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RRHMP Newsletter

Ministry of Health, Community Development, Gender, Elderly
and Children (MoHCDGEC)

This Vol.2 RRHMP Newsletter gives you a brief summary of what has been accomplished so far in the first phase (May 2015 – Aug 2016) of the project. This newsletter has special feature on “*Change Management through KAIZEN*” which will help you to understand further about KAIZEN. It also highlights some specific activities conducted through the Project, such as Consultation Visits (CVs), applied training for the Hospital Management teams, 5S-KAIZEN-TQM training of Health Commodities Management at council level in Mwanza and development of different guideline such as Regional Referral Hospital Advisory Board and Comprehensive Hospital Operation Plan (CHOP). In the Second Phase of the Project RRHMP will continue to work closely with all Regional Referral Hospitals (RRHs), different partners and interested stakeholders in the second phase of the Project.

What are in this issue?

- ✓ *Feature: Change Management through KAIZEN*
- ✓ *Consultation Visits to RRHs*
- ✓ *5S-KAIZEN-TQM training for improving health commodity management at council level*
- ✓ *Plan for the second phase*

Management can save life too!

Feature: Change management through KAIZEN

RRHMP is promoting “KAIZEN” approach for improvement of health resource management as well as safety and quality of health services. Unfortunately, it is not well understood by regional health authorities and other relevant organizations. Therefore, this issue features “KAIZEN” approach and its effectiveness in healthcare system.



改 = KAI = “Change”

善 = ZEN = “Improvement”

KAIZEN = Change for the better!

What is KAIZEN?

KAIZEN originates from the Japanese manufacturing industry such as TOYOTA, and has been widely applied in automobile companies, airlines, hotels and other industrial sectors since the 1980's.

“KAI” means “Change” and “Zen” means “Improvement”. Therefore, “KAIZEN” can be translated as “Change for the better”. “KAIZEN” is a team-based continuous problem solving activity to improve work processes for increased productivity, quality and safety. As health services are produced from complex inputs and processes similar to the manufacturing industry, KAIZEN can also be applied to the healthcare settings.

KAIZEN in Tanzanian health sector

History of KAIZEN in Tanzanian health sector started from 2007. In 2007, Japan International Cooperation Agency (JICA) launched a program called “Asia - Africa Knowledge Co-Creation Program (AAKCP)” for improvement of quality in healthcare through 5S*-KAIZEN-TQM approach. Tanzania was one of the country participated in the program and Mbeya Zonal Referral Hospital was selected as a pilot hospital. With the significant improvement observed at Mbeya Zonal Referral Hospital, since then, the approach has expanded to 67 public hospitals and over 100 health facilities including private hospitals.

Now, Tanzania has become a 5S-KAIZEN-TQM champion in the health sector in Africa, and other countries have visited Tanzania to learn and benchmark in this area.

Good practices of KAIZEN in Tanzania

Currently, KAIZEN activities are practiced in the Tanzania health sector. There are number of good practices reported in different hospitals such as “Improvement of waste segregation and reduction of costs” from Mbeya Zonal Referral Hospital, “Reduction of number of patients developing phlebitis” from Muhimbili National Hospital, “Improving NHIF revenue collection” from RRHs.

The RRH shared KAIZEN activities at annual Progress Report Meeting on Hospital Management and KAIZEN activities in Dar es Salaam July, 2016.



RRHMP's activities

CVs to RRH

The expert in Quality Management (5S-KAIZEN-TQM), Noriyuki MIYAMOTO (Mr.) together with the team of national facilitators of 5S-KAIZEN –TQM did the Consultation Visits (CV) to 27 RRHs as well as four national hospitals; Muhimbili National Hospital, Bugando Medical Centre, Mbeya Zonal Referral Hospital and Kilimanjaro Christian Medical Centre. The CV was done by conducting interview with Quality Improvement Team and observation of six selected sections using the Project's monitoring and evaluation tools, to monitor the progress of 5S-KAIZEN activities and to provide technical skills and knowledge. At the end of the visit, the team provided necessary advice for further improvement during feedback sessions.

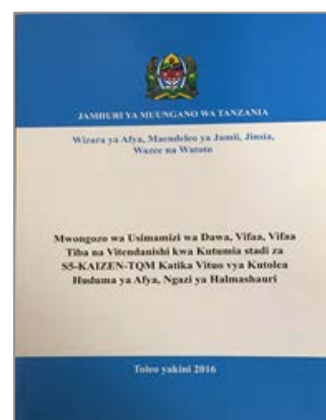
5S-KAIZEN-TQM training for improving health commodity management at council level

Improving commodity management at council level to expand the coverage of primary health care service is one of the key focuses of the Big Result Now (BRN) initiative. Scale up of 5S-KAIZEN-TQM to the council level is stipulated in the BRN as one of the approaches to improve commodity management.

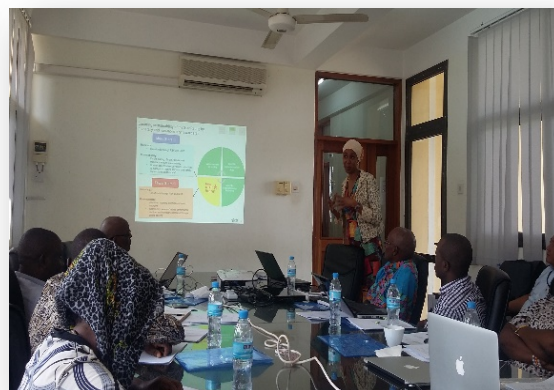
Training of district health facilities on 5S-KAIZEN approach began from middle of June 2016 in Mwanza region. Health facilities in eight districts have been trained on 5S-KAIZEN Approach for improving health commodity management. Health care workers from 249 received the training.

Plan for the second phase

The second phase of the Project will start from October 2016 to May 2020. Major activities in the second phase are:



(Output 1)	• Basic and advance hospital management trainings for all RRHs
(Output 2)	• Further improvement of CHOP • Introduction of Human Resource for Health Information System (HRHIS) to RRH
(Output 3)	• Implementation of hospital assessment
(Output 4)	• Training of KAIZEN national facilitators (Skill Building Training) • KAIZEN Training of Trainers (for all 27 RRHs) • CVs
(Output 5)	• Training for HABs' capacity building
(Output 6)	• Trainings for health commodity management



(Pictures are from trainings conducted by RRHMP in 2016)

***5S** refers to five sequence of activities to improve work environment; Sort (i)– Set(ii) – Shine(iii) – Standardize(iv) – Sustain(v).

Message from the editorial team

Introduction of 5S KAIZEN has proved to be an effective solution in the health sector especially in resource constrained settings. The approach has been awarded as finalist of the DAC prize 2015 which recognizes innovative solutions which can close development gaps. It is also introduced in the report “Good practices in South-South and Triangular Cooperation for Sustainable Development” published by United Nations Office for South-South Cooperation as an approach contributing to the Sustainable Development Goal 3. Significant improvements have been observed and still more is expected from the facilities implementing 5S KAIZEN activities.

It is true that more work needs to be done by facilities, and RRHMP is behind every effort that will be exerted to ensure more will be achieved through these activities. There is enormous work ahead waiting in the phase 2 of the project. It is our expectation that the Ministry and JICA, in collaboration with PORALG, will facilitate for smooth implementation of the planned activities.

Let every one of us play his/her part to realize the objectives intended and bring about the changes in the health sector through 5S KAIZEN.

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