



Endline Surveyors verifying expired medicine disposal records at Parirenyatwa Group of Hospitals

## Endline Survey Successfully Conducted: Full Results Coming in Vol. 7

The ZIM-QIPS has reached a definitive milestone with the successful completion of the **Endline Survey**, conducted from August to September 2025. This comprehensive survey revisited all 6 Central Hospitals and 8 Provincial Hospitals to measure the achievements and the improvement since the project's baseline. The survey team, comprised of selected Quality Improvement Team (QIT) members from the target hospitals, Ministry of Health and Child Care (MoHCC) officials and Japanese experts, mainly collected extensive data on:

- **Quality Improvement (QI) implementing structure and 5S-KAIZEN Implementation Levels:** Assessing the maturity of 5S-KAIZEN activities across various departments.
- **Patient Waiting Time:** Conducting rigorous time studies in Outpatient Departments and Pharmacies.
- **Client Satisfaction:** Gathering direct feedback from patients regarding their experience and the quality of care.
- **Other QI related information**

Data analysis has been completed, and the report is currently being finalized to visualize the project's impact over the past years. We are excited to share the detailed results—including specific improvements in service delivery and patient experience—in our upcoming **Final Newsletter (Vol. 7)!!**



Endline surveyors reviewing KAIZEN records in the male surgical ward at VCPH

## EMPOWERING LEADERSHIP: PHEs Learned "KAIZEN with QC Story"

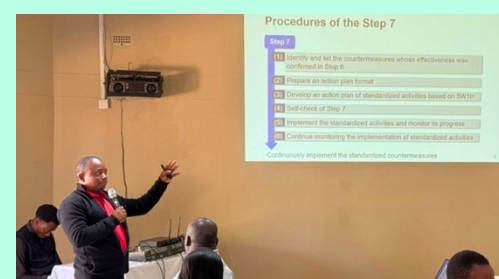
Sustainability of QI initiatives relies on strong local leadership. To ensure this, the project held an intensive **KAIZEN Training for Provincial Health Executives (PHEs)** from **August 19 to 21, 2025**, in Kadoma. Attended by 20 representatives from all 10 provinces, the training focused on the "**QC Story**" method—a data-driven problem-solving approach. The training yielded the following results:

- **Skill Upgrade:** Participants acquired the skills to implement and supervise KAIZEN with QC Story within their provinces.
- **Measurable Growth:** Pre- and post-course assessments showed a significant leap in understanding, with average scores rising from **75.4% to 87.2%**.

By reinforcing PHEs' capacities, ZIM-QIPS has laid a robust foundation for province-led dissemination and supervision of QI activities that will continue long after the project concludes.



Participants engaged in group work on situation analysis (Step 2) of the QC



QAPS staff giving a lecture on standardization (Step 7)

## STRENGTHENING QUALITY & SAFETY: 4th & 5th External M&S



Japanese expert and hospital staff discussing the safety during the 4th M&S

Leading up to the project's conclusion, the ZIM-QIPS team intensified field support through two critical rounds of External Monitoring & Supervision (M&S).

**4th External M&S (Apr-June 2025):** This round emphasized **Safety Promotion** within the 5S framework. Assessors guided hospital teams to identify potential hazards such as infection risks and unsafe condition etc.

**5th External M&S (Oct-Nov 2025):** The final round focused on consolidating the project's achievements to ensure sustainability. Assessors observed that 5S activities are increasingly becoming part of daily routines, with tangible improvements in workplace organization and safety indicating a growing "KAIZEN mindset" among staff.

## SHARING EXCELLENCE: Good Practice Booklet

One of the most powerful outcomes of ZIM-QIPS is the ingenuity shown by Zimbabwean health workers. To preserve and spread this wisdom, the project is compiling a "**Good Practice Booklet**". Gathered during the final M&S and through hospital self-reporting, this booklet highlights creative solutions for common challenges related to stock management, patient flow management, safety, and waste management.


*This booklet will soon be distributed to inspire facilities nationwide to say: "If they can do it, we can do it too!"*

## GOOD PRACTICE FROM A HOSPITAL and A PMD Office

This newsletter wishes to share a good practice from **Chinhoyi Provincial Hospital and Bulawayo PMD office**. Congratulations on their efforts and successful Quick KAIZEN implementation!


### FCH Department of Chinhoyi Provincial Hospital

**BEFORE**



- Frequent stockouts of consumables.
- Poor visibility of stock levels, making re-ordering inconsistent.


**AFTER**



- The necessary items can be identified easily and retrieved quickly.
- Stockouts were reduced through timely ordering.
- “Can see”, “can take out” and “can return” principle is in place.

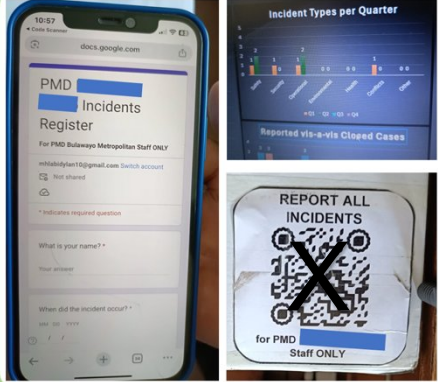
### ICT Department of Bulawayo PMD Office

**BEFORE**



- Incidents in the PMD office were not systematically reported.

**AFTER**



- The ICT office developed an online incident reporting tool, which can review each report and generate dashboards to review the trend and monitor easily.
- Placed QR-code stickers on desks in all departments to enable reporting.

They tried to improve the stock management and incident reporting system with their Quick KAIZEN action to provide quality health services!! Can your facility conduct the similar activities in your setting? If the answer is “YES!”, please try to start from today!

Thank you for reading our newsletter!

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

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