

# Quality and Safety Series

## Kamishibai Visual Management

# OBJECTIVES

- Describe the importance of visual management in the quality improvement process.
- Identify key elements of Kamishibai.
- Discuss the use of Kamishibai.



# What Is Kamishibai Visual Management?



- A Japanese form of picture story telling dating back centuries.
- Prevalent in the United States during the 1930s and 1940s, disappearing in the 1950s with the advent of television.
- Now used as a visual management tool to assist with sequencing, execution, and follow-up of key work routines and tasks.
- Tells a visual story as quickly as possible.

# Why Use Kamishibai Visual Management?



- Helpful to formalize, prioritize, and schedule checks or audits of processes.
- Inspects the expected process.
- Promotes leadership rounds.
- Quickly identifies problems before patient harm has occurred.
- Teaches others to solve problems.
- Keeps compliance and patient safety top of mind.

# How Do I Use Kamishibai Visual Management?

- Track processes and display the results real time.
- You decide how.









# Example 1: Calendar

Begin with a blank calendar, with the process to be audited written at the top.

Process steps:

- Place a red or green dot on the appropriate day.
- Green is pass; red is fail.
- This is a good choice for a single process.

## Process Audit: Purple Widgets

S	M	T	W	T	F	S
						
						
						
						
						

# Example 2: Calendar With Multiple Audits and Two Shifts

This calendar is good for multiple processes with different frequency of individual process audits.

Process steps:

- Write the processes to be audited on the days you have chosen.
- Perform audits.
- Highlight green on the day for pass and red for fail.
- Write day shift on top, night shift on bottom.

Unit Name: 2S					Month/Year: March 2022	
S	M	T	W	T	F	S
		CAUTI	Skin Assmt	CLABSI	CAUTI	CAUTI
		Hand Hygiene	CAUTI	Sepsis Screen	Fall Assmt	Skin Assmt
VTE Assmt	Fall Assmt	CLABSI	CAUTI	Sepsis Screen	Hand Hygiene	Sepsis Screen
CLABSI	CAUTI	VTE Assmt	CDI	Skin Assmt	CAUTI	CLABSI
CAUTI	CLABSI	Skin Assmt	VTE Assmt	CAUTI	CLABSI	Fall Assmt
Sepsis Screen	Fall Assmt	CAUTI	Hand Hygiene	Sepsis Screen	VTE Assmt	CAUTI
Sepsis Screen	CAUTI	CAUTI	CLABSI	Sepsis Screen	Fall Assmt	CAUTI
CDI	Hand Hygiene	Fall Assmt	Skin Assmt	VTE Assmt	Hand Hygiene	VTE Assmt
Skin Assmt	Sepsis Screen	VTE Assmt	CDI	CAUTI	Hand Hygiene	VTE Assmt
Fall Assmt	CLABSI	CAUTI	Sepsis Screen	Skin Assmt	CLABSI	Fall Assmt

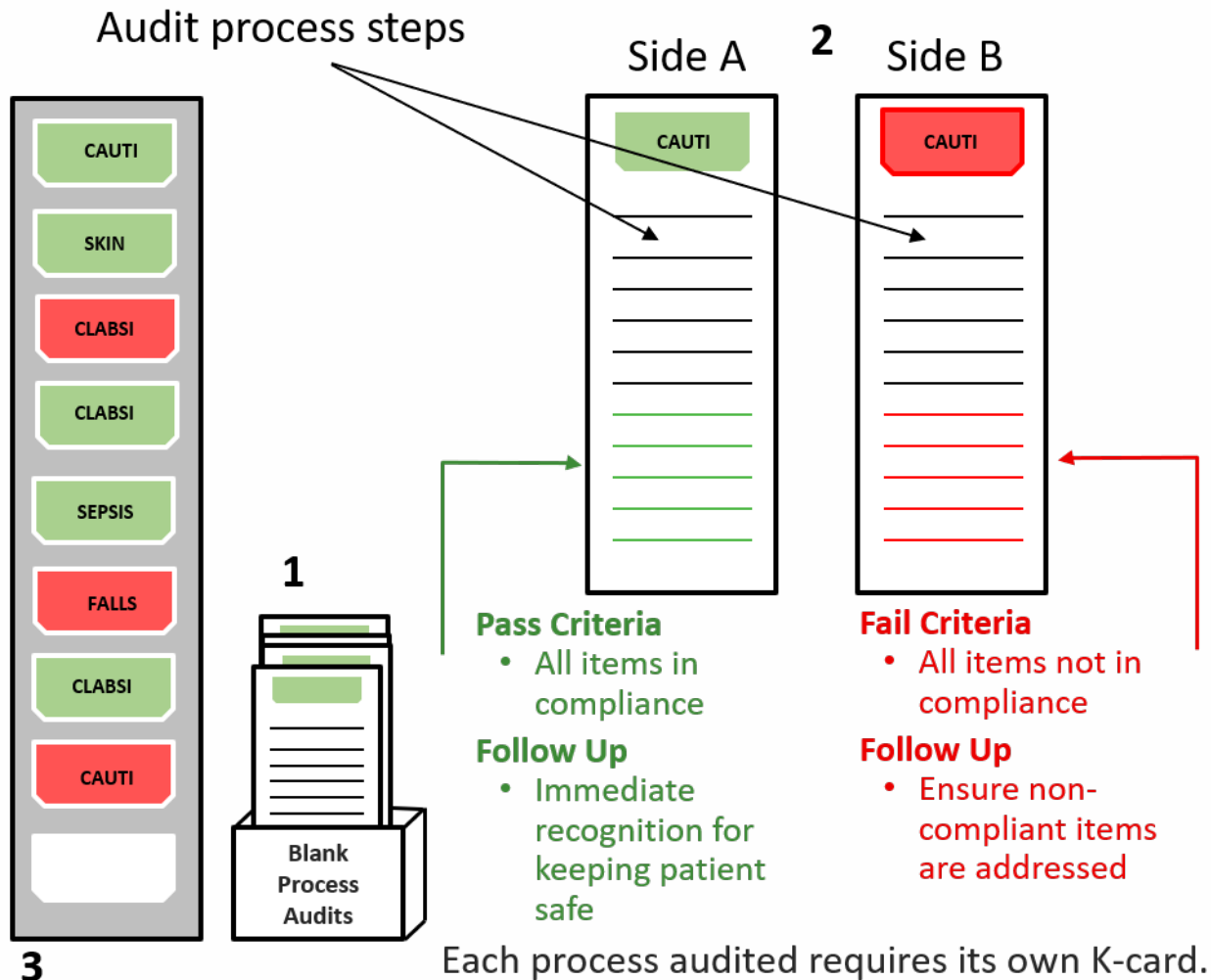
CAUTI = catheter-associated urinary tract infection, CLABSI = central-line associated bloodstream infection, VTE = venous thromboembolism

# Example 3: Two-Sided K-Card With Stackers

Blank process audit cards are next to the stacker. This is a good choice for multiple processes.

Process steps:

1. Pull a blank process audit card.
2. Perform audit.
3. Place the card in the stacker with green facing out for pass and red facing out for fail.



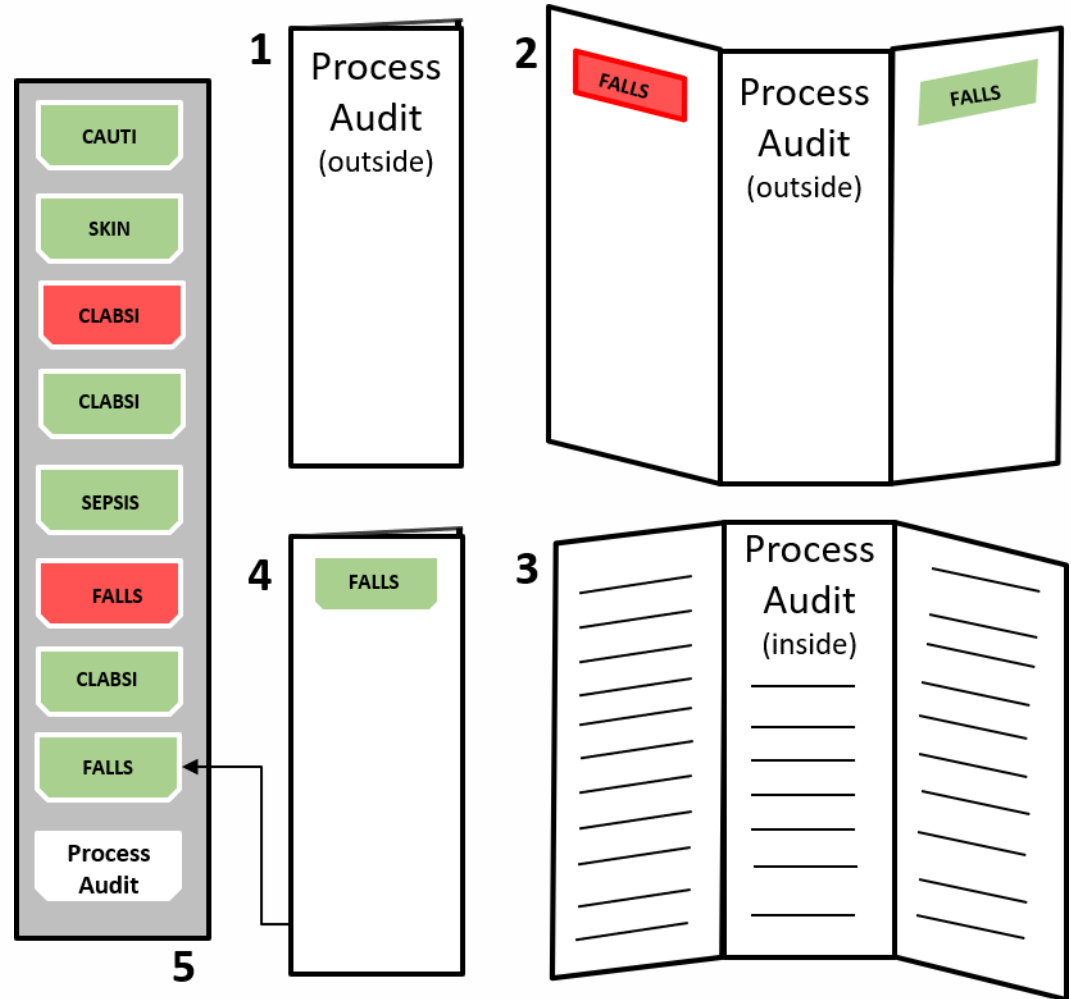


# Example 4: Tri-Fold K-Card With Stackers

Blank process audits are loaded into the stacker at the start of the performance period, with blank side out. Auditors do not know which audits they will be performing. This is a good choice for multiple processes.

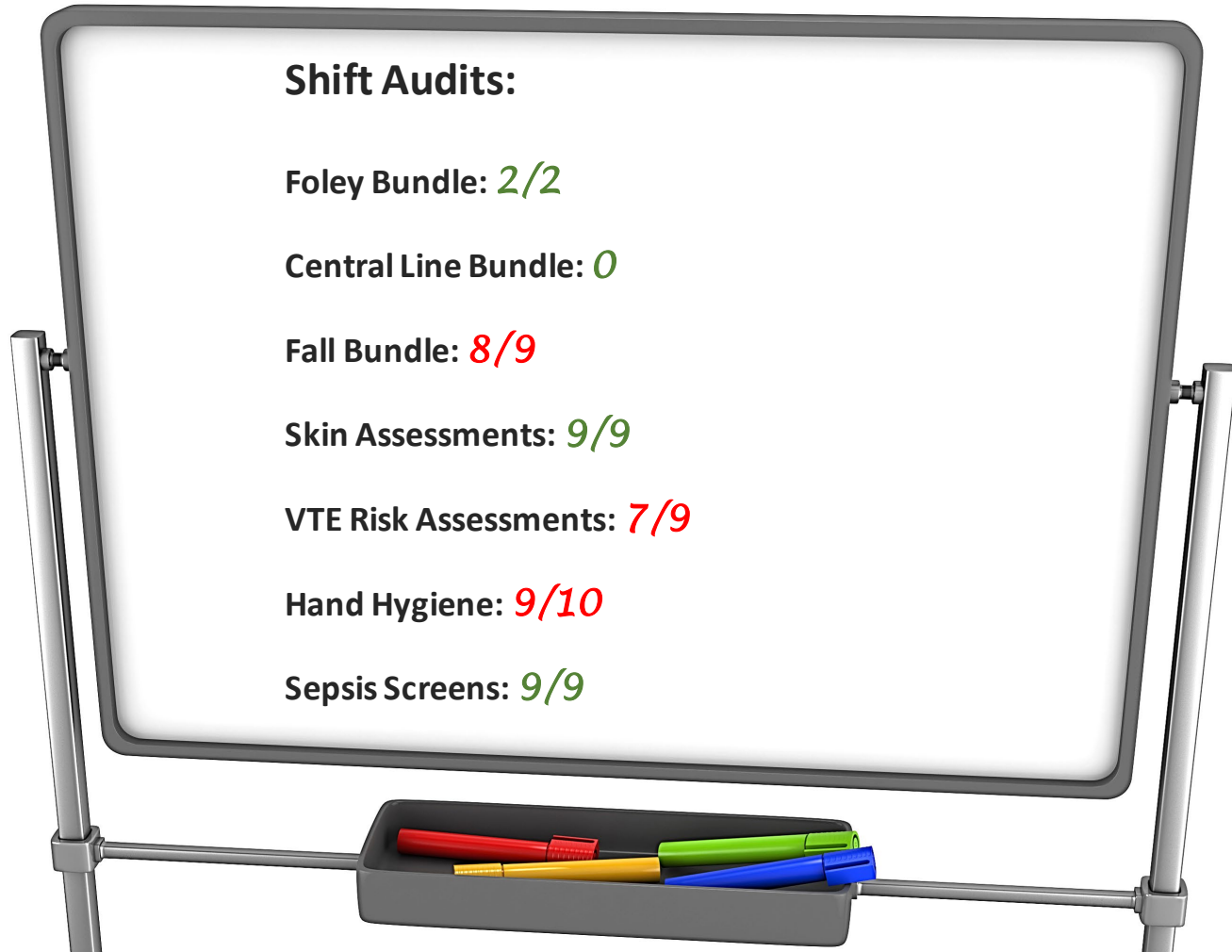
Process steps:

1. Pull a blank process audit from stacker.
2. Unfold and turn over.
3. Perform audit.
4. Fold audit tool with green facing out for pass and red facing out for fail.
5. Place in stacker.



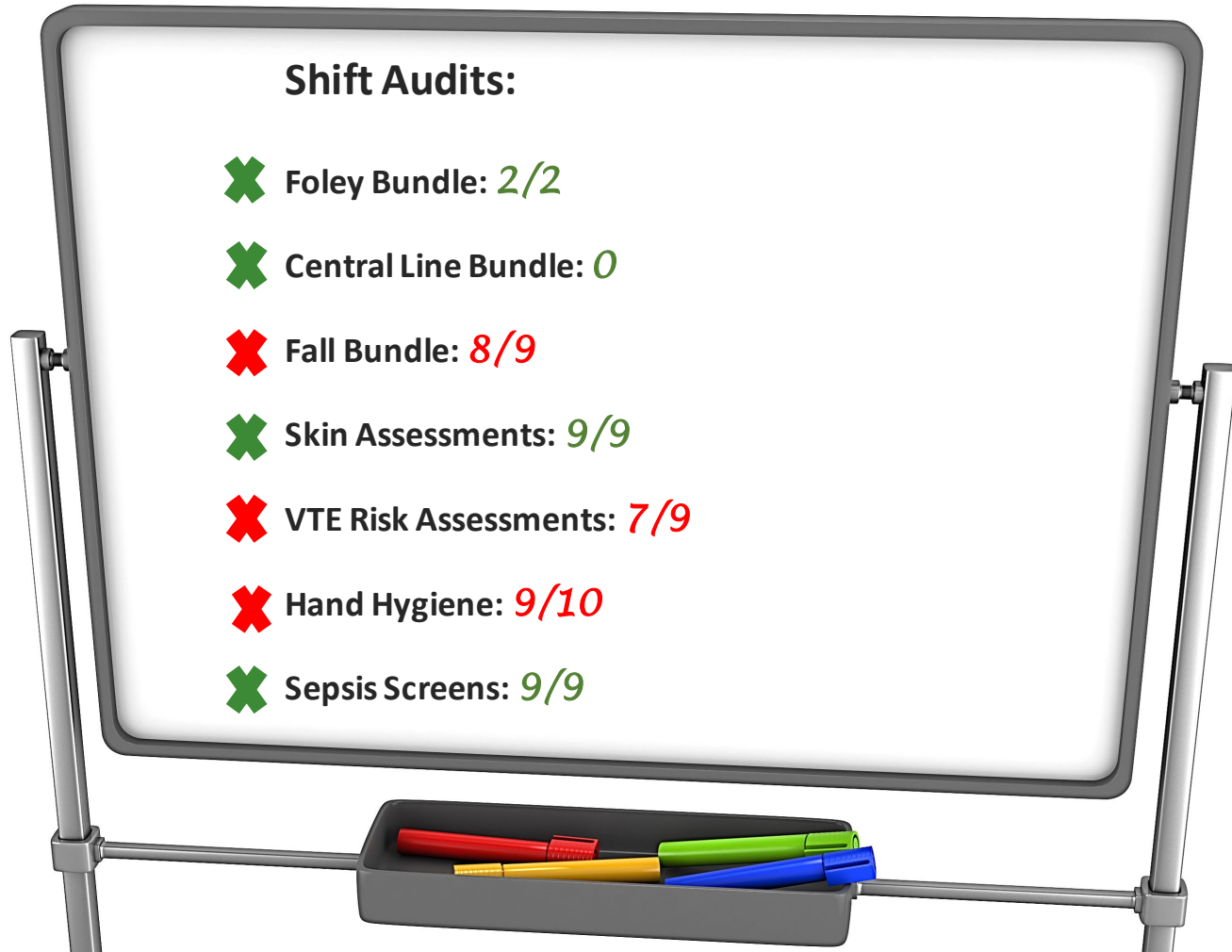
# Example 5: Whiteboard

Often used during hallway huddle.



# Example 5: Whiteboard (cont.)

Often used during hallway huddle.



# Example 7: Performance Tracker

## Process steps:

- List processes in left column under SHIFT AUDITS.
- Place date under AM/PM to correspond with the day of week.
- Perform audits and place a green mark or highlight in the box for pass or red for fail.

This is a good choice for multiple processes if every process is audited every shift.

SHIFT AUDITS	S		S		M		T		W		T		F	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
	4.30.22		5.1.22		5.2.22		5.3.22		5.4.22		5.5.22		5.6.22	
FOLEY BUNDLE														
CENTRAL LINE BUNDLE														
FALL BUNDLE														
SKIN ASSESSMENT														
VTE RISK ASSESSMENT														
HAND HYGIENE														
SEPSIS SCREENS														

# Example 8: Fallout Tracker

## Fallout Tracker: CAUTI Bundle

Instructions: Put date in next open box above the missed step

# missed process steps	20																			
	19																			
	18																			
	17																			
	16																			
	15																			
	14																			
	13																			
	12																			
	11																			
	10																			
	9																			
	8																			
	7	5.6.22																		
	6	5.5.22																		
	5	5.4.22																		
	4	5.3.22																		
	3	5.2.22	5.6.22																	
	2	5.1.22	5.3.22																	
	1	4.30.22	5.1.22	5.1.22	5.1.22															
Missed process step	No indications	Closed system not maintained	Foley not secured to patient's body	Bag higher than patient's bladder	Dependent loops	Tubing not secured to bed or chair	Bag touching floor	No individual measuring device w/ pt name & room #												
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	

Process steps:

1. Write the process name at the top of the form.
2. Place the form on a whiteboard.
3. Write the audit date next to the open box above the missed step (if a missed step is identified during a process audit).

Advantages:

- This is a good choice if you want to know the contributors to failures, which can be quickly identified.
- It may be used on its own or with other tools.

(In this example, no indications for Foley is the top contributor to CAUTI bundle failures.)

# Example 9: Hybrid

## Fallout Tracker: CAUTI Bundle

Instructions: Put date in next

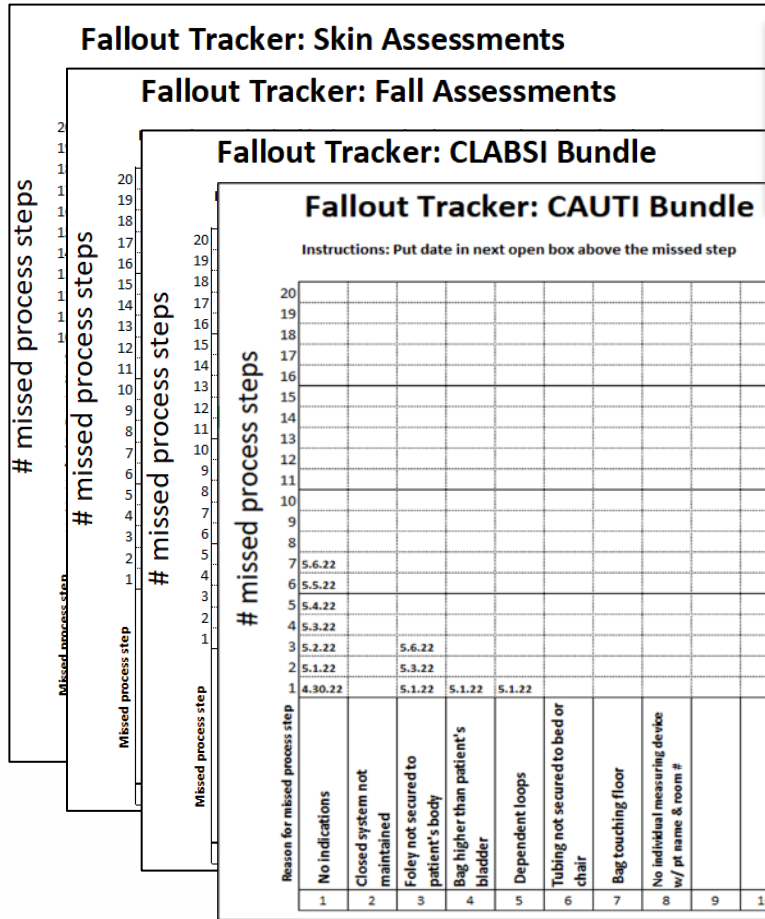
# missed process steps	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
														5.6.22						
														5.5.22						
														5.4.22						
														5.3.22						
														5.2.22				5.6.22		
														5.1.22				5.3.22		
														4.30.22				5.1.22	5.1.22	
Reason for missed process step																				
1 No indications																				
2 Closed system not maintained																				
3 Foley not secured to patient's body																				
4 Bag higher than patient's bladder																				

## Process Name: CAUTI Bundle Process Audits

	S	M	T	W	T	F	S
20							
19							
18							
17							
16							
15							
14							
13							
12							
11							●
10							
9							
8							
7	●	●	●	●	●	●	●
6							
5							
4							
3							
2							
1	●	●	●	●	●	●	

This is a good choice for a single process when you want to know performance and top contributors to failures.

# Example 10: Hybrid



This is a good choice for multiple processes when you want to know what the top contributors to failure are for those processes.

Unit Name: 2S					Month/Year: March 2022	
S	M	T	W	T	F	S
		CAUTI	Skin Assmt	CLABSI	CAUTI	CAUTI
		Hand Hygiene	CAUTI	Sepsis Screen	Fall Assmt	Skin Assmt
VTE Assmt	Fall Assmt	CLABSI	CAUTI	Sepsis Screen	Hand Hygiene	Sepsis Screen
CLABSI	CAUTI	VTE Assmt	CDI	Skin Assmt	CAUTI	CLABSI
CAUTI	CLABSI	Skin Assmt	VTE Assmt	CAUTI	CLABSI	Fall Assmt
Sepsis Screen	Fall Assmt	CAUTI	Hand Hygiene	Sepsis Screen	VTE Assmt	CAUTI
CDI	CAUTI	CAUTI	CLABSI	Sepsis Screen	Fall Assmt	CAUTI
Skin Assmt	Hand Hygiene	Fall Assmt	Skin Assmt	VTE Assmt	Hand Hygiene	VTE Assmt
Fall Assmt	Sepsis Screen	VTE Assmt	CDI	CAUTI	Hand Hygiene	VTE Assmt
	CLABSI	CAUTI	Sepsis Screen	Skin Assmt	CLABSI	Fall Assmt

# Steps

1. Decide which process(es) you will be auditing.
2. Select a visual management tool: calendar, whiteboard, stackers, etc.
3. Determine the number of audits for each process.
4. Establish the frequency of audits for each process.
5. Choose who will be responsible for performing audits.
6. Indicate who will receive completed audits.





# Key Take-Aways

- Kamishibai is a visual management tool that tells a story of how well you are “doing what you say you are doing.”
- It creates the habit of checking every day.
- It promotes leadership rounds using a structured format. Leaders can solicit feedback from frontline staff, which may help develop or improve relationships while simultaneously improving patient safety.
- Visual management is important because it allows everyone to see how the team is performing and how their work impacts results.



# References

- Gemba Academy:  
[https://blog.gembaacademy.com/2006/11/21/what\\_is\\_a\\_kamishibai/](https://blog.gembaacademy.com/2006/11/21/what_is_a_kamishibai/)
- Kamishibai card templates:  
<https://www.mnhospitals.org/Portals/0/Documents/patientsafety/HAI/KCardHDVCH.PDF>
- Kamishibai cards to sustain evidence-based practices to reduce healthcare-associated infections:  
<https://pubmed.ncbi.nlm.nih.gov/30522838/>
- Kamishibai cards: <https://www.the-center.org/Blog/June-2016/Kamishibai-Cards-Often-Referred-to-as-TPM-Cards>
- Removing Obstacles is in the Cards at MU Health Care:  
<https://www.muhealth.org/our-stories/removing-obstacles-cards-mu-health-care>



# Thank you!

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