



Group photo of representatives from participating institutions at the Annual Progress Report Meeting 2025

2ND ANNUAL PROGRESS REPORT MEETING WAS HELD IN HARARE



Presentation of good practice of Quick KAIZEN by Matabeleland North PHE

The 2nd Annual Progress Report Meeting on Quality Improvement of Health Services was held in Harare from 25th to 27th February 2025, bringing together 108 participants, including representatives from the Ministry of Health and Child Care (MoHCC), Provincial Health Executives (PHEs), target hospitals, development partners, the Embassy of Japan in Zimbabwe, and JICA Zimbabwe Office.

Participants shared progress of Quality Improvement (QI) activities through 5S-KAIZEN-TQM Approach, presenting good practices, challenges, and plans for 2025. Discussions after the presentations covered workplace improvements, challenges in service delivery, and human resource development.

A session was dedicated to lessons learned from the study tour to Tanzania in October 2024, where participants observed successful QI initiatives. Upon their return, they implemented some actions such as strengthening revenue collection, optimizing expenses of procurement, and increasing doctor involvement in QI activities.

Additionally, Kadoma General Hospital shared its ongoing 5S activities, emphasizing the importance of sustaining QI efforts. An online session with Allada-Toffo-Ze Zonal Hospital in Benin highlighted their continuous application of 5S-KAIZEN-TQM since 2019. The hospital director stressed the value of data-driven approaches in maintaining staff motivation and achieving sustainable improvements. *[...go to the next page]*



Participants presenting their post-study tour initiatives



Director of Quality Assurance and Patient Safety Directorate (right in the photo) facilitating the panel discussion

Two panel discussions were held: (i) how to foster a mindset shift among staff to effectively promote QI activities for safe and patient-centered care and (ii) how to promote the collaboration between the Hospital Management Team and PHE for effective QI activities in hospitals. Pannelistes selected from some PHEs and hospitals emphasized leadership and collective effort in driving sustainable improvements.

The meeting concluded with an awards ceremony, and the Permanent Secretary of MoHCC and the Ambassador of Japan to Zimbabwe honored some hospitals and PHEs that showed outstanding performance related to 5S and Quick KAIZEN activities. We believe that this was encouraging the target

hospitals and PHEs to practice QI activities with 5S-KAIZEN-TQM Approach continuously.

3RD ROUND OF EXTERNAL M&E

From September to November 2024, ZIM-QIPS project team with external assessors from some target hospitals and PHEs carried out the 3rd round of external Monitoring and Evaluation (M&E) to assess QI activities through the 5S-KAIZEN-TQM approach and to provide necessary technical supports for 14 target hospitals and 10 PHEs.

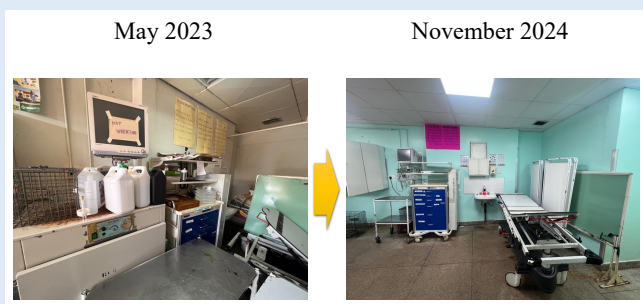


Interview with WIT to assess the status of their QI activities (Victoria Chitepo Provincial Hospital)



Technical support on 5S activities for the emergency medicine trolley in the inpatient ward (Gweru Provincial Hospital)

The results showed the steady progress: 11 hospitals have started KAIZEN with QC story, and 10 hospitals achieved QIT/QAD function scores above 70%. However, no hospital reached our project target score (70% of M&E score of 5S-KAIZEN) with common challenges related to standardizing 5S practices, self-monitoring, utilization of customer satisfaction survey results, and the promotion of patient safety measures at the department level.



Removal of unnecessary items and improvement of work environment to facilitate the delivery of medical service (Parirenyatwa Group of Hospitals)

PHE offices also showed varied progress, with 2 provinces – Matabeleland South and Mashonaland West – achieving Provincial QIT scores above 70%.

The project is making use of these results to guide future activities and provide more effective support to the target facilities.

ONSITE-TRAINING FOR HODS AND WITS IN TARGET HOSPITALS



Deputy Director of QAPS facilitating onsite-training session for WITs (Chitungwiza Central Hospital)

From January to February 2025, on-site trainings were held for Heads of Department (HoDs) and WITs at 14 target hospitals. These sessions aimed to strengthen practical skills for implementing the 5S-KAIZEN-TQM Approach, based on challenges identified during the 3rd round of external M&E.

The two-day training covered the roles of HoDs in QI activities and practical steps for WITs, especially focusing on S4 (Standardize) and S5 (Sustain). About 1,600 participants joined, with positive feedback on the

practical relevance, though some suggested extending training period.

The project expects that the strengthened leadership of HoDs and well-capacitated WITs on 5S-KAIZEN activities will lead to QI activities for service quality and patient safety.



HoDs discussing their own roles in QI activities (Marondera Provincial Hospital)

M&E TOOL REVISION WORKSHOP

From 18th to 21st March 2025, a workshop was held in Kadoma to revise the M&E tool, with 31 participants from MoHCC, target hospitals, and PHEs. The tool is designed to monitor the progress of QI activities in hospitals and PHE offices.

Based on frontline staff' feedback, the revision aimed to make the tool more practical and user-friendly while maintaining its focus on 5S-KAIZEN practices. Field tests were conducted at Gweru



Participants discussing revision points for the M&E tool

Provincial Hospital and the Midlands PHE office to confirm usability and gather input for final adjustments.

The updated tool is expected to reduce staff burden and support sustainable QI promotion. Finalization will follow its use in the 4th round of external M&E, starting in April 2025.



Participants testing the new M&E tool at the Midlands PHE office

THE 3RD JOINT COORDINATION COMMITTEE SUCCESSFULLY HELD

The 3rd Joint Coordination Committee (JCC) meeting was held on 28th February 2025 at MoHCC, bringing together 32 participants from MoHCC, PHEs, target hospitals, the Embassy of Japan, JICA Zimbabwe, and development partners.

The meeting reviewed the project's progress from March 2024 to February 2025 and confirmed the final year's action plan. Discussions also focused on strategies for sustaining

QI initiatives beyond the project's completion, including necessity of updating the National Quality Policy and Strategy, securing budgets for QI activities, and strengthening capacity-building of healthcare staff, and monitoring systems. While some discussions are ongoing, the meeting laid a strong foundation for a future roadmap to ensure MoHCC-led, sustainable QI efforts. The project will continue collaborating stakeholders to advance quality health services during its final implementation phase.



Group photo of the 3rd JCC participants

GOOD PRACTICE FROM GWERU PROVINCIAL HOSPITAL

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

BEFORE



- Medicines were stored in the emergency trolley with labels for easy identification.
- However, it seemed that stock management was not being conducted properly, which posed a risk of overstocking or understocking

AFTER



- Easy-to-read labels have made it easier to find the necessary medicines
- Clearly indicating the Max. and Min. levels has made stock management easier.

For further improvement...

Let's regularly review the Max and Min quantities!



They tried to improve the stock management with 5S activity to provide quality health services!! Can your hospital 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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