improvisation
- Enhancing the efficiency and effectiveness
- Reducing the time for procuring the necessary things
- Safety improvement
- Applying tape on the floor to create equipment layout
- Organized intravenous stand and cylinders
- Each piece of equipment is labeled and has a home location
- Complete rearrangement of supplies
- Items that go together are kept in the same box
- Special procedure items are placed near each other
- Surgical tools organized in one drawer

**B. Shine**

For a task to be effective, it is necessary to create a clean and the living environment has to be flawless. It can be executed by the operators taking initiative at the working place.

To estimate the workplace cleanliness, the following scores are obtained:



**Fig No. 4-Graphical representation of the pre-score and post-score of SHINE activity**

**INTERPRETATION-** On comparing the pre-score and post-score of SHINE activity, it can be seen that the score has been improved from 12 to 18 which means that there is 24% compliance.

**INFERENCE:** It was found that after the training and continuous monitoring 3S was successfully implemented which showed some benefits such as:

- Enhanced efficiency of machines
- Medical devices maintain and cleanness
- Quick informing about damages (potential sources of damages),
- Improvement of the work environment, elimination of the accidents” reasons,
- Cleaning tools and supplies kept together and within reach,
- Desktop areas free of personnel items
- Trash containers cleaned daily

**C. Standardize**

Good practices at the workplace are formed and the implementation of standards in the form of procedures, instruction permits are worked out. Standards are documents in clear, easy to understand, communicate specifically. Housekeeping activities are of routine duties. To estimate workplace 4S, setting things up to standards, the scores are as follows:



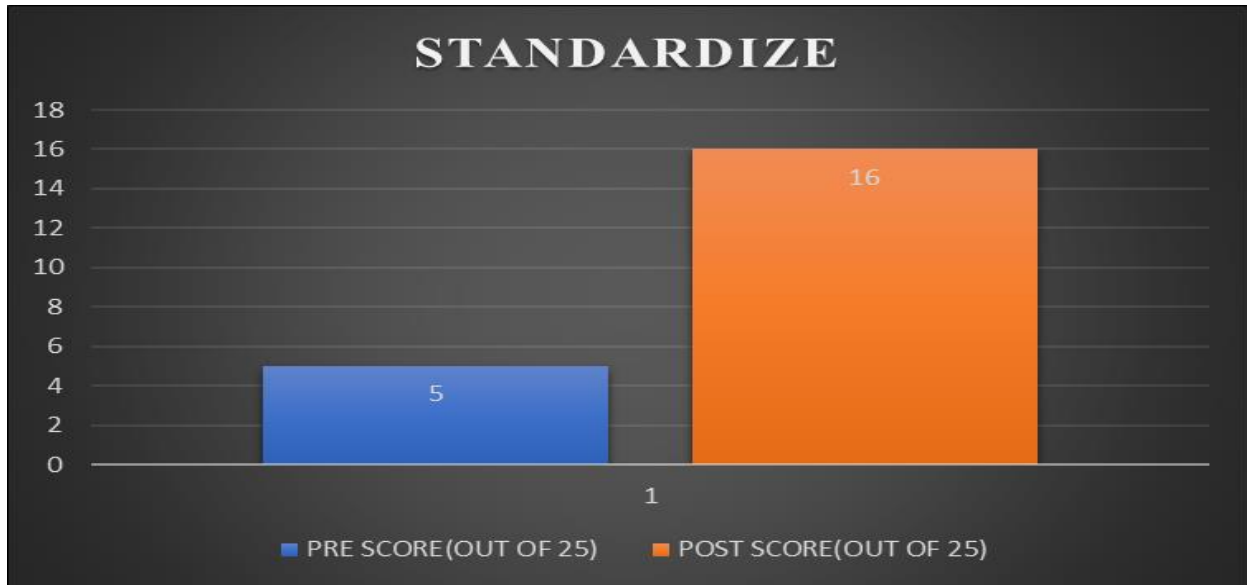


Fig No. 5- Graphical representation of pre-score and post-score of STANDARDIZE activity

**INTERPRETATION-** On comparing the pre-score and post-score of STANDARDIZE activity, it can be seen that the score has been improved from 5 to 16 which means that there is 44% compliance.

**INFERENCE:** It is found that with capacity building, training and development, continuous monitoring of 4S, the benefits were successfully observed, such as:

- Reduction of waste and enhancement of safety
- Process improvisation and working out in the implementation
- Regular supervisory visits for Monitoring and evaluation (M&E)
- Checklist was maintained
- Employees knew about the importance of 5S
- Training to the staff was given
- Standardized protocols as per the center of disease control program maintained.

**D. Sustain**

All the staff who are involved in 4S need to make changes for sustaining the processes. The top-level management needs to take initiative. The quality head needs to take the importance of 5S and various training and development have to be initiated for knowledge, attitude, and practices modifications. The day-to-day workplace efficiency can be improved by inspection of facility safety and execution with the help of a checklist.

To the estimation of the workplace in terms of the 5S rule, that is sustaining the standards, serve the following scores:

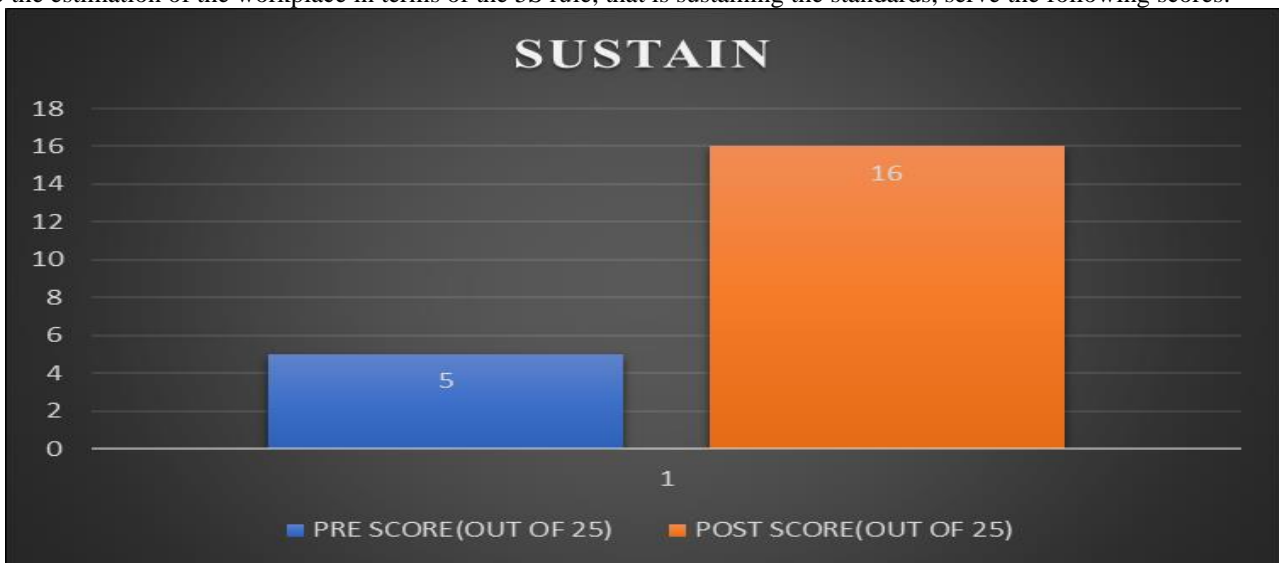


Fig No. 6- Graphical representation of the pre-score and post-score of SUSTAIN activity

**INTERPRETATION-** On comparing the pre-score and post-score of SUSTAIN, it can be seen that there is 44% compliance with 5S such as conducting audits of the nursing station daily for a few weeks.

**INFERENCE:** It was found that after the training and continuous monitoring 5S was successfully implemented which showed some benefits such as:

- Developing a positive attitude and inculcating self-discipline
- Awareness and moral enhancement
- Improvement of the inter-human relations.
- Improvement of the internal communication processes

Comparison Of The Total Score Of 5s

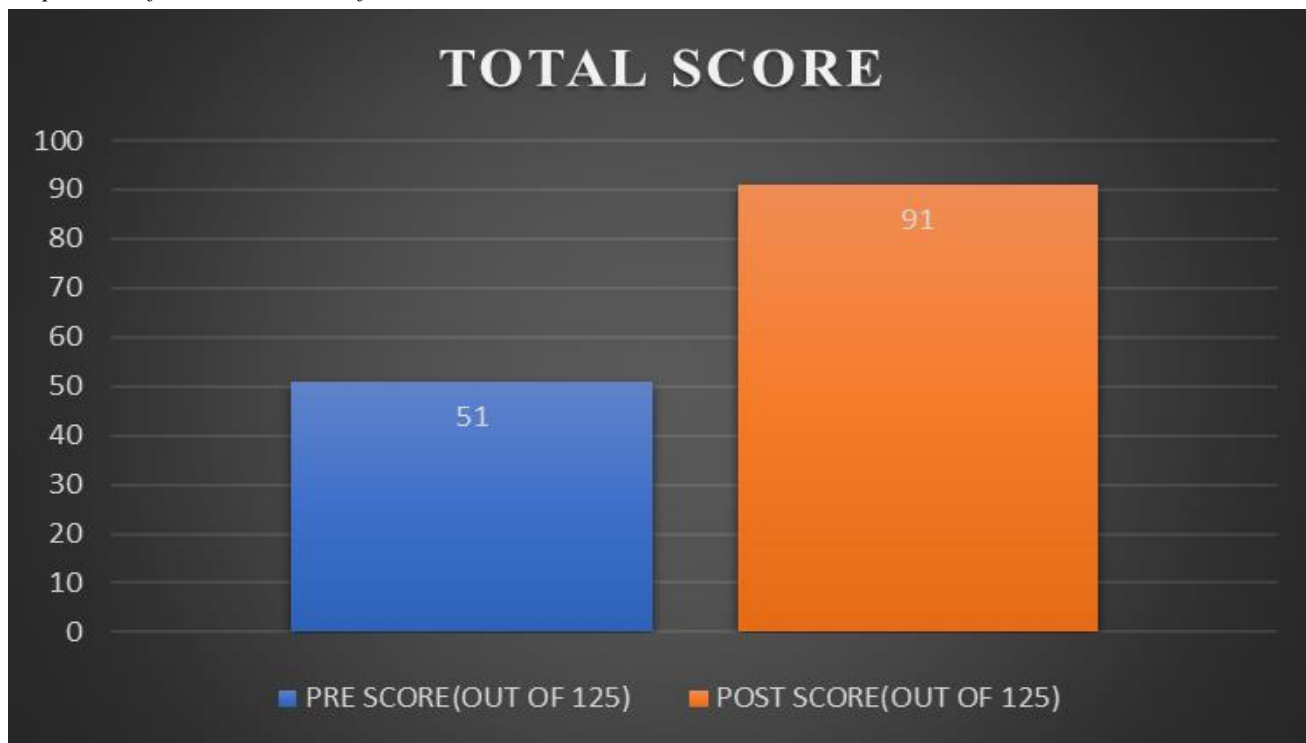


Fig No.7-Graphical representation of the total score of 5S activity

Table No. 3- Benchmark of the scores

Points	Remark
100 to 125	Good, Doing well
75 to 99	Caution Could Do Better
<75	Concern, Minimal Efforts

**INFERENCE-** The 5S as an Implementation tool as a service delivery system to improve efficiency from 51 to 91 in the successive weeks, which says Cardiac counter can do better with the 5S activity that further interprets there is 32% compliance.

Challenges:

- The resistance of employees towards making changes in the workplace
- The awareness about the 5S technique in staff was very low
- Lack of interest to learn new things due to workload
- Staff were non-co-operative to learn and apply the 5S technique
- Lack of involvement of top management in the concept of 5S technique
- Improper disposal of employee’s time
- Inadequate planning and organization for the training of the employees for 5S

- The sustainability of the 5S technique was very low as employees try to go back to their old ways to keep the workplace organized.
- Convincing the benefits of the 5S technique and motivating to use the 5S technique at the workplace
- Less space for storage at the workplace

Limitations:

- The study was conducted in a single department of the hospital.
- The duration of the study was for 6 months only.
- The study was not involved in another part of the hospital to find the responses.

VII. CONCLUSION

The study shows that implementing the 5S technique at the cardiac counter which is located on the ground floor has improved the work environment as well as the productivity of the staff. It promotes neatness in the storage of inventory as well as a workspace. The top management commitment and involvement at every step lead to the success of the implementation of 5S practices.



## Challenges While Implementation of 5S at the Cardiac Counter of the Tertiary Care Hospital.

The successful implementation and execution of the 5S technique at the front office desk of the hospital result in several advantages.

Sustainability is maintained by repeated interventions and continuous monitoring. Continuous quality improvement steps were informed to the quality department and awareness was created. The result of this study work has an organizational application. If applied, the organization will benefit from benefiting the patients. At an organizational level, the results of this study will strengthen the quality of the hospital and enhance patient care quality. Success depends mainly on the awareness of participation in the 5S technique of the whole team.

### REMEDIAL ACTIONS: / RECOMMENDATION:

- Internal, prospective audits and assessments have to be carried out weekly, monthly, and annually by the quality committee.
- Proper training has to be implemented for the front office staff.
- Managers make sure that they always motivate the staff to do the 5S technique in the workplace.

### DECLARATION

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Ethical Approval and Consent to Participate	No, the article does not require ethical approval and consent to participate with evidence.
Availability of Data and Material/ Data Access Statement	Not relevant.
Authors Contributions	I am only the sole author of the article

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### AUTHOR PROFILE



#### Dr. Mandyam Rangayyan Roopashree

#### Publications:

- 7 publications in Scopus and web of science.
- 3 conference publications.
- 4 Website article publications
- 35 CPD's with credit hours.
- 15 MDP, AMDP.
- About 200 Conferences and webinars with certifications.
- 1 National poster presentation award.

Guest faculty in health care management.

Participated in about 500 and more webinars during covid-19 pandemic.

32 health care projects.

**Expertise:** NABH/QAI/JCI Accreditation, Hospital Operations and Administration, Quality and patient safety, Health care IT, Business intelligence, Business communication, data analytics, Audits and continuous improvement programs.

Academic teaching experience of 2 years as Assistant Professor in SIHS, SIU(DU).

#### Core Qualification:

MBBS., MHSc., MHA., MBH-HHM., PGDHHM., PGCQM&AHO., PGDACG., DCM., NABH- POI Internal Assessor, NQAS External Assessor., NABL-ISO15187:2012., (Ph.D)

#### Industry experience: +23 years

An astute performer with 23 years+ of extensive experience in Health Care services & the capacity to handle hospital administration and healthcare management within the responsibility. A passionate technocrat with professional enrichment in the areas of the healthcare service sector: Operations, Quality and Accreditation, Strategy management and Projects management, Research and development, Training and Capacity Building, and IT & Digital innovations.

Rich knowledge and expertise in formulating and effectuating strategies aimed at sustaining profitability in business operations. Experience in managerial and technical support & troubleshooting, functional development & processes expertise has helped to apply and enhance current skills, acquire new skills, and contribute constructively to reputed organizational development to transformation.





The academic accomplishments have equipped in handling quality teaching through developing various modules according to the need of management students, and faculty, and drafting policies for stakeholders. Research and development have been my real work for global health care and positively impact people's life. A resourceful and conscientious person who always strives to achieve high standards, remaining calm under pressure with the ability to multi-task and prioritize workloads to meet tight deadlines and balance time management with continuous improvements. Working well within a team environment or on own initiative with excellent communication and people interaction skills with the ability to develop good relationships with the understanding and appreciation of customer needs. The existing skills can be enhanced and new ones developed with a willingness to undertake any further training to aid job efficiency. A mature, passionate health professional, academic and researcher, possess a high degree of self- motivation to complete any work to the best of my ability. I Possess excellent communicational and organizational skills and can manage my time efficiently. I am good humored, friendly, reliable, and trustworthy, with the capability to collaborate well when working as part of a team as well as to use my own initiative to work well individually.

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