



# CASSIOPEIA NKANI

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CASSIOPEIA-BRINGING 5 STAR QUALITY HEALTH CARE SERVICES TO THE 5 TARGET HOSPITALS FOR UHC

## JICA - THE PROJECT FOR STRENGTHENING MANAGEMENT CAPACITY OF GENERAL HOSPITALS IN LUSAKA DISTRICT



The Zambian participants and Japanese Experts at the Japan’s Approach and Experience in Strengthening Hospital Management Training held from June 27 to July 7, 2023 in Japan.

**JAPAN’S APPROACH AND EXPERIENCE IN STRENGTHENING HOSPITAL MANAGEMENT TRAINING**

**CHIPATA AND CHILENJE’S FIRST LEVEL HOSPITALS EXCHANGE VISIT**

**TEACHERS FROM SCHOOLS IN JAPAN VISIT CHAWAMA FIRST LEVEL HOSPITAL TO APPRECIATE JICA’S COOPERATION IN ZAMBIA**

**PHOTO FOCUS:  
HOSPITAL MANAGEMENT EXPERIENCE TRAINING IN JAPAN**



## JAPAN'S APPROACH AND EXPERIENCE IN STRENGTHENING HOSPITAL MANAGEMENT TRAINING

The training was aimed to help the **Zambian Delegation** to understand Japan's approach and experience in strengthening hospital management



Dr. Chola Chongo - LPHO Head of Health Promotion, Environment and Social Determinants

**T**he training in Japan was focused on Japan experience in Hospital Management, and Infection Prevention and Control Measures. In an interview with one of the participants in the training, Dr. Chola Chongo – Head of Health Promotion, Environment and Social Determinants, gave an overview of the training, he mentioned that the selection of team members to attend the training was strategic to ensure firsthand experience in Japan is given to key personnel. The team involved the five first level Hospital Administrators, the Chief Nursing Officer and the Public Health Specialist from Lusaka Provincial Health Office.

The participants were taken through some lecture modules on how the hospitals are managed in Japan which included management of the hospitals, focusing on the mission, the vision and the goals of the hospital. He highlighted that having a shared mission and vision for the hospital facility is one key factor that can be implemented and can add motivation

He further said that the training also focused on the supply chain management looking at the medicines and medical commodities and medical equipment. Under medical commodities the training focused on the arrangement of things in the facilities using 5S and how pharmaceutical commodities can be managed and basically how the supply chain runs, and how commodities are procured until they reach the end user who is the patient.

He later added that if Zambian pharmacists can go down in the wards and carry out their intended work it would help to account for drugs in hospitals. And if they can use the data generated from the wards to see and replace the commodities according to the usage in each particular ward.

The participants appreciated how equipment is maintained and the strategies put in place to ensure the equipment

is maintenance of the equipment. He emphasized that one key issue he noted from the training was that, preventive maintenance is done on a daily basis and the end users are trained to take care of the equipment by checking the equipment which is working and not working. Therefore, if this can be applied to Zambian facilities and prioritize the equipment maintenance and not wait until they are damaged, it can help reduce or eliminate the huge cost on the facility to replace them.

Another area that the training focused on was on Infection Prevention and Control (IPC) interventions and basic principles that have been put in place to ensure the hospital environment is infection free as well as how the triage system works which includes the flow of patients in the Out Patient Department and how they ensure that the place is decongested.

Nevertheless, the challenge being faced with IPC is that, in the past we had systems where Nurses and Doctors would work together with the Environmental health team but of late everything has been left to the Environmental health officers and they have become overburdened, making IPC interventions difficult to carry out. The Japanese have strengthened the involvement of Nurses and Clinicians thereby creating ownership of the program, which is a good practice to ensure that IPC standards are adhered to.

Still under IPC, another point he brought out was to consider the way Japanese hospitals manage their waste. They have a strong system that is able to separate waste at the point of generation and this help to ensure IPC measures are adhered to. He then said that if we can also manage our waste in the same manner would be way much better in handling hospital waste, which leads to failure in managing the waste unlike what is happening in facilities of mixing waste generated. Under management the training also looked at the Human resource management, and Financial management



Dr. Chongo Head of Health Promotion LPHO and Mrs. Georgina Chipowe - Chief Nursing Officer LPHO presenting a gift to Dr. Manaba Director of Shinseikai Hospital.



Japanese Nurse showing the Zambian participants the preparation of patient injectable drug administered intravenously



The Zambian training participants pose for a photo at the Emergency Department at National Center for Global Health and Medicine (NCGM) Hospital.



Training coordinators explaining to the Zambian participants on the process of supplying, processing and Distribution (SPD) of Drugs during NCGM hospital rounds

*Cont.*

where the insurance system under the health sector and how Data management is generated and used in the process of making decisions to run the facilities.

He further highlighted some key notes from the training in terms of Japanese cultural norms such as “JIRI RITA”, a philosophy which means “caring for others.” This philosophy can be instilled in the members of staff and the working environment to build a foundation that drives the attitude of the staff to ensure that their focus is to ensure patients are happy.

The other point to note from the training experience was the feedback mechanism which is collected from the communities, and members of staff, and how the feedback and responses given and collected is used to improve the hospitals service delivery. He then said that some challenges observed with our facilities is that because feedback or grievance mechanism

is not working very well, the community members are now reporting and complaining to the higher levels which shouldn't be the case. If the community know that there is a grievance mechanism at the facility where they can report and response be given out, they will really appreciate.

The training also focused on the coordination aspect where departments are encouraged to meet and discuss set indicators and review them so as to make informed decisions which helps them to be focused and coordinate their systems well. He then said that if such factors can be strengthened, they can help to coordinate how the health facilities are managed. He also said that attitude of the leadership in hospitals is important because if they focus on the institutional goals, it will help them coordinate their systems well and ensure be accountable for their actions.

Apart from the training experience, Dr. Chongo, was amazed

at the level of discipline, humility and the simplicity the Japanese have. There is just that order in how they do things. Their culture is still strong despite all the technological advancement they still respect people. He also made mention that he enjoyed the Japanese traditional *bru* called sake and sushi.

In conclusion, he said it is important that people have such experiences because sometimes seeing or having first hand experience is better than theories as you actually start to see that things are actually possible. In addition, being strategic in choosing staff to attend such trainings such as medical equipment technologists, pharmacists, and data managers have an impact because they are the change makers and will come back transformed and slowly build a team that will be able to implement the lessons learnt.



*Ms. Monde Muyambango - Chilenje 1st Level Hospital Chief Nursing officer*

Still in another interview with the Chief Nursing officer for Chilenje First level hospital Ms. Monde Muyambango who was also part of the training appreciated experience to be educative and a lot was learnt such as good management systems, good coordination and team work and the flow of the training presentations where easy to understand.

She also said that she was amazed at how they work at Shinseikai Toyama hospital they work to give the best to their patients. Each staff at the hospital has a specific duty and everyone is involved. For example, in our hospitals we have Nurses who run around to make sure everything is in place such as ordering drugs from the pharmacy but they have specific people who when the department does the orders, the specific person will deliver the drugs to the ward. The Nurse and Pharmacy departments are well organized and they have applied the 5S in how they arrange items. She further

said that the Japanese people are good at time management and that is something we can learn from. We can also learn something from how they maintain their equipment by having regular schedules for preventive maintenance unlike waiting for the machine to break down.

Henceforth as a team, we are planning to have an orientation to include everyone and we have started implementing 5S and we would recommend that even when the project comes to a close continuous mentorship and monitoring will continue.



*Mr. Anthony Kazembe - Chipata 1st Level Hospital, Hospital Administrator*

Mr. Anthony Kazembe Chipata First Level Hospital Administrator said that the training also covered patient satisfaction, waste management, stock management of drugs, and keeping the hospital environment clean.

In terms of waste management, hospital staff should be responsible for the cleanliness of the surrounding and clearly label the bins with pictures to show what kind of waste can be thrown in each bin. He

then added that if people can be sensitized on waste segregation and keeping the surrounding clean, it would really help reduce infections.

He also added that during the training he had the chance to see how the Japanese manage their hospitals and ensure they are working well. He further added that the hospital cleanliness and the sense of responsibility of each staff amazed him. He gave an example of how the floor managers and their hospitality have concern towards the patients and the care they receive. They ensure they offer the services the patient requires and see to it that the patient is satisfied.

He went on to say that at Shinseikai Toyama hospital, as a philosophy of respecting life of every patient, they focus on making their patients happy because it is believed that once a patient is happy, the staff will also be happy.

of delivering services that will offer patient satisfaction. It is believed that just smiling at a patient will rejuvenate the patient assurance of recovering and if this can be applied to our health facilities then there can be assurance

Besides hospital experience, Mr Kazembe also enjoyed the visit to the beach where he made some sandy houses and that reminded him of his younger days when he was growing up. He also appreciated how helpful the Japanese people are and enjoyed one of their food dishes ‘Sushi.’

## CHIPATA AND CHILENJE’S FIRST LEVEL HOSPITALS EXCHANGE VISIT

On Thursday 20th July, 2023, Chipata first level hospital management comprising of the hospital MS, Administrators, Nurses and Clinical staff visited Chilenje hospital for an exchange program with the aim of learning from Chilenje hospital how the National Health Insurance Scheme (NHIMA) department operates taking into consideration its best practices.

Chilenje Medical Superintendent Dr. Richard Mwaila advised the team from Chipata first level hospital that it requires a lot of commitment to hold review meetings where staff from each ward participates to brainstorm and plan on how to capitalize on NHIMA so as to improve the facility. For example, improving the infrastructure of the hospital as well as increasing human resource. He also said that there are specific people who carry out duties with regards NHIMA, and the NHIMA patients and this is helping to reduce the waiting time for the patients. He also emphasized on the involvement of each staff in the hospital so as to improve more on the services offered and the hospital environment.

Chilenje Chief Nursing officer Ms. Monde Muyambango also emphasized to the team from Chipata that team work is important and everyone must be involved meaning all departmental heads should be involved to improve NHIMA ward and the basically the whole hospital. The Team from Chipata first level hospital was then taken around Chilenje first level hospital to see some of the works that have been done and are on-going by capitalizing on NHIMA.



*Picture highlights show Chilenje and Chipata First Level Hospitals Medical Superintendents (MSs) and Staff discussing and sharing best practices regarding the NHIMA ward at Chilenje First Level Hospital*

## TEACHERS FROM SCHOOLS IN JAPAN VISIT CHAWAMA FIRST LEVEL HOSPITAL TO APPRECIATE JICA’S COOPERATION IN ZAMBIA

On July 25, 2023 Teachers from schools in Japan visited Chawama First Level Hospital to learn JICA’s Cooperation in Zambia and to appreciate its role in international development so as to let their students know the lessons learnt and information gathered about Zambia in Japan. Among some of the wards visited at the hospital were the Physiotherapy ward, the Maternity, and the Out patient department and how the triage flows. Dr. Chanda Shula Chawama 1st level hospital Medical Superintendent (MS) gave the Teachers a brief overview of the hospital and statistics on the hospital’s bed capacity and number of patients that come to the hospital monthly.



*Japan Teachers in Chawama 1st Level Hospital Physiotherapy ward*



*Japan Teachers pose for a group photo with Chawama MS and Hospital Administrator, and JICA Cassiopeia Project Staff at Chawama 1st Level Hospital*

## PHOTO FOCUS



Training participants receiving debriefing on the Pharmacy operations including the process of ordering commodities



Participants observing how medical commodities are managed on the shelves using 5S



Discussion of the Infection Prevention and Control questionnaire in the Lab at National Center for Global Health and Medicine (NCGM) Hospital



The Zambian participants discussing and having a lecture during the training in Japan



Participants being shown how Nursing care data entry is done for all patients.



Zambian participants in the Central Sterilizing and Equipment Supply Department being briefed on its operations at NCGM



**Mr. Kazembe showing Dr. Chongo, Ms. Nyanga, and Mr. Shiota how to make a sandy house at the beach in Japan**

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