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ESSENTIAL PACKAGE OF HEALTH SERVICES COUNTRY SNAPSHOT: RWANDA

July 2015

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The Health Finance and Governance Project

USAID's Health Finance and Governance (HFG) project helps to improve health in developing countries by expanding people's access to health care. Led by Abt Associates, the project team works with partner countries to increase their domestic resources for health, manage those precious resources more effectively, and make wise purchasing decisions. As a result, this five-year, \$209 million global project increases the use of both primary and priority health services, including HIV/AIDS, tuberculosis, malaria, and reproductive health services. Designed to fundamentally strengthen health systems, HFG supports countries as they navigate the economic transitions needed to achieve universal health care.

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*Photo: A mother and her newborn in the neonatal department at Kibuye Hospital, Karongi District, Western Rwanda.
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ACRONYMS

CPA	Complementary Package of Activities
EPHS	Essential Package of Health Services
MPA	Minimum Package of Activities
RAMA	Rwanda Health Insurance Fund
RMNCH	Reproductive, maternal, newborn and child health

ABOUT THE ESSENTIAL PACKAGES OF HEALTH SERVICES COUNTRY SNAPSHOT SERIES

An Essential Package of Health Services (EPHS) can be defined as the package of services that the government is providing or is aspiring to provide to its citizens in an equitable manner. Essential packages are often expected to achieve multiple goals: improved efficiency, equity, political empowerment, accountability, and altogether more effective care. There is no universal essential package of health services that applies to every country in the world, nor is it expected that all health expenditures in any given country be directed toward provision of that package. Countries vary with respect to disease burden, level of poverty and inequality, moral code, social preferences, operational challenges, financial challenges, and more, and a country's EPHS should reflect those factors.

This country snapshot is one in a series of 24 snapshots produced by the Health Finance & Governance Project as part of an activity looking at the Governance Dimensions of Essential Packages of Health Services in the Ending Preventable Child and Maternal Death priority countries. The snapshot explores several important dimensions of the EPHS in the country, such as how government policies contribute to the service coverage, population coverage, and financial coverage of the package. The information presented in this country snapshot feeds into a larger cross-country comparative analysis undertaken by the Health Finance & Governance Project to identify broader themes related to how countries use an EPHS and related policies and programs to improve health service delivery and health outcomes.

Each country snapshot includes annexes that contain further information about the EPHS. When available, this includes the country's most recently published package; a comparison of the country's package to the list of priority reproductive, maternal, newborn and child health interventions developed by the Partnership for Maternal, Newborn and Child Health in 2011 (PMNCH 2011), and a profile of health equity in the country.



THE ESSENTIAL PACKAGE OF HEALTH SERVICES (EPHS) IN RWANDA

In 2011 the Ministry of Health in Rwanda reviewed and updated the health services packages provided by the different tiered facilities in the health sector. The *Service Package for Health Facilities at Different Levels of Service Delivery* document specifies what services should be provided at each health facility level, and the inputs required to implement them. Although the services listed under the packages are somewhat broad, complementary national treatment guidelines and clinical protocols serve to further specify the interventions included under the services.

Our analysis reveals the *Service Package for Health Facilities at Different Levels of Service Delivery (2011)* to best fit our definition of Rwanda's EPHS. For the full list of services, see Annex A.

The government of Rwanda has defined several different benefit packages. Members of *mutuelles de santé* are entitled to the Minimum Package of Activities and the Complementary Package of Activities (Lu et al. 2012 and Ministry of Health, Rwanda). Additionally, the government has defined a benefit package for military forces and one for the Rwanda Health Insurance Fund that provides comprehensive health insurance to the public sector and a majority of the private sector. These packages are related to the EPHS in that they specify certain services that have an additional level of financial protection.

Priority Reproductive, Maternal, Newborn and Child Health Interventions

To see a comparison of Rwanda's EPHS and the priority reproductive, maternal, newborn and child health (RMNCH) interventions (PMNCH 2011), refer to Annex B.

Status of Service in EPHS	Status Definition	# of Services
Included	The literature on the essential package specifically mentioned that this service was included.	49
Explicitly Excluded	The literature on the essential package specifically mentioned that this service was not included.	2
Implicitly Excluded	This service was not specifically mentioned, and is not clinically relevant to one of the high-level groups of services included in the essential package.	3
Unspecified	The literature on the essential package did not specifically mention this service, but this service is clinically relevant to one of the high-level groups of services included in the essential package.	6

The following five priority RMNCH interventions are explicitly and implicitly excluded from Rwanda's EPHS:

Explicitly excluded:

- ▶ Safe abortion
- ▶ Routine immunization plus H. influenzae, meningococcal, pneumococcal, and rotavirus vaccines

Implicitly excluded:

- ▶ Corticosteroids to prevent respiratory distress syndrome in preterm babies
- ▶ Social support during childbirth
- ▶ Use of surfactant (respiratory medication) to prevent respiratory distress syndrome in preterm babies

Use of Selected Priority Services

The table below presents the country’s data on common indicators. Empty cells signify that these data are not available.

Indicator	Year	Value	Urban Value	Rural Value
Pregnant women sleeping under insecticide-treated nets (%)	2010		80.2	70.7
Births attended by skilled health personnel (in the five years preceding the survey) (%)	2010		82.4	67.2
BCG immunization coverage among one-year-olds (%)	2013	99		
Diphtheria tetanus toxoid and pertussis (DTP3) immunization coverage among one-year-olds (%)	2013	98		
Median availability of selected generic medicines(%)—private				
Median availability of selected generic medicines (%)—public				

Source: Global Health Observatory, World Health Organization.

How the Health System Delivers the EPHS

RMNCH services from the EPHS are delivered through:

- ✓ government-sponsored community health workers
- ✓ public sector primary care facilities
- ✓ public sector referral facilities

As of 2015, the Rwanda health system comprised a network of five national and provincial referral hospitals, 42 district hospitals, 30 district pharmacies, 5 blood transfusion centers, 466 health centers, 16 prison dispensaries, 60 health posts, 45,000 community health workers at the household level, 60 private sector health facilities including clinics, and 114 dispensaries, laboratories, and pharmacies (Health Sector Policy 2015).

According to the *Service Package for Health Facilities at Different Levels of Service Delivery* (2011), the government intends to create a new tier of hospital called a provincial referral hospital, which will provide more services than a district hospital but fewer than a national referral hospital. The government also intends to create something referred to in the EPHS as One National Center, meant to provide services that require highly qualified staff, and to provide intensive resources that need not be replicated at the other national referral hospitals.

The community health program has achieved nationwide coverage. All villages have three community health workers. These community health workers have a defined list of tasks and use an e-Health system with mobile phones to connect them with health facilities. Performance-based financing is an important aspect of Rwanda's system for human resources for health. It provides an incentive to promote institutional performance and the management and retention of staff. Rwanda's performance-based financing program covers both personnel in formal health institutions (namely, district hospitals and sector health centers) and community health workers at the community level (*Health Sector Policy 2015*).

Delivering the EPHS to Different Population Groups

The government's strategy for implementing the EPHS includes specific activities to improve equity of access for specific populations; these include:

- ✓ women,
- ✓ adolescents,
- ✓ the indigent, and
- ✓ rural populations.

See Annex C for the World Health Organization's full health equity profile of Rwanda based on data from a 2010 Demographic and Health Survey.

Key findings from the health equity profile include:

- ▶ Rwanda enjoys relatively high health equity. Coverage of many health services is relatively equitable across the country when stratifying by rural versus urban residence, wealth, or education level.
- ▶ Contraceptive prevalence (modern and traditional methods) is 51 percent among the rural population and 53 percent among the urban population.
- ▶ Coverage of at least four antenatal care visits ranges around 35-40 percent across all wealth quintiles.
- ▶ BCG and DTP3 coverage is about equal across education levels.

The *Health Sector Policy (2015)* specifies strategies to ensure access to the EPHS for vulnerable populations including the poor, women, children, youth, people living with HIV and AIDS, and people living with disabilities. Strategies include engaging in intersectoral activities, providing education and empowerment, providing community-based health care, encouraging community participation, fostering people-centered care, increasing the number of qualified human resources for health especially in rural and underserved areas, and implementing various financial protection strategies.

Providing Financial Protection for the EPHS

- ✓ The government sponsors health insurance for civil servants.
- ✓ The government sponsors or regulates health insurance for nongovernmental formal sector employees.
- ✓ The government sponsors health insurance for informal sector employees (through a national insurance fund, through subsidies to community-based health insurance, etc.).
- ✓ Community-based insurance is available in parts or all of the country.
- ✓ Some services included in the EPHS are legally exempt from user fees on a national scale.

All individuals in Rwanda with health insurance, including health insurance through *mutuelles* or private insurance, are entitled to comprehensive, subsidized preventative care through the Minimum Package of Activities. The Complementary Package of Activities covers a limited number of services at district hospitals. In 2006 the CPA benefits package was extended to cover selected services in national hospitals. In order to receive these benefits, individuals must be referred from the health centers to district- or national-level hospitals (Joint Learning Network 2015).

The Rwanda Health Insurance Fund (RAMA) provides financial protection to the public sector and a majority of the private sector for much of the EPHS. Military personnel receive financial protection for much of the EPHS through Military Medical Insurance.

Members of *mutuelles de sante* pay premiums to the *mutuelle*, which can pose some financial difficulty for members; however, the *mutuelles* can charge lower premiums because they are subsidized by the government, and certain services are further subsidized by development partners.

The EPHS services with financial protection under the various programs are listed below.

Minimum Package of Activities (delivered by Health Centers)

Promotional activities:

Child growth monitoring; community-based health insurance; psychosocial support; community involvement; home visits, information, education and communication for health

Preventive activities:

Vaccination, pre-nuptial consultations, prenatal and postnatal care, voluntary consultation and testing for HIV, family planning, water and sanitation, school health services, and epidemiological monitoring

Curative activities:

Curative consultations, child health care, management of chronic illnesses, nutritional rehabilitation, treatment for patients with HIV and AIDS, curative care, normal deliveries, minor surgery and laboratory tests, and drug provision

Complementary Package of Activities (Delivered by District Hospitals)

Prevention, including preventive consultations for referred cases and prenatal consultations for at-risk pregnancies; family planning, with all methods available to those referred, including tubal ligation and vasectomy; curative care for those referred, including the management of difficult and cesarean deliveries; medical and surgical emergencies; minor and major surgery; hospital care; drug provision; laboratory analyses and medical imaging; and management, including training for paramedical staff and supervision

RAMA and Military Medical Insurance Benefit Packages

RAMA provides a comprehensive list of curative and preventive services without specification and at all levels of the public and private health facility network, including:

- medical consultation
- medical surgery
- dental care and surgery
- medical radiology and scanning
- laboratory tests
- physiotherapy
- nursery care
- hospitalization
- drugs based on a list accepted by RAMA
- prenatal, perinatal, and postnatal care
- glasses

RAMA's reimbursement excludes:

- medical services provided abroad
- prostheses and orthoses
- anti-retroviral treatment
- plastic surgery
- drugs and other consumables with generic equivalents

These services can be provided by any health facility or provider that has signed a "partnership convention" with RAMA.

The benefits package for MMI is the same as RAMA, with the addition of prostheses coverage.

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ANNEX A. RWANDA'S EPHS

REPUBLIC OF RWANDA



MINISTRY OF HEALTH

**SERVICE PACKAGES FOR HEALTH
FACILITIES AT DIFFERENT LEVELS
OF SERVICE DELIVERY**

December 2011

Table 1: MERGED HEALTH SERVICE PACKAGES AT SERVICE DELIVERY FACILITY LEVELS

HEALTH SERVICES FOR DIFFERENT LEVELS OF SERVICE DELIVERY									
Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
1. Clinical services									
Health Promotion									
	Behavior change communication (BCC), Health Education for patients and their families					X	X	X	
	Community Health mobilization/ Sensitization					X	X	X	
	School health						X		
	Fight against stigma of patients with chronic diseases: mental illness, HIV, Epilepsy, etc.	X	X		X	X	X	X	
	Home visits						X	X	
	Eye Health promotion						X	X	
	Organisation of Mutuelle/ Health Insurance						X	X	
	Epidemiological surveillance of diseases					X	X	X	
	Nutrition services						X	X	
	Hygiene, sanitation and Environmental health						X	X	

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
Preventive services									
	Circumcision					x	x		
	Immunization						x	x	
	Vaccination	x	x		x	x	x		<i>Vaccination of newborn Other Vaccines</i>
	Ante-natal					x	x	x	
	High-risk pregnancies for antenatal care	x	x		x	x			
	Pre-marital Consultation						x		
	Eye Health						x	x	
	Regular Checkup and screening						x		
	Family Planning	x	x		x	x	x	x	<i>Primary responsibility of HC and HP</i>
	Growth monitoring						x	x	
	Post Natal Consultation					x	x	x	
	VCT, PMTCT and PIT					x	x		<i>Primary responsibility of HC</i>
	Preventive treatment (eg Opportunistic Infections (OI) etc etc)					x	x	x	
	Post Exposure Prophylaxis	x	x		x	x	x		

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
Curative services									
Primary Health Care									
	Primary curative consultation						X	X	
	Clinical IMCI						X		
	Dressing wounds						X	X	
	Management of chronic conditions						X		
	Eye Health						X		
	Therapeutic nutritional rehabilitation						X		
	Care and treatment for person living with HIV/AIDS						X		
	Hospitalization	X	X		X	X	X		
Internal medicine									
	Dermatology	X	X		X	X			
	General Internal Medicine				X	X			
	Cardiology(non-invasive)	X	X						
	Critical care	X	X						
	High Dependence	X	X		X	X			
	Cardiology (invasive)	X	X	X					<i>Proposed at KFH</i>
	Pulmonology + Allergology	X	X						

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	Nephrology Emergency Dialysis	x	x	x					<i>Proposed two fully fledged centers and One national transplant center</i>
	Gastro-Enterology	x	x						
	Neurology	x	x						
	Endocrinology and Metabolic diseases	x	x						
	Geriatrics	x	x						
	Hematology/Oncology	x	x						
	Rheumatology	x	x						
	Infectious Diseases	x	x						
Radiotherapy	Radiotherapy service			x					<i>Propose one fully fledged center. (decision for MOH)</i>
Mental Health									
	Clinical Psychology & Counselling services	x	x		x				
	Psychiatry	x	x		x				<i>Can also be used for neurological care & Drugs Addiction</i>
	Mental Health and Psychosocial support	x	x		x	x	x		
Pediatrics									
	Neonatology	x	x		x	x			
	General/emergencies Pediatrics	x	x		x	x			

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	Cardiology non-invasive	x	x						
	Cardiology (Invasive)	x	x						
	Pulmonology + Allergology	x	x						
	Gastro-Enterology	x	x						
	Rheumatology	x	x						
	Nephrology (with Dialysis)	x	x						
	Hematology/Oncology	x	x						
	Endocrinology + Metabolic diseases	x	x						
	Neurology	x	x						
	Infectious Diseases	x	x						
	Pediatric ICU	x	x						
	Neonatal ICU	x	x						
	High Dependency Unit for Neonates and Children)	x	x		x	x			
	Pedopsychiatry	x	x						
	Child Friendly Initiative/ Kangaroo/ Lodger Mothers	x	x		x	x			
Gynecology & Obstetrics									
	Ante natal care	x	x		x	x	x		
	Labor	x	x		x	x	x		
	Delivery	x	x		x	x	x		

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	Obstetrics Theatre	x	x		x	x			
	Obstetric emergency	x	x		x	x			
	Post Natal care	x	x		x	x	x		
	Ultrasonography	x	x		x	x			
	Gynecology	x	x		x	x			
	Oncology	x	x						
	Child Friendly Hospital Initiative (CFHI)	x	x		x				
	Well Baby & Mother Clinic	x	x		x				<i>Can also be used for family planning services advice</i>
	High Dependency Ante/Post- Natal Care	x	x		x	x			
	Intensive Care Unit	x	x						
	Endocrinology	x	x						
	Fertility Services (Assisted Reproduction)	x	x	x					<i>Fertility service in each center. In vitro fertilization in one fledged center</i>
	Gender Based Violence					x	x		
Surgery									
	General Surgery	x	x		x	x	x		
	Hepatobiliary services	x	x						
	Colorectal services	x	x		x				

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	Orthopedics: = Ortho.pediatric and Adult	x	x		x				
	Surgical Oncology	x	x	x					<i>One Fully fledged National Cancer Center for cancer management. MOH to Decide</i>
	Traumatology	x	x		x	x			<i>National Trauma Center. MOH to decide a standalone trauma center</i>
	Neurosurgery	x	x	x					<i>Proposed to one fully fledged center MOH to decide</i>
	Neurosurgery/ ICU	x	x						
	Pediatrics	x	x						<i>For highly Specialized pediatric surgery</i>
	Thoracic	x	x						
	Cardio-Vascular surgery	x		x					<i>One fully fledged MOH to decide</i>
	Maxillo-Facial	x	x						
	Urology	x	x		x				
	Plastic & Reconstructive Surgery	x	x						
	Burns Unit	x	x		x				<i>Low grade burns for PRH. Very Severe burns requiring multidisciplinary consultation for the trauma center</i>
	Operating Theatres	x	x		x	x			

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	ICU General surg.	x	x						
	ICU Trauma	x	x	x					<i>National Trauma Center. MOH to decide a standalone trauma center</i>
	High dependency	x	x		x	x			
Ophthalmology									
	General Ophthalmology	x	x		x				<i>Corneal Transplant proposed to one fully fledged center at KFH</i>
	Anterior segment	x	x						
	Posterior Segment	x	x	x					<i>Surgical Managemnet at only one center</i>
	Pediatric	x	x						
	Oculo-Plastic	x	x						
	Neuroophthalmology	x	x						
Stomatology, Oral health and Surgery									
	Dental services	x	x		x	x			
	Prosthetics and Orthodontics laboratory	x	x						
	Dental panoramic x-ray	x	x		x				

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
Accidents & Emergencies									
	Reception and triage	x	x	x	x	x			<i>National Trauma Center. MOH to decide a standalone trauma center</i>
	Poison management services	x	x		x	x			
	Trauma Theatre	x	x						<i>National Trauma Center. MOH to decide a standalone trauma center</i>
	Minor Theatre	x	x		x	x	x		
	Resuscitation Bay	x	x		x	x			
	Medical emergencies	x	x		x	x			
	Surgical emergencies	x	x		x	x			
	Neurosurgery emergency	x	x						
	Imaging Unit	x	x						
	Ambulance Services				x	x	x		
Anesthesia									
	Pre-Anesthetic Care	x	x		x	x			
	Intra- Operative Care	x	x		x	x			
	Post Anesthetic Care (Recovery)	x	x		x	x			
	Pain Management	x	x		x	x	x		<i>Cross-cutting to provided in all services</i>
	Resuscitation Services	x	x		x	x			

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	High dependency				x	x			
Ear Nose & Throat	Ear Nose and Throat services	x	x		x	x			
Palliative Care	Palliative care services	x	x		x	x	x	x	
Ambulatory Services									
	Obstetrics & Gynecology	x	x		x	x			
	Surgery	x	x		x	x			
	Pediatric	x	x		x	x			
	Internal Medicine	x	x		x	x			
	ENT	x	x		x				
	Ophthalmology/ Out-reach Surgery	x	x		x	x			
	Stomatology & Oral surgery	x	x		x	x			
	Behavioral Medicine (Clinical psychology and psychiatry)	x	x		x	x			
2. Clinical Support									
Medical Imaging									
	CT Scanning	x	x						
	Ultrasonography	x	x		x	x			
	Fluoroscopy	x	x						
	General Radiography	x	x		x	x			
	Mammography	x	x						

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	Angiography	x	x	x					<i>Will be management at the cardiac center</i>
	MRI Scanning	x		x					
	Resuscitation Service	x	x						
Medical Physics	Nuclear Medicine	x		x					<i>One fully fledged national center MOH to decide on location</i>
Pathology/ Laboratory									
	Immunology, Serology & Hormonology	x	x		x				
	Hematology & Biochemistry	x	x		x	x	x		
	Chemistry & Drug Monitoring Assays	x	x						
	Parasitology	x	x		x	x	x		
	Allergology	x	x						
	Microbiology & serology	x	x		x	x	x		
	Cytology & Histopathology	x	x						
	Molecular Biology & Genetics	x		x					<i>Proposed to be part of national referral laboratory</i>
	Phlebotomy	x	x		x	x			
Pharmacy									
	Clinical Pharmacy	x	x		x	x			
	Drug storage & Supply services	x	x		x	x	x		

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	Medical /Surgical consumables	x	x		x	x	x		
	Dispensing services	x	x		x	x	x	x	
	ARV Supply	x	x		x	x	x		
	Bio-Pharmaceutics	x	x						
	Drug poison Information services	x	x		x	x	x		
	Extemporaneous Preparations	x	x		x				
	Oncology reconstitution	x	x						
National Infusion Production Center	National infusion production center			x					<i>One national center Labophar to be strengthened</i>
Physiotherapy									
	Gymnasium	x	x		x	x			
	hydrotherapy	x	x		x				
	Infrared Massage	x	x		x	x			
	Ultra- violet	x	x		x	x			
	Cerebral Palsy	x	x						
National Rehabilitation Center									
	Specialized physiotherapy (spine, neuro etc...)			x					<i>One national center</i>
	Occupational Therapy and support groups	x	x		x	x			
	Speech & Audiology	x	x						

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
Dietetics									
	Dietetics(information and management services)	x	x		x	x			
	Therapeutic Nutrition Rehabilitation				x	x	x		
Social work	Social services	x	x		x	x			
Optometry	Optometry	x	x		x	x			<i>Primary responsibility of PRH</i>
Orthopedics	Prosthetics & Orthotics	x	x		x				
Toxicology Service Unit	Toxicology(one UTH)			x					<i>One national center</i>
Blood Bank	Blood bank	x	x		x	x			
Medical Gas Production Unit	Oxygen production units	x	x		x				
	Other gases production			x					<i>One national center</i>
Mortuary	Mortuary Services	x	x		x	x			
	Post -mortem	x	x		x	x			
Laundry	Laundry Services	x	x		x	x	x		
Sterilization	Central sterilization	x	x		x	x	x		
3.Training and Research									
Training									
	Interns (NUR)	x	x		x	x			
	Undergraduates	x	x		x	x			
	Post Graduate								

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	• Internal Medicine	x	x		x				
	• General Surgery	x	x		x				
	• Neurosurgery	x	x						
	• Urology	x	x						
	• Obstetrics & Gynecology	x	x		x				
	• Anesthetics	x	x		x				
	• Pediatrics	x	x		x				
	• ENT	x	x		x				
	• Orthopedics	x	x		x				
	• Psychiatry and Neurology	x	x		x				
	• Hospital management	x	x		x				<i>At SPH</i>
	• Others according to the needs	x	x		x				
	Nursing/Professions allied to Medicine Students and Specialist								
	• Nursing & Midwifery	x	x		x	x			
	• Anesthetics	x	x		x	x			
	• Radiography	x	x		x	x			
	• Laboratory Technicians	x	x		x	x			
	• Dental	x	x		x	x			
	• Ophthalmic Clinical Officers	x	x		x	x			
	• Critical care	x	x		x	x			
	• Theater	x	x		x	x			
	• Pediatrics	x	x		x	x			

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	• Palliative care	x	x		x	x			
	• Emergency	x	x		x	x			
	• Orthopedic	x	x		x	x			
	• Nutrition	x	x		x	x			
	• Physiotherapy	x	x		x	x			
	• Biomedical technical Engineers	x	x		x	x			
	Pharmacy Technicians	x	x		x	x			
	Student External Placements	x	x		x	x			
	Out Reach Program	x	x		x	x			
	Emergency Care Training	x	x		x	x			
	Continuous professional development training (CPD)	x	x		x	x			
	Mental Health Nursing	x	x		x	x			<i>NPH Ndera & SCPS</i>
Research	Research support service	x	x		x	x			<i>Including library and support to publications with the SPH</i>
4. Other Health Services									
Cross cutting									
	Forensic Medicine			x					<i>One National Center. To be strengthened at Kacyiru Police Hospital</i>
	Medico-Legal Services	x	x		x	x			
	Infection control& prevention	x	x		x	x	x		

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	Hygiene	x	x		x	x	x		
	Health ,safety and environment	x	x		x	x	x		
	Occupational Health & Safety.	x	x		x	x	x		
Supervision	Clinical supervision to health facilities	x	x		x	x			
5. Leadership & Management									
Leadership									
	Planning	x	x		x	x	x		
	Monitoring and Evaluation	x	x		x	x	x		
	Legal Services	x	x		x	x			
	Internal Audit	x	x		x	x			
	Marketing & Partnership	x	x		x	x	x		
Human Resources									
	Personnel Management	x	x		x	x	x		
	Recruitment	x	x		x	x			
	Performance Management, Training & Development	x	x		x	x			
	HR Planning (including HR retention strategy)	x	x		x	x			
	Industrial Relations	x	x		x	x			
Finance									
	Budgeting	x	x		x	x	x		
	Management & Financial Accounting	x	x		x	x	x		
	Receivables & Payables	x	x		x	x	x		

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	Stores & Warehousing	x	x		x	x	x		
	Billing & Invoicing	x	x		x	x	x		
	Banking & Cash flow Management	x	x		x	x	x		
	Asset Management	x	x		x	x	x	x	
	Cost Centre Management	x	x		x	x	x		
	Risk Management	x	x		x	x	x		
E-Health									
	HMIS	x	x		x	x	x		
	Statistic	x	x		x	x	x		
	IT Services	x	x		x	x	x		
	Telemedicine	x	x		x	x			
Supply Chain									
	Procurement Services	x	x		x	x	x		
	Logistics Services				x	x	x		
Administrative support services									
	Reception	x	x		x	x	x		
	Secretariat Services	x	x		x	x	x		
	Switch Board	x	x						
	Messenger Services	x	x		x	x	x		
	Archives of both Medical Records & Management documents	x	x		x	x	x		
	Pottering Services	x	x		x	x	x		

Area of Services	Services	Facilities							Comments
		NRH	UTH	One National Center	PRH	DH	HC	HP	
	Transport services	x	x		x	x	x		
	Education support services	x	x		x	x			
	Research support services	x	x		x	x			
Facilities Management									
Hard Facilities	Building Maintenance	x	x		x	x	x		
	Engineering Mech.(welding carpentry & plumbing) / Electrical	x	x		x	x			
	Bio-Medical Engineering	x	x		x	x			
	Health Technology Management	x	x		x	x			
	Waste Management	x	x		x	x	x		
	Production Services	x	x		x	x	x		
Soft Facilities	Catering	x	x		x	x			
	Kitchen	x	x		x	x	x		
	Security	x	x		x	x	x		
	Housing Keeping	x	x		x	x	x		
	Gardening	x	x		x	x	x		
Cross Cutting									
	Customer Care	x	x		x	x	x		
	Public Relations & Communication	x	x		x	x	x		
	Quality Management	x	x		x	x	x		

ANNEX B. COMPARISON BETWEEN THE EPHS AND THE PRIORITY RMNCH SERVICES

	RMNCH Essential Interventions	Service Included in EPHS	Source and Additional Notes
Adolescence and pre-pregnancy	Level: Community Primary Referral		
	Family planning (advice, hormonal and barrier methods)	Yes	Source: <i>Service Packages for Health Facilities at Different Levels of Service Delivery</i> includes FP at all levels; <i>Health Sector Strategic Plan III</i> clarifies that FP services shall be expanded to the adolescent age group
	Prevent and manage sexually transmitted infections, HIV	Yes	Source: <i>Health Sector Strategic Plan III</i> mentions HIV prevention among youths and management among all age groups
	Folic acid fortification/supplementation to prevent neural tube defects	Unspecified	This service was not specified in reviewed documents
	Level: Primary and Referral		
	Family planning (hormonal, barrier and selected surgical methods)	Yes	Source: <i>Service Packages for Health Facilities at Different Levels of Service Delivery</i> includes FP at all levels; <i>Health Sector Strategic Plan III</i> clarifies that FP services shall be expanded to the adolescent age group
	Level: Referral		
	Family planning (surgical methods)	Yes	Source: <i>Service Packages for Health Facilities at Different Levels of Service Delivery</i> includes FP at all levels; <i>Health Sector Strategic Plan III</i> clarifies that FP services shall be expanded to the adolescent age group
Pregnancy (antenatal)	Level: Community Primary Referral		
	Iron and folic acid supplementation	Unspecified	Source: <i>Service Packages for Health Facilities at Different Levels of Service Delivery</i> only mentions antenatal care generically; specific antenatal services were not specified in reviewed Clinical Guidelines
	Tetanus vaccination	Unspecified	Source: <i>Service Packages for Health Facilities at Different Levels of Service Delivery</i> only mentions antenatal care generically; specific antenatal services were not specified in reviewed Clinical Guidelines
	Prevention and management of malaria with insecticide treated nets and antimalarial medicines	Yes	Source: The <i>Health Sector Strategic Plan III</i> includes “Ensure and maintain the availability of all malaria prevention measures including promotion and use of LLIN in the entire population through the community- based distribution mechanism;” and <i>Clinical Treatment Guidelines - Internal Medicine</i>

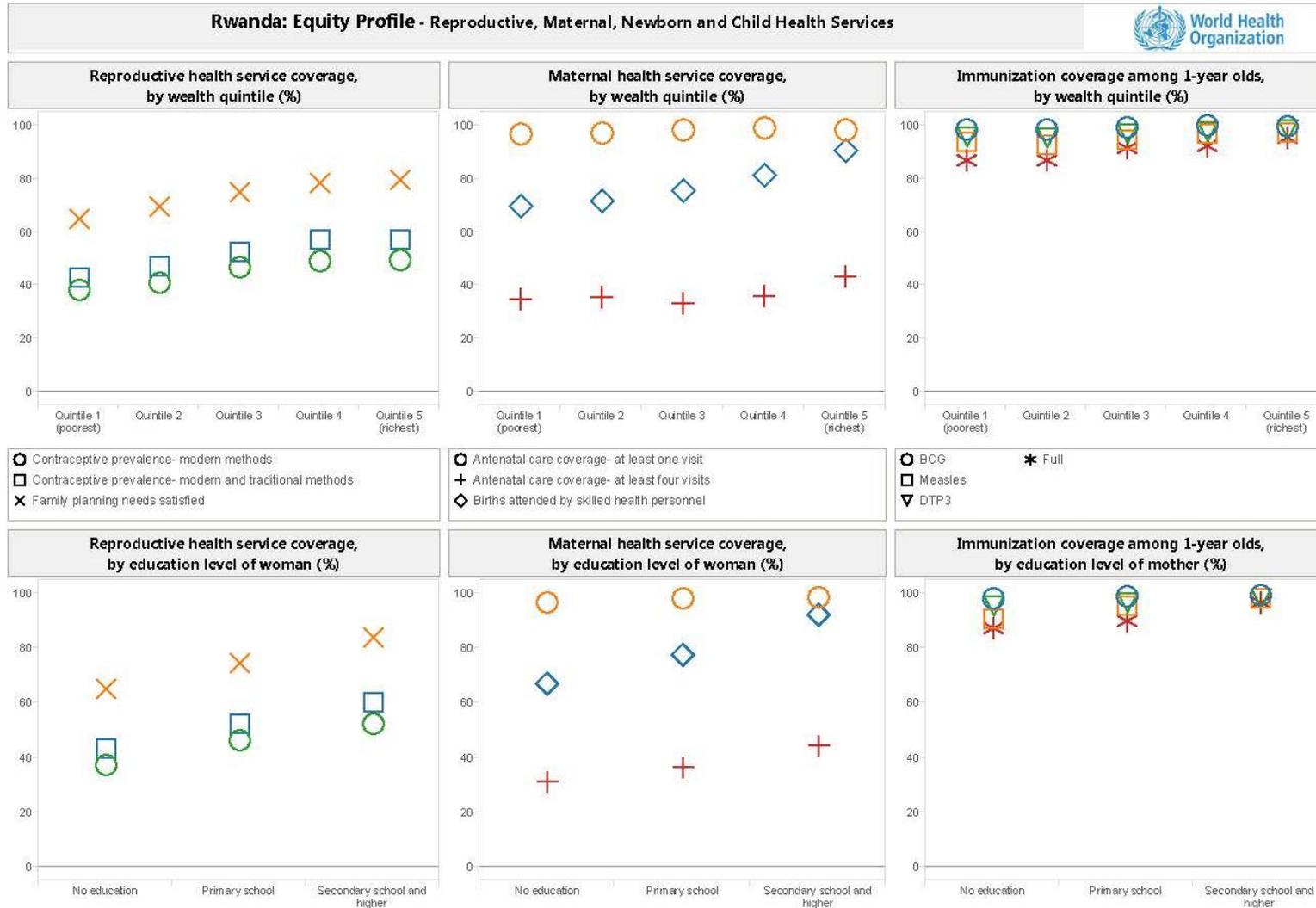
	RMNCH Essential Interventions	Service Included in EPHS	Source and Additional Notes
	Prevention and management of sexually transmitted infections and HIV, including with antiretroviral medicines	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Calcium supplementation to prevent hypertension (high blood pressure)	Unspecified	Source: <i>Service Packages for Health Facilities at Different Levels of Service Delivery</i> only mentions antenatal care generically; specific antenatal services were not specified in reviewed Clinical Guidelines
	Interventions for cessation of smoking	Yes	Source: Limited: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i> mentions education for behavior change under guidelines for management of fetal growth restriction
	Level: Primary and Referral		
	Screening for and treatment of syphilis	Yes	Source: <i>Clinical Treatment Guidelines - Internal Medicine</i>
	Low-dose aspirin to prevent pre-eclampsia	Unspecified	Source: <i>Service Packages for Health Facilities at Different Levels of Service Delivery</i> only mentions antenatal care generically; specific antenatal services were not specified in reviewed Clinical Guidelines
	Anti-hypertensive drugs (to treat high blood pressure)	Yes	Source: <i>Clinical Treatment Guidelines - Internal Medicine</i>
	Magnesium sulphate for eclampsia	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Antibiotics for preterm prelabour rupture of membranes	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Corticosteroids to prevent respiratory distress syndrome in preterm babies	No	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i> ; corticosteroids do not appear to be the first line recommended treatment
	Safe abortion	No	This service appears to be explicitly excluded
	Post abortion care	Yes	Source: <i>The Health Sector Strategic Plan III</i>
	Level: Referral		
	Reduce malpresentation at term with External Cephalic Version	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Induction of labour to manage prelabour rupture of membranes at term (initiate labour)	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>

	RMNCH Essential Interventions	Service Included in EPHS	Source and Additional Notes
Childbirth	Level: Community Primary Referral		
	Prophylactic uterotonics to prevent postpartum haemorrhage (excessive bleeding after birth)	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Manage postpartum haemorrhage using uterine massage and uterotonics	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Social support during childbirth	No	This service was implicitly excluded in information describing the role of community health workers
	Level: Primary and Referral		
	Active management of third stage of labour (to deliver the placenta) to prevent postpartum haemorrhage (<i>as above plus controlled cord traction</i>)	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Management of postpartum haemorrhage (<i>as above plus manual removal of placenta</i>)	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Screen and manage HIV (if not already tested)	Unspecified	This service was not specified in reviewed documents
	Level: Referral		
	Caesarean section for maternal/foetal indication (to save the life of the mother/baby)	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Prophylactic antibiotic for caesarean section	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Induction of labour for prolonged pregnancy (initiate labour)	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Management of postpartum haemorrhage (<i>as above plus surgical procedures</i>)	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
Postnatal (Mother)	Level: Community Primary Referral		
	Family planning advice and contraceptives	Yes	Source: <i>The Health Sector Strategic Plan III</i>
	Nutrition counselling	Yes	Source: <i>The National Community Maternal, Infant and Young Child Nutrition (MIYCN) Counselling Package (facilitator guide)</i>
	Level: Primary and Referral		
	Screen for and initiate or continue antiretroviral therapy for HIV	Yes	Source: <i>The Health Sector Strategic Plan III</i>
	Treat maternal anaemia	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>
	Level: Referral		
	Detect and manage postpartum sepsis (serious infections after birth)	Yes	Source: <i>Clinical Treatment Guidelines - Gynecology and Obstetrics</i>

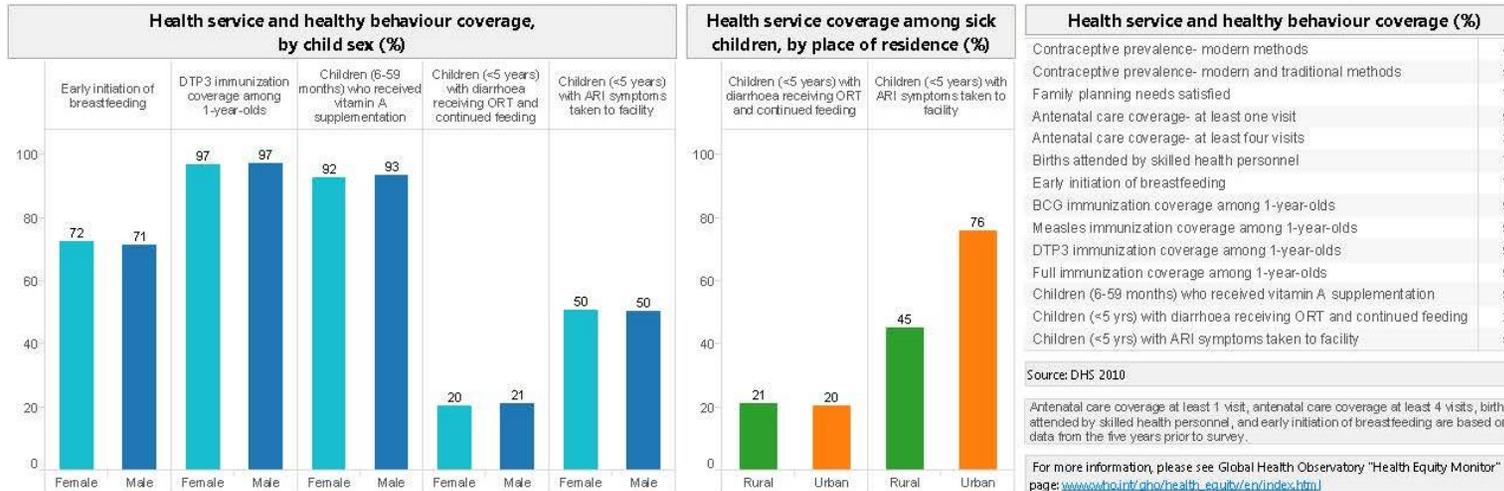
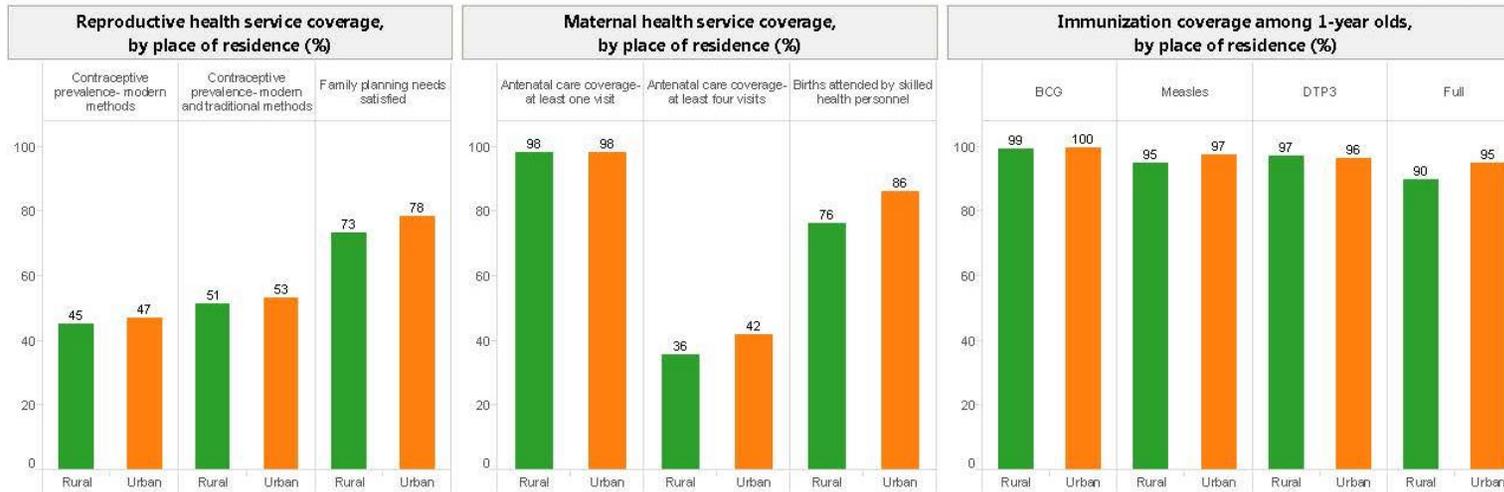
	RMNCH Essential Interventions	Service Included in EPHS	Source and Additional Notes
Postnatal (Newborn)	Level: Community Primary Referral		
	Immediate thermal care (to keep the baby warm)	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Initiation of early breastfeeding (within the first hour)	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Hygienic cord and skin care	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Level: Primary and Referral		
	Neonatal resuscitation with bag and mask (by professional health workers for babies who do not breathe at birth)	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Kangaroo mother care for preterm (premature) and for less than 2000g babies	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Extra support for feeding small and preterm babies	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Management of newborns with jaundice (“yellow” newborns)	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Initiate prophylactic antiretroviral therapy for babies exposed to HIV	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Level: Referral		
	Presumptive antibiotic therapy for newborns at risk of bacterial infection	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Use of surfactant (respiratory medication) to prevent respiratory distress syndrome in preterm babies	No	Source: <i>Clinical Treatment Guidelines - Neonatology</i> does not appear to recommend this intervention
	Continuous positive airway pressure (CPAP) to manage babies with respiratory distress syndrome	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
	Case management of neonatal sepsis, meningitis and pneumonia	Yes	Source: <i>Clinical Treatment Guidelines - Neonatology</i>
Infancy and Childhood	Level: Community Primary Referral		
	Exclusive breastfeeding for 6 months	Yes	Source: <i>The National Community Maternal, Infant and Young Child Nutrition (MIYCN) Counselling Package (facilitator guide)</i>
	Continued breastfeeding and complementary feeding from 6 months	Yes	Source: <i>The National Community Maternal, Infant and Young Child Nutrition (MIYCN) Counselling Package (facilitator guide)</i>
	Prevention and case management of childhood malaria	Yes	Source: <i>Clinical Treatment Guidelines - Pediatrics</i>
	Vitamin A supplementation from 6 months of age	Yes	Source: <i>The National Community Maternal, Infant and Young Child Nutrition (MIYCN) Counselling Package (facilitator guide)</i>

	RMNCH Essential Interventions	Service Included in EPHS	Source and Additional Notes
	Routine immunization plus <i>H.influenzae</i> , meningococcal, pneumococcal and rotavirus vaccines	No	Source: <i>Clinical Treatment Guidelines - Pediatrics</i> ; only mentions H. influenza and pneumococcal, not meningococcal and rotavirus vaccines
	Management of severe acute malnutrition	Yes	Source: <i>The National Community Maternal, Infant and Young Child Nutrition (MIYCN) Counselling Package (facilitator guide)</i>
	Case management of childhood pneumonia	Yes	Source: <i>Clinical Treatment Guidelines - Pediatrics</i>
	Case management of diarrhoea	Yes	Source: <i>Clinical Treatment Guidelines - Pediatrics</i>
	Level: Primary and Referral		
	Comprehensive care of children infected with, or exposed to, HIV	Yes	Source: <i>The Health Sector Strategic Plan III</i>
	Level: Referral		
	Case management of meningitis	Yes	Source: <i>Clinical Treatment Guidelines - Pediatrics</i>
Across the continuum of care	Level: Community Strategies		
	Home visits for women and children across the continuum of care	Yes	Source: <i>The Health Sector Strategic Plan III</i>
	Women's groups	Yes	Source: <i>The Health Sector Strategic Plan III</i>

ANNEX C: RWANDA HEALTH EQUITY PROFILE



Rwanda: Equity Profile - Reproductive, Maternal, Newborn and Child Health Services





BOLD THINKERS DRIVING
REAL-WORLD IMPACT