



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



Japanese experts and Zambian participants pose for a group photo at the opening ceremony of Japan's Approach and Experience in Strengthening Hospital Management Training at National Center for Global Health and Medicine (NGCM)

JICA CASSIOPEIA PROJECT CONDUCTS AN INTERNATIONAL OPEN FORUM BASED ON JAPAN TRAINING

THE IMPORTANCE OF HAVING DATA AND PERFORMANCE REVIEW MEETINGS TO FOLLOW UP THE BALANCED SCORE CARD (BSC)

BALANCED SCORE CARD PLANNING MEETING AT KANYAMA GENERAL HOSPITAL

PHOTO FOCUS TRAINING IN JAPAN FROM 10TH TO 26TH JANUARY 2023



JICA CASSIOPEIA PROJECT CONDUCTS AN INTERNATIONAL OPEN FORUM BASED ON JAPAN TRAINING

The Open forum was conducted to discuss the implementation of the training in Japan by sharing the experiences. Sixteen countries with over 160 participants joined in the open forum and the countries in attendance were; Japan, Zambia, South Africa, Uganda, Ethiopia, Egypt and many more.



Dr. Consity Mwale Lusaka Provincial Health Director (LPHD) who participated from Japan giving his remarks during the International Open Forum

The International Open Forum was held to discuss the hospital management experience in Zambia and Japan for achieving universal health coverage and quality health care services. First part was to see and experience the real situation of the hospital management in Japan thereafter discuss the observations, lessons learnt and the implementation of the ideas in Zambia in order to manage and improve universal health coverage.

The objectives were as follows; 1. to discuss the implementation of quality healthcare amidst constraints with human, product and financial resources. 2. How to implement the experience of the 14-day training in Japan into the management of hospital in Zambia:

Dr. Consity Mwale, Lusaka Provincial Health Director in his remarks expressed gratitude on behalf of the Zambian team to the Japanese government and its people through JICA for hosting the team for 14 days. He said, that the all-weather friendly partnership with JICA provides an enabling environment that is essential for the delivering of high-quality health care services for the people of Lusaka province through the project for strengthening management capacity. This is because the project has facilitated the knowledge and skills transfer with regards infection prevention, patient satisfaction promotion and appropriate utilization of medical equipment.

He also mentioned that the team will continue to focus on employing the best practices that will aid adaptation as well as implementation in hospitals. Since the start of the project the hospital management teams have been able to focus more attention on the use of information that they generate to inform decision making. The hospi-

tals have also been able to review the supply chain management to account for the utilization of commodities. Another area worth noting was the change in the flow of patients called patient triage.

The technical cooperation project between the Japanese and the Zambia governments through JICA and Ministry of Health respectively will continue to make great strands towards strengthening the management capacity of the five general hospitals.

Dr. Izumi the Senior Chief Representative of JICA Zambia office mentioned that it was of great significance to invite the Zambian counterparts to Japan and to the International Open Forum connecting both countries. JICA appreciates the long-standing relationship with the government of Zambia through the Ministry of Health.

He further said that through this relationship we have been able to work together to find solutions to many challenges facing the health sector in Zambia. From the training, it is expected that hospital management will be strengthened through the exchange of ideas, findings, and the experiences learnt from Japan.

This was then followed by presentations on the current situation and issues in Zambia and the observations, ideas and lessons learnt from the hospitals in Japan. A panel discussion on how to implement hospital management in Zambia based on the Japanese experience started and the lessons learnt and ideas captured which can be applied and implemented in the Zambian hospitals to improve quality of care were noted down.

It was noted that clear national guidelines and guidance should be given and should quickly be responsive to the needs of the



Dr. Masataro Norizuki Project Chief Advisor giving the Objectives of the International Open Forum



Dr. Mataa M.S. Chipata General Hospital giving a presentation on the lessons learnt during the training



Dr. Rosemary Mwanza giving a comment during the Q&A Session during the International Open Forum



Participants listening attentively at the deliberations during the International Open Forum

Cont.

Country which includes the patients when they come to seek medical attention.

This can bring about the concept of 'JIRI RITA' which talks about the happiness of the patient spreading out to the whole staff in the hospital. This means that for healthcare services to be considered quality, it should benefit the society at large.

In conclusion, the Director from JICA's headquarter Dr. Ono congratulated the team that went to Japan for completing the training course and thanked the

Shinseikai-Toyama and NCGM hospitals that were able to host the team.

She further said that complete interventions on hospital management has been shared but also emphasized the importance of working with the public health sector committees and also thinking about the future policy of government on the health sector, including the engagement of the public sector, private partnerships, out sourcing and also the infrastructure and equipment maintenance.

This can be achieved by working together despite having notably different statuses in the two countries. Zambia and Japan share the same vision of provision of quality hospital services to their patients and looks forward to the successful implementation of the project so that it could be shared with the other countries in Africa and her hope is to have such interventions extended to other hospitals in Zambia.

THE IMPORTANCE OF HAVING DATA AND PERFORMANCE REVIEW MEETINGS TO FOLLOW UP THE BALANCED SCORE CARD (BSC)

Chipata General Hospital held a performance review meeting, to evaluate the departmental work performance, discuss the strengths and weaknesses, providing candid feedback, and collaboratively set goals for the month and offer guidance on the planned activities with the BSC for 2023. The reason for conducting the meeting was to improve on the performance of the hospital's management and its place to maximize the productivity of employees, departments and ultimately the hospital.

The Hospital's Heads of Departments presented on their performance for the previous year. The presentations included the number of staff in the department, data collected, challenges, successes, recommendations and the planned activities for the month of January, 2023.

The critical components of a successful workforce management is having an effective performance review meeting which is used to clearly set expectations and identify gaps between the top management and the staff, and to define what goals are for all parties in the months ahead.

It offers a wide range of benefits for both staff and managers and it is a great opportunity for both parties to express and understand what is working and what needs

to change in order for the hospital to run successfully.

During the meeting the employees are given an opportunity to reflect on their achievements and have candid conversations with the hospital top manager.

Providing positive feedback, acknowledgment and constructive criticism helps motivate employees to do well, employees work harder when their managers share positive feedback.

This is because it helps in identifying the gaps that require improvement. It also increases employee's engagement in the management of the hospital processes as a daily job responsibilities and management expectations will enable them to perform better. Without feedback, the team members may be unaware of the poor performance and might not be able to improve on it.

The meeting also helps to take note of which departments in the hospital need more training and determine what areas to provide the training in.

Furthermore, during a performance review meeting the top management of the hospital can coach staff and offer tips on how to improve their performance as a whole department performance and this scheduled time also provides employees with a chance to ask questions and clear up any concerns they may have.

With regular performance reviews and creating a system of continuous goal setting will help to ensure employees are improving and contributing to the overall mission of the hospital and increased job satisfaction.

Therefore, the success of the hospital relies on the efforts of each team member.

Hospital performance reviews help identify areas of improvement, set goals and improves relations for better service delivery.



Performance Review Presentation by one of the Departmental Heads.



Participants listening attentively at the Performance Review Meeting held at Chipata General Hospital.

BALANCED SCORE CARD PLANNING MEETING AT KANYAMA GENERAL HOSPITAL

The Balanced Scorecard is a management system that enables organizations to translate the vision and strategy into an action. The system provides feedback on internal business processes and external outcomes to continually improve organizational performance and results.

The vision and the strategy being the core of the balanced scorecard, acts as a starting point of an organization and acts as a structured report that measures the performance of the organizations management. By defining and communicating performance metrics to the overall strategy of the organization, the balanced scorecard brings the strategy to life.

The Balanced Scorecard requires a sustained, long-term commitment at all levels in the organization for it to be effective.

Dr. Wilson, Kanyama General Hospital Medical Superintendent (M.S) during the balanced scorecard planning

meeting explained that the vision of the hospital can be explained easily using Total Quality Management (TQM) as it simplifies the processes of hospital improvement.

He also emphasized on the importance of building the capacity of the staff and the total involvement of the staff in achieving the common goal and vision of the hospital. Although the organization may consist of many different functional specialties it works as a unit.

TQM is a process that ensures all work aims towards a common goal of improving services. The emphasis in TQM lies on fact-based decision making which uses performance matrices to monitor progress.

The barriers of TQM are inadequate human resources development and management, lack of planning for quality, lack of leadership for quality, inadequate resources for TQM and lack of customer focus. These barriers can be overcome by good team work and total involvement of everyone.

Customer focus, error prevention, staff participation, teamwork, systemization, leadership (senior management) and continuous quality improvement are TQM universal management concepts.

Hence the implementation of successful Balanced scorecard, requires sustained management commitment to put it into use and bring about change in the hospitals.



Dr. Wilson Kanyama General Hospital M.S explaining on the Balanced Scorecard and Total quality Management

PHOTO FOCUS: TRAINING IN JAPAN FROM 10 TH TO 26 TH JANUARY 2023



The Zambian Doctors observing the inventory management and logistics systems for Pharmaceuticals and medical Supplies



Observation of the actual cleaning and sterilisation of medical equipment in the central supply room



Dr. Wilson observing how medical commodities are managed on the shelves using 5S



Zambian Doctors viewing The Emergency Department at National Center for Global Health and Medicine (NCGM)



Zambian Doctors being shown the mechanization of testing and the systems of preventing Patient mix-ups at NCGM Laboratory



Zambian Doctors learning Maintenance and management practices in the Clinical Engineering room for medical equipment at NCGM



The Zambian Doctors observing the processes in the Operating Theatre



The Zambian Doctors discussing and having a lecture at NCGM



Arrival of the Zambia Doctors at Toyama-Shinseikai hospital



Zambian Doctors visiting the In-Patient ward to learn patient flow and how to manage patients safely



Dr. Consity Mwale being interviewed by the media NHK News



Participants pose for a group photo at Shinseikai - Toyama Hospital



Dr. Manaba Director of Shinseikai Hospital and Dr. Consity Mwale Lusaka Provincial Health Director



The Zambian Team viewing Tateyama Mountain Range



The Zambian Team visit Airplane Hanger to observe and learn 5S in another sector

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