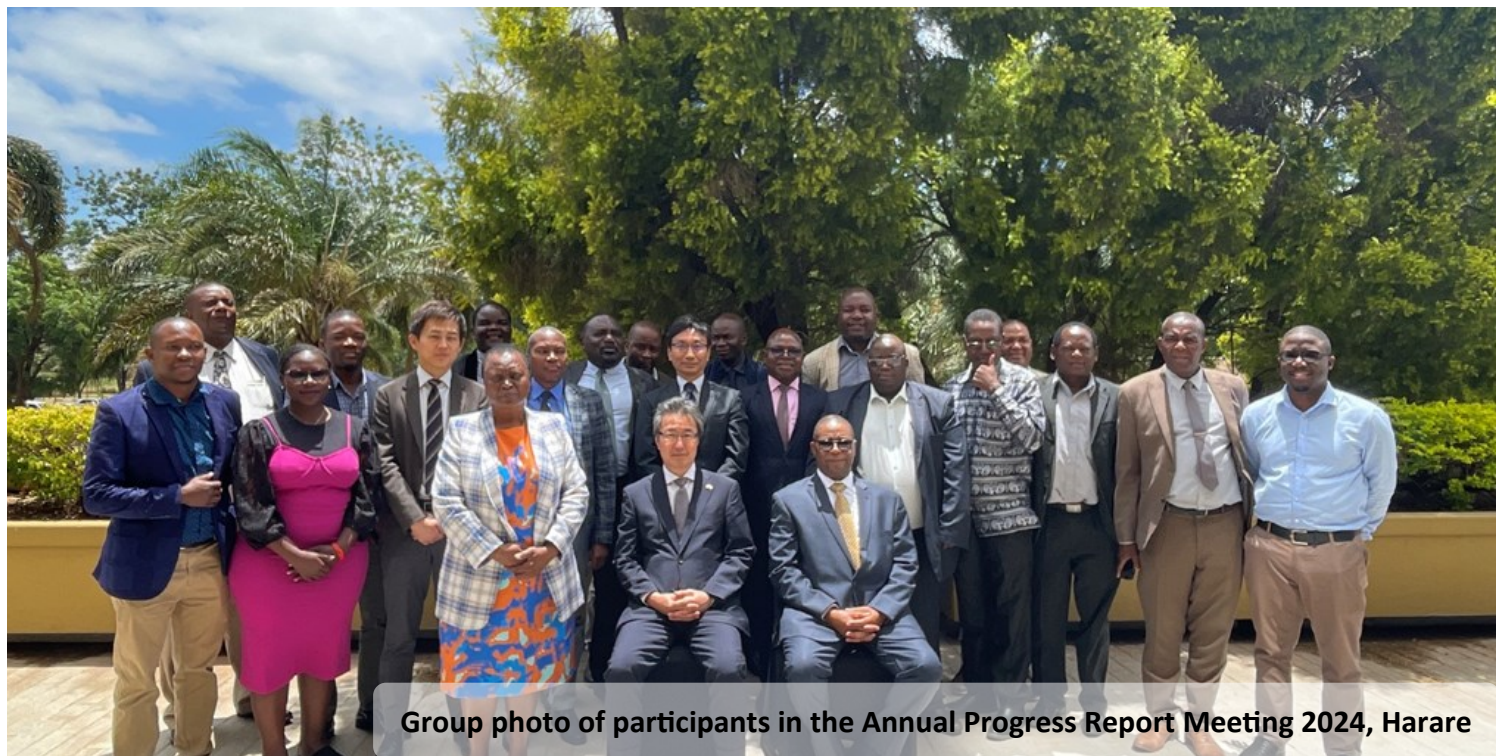




Group photo of participants in the Annual Progress Report Meeting 2024, Harare

ANNUAL PROGRESS REPORT MEETING 2024 WAS CONDUCTED SUCCESSFULLY!

On February 29th and 30th 2024, 1st annual progress report meeting was held in Harare in the presence of Honorable Dr. Douglas Mombeshora, Minister of Health, and His Excellency Mr. Yamanaka, Ambassador of Japan in Zimbabwe.



Opening remarks by the honorable Minister

At the beginning of this meeting, the Minister of Health and the Ambassador of Japan expressed gratitude for the convening of this conference and expectations for the improvement of hospital services through this project as opening remarks.

Then, 8 provincial hospitals, 6 central hospitals, and 3 selected district hospitals presented their achievements, challenges and good practices of quality improvement activities through 5S-KAIZEN-TQM approach, based on the result of their internal Monitoring and Evaluation (M&E).

In addition, 6 panelists discussed on "The Effects of 5S-KAIZEN-TQM Activities and Future Expectations" and "Strategies to Address Common Implementation Challenges

of 5S-KAIZEN-TQM Activities (such as resistance from staff participation).

At the end, the good practices of 5S activities presented by the target hospitals were recognized through awards based on the voting results of the participants. Additionally, based on the results of the external M&E conducted last year, the top three hospitals with high scores in Quality Improvement Team (QIT) function were also honored.



Panel discussions



Awarding ceremony (Best QIT)

Buoyed by the rewards, the meeting closed on a high note with participants having learned from each other and motivated to further the quality improvement activities under their influence.

MAJOR ACTIVITIES CONDUCTED FROM THE PREVIOUS NEWSLETTER

1st external M&E was completed!

From September to October 2023, the 1st external M&E was conducted at every target hospital to confirm the progress of QI activities through 5S-KAIZEN-TQM approach. The M&E was implemented by the Project in collaboration with Provincial Health Executives (PHEs).



M&E implementation in Gwanda Provincial Hospital

During the M&E, it was observed that all target hospitals have started 5S activities and five hospitals have started KAIZEN with QC story. However, both QIT function and M&E scores were still below project targets. Therefore, hospitals are required to improve the situation through proactive and positive initiatives. The project is ready to cooperate in support of the target hospitals toward this end.

2nd PHE training

From November 6th to 10th, 2023, a capacity-building workshop on the 5S-KAIZEN-TQM approach for PHEs was held in Mutare. A total of 21 staff members from 10 PHEs participated. The workshop aimed at the enhancement of knowledge and skills in M&E of 5S-KAIZEN-TQM approach.

During the training, participants engaged in lectures, practices, and discussions, alongside a hands-on M&E exercise at Victoria Chitepo Provincial Hospital. They followed required



M&E exercise at VCPH

M&E procedures and tools, to assess and evaluate the implementation status of 5S activities in healthcare settings. Now, we look forward to working together with PHEs to support healthcare facilities!

2nd Joint Coordination Committee was held



Presentation of the progress of activities

On March 1, 2024, the 2nd JCC meeting was held at MOHCC. In attendance were the Acting Chief Director of Preventive from MOHCC, representing the Permanent Secretary, along with 10 hospital directors, 1 representative from the Embassy of Japan in Zimbabwe, 3 members from the JICA Zimbabwe Office, and 7 members of the Project. During the meeting, the Quality Officer of

QAPS Directorate and the Chief Advisor of the Project presented the progress of activities and the activity plan. Resolutions were made during this meeting to address the identified challenges and were duly endorsed by the participants. In addition, the necessity of promoting 5S-KAIZEN-TQM activities was reaffirmed among the participants, and the directors of the participating hospitals expressed their commitment to enhancing activities at each hospital.



Participants of JCC

Training for reinforcement of QIT was conducted

Training programs to enhance the functionality of QITs were conducted from March 12th to 15th for Central Hospitals and from March 19th to 22nd for Provincial Hospitals.



Opening remarks

In each session, a significant amount of time was dedicated to group work and exchange of views among the hospitals to develop specific activity plans for implementing their roles and responsibilities as QIT, as well as to discuss measures to address issues. Regarding the time study on service provision and client satisfaction survey, it was agreed

to standardize the implementation method across all hospitals. Draft tools were developed for capturing and reporting on the agreed quality indicators.

At the end of the training, feedback was also provided on the annual reports submitted by each hospital in January-February this year. Each hospital was then asked to prepare a draft activity plan for the current year. The draft plan submission deadline was agreed for April 2024.



Group work on stakeholder analysis



Development of action plan

Best practice of 5S in hospitals – Store Room of Gwanda PH –

BEFORE



➔

AFTER



- Too much time taken to locate the items needed
- Poor stock management
- Negative comments on general cleanliness from other staff members
- Necessary items are hidden
- Accidents and incidents to staff due to disorganized stores.

- Stock management was improved
- Cleanliness and tidiness are maintained
- Time to locate items is reduced
- Teamwork and morale are strengthened
- Necessary items are placed at appropriate places
- Cost efficiency is ensured through reduction of excess inventory

The store room in Gwanda Provincial Hospital has resulted in improved work efficiency, effective stock management, cost reduction, and enhanced safety for staff through these Quick KAIZEN / 5S activities . Well done!!



QIT of Gwanda PH

Best practice of 5S in PMD office – HR Dept. of Mat South PHE –

BEFORE



➔

AFTER



- Files would often be lost
- Retrieving files would take time and this delayed processing staff documents
- A lot of time was taken looking for documents

- Sorting was done and only relevant documents
- Other documents have been stored in a room in readiness for archiving and archiving boxes have been bought
- Files are now kept using the EC number for easy tracking

The HR department of the Mat South PMD office has resulted in improved productivity and enhanced staff safety through 5S activities, especially the SORT-SET-SHINE activities. Good job !



QIT of Mat South PHE

We want to hear about your good practices. Please send your activities with its details to ZIM-QIPS (Mafiosi: mafio-sij@gmail.com & Hirama: r.hirama@fujita-plan.com) so that your colleagues across the country can learn from your tips.

DEPUTY MINISTER AND AMBASSADOR OF JAPAN VISITED GWERU PROVINCIAL HOSPITAL!!



Media tour at Gweru Provincial Hospital

On March 27th, 2024, the Deputy Minister of Health and Child Care Hon. Mr. Grant Aid as well as the achievements of Kwidini, the H.E. Mr. Yamanaka, the Ambassador of Japan, and Mr. Furuta, the Resident Representative of JICA Zimbabwe office visited Gweru Provincial Hospital to host a media tour of the hospital covering the status of utilizing medical equipment provided by the Japanese through 5S-KAIZEN-TQM approach. Visitors applauded the progress and achievements of QI activities at the hospital, encouraging the continuation of such efforts to achieve even greater results.

Thank you for reading our newsletter!

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

Editor: Ryota Hirama (Training Coordinator/5S-KAIZEN-TQM Support, ZIM-QIPS)

r.hirama@fujita-plan.com

