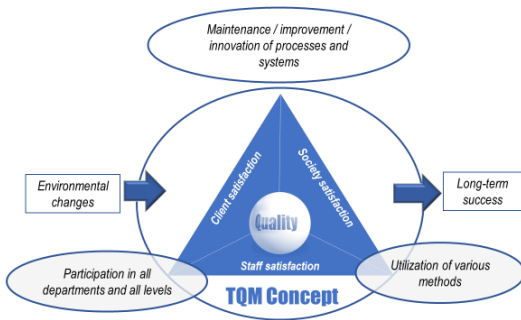


TQM Project Newsletter

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2nd JCC Meeting

The 2nd Joint Coordinating Committee (JCC) Meeting was held at a conference room of Ministry of Health and Medical Services (MoHMS), on 12th of October, 2022. Under the unexpected COVID-19 pandemic which hit throughout the world, the meeting could not be held after the previous JCC meeting in November, 2019.

A total of 15 members participated in the 2nd JCC Meeting with in person, or through online communication tool: Seven members from MoHMS, with the Chief Medical Officer (Dr. Jemesa Tudravu) as the chair who attended the meeting on behalf of the Permanent Secretary, two from the headquarter of Japan International Cooperation Agency (JICA), three from the JICA Fiji Office, and three from the TQM Project.

The Chairperson welcomed all of the JCC attendees, and emphasized the importance of improving the quality of services in health sectors through the 5S-KAIZEN-TQM approach. Then, the Japanese expert from the TQM Project reported that the great effort/achievement was made in the pilot health facilities, such as conducting internal 5S trainings within each facility and introducing 5S to other facilities, indicating their progress was on track, despite of the severe influence of COVID-19 on them.

There was also a valuable comment from the National Acting Manager of Clinical Governance, Mr. Vamarasi Fasala, mentioning that there is a necessity of scaling up the 5S-KAIZEN-TQM approach, to whole divisions in Fiji. He also emphasized that the Eastern division, where 5S-KAIZEN was not implemented, should not be left behind and introduced equally as the other divisions.

Finally, the Representative of Fiji Office was honored to be part of the 2nd JCC Meeting, implementation of 5S-KAIZEN-TQM in Fiji and has noted that a lot of activities have transpired since the commencement of the project in April 2019, the strong commitment by MoHMS and health facilities would be very important since Fiji is the first country to introduce 5S-KAIZEN-TQM approach with JICA in the Pacific, in order to take a strong leadership on this approach in the region.



2nd JCC Meeting
October 18th 2022

5S-KAIZEN-TQM Progress Report Meeting

Achievements/challenges were shared within the pilot health facilities and divisions, for better implementation in future

The 5S-KAIZEN-TQM Progress Report Meeting was held on October 18th, 2022, at the conference room of Tanoa Plaza. A total of 32 from the 6 pilot health facilities and Divisional Medical Offices (Western, Northern, Eastern and Central) fully participated in the meeting.

The meeting started with brief self-introduction of the participants, and the opening remark by the Permanent Secretary (Dr. James Fong). The PS insisted the importance of quality improvement in health sectors in Fiji through 5S-KAIZEN-TQM, emphasizing the necessity of developing action plan and evaluating outcomes, and accumulate the evidence.

The meeting mainly included presentation sessions based on the power points made by the pilot health facilities and Central and Western Divisional Medical Offices (DMOs) regarding their progress of 5S-KAIZEN activities.

Most of the pilot health facilities have sustained 5S activities not only in pilot units but also in non-pilot units in their facility, however KAIZEN activities were limited in some pilot units and the progress of steps varied among the pilot health facilities. Hence, it is suggested that technical follow-up by the Japanese expert especially for KAIZEN is needed.

In term of the presentation from DMOs, Western DMO is the top leading division to disseminate 5S approach, followed by Northern and Central DMOs. Central DMO also mentioned 5S activities started in the office and plans to start dissemination in other subdivision than Nasinu. Since there is no pilot health facility in Eastern division, 5S-KAIZEN-TQM has not been introduced in Eastern division so far.

Acting National Manager, Clinical Governance has mentioned during the closing remark that this progress meeting would be helpful to see the progress of 5S-KAIZEN-TQM and which areas of this approach to be promoted. He thanked all of the pilot health facilities for the progress, and insisted the importance of conducting the 5S-KAIZEN-TQM



Opening remark from Permanent Secretary



Presentation from Nausori Maternity Hospital/Health Center

Endline survey

The Endline Survey was conducted between October and November, 2022. The objective of this endline survey was to identify the progress of 5S-KAIZEN-TQM approach implemented in the six pilot health facilities, taking into account the effect of COVID-19 pandemic which started in 2020 in Fiji.

Two research assistants conducted the interviews for staff and patient satisfactions using the questionnaires, supported by hospital staff. Staff satisfaction was assessed using the Minnesota Satisfaction Questionnaire's (MSQ), and patient satisfaction was evaluated by means of Patient Satisfaction Questionnaire Short Form (PSQ-18). Finally, questionnaires of a total of 164 staff participants, and 201 patient participants were collected in the six pilot health facilities.

As results, the QI functions and M&E scores significantly improved in most of the pilot health facilities. However, there was a gap between pilot health facilities for the progress of 5S-KAIZEN. In addition, it was observed that patient satisfaction improved in 2022 compared with the time of baseline survey in 2019, indicating the efficiency of 5S-KAIZEN approach. Contrary to this staff satisfaction did not improve at the endline survey, assuming that the negative affect of COVID-19 pandemic may still remain on the human resource in the pilot health facilities.

Message from National Manager, Clinical Governance (Project Manager)



The 5S-Kaizen-TQM approach continues to improve quality and safety in the pilot health facilities. There have been many challenges faced over the last 2 years, we are very proud of the progress of some of the pilot facilities. We continue to work with the pilot facilities that need to strengthen our implementation. We are forever grateful and thankful for the support of JICA and the Government of Japan. We look forward to continued collaboration under JICA to enable implementation of the 5S-Kaizen-TQM approach to the rest of the health facilities in Fiji.

Arigatou gozaimasu – ありがとうございます

Culture for sustaining 5S practices helps to create the working environment safe, quality assured and resilient to the risk of infections.

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