

CHALLENGE

Availability of medicines and health commodities at service delivery points (SDPs) is critical for healthcare workers and patients, and their availability depends on how the supply chain is performing. To improve and sustain Rwanda's service delivery and medicines availability, the Quality Management Improvement Approach (QMIA)—a workforce development intervention used by the Ministry of Health (MOH)—is being used to monitor performance of supply chain professionals while continuously building their capacity to run a smooth supply chain operation.

WHAT IS QMIA?

QMIA has two components:

- **quarterly site visits** using a key performance checklist and
- **follow-up workshops** for all SDP store managers to review results from site visits, lessons learned, recognition and target setting.

During site visits, the SDPs' performance and key performance indicators (KPIs) are measured. Following site visits, workshops provide an opportunity to learn from peers by sharing experiences and building skills in areas that need improvement. Branches of the Rwanda Medical Supply (RMS) conduct the activities with support from the USAID Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM) project.

During the COVID-19 pandemic, QMIA activities have continued through a forum using WhatsApp, reaching all 30 districts to monitor supply chain performance at about 594 SDPs. RMS branch directors, participants from SDPs, data managers and the central level would regularly communicate about antiretroviral treatment (ART) optimizations, new HIV treatment guidelines, new initiatives such as multi-month dispensing of antiretrovirals (ARVs) and drawdown of legacy ARVs.

MOVING FORWARD

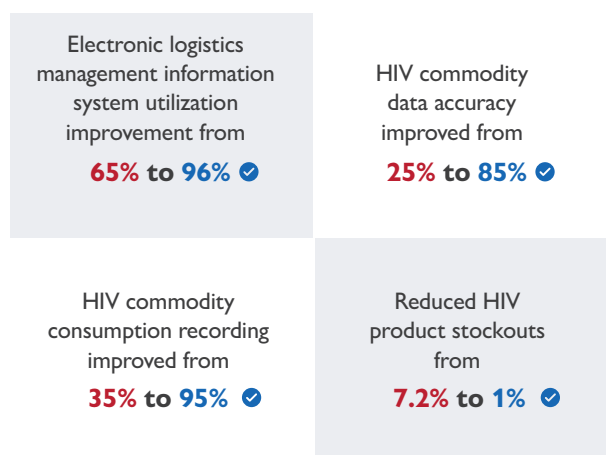
In the coming months, GHSC-PSM will use the electronic learning materials developed jointly with the MOH to support supply chain staff at all levels and build up the workforce's capacity at SDPs, regional medical store and central medical store. Online QMIA session options will also be considered to continue capacity building and improve data quality along the supply chain.



GHSC-PSM management information system advisor with the store manager of Karambo Health Centre in Rubavu District during a QMIA visit. Photo credit: GHSC-PSM/Rogers Kigenza

RESULTS

QMIA proved to be a successful training and capacity building platform for supply chain management in Rwanda. Performed on a quarterly basis, 690 health supply chain staff were trained using QMIA and demonstrated major improvements as shown in Figure.



Recommendations from training and site visits also helped to provide a better understanding for the reasons behind poor performance, leading to the development of electronic learning materials. Lastly, advocacy around having staff with supply chain experience and professional growth at SDPs was shown to be critical.



With support from the U.S. President's Emergency Plan for AIDS Relief, through the United States Agency for International Development, Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM) project conducted this research. GHSC-PSM is funded under USAID Contract No. AID-OAA-I-15-0004. GHSC-PSM connects technical solutions and proven commercial processes to promote efficient and cost-effective health supply chains worldwide. The views expressed in this poster do not necessarily reflect the views of USAID or the U.S. government. PSM 01 00059.