

JICA Project Newsletter

We Are Getting Better!

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ANNUAL PROGRESS REPORT MEETING 2024 WAS CONDUCTED SUCCESSFULLY!

On February 29th and 30th 2024, 1st annual progress report meeting was held in Harare in the presence of Honorable Dr. Douglas Mombeshora, Minister of Health, and His Excellency Mr. Yamanaka, Ambassador of Japan in Zimbabwe.



Opening remarks by the honorable Minister

At the beginning of this meeting, the Minister of Health and the Ambassador of Japan expressed gratitude for the convening of this conference and expectations for the improvement of hospital services through this project as opening remarks.

Then, 8 provincial hospitals, 6 central hospitals, and 3 selected district hospitals presented their achievements, challenges and good practices of quality improvement activities through 5S-KAIZEN-TQM approach, based on the result of their internal Monitoring and Evaluation (M&E).

In addition, 6 panelists discussed on "The Effects of 5S-KAIZEN-TQM Activities and Future Expectations" and "Strategies to Address Common Implementation Challenges

of 5S-KAIZEN-TQM Activities (such as resistance from staff participation).

At the end, the good practices of 5S activities presented by the target hospitals were recognized through



Panel discussions

awards based on the voting results of the participants. Additionally, based on the results of the external M&E conducted last year, the top three hospitals with high scores in Quality Improvement Team (QIT) function were also honored.



Awarding ceremony (Best QIT)

Buoyed by the rewards, the meeting closed on a high note with participants having learned from each other and motivated to further the quality improvement activities under their influence.

1st external M&E was completed!

From September to October 2023, the 1st external M&E was conducted at every target hospital to confirm the progress of QI activities through KAIZEN-TQM approach. The M&E was implemented by the Project in collab-



M&E implementation in Gwanda Provincial Hospital

oration with Provincial Health Executives (PHEs).

During the M&E, it was observed that all target hospitals have started 5S activities and five hospitals have started KAIZEN with QC story. However, both QIT function and M&E scores were still below project targets. Therefore, hospitals are required to improve the situation through proactive and positive initiatives. The project is ready to cooperate in support of the target hospitals toward this end.

2nd PHE training

From November 6th to 10th, 2023, a capacity-building workshop on the 5S-KAIZEN-TQM approach for PHEs was held in Mutare. A total of 21 staff members from 10 PHEs participated. The workshop aimed at the enhancement of knowledge and skills in M&E of 5S-KAIZEN-TQM approach.

During the training, participants engaged in lectures, practices, and discussions, alongside a hands-on M&E exercise at Victoria Chitepo Provincial Hospital. They followed required M&E procedures and



M&E exercise at VCPH

tools, to assess and evaluate the implementation status of 5S activities in healthcare settings. Now, we look forward to working together with PHEs to support healthcare facilities!

2nd Joint Coordination Committee was held



Presentation of the progress of activities

On March 1, 2024, the 2nd JCC meeting was held at MOHCC. In attendance were the Acting Chief Director of Preventive from MOHCC, representing the Permanent Secretary, along with 10 hospital directors, 1 representative from the Embassy of Japan in Zimbabwe, 3

members from the JICA Zimbabwe Office, and 7 members of the Project. During the meeting, the Quality Officer of

QAPS Directorate and the Chief Advisor of the Project presented the progress of activities and the activity plan. Resolutions were made during this meeting to address the identified challenges and were duly endorsed by the participants In addition, the necessity of promoting 5S-KAIZEN-TQM activities was reaffirmed among the participants, and

the directors of the participating hospitals expressed their commitment to enhancing activities at each hospital.



Participants of JCC

Training for reinforcement of QIT was coducted

Training programs to enhance the functionality of QITs were conducted from March 12th to 15th for Central Hospitals and from March 19th to 22nd for Provincial Hospitals.

In each session, a significant



Opening remarks

amount of time was dedicated to group work and exchange of views among the hospitals to develop specific activity plans for implementing their roles and responsibilities as QIT, as well as to discuss measures to address issues. Regarding the time study on service provision and client satisfaction survey, it was agreed

to standardize the implementation method across all hospitals. Draft tools were developed for capturing and reporting on the agreed quality indicators.

At the end of the training, feedback was also provided on the annual reports submitted by each hospital in January-February this year. Each hospital was then asked to prepare a draft activity plan for the current year. The draft plan submission deadline was agreed for April 2024.



Group work on stakeholder analysis



Development of action plan

Best practice of 5S in hospitals - Store Room of Gwanda PH -





- · Too much time taken to locate the items needed
- · Poor stock management
- · Negative comments on general cleanliness from other staff members
- Necessary are hidden
- · Accidents and incidents to staff due to disorganized stores.



- Stock management was improved
- Clean liness and tidiness are maintained
- Time to locate items is reduced
- Teamwork and morale are strengthened
- Necessary items are placed at appropriate
- Cost efficiency is ensured through reduction of excess inventory

The store room in Gwanda Provincial Hospital has resulted in improved work efficiency, effective stock management, cost reduction, and enhanced safety for staff through these Quick KAIZEN / 5S activities. Well done!!



QIT of Gwanda PH

Best practice of 5S in PMD office - HR Dept. of Mat South PHE -



· Files would often be lost

documents

documents

· Retrieving files would take time and

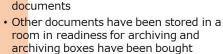
· A lot of time was taken looking for

this delayed processing staff









Sorting was done and only relevant

 Files are now kept using the EC number for easy tracking

The HR department of the Mat South PMD office has resulted in improved productivity and enhanced staff safety through 5S activities, especially the SORT-SET-SHINE activities. Good job!



QIT of Mat South PHE

We want to hear about your good practices. Please send your activities with its details to ZIM-QIPS (Mafiosi: mafiosij@gmail.com & Hirama: r.hirama@fujita-plan.com) so that your colleagues across the country can learn from your tips.

DEPUTY MINISTER AND AMBASSADOR OF JAPAN VISITED GWERU PROVINCIAL HOSPITAL!!



Media tour at Gweru Provincial Hospital

covering the status of utilizing medical to achieve even greater results.

On March 27th, 2024, the Deputy Minis- equipment provided by the Japanese ter of Health and Child Care Hon. Mr. Grant Aid as well as the achievements of Kwidini, the H.E. Mr. Yamanaka, the Am-their quality improvement activities bassador of Japan, and Mr. Furuta, the through 5S-KAIZEN-TQM approach. Visi-Resident Representative of JICA Zimba- tors applauded the progress and achievebwe office visited Gweru Provincial Hos- ments of QI activities at the hospital, enpital to host a media tour of the hospital couraging the continuation of such efforts

Thank you for reading our newsletter!

Please give us your feedback, which can help us to improve the contents. Editor: Ryota Hirama (Training Coordinator/5S-KAIZEN-TQM Support, ZIM-QIPS)

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