

ABSTRACT

Work Improvement Teams are groups of employees who meet regularly to attend the matters related to their work. Participatory management is the concept behind the Work Improvement Teams, and these teams bring about many benefits to the institution including improved employee engagement and satisfaction. In National Hospital of Sri Lanka, the effectiveness of Work Improvement Teams remained unsatisfactory. This research project aimed at improving the effectiveness of Work Improvement Teams in the National Hospital of Sri Lanka.

This research project was carried out in three phases adopting the mixed method approach. Qualitative methods included Key Informant Interviews, Focus Group Discussions, Secondary Data Review, and Direct Observations. A survey was done using a questionnaire as a quantitative method of assessing the perceived team effectiveness. A road map was developed to improve the effectiveness of Work Improvement Teams mainly focusing on improving leadership, training, financial allocations, infrastructure, and revising policies and guidelines, and strengthening monitoring and evaluation.

Based on this roadmap, intervention package was planned and executed. The package consisted of conducting 'training of trainers' programmes, conducting training programmes to disseminate the knowledge of master trainers to the others, improving communication between the accounts branch and the Work Improvement Teams, building capacity of the Quality Management Unit, streamlining progress review meetings, reactivation of the steering committee, revision of the guidelines, and introduction of the simplified format for documenting the minutes of meetings.

All the indicators i.e. proportion of Work Improvement Teams with expected participation ($p = .04036$), proportion of teams that generated reports ($p = 0.0226$),

proportion of Work Improvement Teams that conducted the expected number of meetings per month ($p = 0.03318$), proportion of teams that generated Kaizen suggestions ($p = 0.0139$), proportion of suggestions that was implemented ($p = 0.03846$) showed statistically significant improvements after implementing the interventions package. According to the post assessment of the questionnaire, all the aspects of the perceived team effectiveness have been significantly improved.

Post intervention assessment showed that the intervention package was successful in improving the effectiveness of Work Improvement Teams in National Hospital of Sri Lanka.

Key Words: Work Improvement Teams, National Hospital of Sri Lanka, Effectiveness