



Study tour participants observing how they are managing the stock by using 5S tools in the Pediatric Ward of Mbeya Zonal Referral Hospital

STUDY TOUR IN TANZANIA WAS COMPLETED IN OCTOBER 2024



QI implementing structure in Tanzania presented by Ministry of Health of Tanzania (regional seminar)

From October 6 to 12, 2024, a study tour was conducted in Tanzania, involving 16 participants from Zimbabwe's Ministry of Health and Child Care (MoHCC), including representatives from the Quality Assurance and Patient Safety (QAPS) Directorate and hospital management. Organized as part of the ZIM-QIPS Project, the main purpose of the tour was to clarify practicable ideas for further improvement of healthcare service provision as well as hospital management, by utilizing 5S-KAIZEN-TQM approach from Tanzania's experiences.

On October 7 and 8, two representatives from the QAPS Directorate attended the Regional Seminar in Arusha as observers, that was organized by another JICA project. Participants from seven African countries shared their achievements and challenges with 5S-KAIZEN-TQM Approach, providing the Zimbabwean team with valuable insights, especially on sustainability strategies. The delegation then traveled to Dar es Salaam, where they shared these insights with the other Zimbabwean participants. [...go to the next page]



Group discussion on how to solve the issues raised during the implementation of 5S-KAIZEN-TQM (regional seminar)



A nurse in the Muhimbili Hospital explaining how they are managing the stock in the ward by using 5S tools.

The team visited Mbeya Zonal Referral Hospital and Muhimbili National Hospital, observing best practices in quality management and discussing how management can support ongoing quality improvement. The Zimbabwean participants gained practical knowledge on using the 5S tools effectively, fostering motivation across hospital staff, and cost management for improving hospital service delivery.



Group photo taken in the Mbeya Hospital

After the tour, each participant drafted a report outlining their learnings and future actions to implement the 5S-KAIZEN-TQM approach in their hospitals. Moving forward, the project team will monitor and support these plans to ensure the study tour's impact is sustained in the target hospitals.

2nd and 3rd ROUND OF EXTERNAL M&E



QAPS staff (right in the photo) conducting M&E at Gwanda Provincial Hospital

From May to June 2024, ZIM-QIPS project team carried out the second round of external Monitoring and Evaluation (M&E) at 14 target hospitals and ten Provincial Health Executives (PHEs) to assess quality improvement (QI) activities through the 5S-KAIZEN-TQM approach.

The results showed that all hospitals have started 5S activities, and five of them have embraced KAIZEN with QC stories. While this is a positive step, we noticed that

the Quality Improvement Team (QIT) functions and M&E scores are still below set project targets. To overcome these challenges, it will be important for hospitals to take proactive steps to strengthen their QI activities.

The finalized May 2024 M&E report was shared and discussed during the training sessions in August and September 2024. Additionally, the third round of external M&E was kicked off in September 2024 to ensure continued monitoring and technical support. The project team is dedicated to working hand-in-hand with the target hospitals and PHEs to nurture a culture of continuous improvement in health services, ultimately enhancing the quality of care for everyone involved.



Good practice confirmed in Sally Mugabe Central Hospital during the M&E

KAIZEN TRAININGS WERE CONDUCTED FOR THE TARGET HOSPITALS

In August 2024, KAIZEN training was held in Kadoma for hospital management and QITs from the Central Hospital and Provincial Hospital, with a total of 42 participants: 18 from the Central Hospital and 24 from the Provincial Hospital.

Key topics discussed:

- **Strengthening internal M&E:** The training emphasized enhancing skills in M&E through simulated exercises. Participants discussed common challenges and strategies for effective internal M&E.
- **Following up on QIT Action Plans:** Follow-up support was provided to assess the progress of action plans developed during a previous training in March 2024. Issues such as coordination among programs and the delegation of decision-making authority were identified and discussed.
- **Time Studies:** The training addressed challenges in collecting quality indicators, particularly focusing on time study methods to improve service delivery.



Group work on QC story



M&E practice at Kadoma Hospital

Training effectiveness was confirmed through the course evaluation and pre- and post-tests. We anticipate that this training will motivate further KAIZEN activities and quality improvements in health services. Let's solve problems one by one using KAIZEN with QC story!

5S-KAIZEN-TQM TRAINING WAS ORGANIZED FOR PHEs

From September 2 to 6, 2024, a third training session for PHEs took place in Kadoma, with 30 participants from all ten provinces. This training aimed to strengthen knowledge and skills related to 5S activities and M&E processes. We observed that PHEs are also eager to learn and practice 5S activities during the training.

Key Topics Discussed:

- **Challenges in 5S Implementation:** Participants shared experiences and identified barriers, such as scheduling conflicts and resistance within teams.
- **Strengthening P-QIT Functions:** Action plan was developed to enhance P-QIT members' knowledge and clarify their roles based on the results of a recent external M&E.
- **Providing Training and Supervision:** Discussion focused on the lack of training and supervision provided by PHEs to healthcare facilities, identifying actionable solutions.
- **Sustaining Monitoring Practices:** Participants explored ways to maintain ongoing monitoring and evaluation activities within facilities.

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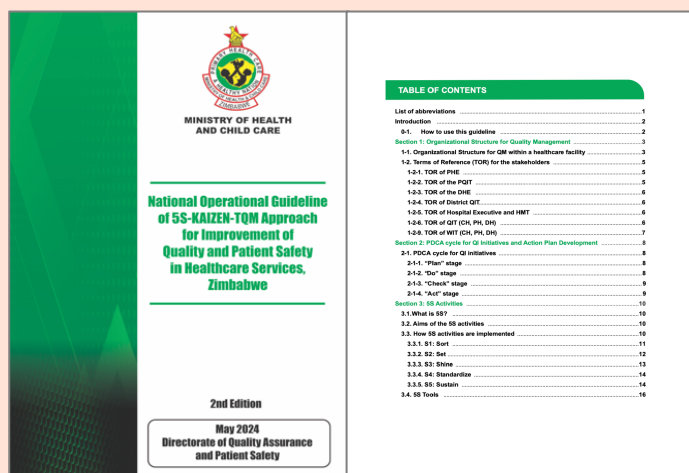


Presentation during 5S practice session

- **Program Integration:** The necessity of incorporating 5S-KAIZEN-TQM Approach across various programs was highlighted.

The project team looks forward to observing the implementation of the action plan in the third round of external M&E scheduled from September to November 2024.

NATIONAL OPERATIONAL GUIDELINE 2nd EDITION WAS DISTRIBUTED



The operational guideline of 5S-KAIZEN-TQM approach in 2nd edition was finally issued!! The Project distributed it to 14 target hospitals and 10 PHEs in September. We hope that the guideline can help the health facilities to implement 5S-KAIZEN-TQM Approach smoothly!

Soft copies can be obtained from the Project or alternatively downloaded from the link below:

[CLICK HERE TO DOWNLOAD THE GUIDELINE](#)

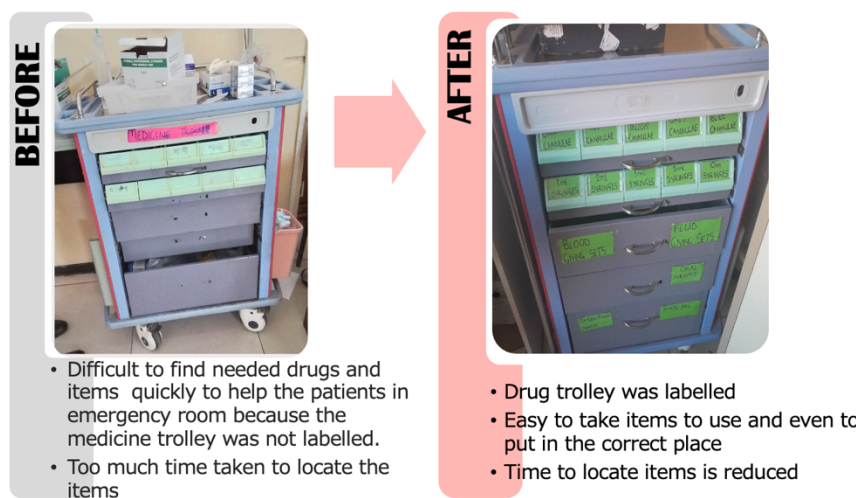
GOOD PRACTICE OF 5S-KAIZEN ACTIVITIES

This newsletter wishes to share an example of good practices from **Chitungwiza Central Hospital**. Congratulations on their efforts and successful Quick KAIZEN implementation!

This remarkable achievement was done, utilizing ONLY SORT, SET, & SHINE activities with a KAIZEN-MIND! Can your

hospital achieve the same or similar activities in your setting? If the answer is "YES!", please try to start from today! We also expect to facilities to share good practices and any other ideas for further improvement.

Please send your best activities to ZIM-QIPS (Mr. Mapweza: tallymap@gmail.com or Mr. Hirama: r.hirama@fujita-plan.com) so that all colleagues in the whole country can learn some tips from you.



Thank you for reading our newsletter!

Please give us your feedback, which can help us to improve the contents.

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