



Project for Quality of Care for Maternal & New-born Health with Focus on 5S-KAIZEN

Newsletter

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The Ministry of Health (MoH) and the Ghana Health Service (GHS) in collaboration with JICA launched a 5-year technical cooperation project with the goal of improving the quality of care for maternal, newborn, and child health in healthcare facilities in Ghana, in 2022.

The project, which is shortened as “MNH-KAIZEN project”, seeks to achieve its goal by:

- 1) improving the Quality of Care (QoC) standards for maternal, newborn, and child health,
- 2) improving quality-related activities at the national, regional, district, sub-district, and community levels of the health system with the implementation of the 5S KAIZEN-TQM methodology,
- 3) strengthening the capacity of providers in the continuum of care for maternal, newborn and child health, and
- 4) strengthening referral and counter-referrals of mothers and children at all levels of the health system.



2nd External Monitoring & Supportive Supervision (M&SSV)

A result driven 5-year project, "Quality of care for maternal and newborn health with focus on 5S-KAIZEN-TQM," is in collaboration with the Ministry of Health (MOH), Ghana Health Service (GHS), and JICA. Launched in May 2022, to significantly enhance the quality of maternal and newborn healthcare in four target regions. Crucial to the project's success is supportive supervision, a continuous process where staff and teams improve performance based on organizational standards. Both internal (self-assessment by facilities) and external (by parties like the project experts and GHS) monitoring and supervision are being implemented. In March 2025, 2nd external Monitoring and Supportive Supervision (M&SSV) was conducted in the project's four target regions.

Region	Period	Facilities visited
Northern	March 3~5	Northern Regional Hospital, Tamale West Hospital, Tolon District Hospital, Nyankpala Health Center, Kasuyili Health Center, Wantugu Health Center, Tali CHPS, Kontingli CHPS
Volta	March 10~13	Kpedze Polyclinic, Ketu South Municipal Hospital, Doedorkope Health Centre, Dabala Health Centre, Adutor Health Centre, Agbakrpe CHPS, Dorkploame CHPS, South Tongu District Hospital
Greater Accra	March 14, 18 and 19	Greater Accra Regional Hospital, Amanfro Polyclinic, Bortianor Health Center, Kokrobite Health Center, Oshiyie CHPS, Hobor CHPS, Kwame Anum Health Center
Ashanti	March 24~26	Kumashi South Regional Hospital, Kuntanse District Hospital, Mompoteng District Hospital, Jachie HC, Tetrefu HC, Sewua HC, Feyiase CHPS, Abono CHPS

The monitoring activities yielded notable achievements, including:

- ❑ Significant improvements in 5S implementation at Northern Regional Hospital, with the Quality Improvement Team (QIT) structure and planning capacity increasing from 33% to 80%.
- ❑ Kumasi South Hospital improved QIT documentation and leadership in ANC (100% score).
- ❑ Mampong District Hospital (Ashanti Region) made significant improvements in NICU 5S activities (100% in Sort, Set, Shine).
- ❑ Amanfro Polyclinic (Greater Accra Region) displayed excellent 5S corner updates and cost-saving initiatives.
- ❑ Northern Regional Hospital maintained strong leadership in 5S-KAIZEN activities, though challenges persist in cost consciousness and sustainability (S4-S5).
- ❑ Ketu South Municipal Hospital (Volta Region) achieved the highest QoC score (83%), excelling in labour care (Standard 1) and respectful care (Standard 3).
- ❑ South Tongu District Hospital improved from 67% to 85%, with notable advancements in postnatal care and staff morale.
- ❑ Tamale West Hospital: showed remarkable improvement, with total QoC scores rising from 53% to 71%, driven by better compliance with postnatal care (Standard 2) and respectful care (Standard 3).
- ❑ Community Health Facilities (CHPS) like Nyankpala and Tali demonstrated baseline progress, with Nyankpala improving from 28% to 41% in QoC standards. (Northern Region)
- ❑ Enhanced documentation and active engagement of QIT and Wokr Improvement Team (WIT), leading to better team coordination and advancement of quality initiatives.

Cross-cutting findings indicated that while hospitals demonstrated better performance than CHPS Compounds, likely due to more structured Quality Improvement Teams, overall maternal and newborn care across facilities is hampered by a lack of inter-departmental rules and motivational systems for staff. Specifically, despite strengths in Active Management of Third Stage of Labour, weaknesses exist in birth preparation (Standard 1), counselling on danger signs and sepsis management (Standard 2), and crucial aspects of respectful care, particularly privacy and pain management (Standard 3).

The external monitoring and supportive supervision focused on assessing compliance with Ghana's Quality of Care standards. It tracked progress in quality improvement using the 5S-KAIZEN-TQM approach. The process also identified areas for improvement, offered on-the-spot support and coaching, and acknowledged achievements to motivate teams.

Northern, Ashanti, Greater Accra & Volta Region
3rd – 26th March 2025



2nd External Monitoring & Supportive Supervision (M&SSV)

Key Challenges identified during the 2nd M&SSV Sessions

5S-KAIZEN Implementation

- ❑ Weak standardization (S4) and sustainability (S5) in many facilities, with inadequate documentation and staff rotation disrupting progress.
- ❑ Misapplication and inconsistency of 5S tools (e.g., zoning for non-movable items).
- ❑ Overstocking and inconsistent labelling

Quality of Care Gaps

- ❑ Inconsistent use of partographs and clinical protocols.
- ❑ Limited pain management and privacy measures during labour.
- ❑ Gaps in recording QI activities and patient feedback utilization.

Resource Constraints

- ❑ Shortages of essential supplies (e.g., Resuscitation items for adults, emergency medications for neonatal resuscitation).
- ❑ Lack of budgets for quality improvement activities.

Despite the challenges, the 2nd external monitoring and supportive supervision revealed, Mamponteng District Hospital NICU achieved 100% in 5S activities, contributing to a reduction in neonatal sepsis cases. Concurrently, Amanfro Polyclinic successfully reduced utility costs through KAIZEN-led process reviews. In the Volta region, Kpedze Polyclinic improved staff morale and 5S adherence, scoring 100% in "Morale" due to active staff engagement, while Doedorkope Health Center achieved an 80% in Quality of Care standards through strong leadership and effective patient feedback. Finally, Tamale West Hospital in the Northern region enhanced neonatal resuscitation training and partograph use, leading to a reduction in delays for emergency care.

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Training for improvement of referral systems using KAIZEN approach for Northern and Ashanti Region

7th – 11th April 2025

A five-year project aimed at improving maternal and newborn healthcare quality through referral systems in Ghana, a collaborative effort between the GHS, the MoH, and the JICA, conducted a capacity building training workshop from April 7th to April 11th, 2025 held at the Crystal Rose Ambassador Hotel in Kumasi, Ashanti Region. The training session focused on strengthening referral systems, particularly within the Ashanti and Northern regions. Fifty-one (51) healthcare professionals, including midwives, quality managers, and health information officers were the selected cadre of participants. The training session was a platform to disseminate the revised national referral policy (2022–2030), identify the gap between policy and current practices, and train participants in problem-solving methodologies using the KAIZEN with QC story. The training content was facilitated by representatives from GHS, MoH, and the project team, and the sessions utilized presentations, group work, and practical exercises. Participants identified key challenges within the referral process, such as incomplete documentation and treatment delays, and developed targeted improvement initiatives, including enhancing inter-facility communication and reducing patient transfer times. Participant satisfaction with the training content exceeded 90%, the workshop effectively provided healthcare professionals with essential skills and knowledge to improve maternal and newborn health and referral outcomes. Each participant will develop their KAIZEN theme and action plans at their own facility later and they will be monitored during the next internal monitoring in June 2025.



Project for Quality of Care for Maternal and Newborn Health with Focus on 5S-KAIZEN-TQM (MNH-KAIZEN Project)

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