

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



Mr. Kazuhiro Ajiki (left), short term expert in medical equipment the JICA Cassiopeia Project presenting on the classification of causes of equipment failure during the medical equipment quarterly meeting held on November 13th, 2025 at Lusaka Provincial Health Office. On the right is Mr. Kenneth Mwandila, a Bio-Medical Engineer at Chipata First Level Hospital.

MEDICAL EQUIPMENT TECHNOLOGISTS FROM FIVE FIRST LEVEL HOSPITALS UPDATE PLANNED PREVENTIVE MAINTENANCE DOCUMENTS

CHIPATA FIRST LEVEL HOSPITAL HOLD BALANCED SCORECARD REALIGNMENT WORKSHOP

SHORT TERM EXPERT VISITS CHIPATA AND MATERO FIRST LEVEL HOSPITALS

HOSPITAL MANAGEMENT HANDBOOK EDITORIAL TEAM FINALIZE DOCUMENT

MEDICAL EQUIPMENT TECHNOLOGISTS FROM FIVE FIRST LEVEL HOSPITALS UPDATE PLANNED PREVENTIVE MAINTENANCE DOCUMENTS



Mr. Christopher Sinkala (right), the Principal Medical Equipment Officer at LPHO making remarks on the presentation given by Mr. Francis Mumba (left) MET at Kanyama FLH during the medical equipment meeting held at LPHO on November 13th, 2025

With the arrival of the JICA Cassiopeia Project short term expert in medical equipment, Mr. Kazuhiro Ajiki, the Lusaka Provincial Health Office (LPHO) under the guidance of Mr. Christopher Sinkala who is the Principal Medical Equipment Officer held a meeting on 13th November, 2025 for all medical equipment departments in the five first level hospitals (FLHs) in Lusaka district - Chawama, Chilenje, Chipata, Kanyama and Matero

The content of the meeting included presentations and discussions on remote maintenance, preventive maintenance log sheet, work record and

filing, analysis of medical equipment failure causes.

Changes to the Planned Preventive Maintenance (PPM) checklist that the medical equipment technologists and biomedical engineers utilize during the planned maintenance of medical equipment done on a monthly, quarterly, bi-annual or annual basis as per equipment requirement were proposed to include failure causes of medical equipment.

The proposed changes would now include the frequent causes of breakdown which range from electrical faults that stem from spikes and surges in electricity, dust, water damage and user mishandling. The reason for the inclusion of the

categories is to assist the MET department ascertain the actual causes of equipment damage and therefore be prepared to have spare parts readily available, have data to show hospital management and to help them find interventions to correct the situation.

Mr. Richard Mumba, Medical Equipment Technologist at Kanyama FLH made a presentation on record keeping and filling for workshops at the facility. He walked the participants through proper record keeping and urged them to file the updated job request cards for ease of follow up. On the other hand,

Mr. Ajiki presented an analysis of the causes of equipment failure and preventative

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counter measures and the updated PPM checklist. It was revealed that the most common cause of equipment damage was due to electrical faults through fluctuations in the electricity.

The participants agreed that the analysis provided a clear picture of the causes of equipment failure and the counter measures would prove cheaper than repairing the equipment. For instance, on the power surge, it was discussed that they would request hospital management to acquire refrigerator guards to protect equipment from power surges.

This was echoed by Dr. Thaddee Chibangu, Head of Clinical

Care (HCC) at Chipata FLH and Dr. Charles Swana, acting HCC at Chilenje FLH. The doctors, who are part of senior management stated that having data that clearly outlines the causes of equipment failure would make it easier for management to plan concrete countermeasures, including low-cost preventive measures such as training of medical equipment champions, purchasing of dust covers as well as other low-cost measures to prevent equipment damage.

Dr. Shinsuke Murai, Chief Advisor for the JICA Cassiopeia Project urged the participants to embrace preventive maintenance, emphasizing that purchasing spare parts

and new equipment is costly and that promoting preventive maintenance is important.

Speaking on behalf of the Lusaka Provincial Health Director (PHD), Dr. Maxine Kayawe, the Public Health Specialist at LPHO, echoed Dr. Murai's sentiments and encouraged the participants to embrace the updated PPM as it will help them streamline their work as well as help them identify the most common cause of equipment failure. Dr. Kayawe stated that PHD placed a lot of importance on the work the medical equipment technologists and bio-medical engineers do to help the facilities run smoothly as medical equipment is part of patient care.

Dr. Maxine Kayawe, the Public Health Specialist at Lusaka Provincial Health Office during the medical equipment meeting held November 13th, 2025



CHIPATA FIRST LEVEL HOSPITAL HOLD BALANCED SCORECARD REALIGNMENT WORKSHOP

Chipata First Level Hospital (FLH) held a workshop for hospital heads of departments on 6th November to review and update the facility's balanced scorecard (BSC) used for policy management, planning and monitoring process. The workshop was led by the hospital planner, Ms. Kanekwa Nkhoma Nyirenda, with support from Mr. Anthony Kazembe, planner at Chelstone Zonal Hospital, and technical support from the JICA Cassiopeia Project.

The workshop aimed to reflect newly identified issues the facility is facing in the BSC, and to enable newly appointed staff members, who are required to use the BSC in their planning process, to understand and apply this management tool in practice.

Chaired by the head of clinical care, Dr. Thaddee Chibangu, the participants learned about strategic plan

ning, identification of problems through problem tree analysis, and also how to come up with strategic objectives to actions to take to achieve the objectives sought.

In the exercise, the participants were paired in groups and tasked to first identify an issue the hospital was facing, then come up with a strategic objective, key performance indicator, target to be achieved, action(s) to be taken to achieve the strategic objective and the timeline it would take to achieve the target, as well as the person responsible.

Some pressing issues that most participants identified were improving patient waiting time at the physiotherapy department, improving timeliness of the staff at the outpatient department screening rooms, and improving record keeping and filling system at the registry.

Through the discussion, a consensus was reached on the

importance of utilizing the BSC. Participants confirmed that the BSC helps break down the root causes of an issue and is an effective tool for mapping out the actions the departments and the facility as a whole would take in achieving the intended target.

Ms. Nkhoma thanked the participant for their enthusiasm and for embracing the BSC which would help in hospital planning but also in taking ownership to finding solutions to the issues. She also thanked Mr. Kazembe for the facilitation and lauded his commitment to knowledge sharing.

The planner further thanked the JICA Cassiopeia Project for the endless technical support towards improving hospital management in the five first level hospitals in Lusaka district which also includes Chipata FLH.



Participants during group work at the Chipata First Level Hospital Balanced ScoreCard realignment workshop held on November 6th, 2025

CHIPATA AND MATERO FIRST LEVEL HOSPITALS HOST VISITOR FROM JICA HEADQUARTER



Ms. Tamaha Ogawa, taking part in an infection prevention and control round at Chipata First Level Hospital on November 19th, 2025

The infection prevention and control (IPC) teams at Chipata and Matero First Level Hospitals (FLHs) were visited by Ms. Tamaha Ogawa from JICA Headquarters. Ms. Ogawa is in charge of the JICA Cassiopeia Project at JICA Headquarter and was staying at the JICA Zambia Office for staff training placement for two and a half months. During her stay, she joined the IPC teams to better understand the project's work with the FLHs, particularly Output 2 of the project, which focuses on IPC.

At Chipata FLH, Ms. Ogawa participated in an IPC round conducted on November 19 2025 by the hospital's IPC team, comprising of an IPC doctor, IPC nurse and IPC Environmental Health Technologist, who is also the IPC focal person for the hospital. The purpose of the IPC round is to identify areas in which departments are still struggling and offer feedback on what can be improved upon. The rounds also serve as an avenue to orient staff and students in IPC protocols.

This is done together with the departmental IPC champion using the IPC checklist, a tool developed by the five FLHs and the Cassiopeia Project. The tool assesses adherence to IPC protocols, including waste management, general cleanliness, the availability of running water for both staff and patients, and a decontamination corner for the decontamination of medical equipment. The rounds also provide an opportunity for the IPC team to listen to concerns raised by the departmental IPC champion and provide feedback on their observations.

Ms. Ogawa praised the IPC team for their consistency in conducting the rounds and noted the challenging environment in which they operate, including constraints caused by occasional shortages of supplies. She also commended the team for identifying department-specific issues, confirming practical solutions, and providing appropriate feedback.

At Matero FLH, Ms. Ogawa attended the IPC committee meeting

on the 26th of November, 2025. The purpose of the committee meeting is to bring together IPC champions, heads of departments, the IPC team and hospital management to hear and discuss feedback provided by the IPC team on a completed hospital IPC round. The meeting also works as a chance for hospital staff to address their concerns directly to management, as well as to brainstorm solutions to problems identified.

Dr. Ilunga Chambah, the IPC doctor for Matero, thanked Ms. Ogawa for joining the meeting and expressed gratitude for the continued support from JICA through the Cassiopeia Project, which has provided technical support and built capacity among the hospital staff.

Ms. Ogawa reflected on the importance of data-based decision-making, noting that IPC rounds and IPC committee meetings provide effective opportunities to analyze collected data, identify areas in need of improvement, and discuss solutions to the challenges identified.

HOSPITAL MANAGEMENT HANDBOOK EDITORIAL TEAM FINALIZE DRAFT

The Lusaka Provincial Health Office (LPHO) convened the hospital management handbook edited team and held the second editorial meeting on 14 November 2025. The meeting was held to update and confirm the draft for submission to the LPHO Provincial Health Director, Dr. Simulyamana Choonga.

The hospital management handbook is a culmination of five years of work under the Cassiopeia Project for Strengthening Management Capacity of the First Level Hospitals (FLH) in Lusaka District, supported by JICA. The project has worked toward provision of quality healthcare services by strengthening hospital management capacity as a foundation, while supporting three technical areas: (i) infection prevention and

control (IPC), (ii) inventory management of essential medicines and medical supplies (MEMS), and (iii) medical equipment management, as well as strengthening coordination between Ministry of Health (MoH), LPHO, Lusaka District Health Office (LDHO) and the five first level hospitals, namely Chawama, Chilenje, Chipata, Kanyama and Matero.

The handbook covers hospital management practices developed at the five first level hospitals and also outlines in detail the roles that PHO and DHO play in supporting and supervising the first level hospitals.

It also guides on establishing committees such as senior management, hospital management, and departmental/technical committees, and clarifies the role of hospital staff. In addition,

it introduces and reinforces the use of management tools such as the Balanced Score Card (BSC) for setting and monitoring strategic objectives, formulating output-based budgeting (OBB) plans, and linking these processes with Quality Improvement (QI).

Speaking on behalf of the Principal Planner at LPHO, Senior Planner Ms. Tisiyenji Baloyi emphasized the importance of the handbook, noting that it is the first of its kind in Zambia. She further stated that the handbook will go a long way in helping the DHO and PHO in monitoring the work of the first level hospitals, but most importantly, it will help the hospitals in effectively and efficiently manage the health facilities.

The draft will be submitted to the Lusaka Provincial Health Director, Dr. Choonga.

Dr. Ilunga Mutwale (left) Head of Clinical Care and acting Public Health Specialist at Kanyama FLH and Dr. Shula Chanda (right) Medical Superintendent at Kafue General Hospital during the hospital management handbook editorial meeting



PHOTO FOCUS



Mr. Anthony Kazembe, Planner at Chelstone Zonal Hospital during the BSC realignment workshop at Chipata FLH on November 6th, 2025



Left to right: Ms. Tisiyenji Baloyi-Senior Planner LPHO, Ms. Njavwa Kabole-Planner at LPHO and Ms. Ruth Zulu-Senior Planner at LDHO during the editorial meeting



Ms. Tamaha Ogawa with Infection Prevention and Control (IPC) committee members during the Matero IPC committee meeting on November 26th, 2025 to review results from the 11th IPC round



Ms. Kanekwa Nkhoma, Planner at Chipata First Level Hospital during the facility's BSC realignment workshop on November 6th, 2025



Dr. Shinsuke Murai, JICA Cassiopeia Project Chief Advisor making a presentation during the Lusaka Provincial Health Office Preparedness Meeting on November 11th, 2025



Dr. Charles Swana (right) acting HCC at Chilenje FLH and (left) Dr. Thaddee Chibangu (HCC) at Chipata FLH during the medical equipment quarterly meeting



Ms. Hachizo Nkhoma - Head of Pharmacy and Mr. Chisha Kalaba -Pharmacist at Matero FLH during the November Medicines and Therapeutic Committee meeting held on November 26th, 2025

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