

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



L-R : The Project Chief Advisor Dr. Norizuki Masataro, The Director Clinical Care MOH Dr. Alex Makupe, The Clinical Care Specialist LPHO Dr. Sofia Msiska, Expert for Hospital management and IPC Ms. Michiko Nyanga and The Medical Superintendent Chipata General Hospital Dr. Moses Mata (14 September 2022)

SHARING AND DISCUSSION OF BALANCED SCORE CARD ACTIVELY FROM EACH HOSPITALS FOR HOSPITAL MANAGEMENT

LONG TERM EXPART MR. KOHEI SHIOTA JOINS THE PROJECT

**PHOTO FOCUS
NEW PROJECT ASSISTANT JOINS CASSIOPEIA PROJECT**



SHARING AND DISCUSSION OF BALANCED SCORE CARD FROM EACH HOSPITALS, FOR HOSPITAL MANAGEMENT



Matero Medical Superintendent Dr. Liyuma at the BSC feedback workshop

What differentiates good hospital management is the difference between well-maintained and operated hospital and a chaotic environment where quality of patient care is compromised. To be the best hospital all aspects ought to align from good patient care, record keeping, inventory management and cleanliness. Every aspect has to be covered and this can be made possible through the process of planning and use of management tools that aid efficiency and measurable goal setting. It is with these expectations that the formulation of the Balanced Score Card ought to fulfill the hospitals expectations of giving premium healthcare services in their respective areas. After a series of onsite BSC meetings at the facilities, the project hosted a feedback meeting where all hospitals were required to present their Balanced Score Card and how they wanted it to be reflected in the Medium-Term Expenditure Framework (MTEF). The facilities shared their vision of the organizational chart (Organogram), decision making structure and committee regulations for each hospital. In Matero the formulation and use of the balanced score card tool is not new to the facility as they did a similar exercise 3 years ago, the elements in that score card ran its course and the meeting gave opportunity for the team to re-strategise taking into consideration the new environment that the world is now operating in with the Covid -19 pandemic. Speaking to the project team, Matero Head of Clinical Care Dr. Muyunda said that the exercise was very necessary for the facility as they were living a reality

of the identified challenges. He added that, Matero Hospital had already started implementation of the strategies which would be monitored monthly. Dr. Muyunda said that the facility will require backing and support for this from the LPHO and MOH especially with the lab. While in Chipata and Chilenje the MS were delighted to note that there was buy-in from members of the management team which means that the tool will be efficiently managed and ensured continuity. The two facilities and Kanyama hospital appealed to LPHO for enhanced efforts on solidifying reporting structures for improved reporting systems and coordination. A recommendation on decentralisation was made adding that diversity was a strength that all the hospitals possessed and if some policies were approved on financial and structural freedom they would be more efficient in their decision making. It is a good and very objective tool that facilitates the managing of even the smallest steps with a very easy tracking system said the Chawama Hospital MS Dr. Chanda. By the end of the first BSC meeting, Chawama had already started implementation of its strategies with weekly monitoring. He said that, continuity of the BSC would be dependant on taking ownership by the management. As for Kanyama they said that the BSC gave them a strategic view and expect that the BSC will aid them in the implementation of all facets of hospital management. Dr. Msiska closed the feedback meeting urging all the facilities to continue with their hardwork and dedication. She added that all the raised issues will be looked into by the province and subsequently MOH. The LPHO gave their firm support of the BSC tool.



Chilenje General Hospital Staff having a light moment at the BSC Feedback workshop



Dr. Makupe with Dr. Masataro during the BSC Feedback workshop



Presentation of BSC during the BSC Feedback workshop at Matero General Hospital



Kanyama Genral Hospital during group work at the BSC Feedback meeting

LONG TERM EXPERT MR. KOHEI SHIOTA JOINS THE PROJECT

The newly dispatched long term Japanese expert Mr. Kohei Shiota, has joined the project from the JICA Headquarter in Japan. Mr. Shiota is an experienced pharmaceutical and medical equipment management expert bringing on board a wealth of knowledge and experience from Malawi, Nigeria, Moldova and Japan. Kaizen Institute of Zambia (KiZ) are currently implementing Kaizen activities in the five (5) general hospitals and Mr. Shiota will be overseeing those activities and those that are in relation to activity 3 on the project's outputs – supply and stock control of medical equipment and drugs in all 5 target hospitals.



Mr. Kohei Shiota with the Kaizen Institute team at the Kaizen Institute Zambia's office in Lusaka



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