

# CASSIOPEIA NKANI

Vol. 18 April 2023

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



Launch of the Clients Satisfaction Tool and Guidelines at Ministry of Health in Lusaka (L-R: Dr. Masataro Norizuki, Dr. Consity Mwale, Prof. Lackson Kasonka and Dr. Chinyonga)

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IN STRENGTHENING  
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## KANYAMA FIRST LEVEL HOSPITAL VIEW ON THE 5S KAIZEN-TQM APPROACH

5S-Kaizen-TQM(Total Quality Management) is applied to make a breakthrough to improve work environment and motivation to staff working in the hospital. Therefore, hospitals need to establish 5S-Kaizen-TQM implementation structures and approaches for quality improvement.



Photo of Ms. Eunice Head of Department of Pharmacy at Kanyama 1st level hospital

**T**he 5S Kaizen-Total Quality Improvement (TQM) approach is an effective way of bringing quick improvement in the working environment, service quality, efficient use of resources and waste reduction. This approach requires full participation of all the employees by establishing new discipline in the hospital. 5S activities should be practiced in a real participatory manner to improve the quality of both the work environment and service components delivered to the clients.

5S is translated as Sort, Set, Shine, Standardize and Sustain. This approach brings a practice of quality delivery, motivation and job satisfaction which makes the work environment convenient and comfortable as possible, thereby improving healthcare and administrative services. It also solves minor problems regarding preparedness, standardization and timeliness of workload among the staff.

Kanyama Hospital was the first center of excellence hospital to implement the 5S Kaizen approach and tremendous improvement has been observed within a short period of time. Ms. Eunice, the Pharmacist at the hospital said that 5S is a wonderful technique which should be implemented in every other health facility as it has proven to be very beneficial.

She further said that it has benefited the pharmacy department at Kanyama hospital as it helped reduce on the unwanted items which are expired products being mixed with the other products which have not yet expired.

However, since the products were sort out according to the date of expiration this has greatly improved the workplace orderliness and organization.

She then added that drugs are grouped, numbered and arranged in alphabetical order to easily access them. For instance, injectables as the main group name will be where all injectable drugs will be placed. This makes it easy to find the drugs easily by the group name as well as the drug name.

Fridges also have charts for temperature reading which makes it easy to monitor and input the readings at a particular time. Stock control cards which are color coded are also being used in folders as a way of standardizing products.

Accessing drugs and other items has been made easier on the shelves because of the current arrangement which has created optimal space utilization. There is enough space to move around when packing drugs and also enough space to put the boxes which come from other departments when ordering drugs and this has made it easy to monitor stock outs.

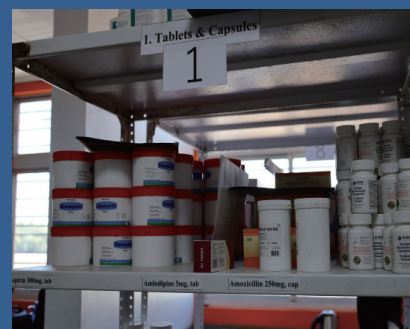
The old approach posed a lot of challenges to find certain products on the shelves as there was no enough packing space for other items. 5S has improved the safety of the department as well as the general cleanliness. The previous arrangement covered the aircon which disturbed the proper ventilation in the room.

Ms. Eunice thanked JICA under the Cassiopeia Project for teaching and implementing the 5S Kaizen-TQM approach as it has improved the overall management of the pharmacy department which is now well arranged, clean and safe.

She further hopes that the program should be sustained by ensuring all new employees are taught the technique as this will improve the quality of service and offer a better patient-client satisfaction.



Ms. Eunice sorting out the items on the shelf with a color coded folder of a Stock control card



Arrangement of items at the appropriate place with proper numbering and labelling



The photo above shows color coded Stock control cards and items sorted out alphabetically according to their names



Photo of pharmacy labeled items arranged in order using 5S Kaizen-TQM approach



## USING THE BALANCED SCORE CARD (BSC) AS A GOOD PRACTICE DURING DATA AND PERFORMANCE REVIEW MEETINGS

**C**hipata General Hospital held a monthly data performance review meeting in which some of the departments used the balanced scorecard in their performance presentations.

The use of the balanced scorecard during these meetings is important and a good practice. It provides an easy way to interpret the data and plan ahead the actions to be taken for the department. The balanced scorecard is a management system that translates the vision and mission of an organization into actions.

It's important for the hospital management to have a balanced scorecard in order to give a comprehensive view of the action required to achieve the mission of departments.

The balanced scorecard includes financial measures that tell the results of the actions already taken. It contributes to the financial measures with operational measures on customer satisfaction, internal process and the organization's innovation/learning and improvement of activities.

In simple words it provides a powerful framework for building and communicating the strategy which will help easily communicate the strategy internally and externally for the hospital.

There are many benefits for the hospital management to using a balanced scorecard as it brings different hospital departmental information into a single report and allows management to track how the departments are performing for a given month hence reducing on inefficiencies.

It also expands the scope of the issues by identifying priority strategy and activities. The balanced scorecard will help the hospital map their goals and initiatives to the different strategic objectives of the hospital departments, which in turn ensures that the activities and initiatives are tightly focused on delivering the most strategic objectives of that particular department.

This will then ensure that the hospital departments reporting focuses on the most important strategic issues and

measuring what actually matters and what will in turn help top management monitor the execution of their plans.

Furthermore, the balanced scorecard helps to consider mid and long-term perspective and measure the progress of the activities. When the plans are backed by real data, a department can easily track how its performing over time and identify areas for improvement. For example, the balanced scorecard will break the main objective into smaller objectives which will then create measures for each of those objectives.

By measuring the actual performance in the perspectives created, the top hospital management and all departments will have a better understanding of the strategy and facilitate better communication about the strategy both internally and externally to stakeholders and donors. This will help to create a truly strategy focused hospital that provides quality services.

### Balanced Score Card

XXXXX Hospital Balanced Score Card 2023								
PLATFORM FOR HOSPITAL MANAGEMENT								
Mission	To provide equitable access to cost effective, quality healthcare services as close to the family as possible. (MOH)							
3 years' Vision								
Value								
Strategic Priority								
Perspectives	Business Objectives & Strategy Map		KPI	Target	Action	Short term	Mid term	Long term
Customer	○	■	○					
Learning & Growth	○	■	○					
Internal Process	○	■	○					
Financial	○	■	○					



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

**Photo Focus:** Orientation for the up coming Japan's approach and experience in strengthening hospital management training at Lusaka Provincial Health Office



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