

WHO/KNCV Regional Training in Tuberculosis Control Program Management, Warsaw, Poland: Trip Report

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About RPM Plus

The Rational Pharmaceutical Management Plus (RPM Plus) Program, funded by the U.S. Agency for International Development (cooperative agreement HRN-A-00-00-00016-00), works in more than 20 developing countries to provide technical assistance to strengthen drug and health commodity management systems. The program offers technical guidance and assists in strategy development and program implementation both in improving the availability of health commodities—pharmaceuticals, vaccines, supplies, and basic medical equipment—of assured quality for maternal and child health, HIV/AIDS, infectious diseases, and family planning and in promoting the appropriate use of health commodities in the public and private sectors.

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Abstract

RPM Plus, with support from USAID Global Bureau, has been contributing sessions on TB drug management to the WHO/KNCV Regional Training in Tuberculosis Control Program Management since 2001. In four years of RPM Plus participation over 170 TB managers from the region of Europe and Eurasia were exposed to RPM Plus approach to drug management aimed at ensuring uninterrupted supply of quality TB drugs in national TB programs.

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Key Words

TB, TB drug management, DOTS

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Acronyms

| | |
|-----------|---|
| DOTS | Directly Observed Treatment Short-course |
| DOTS Plus | Program for procuring TB drugs to treat multi-drug resistant TB |
| GFATM | The Global Fund to Fight AIDS, Tuberculosis & Malaria |
| GTZ | German Development Agency |
| KNCV | Royal Netherlands Tuberculosis Association |
| MDR | Multi-drug Resistance |
| MSH | Management Sciences for Health |
| MSF | Doctors Without Borders (Médecins sans Frontiers) |
| NTP | National Tuberculosis Programs |
| WHO | World Health Organization |
| GDF | Global Drug Facility |
| GLC | Green Light Committee |
| GFATM | The Global Fund to Fight AIDS, Tuberculosis & Malaria |
| TB | Tuberculosis |
| USAID | United States Agency for Aid and Development |
| WHO | World Health Organization |

Background

The World Health Organization (WHO)/ Royal Netherlands Tuberculosis Association (KNCV) Regional Training in Tuberculosis Control Program Management is the major forum in the Europe and Eurasia Region, established in 1996 as a vehicle to promote implementation and expansion of the World Health Organization (WHO) Directly Observed Treatment Short-course (DOTS) strategy through developing capacity of managers of national TB programs (NTP). In the years that followed however, one significant element of DOTS strategy, TB drug management, did not receive the attention it required.

During the 1990s, lack of capacity of NTPs in the region to manage TB pharmaceuticals resulted in dramatic TB drug shortages for many countries, especially those of the Former Soviet Union, leading to monotherapy and, anecdotally, treatment with substandard medicines. Recent trends of spreading multi-drug resistant (MDR) strains of tuberculosis in the region may be attributed to the mentioned situation. It should also be noted that there were very few technical assistance programs in the region aimed at strengthening pharmaceutical management for TB.

In 2001, RPM Plus was invited by the WHO to provide assistance in revising the curriculum of the WHO/KNCV training, and to design and conduct TB drug management sessions. Five sessions were developed and entered into the curriculum, including general TB drug management issues, TB drug procurement, TB drug management information system and drug quality assurance program, tools to contain costs, and presentation of a case study from a USAID TB pilot site in the region. These sessions varied from course to course in order to accommodate participants' needs and reflect changing situation with TB drug supply in the region and globally.

During 2001 – 2004 the TB drug supply situation has improved in the region as a significant number of countries have applied for and received first-line TB drugs of guaranteed quality from the Global Drug Facility (GDF), and second-line drugs from the Green Light Committee (GLC) for selected DOTS Plus sites. The funding situation for national TB programs has also improved with the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) coming on scene in 2001 and increased government commitments to TB control.

The above mentioned situation has resulted in the revision of RPM Plus training materials. More emphasis is now placed on quality assurance mechanisms and monitoring and evaluation of TB medicines supply programs performance.

In FY03, USAID provided funds to RPM Plus to facilitate the TB drug management component of the 2004 Course. The Course took place in October 4-15, 2004, in Warsaw, Poland, and was attended by 34 participants from 23 countries (see Annex 1: List of Participants).

Objectives of the WHO/KNCV Course

The overall objective of the Course is to develop the managerial skills of already experienced tuberculosis control staff working at the central and intermediate levels of tuberculosis control programmes in Central and Eastern Europe and in countries of the former Soviet Union. Said Course program is in Annex 2

Objectives of the TB Drug Management component

The objectives of the Drug Management component were to familiarize participants with modern approaches to pharmaceutical management and identify challenges for supply of quality-assured TB medicines; provide participants with TB drug management indicators for monitoring program performance and mechanisms for their application; and present a methodology for the economic analysis of commodity expenditures and interventions for rationalizing these expenditures.

It was expected that by the end of the TB Drug Management sessions participants will be able to:

1. General overview: TB Drug Management as vital element of TB program

- identify elements of TB drug management framework
- identify gaps in TB drug policy and management in their countries (or TB programs) and their impact on drug availability and quality

2. TB drug quality assurance strategies

- Specify what is meant by quality assurance in managing the supply of tuberculosis medicines
- Identify factors affecting pharmaceutical quality
- Describe the components of a quality assurance program
- Identify practical technical and managerial procedures to assure pharmaceutical quality
- Identify international resources for assistance in quality assurance activities, including the GDF and GLC mechanisms for obtaining high quality TB medicines

3. Monitoring and evaluation of TB drug supply

- Describe how monitoring is an essential part of improving TB drug management
- Understand monitoring methods and performance indicators
- Identify key performance indicators for monitoring TB drug management

4. Cost-containment tool application

- Understand ABC/VEN analysis and its application in TB control programs
- Round-table discussion

PURPOSE OF THE TRIP

RPM Plus Program Manager for Tuberculosis and E&E Region Andrey Zagorskiy traveled to Warsaw to facilitate TB drug management sessions at the 2004 WHO/KNCV Regional Training in Tuberculosis Control Program Management, in Warsaw, Poland, in October 2004.

SCOPE OF WORK

RPM Plus conducted sessions on TB drug management at the 2004 WHO/KNCV Regional Training in Tuberculosis Control Program Management, in Warsaw, Poland, in October 2004.

Activities

Andrey Zagorskiy conducted sessions on TB drug management that included the drug supply cycle and framework for analyzing drug supply systems; TB drug quality assurance and international sources to obtain high-quality TB medicines; indicator-based system to monitor and evaluate performance of TB medicines supply; and, techniques for controlling costs (ABC/VEN analysis). Each session consisted of a presentation, group work, presentation of work groups, and discussion.

Materials were presented in both English and Russian, including the MSH TB edition of *The Manager*.

Andrey Zagorskiy also gave a brief overview of procurement mechanisms and role in international TB efforts of the Global Drug Facility and the Green Light Committee.

The audience was represented by 34 TB program managers from 23 countries of Europe and Eurasia; participants were sponsored by USAID, ICRC, MSF, Project HOPE and GTZ.

Collaborators and Partners

For this activity, RPM Plus collaborated with the WHO/Euro and KNCV. RPM Plus used its own funding for travel and labor; accommodation and meals in Warsaw for Andrey Zagorskiy were covered by the WHO.

Adjustments to Planned Activities and/or Additional Activities

No adjustments were necessary

Next Steps

Immediate Follow-up Activities

- Provide RPM Plus Course materials to KNCV so that they may produce a CD for each participant.

Recommendations

- The Course will benefit from a more detailed discussion of the role, relationship and impacts on TB drug supply of the GFATM, GDF, and GLC; it may be advisable to have donor representatives to discuss these relations
- Participants may benefit from an exercise on the development of the GFATM proposal, including the drug component

Agreement or Understandings with Counterparts

- It was agreed with the WHO and KNCV that RPM Plus will make every effort to continue its technical support to the Course in 2005
- It was agreed with the WHO and KNCV that funding of the drug management sessions will be mixed (RPM Plus/USAID leveraged by WHO)

Annex 1.

List of Participants

WHO/KNCV REGIONAL TRAINING IN TUBERCULOSIS CONTROL PROGRAMME MANAGEMENT, 04 – 15 OCTOBER, 2004, WARSAW, POLAND

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Annex 2

COURSE PROGRAM

OBJECTIVE:

To develop Managerial Skills in Senior Staff working in Tuberculosis Control in Central and Eastern Europe and Newly Independent States

Secretariat

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Ms Katja Lumelova, KNCV Tuberculosis Foundation, The Netherlands

Ms Elizabeth Neville, WHO/EURO, Denmark

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Dr Pierpaolo de Colombani, WHO Euro

Dr Marija Joncevska, Project HOPE

Dr Gilbert Kombe, Abt Associates Inc. USA

Ms Marianne Maat, KNCV Tuberculosis Foundation

Dr Jaap Veen, KNCV Tuberculosis Foundation

Dr Kai Vink, KNCV Tuberculosis Foundation

Mr Andrey Zagorskiy, MSH USA

Prof Zofia Zwolska, TB & Lung Diseases Research Institute Poland

**Basic concept of
Training in Tuberculosis Control Programme Management:**

Understanding

the **DISEASE**
its **MANAGEMENT**

With aspects of

QUALITY ASSURANCE

BIO HAZARDS

Its **DYNAMICS IN THE COMMUNITY**

With aspects of

EPIDEMIOLOGY
RISK GROUPS

INTERVENTION STRATEGIES

With aspects of

HEALTH SECTOR REFORM
INFORMATION, EDUCATION and COMMUNICATION

SCIENTIFIC METHODS TO EVALUATE INTERVENTIONS

And

HOW TO MANAGE ALL THIS

With aspects of

**PLANNING CYCLE
FINANCIAL MANAGEMENT
HUMAN RESOURCES MANAGEMENT
SUPPLY MANAGEMENT**

Resulting in a

PRACTICAL EXERCISE

In working groups
By a field visit

WHO/KNCV Regional Training in Tuberculosis Control Program Management, Warsaw, Poland

Objective:

To develop the managerial skills of already experienced tuberculosis control staff working at the central and intermediate levels of tuberculosis control programmes in central and Eastern Europe and in countries of the former Soviet Union.

Targets:

- To obtain a greater knowledge of the global and regional burden of tuberculosis;
- To understand the principles of tuberculosis epidemiology and the strategy for effective tuberculosis control;
- To develop skills in the managerial aspects of national tuberculosis programmes, in particular in programme planning, training, logistics, laboratory support, recording and reporting;
- To know how to conduct effective supervision of the basic tuberculosis units
- To be able to prepare activity plans for the central or intermediate levels

Modules and topics:

- **Tuberculosis:** transmission and environmental control, diagnosis and the role of various techniques, and case management and prevention of drug resistant tuberculosis
- **Tuberculosis management in groups at risk:** contacts, prisoners, TB/HIV, others
- **Epidemiology:** Basics of Descriptive epidemiology, Risks of infection, disease and death
- **Surveillance:** Burden of disease, case definitions, data collection tools, analysis of case-finding, drug resistance and treatment outcome
- **Tuberculosis control:** Intervention strategies, DOTS strategy, DOTS and Health Sector Reform
- **Management Principles:** programme planning, financial planning, TB supply management, human resources management; programme implementation and evaluation
- **Information, Education and Communication:** health education for patients and the general public, social marketing and self education.

Methods

aim at maximal activity of participants through:

- introduction of the topic by the trainer
- interactive problem driven working groups
- discussion on results of working groups by the trainer

Site visit

to a DOTS area (Gdansk) and a prison (Sopot)

Training material:

- reader with relevant articles
- relevant WHO or IUATLD booklets
- instruction material of trainers (handouts)

Process evaluation

Daily evaluation by participants of

- relevance of the topics,
- content of the topics
- performance of the trainer/ facilitator

Outcome measurement

- pre- and post test.
- reflection on expectations at the start of the Training
- reflection at the end of the Training if it has fulfilled initial expectations
- what are expectations how to use what was learned in future work

Report

A report on the Training will be provided to the participants and the trainers/facilitators.

Programme at a Glance

| | 9.00 – 10.30 | | 11.00 – 12.30 | | 14.00 – 15.30 | | 16.00 – 17.30 | |
|-------------|--|-----------------------|---|-----------------------|---|-----------------------|--|----------------------------|
| mo 4/10 | INTRODUCTION Veen | c o f f e | ICEBREAKER | L U N C H | ICEBREAKER PRE-TEST | c o f f e | TB BURDEN <i>WHO EURO De Colombani</i> | D I N N E R |
| tu 5/10 | RISKGROU P TB/HIV De Colombani | | EPIDEMIOLOGY Veen | | EPIDEMIOLOGY Veen | | MDRTB Vink | |
| we 6/10 | MICROBIOLO GY Joncevska+Zwol ska | | MICROBIOLOGY Joncevska+Zwolska | | <i>MICROBIOLOGY</i> <i>Exercise: Joncevska</i> | | <i>TB IN PRISON</i> Veen | |
| th 7/10 | <i>DRUG MANAGEMENT</i> Zagorskiy | | <i>DRUG MANAGEMENT</i> Zagorskiy | | <i>DRUG MANAGEMENT</i> Zagorskiy | | <i>DRUG MANAGEMENT</i> Zagorskiy | |
| fr 8/10 | SURVEILLANC E MONITORING <i>Falzon</i> | | SURVEILLANCE MONITORING <i>Falzon</i> | | <i>INTERVENTIONS</i> <i>Veen</i> | | <i>INTERVENTIONS</i> <i>Veen</i> | |
| sa 9/10 | <i>IEC</i> <i>Maat</i> | | <i>IEC</i> <i>Maat</i> | | <i>IEC</i> <i>Maat</i> | | | |
| su 10/10 | SOCIAL Tamowska | | PROGRAMME Tamowska | | | | | |

| | | | | |
|-------------|---|---|---|--|
| mo 11/10 | MANAGEMENT PLANNING Kombe | <i>MANAGEMENT GROUP EXERCISE A Kombe</i> | <i>MANAGEMENT NEW THINKING Kombe</i> | <i>MANAGEMENT GROUP EXERCISE B Kombe</i> |
| tu 12/10 | MANAGEMENT HUMAN RESOURCE Kombe | <i>MANAGEMENT GROUP EXERCISE C Kombe</i> | FINANCIEL MANAGEMENT Kombe | <i>MANAGEMENT GROUP EXERCISE D Kombe</i> |
| we 13/10 | EXERCISE IN PROGAMME PLANNING Veen | EXERCISE IN PROGAMME PLANNING Veen | EXERCISE IN PROGAMME PLANNING Veen | Departure for Gdansk |
| th 14/10 | HOSPITAL A OR PRISON B | <i>VISIT EXERCISE</i> | <i>SUMMARY REPORT PREPARATION</i> | <i>VISIT TO GDANSK</i> |
| fr 15/10 | POST TEST + EVALUATION | HANDING OF CERTIFICATES | <i>Departure for Warsaw</i> | |

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|---------------------------------|---|
| Monday, October 4 th | |
| 08.00 – 09.00 | Registration |
| 09.00 – 09.15 | Welcome by the Director of the Institute Dr M. Korzeniewska |

WHO/KNCV Regional Training in Tuberculosis Control Program Management, Warsaw, Poland

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|---------------|--|--------------------|---------------|
| 09.15 – 09.30 | Welcome WHO/EURO | Dr P. de Colombani | |
| 09.30 – 10.30 | Introduction to the training | Dr J. Veen | and logistics |
| 10.30 – 11.00 | BREAK | | |
| 11.00 – 12.30 | ICEBREAKER | | participants |
| 12.30 – 14.00 | LUNCH | | |
| 14.00 – 15.30 | ICEBREAKER (continuation) Pre-training Survey Pre-test | | participants |
| 15.30 – 16.00 | BREAK | | |
| 16.00 – 17.15 | Tuberculosis Burden | Dr P. de Colombani | |
| 17.15- 17.30 | Evaluation of the day | | |

Tuesday, October 5th

09.00 – 10.30 RISK GROUP : TB/HIV Dr P. de Colombani

10.30 – 11.00 ***BREAK***

EPIDEMIOLOGY

Dr J. Veen

11.00 – 11.45 Introduction

11.45 – 12.30 Risk of infection

12.30 – 14.00 ***LUNCH***

14.00 – 14.45 Risk of disease

14.45 – 15.30 Risk of mortality

15.30 – 16.00 ***BREAK***

MDRTB Programme Management

Dr K. Vink

16.00 – 16.15 Introduction

16.15 – 16.45 Exercise

16.45 – 17.30 Report and discussion with facilitator



Wednesday, October 6th

Microbiology

Dr M. Joncevska

Prof Z. Zwolska

Group A Russian speaking

Group B

English speaking

Change at coffee BREAK

09.00 – 10.30 Lecture / visit to the laboratory

10.30 – 11.00 ***BREAK***

11.00 – 12.30 Lecture / visit to the laboratory

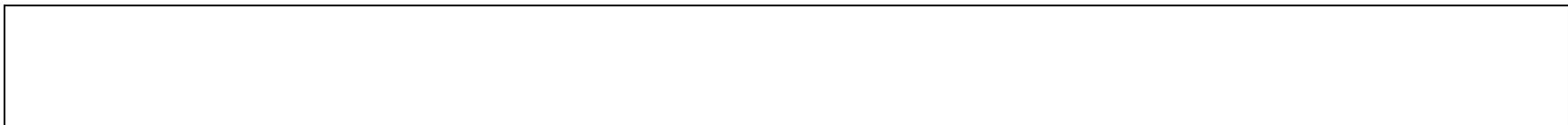
12.30 – 14.00 ***LUNCH***

14.00 – 15.30 Exercise Dr M. Joncevska

15.30 – 16.00 ***BREAK***

16.00 – 17.15 Tuberculosis in Prisons Dr J. Veen

17.15 – 17.30 Evaluation



Thursday, October 7th

09.00 – 12.30 DRUG MANAGEMENT Mr A. Zagorskiy

09.00 – 09.45 Introduction to Pharmaceutical Management for TB

09.45 – 10.00 Work in groups

10.00 – 10.30 Report and discussion with facilitator

10.30 – 11.00 ***BREAK***

11.00 – 11.45 TB Drug Quality Assurance

11.45 – 12.00 Work in groups

12.00 – 12.30 Report and discussion with facilitator

12.30 – 14.00 ***LUNCH***

DRUG MANAGEMENT

14.00 – 15.30 Monitoring and Evaluation

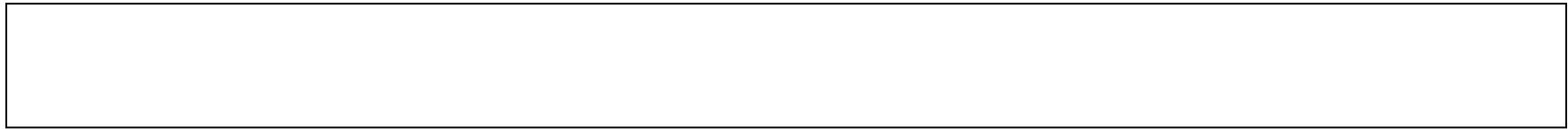
Group exercise and discussion

15.30 – 16.00 BREAK

16.00 – 17.30 ABC/VEN Analysis

Round table discussion

17.30 – 17.45 Evaluation



Friday, October 8th

| | | |
|-----------------------------|---|-------------------|
| 09.00 – 12.30 | SURVEILLANCE MONITORING | Dr D. Falzon |
| 09.00 – 09.45 | Introduction lecture | |
| 09.45 – 10.30 | Subgroup exercise | |
| 10.30 – 11.00 | <i>BREAK</i> | |
| 11.00 – 12.30 | Plenary Session (subgroup reports and round-up) | |
| <i>12.30 – 14.00</i> | <i>LUNCH</i> | |
| <i>14.00 – 17.30</i> | <i>INTERVENTIONS</i> | <i>Dr J. Veen</i> |
| <i>15.30 – 16.00</i> | <i>BREAK</i> | |
| 16.00 – 17.30 | Exercise | |
| 17.30 – 17.45 | Evaluation | |



Saturday, October 9th

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|---------------|---------------------------------------|------------|
| 09.00 – 12.30 | INFORMATION, EDUCATION, COMMUNICATION | Ms M. Maat |
|---------------|---------------------------------------|------------|

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|---------------|--|
| 09.00 – 10.30 | Exercises |
| 10.30 – 11.00 | <i>BREAK</i> |
| 11.00 – 12.15 | Exercises |
| 12.15 – 12.30 | Evaluation |
| 12.30 – 14.00 | <i>LUNCH</i> |
| 14.00 – 14.15 | Introduction |
| 14.15 – 14.45 | Exercise |
| 14.45 – 15.30 | Report and discussion with facilitator |
| | <i>END OF DAY</i> |



Sunday, October 10th

SOCIAL PROGRAMME

10.00 – 13.00 SOCIAL PROGRAMME Ms S. Tamowska

Details will be announced during the week



Monday, October 11th

09.00 – 17.30 MANAGEMENT Dr G. Kombe

09.00 – 10.30 Planning

BREAK

11.00 – 12.30 Group Exercise A

12.30 – 14.00 ***LUNCH***

14.00 – 15.30 New Thinking

15.30 – 16.00 ***BREAK***

16.00 – 17.30 Group Exercise B

17.30 – 17.45 Evaluation

Tuesday, October 12th

09.00 – 17.30 MANAGEMENT Dr G. Kombe

09.00 - 12.30 Human Resources Management

10.30 – 11.00 ***BREAK***

11.00 – 12.30 Group Exercise C

| | |
|---------------|----------------------|
| 12.30 – 14.00 | <i>LUNCH</i> |
| 14.00 – 15.30 | Financial Management |
| 15.30 – 16.00 | <i>BREAK</i> |
| 16.00 – 17.30 | Group Exercise D |
| 17.30 – 17.45 | Evaluation |

Wednesday, October 13th

| | |
|---------------|---|
| 09.00 – 17.30 | EXERCISE IN PROGRAMME PLANNING |
| | Facilitator: Dr J. Veen |
| 09.00 – 10.30 | Programme assessment |
| 10.30 – 11.00 | BREAK |
| 11.00 – 12.30 | Programme planning |
| 12.30 – 14.00 | LUNCH |
| 14.00 – 15.30 | Programme Implementation and Evaluation |
| 15.30 – 16.00 | BREAK |
| 16.00 – 16.15 | Evaluation |
| 16.30 | Departure for Gdansk |

Thursday, October 14th

09.00- 12.30 FIELD VISIT

Group A

09.00 – 12.30 VISIT TO A HOSPITAL

09.00 – 10.00 Interview Director

10.00 – 12.30 Visit to departments

Group B

09.00 – 12.30 GDANSK PRISON

09.00 – 10.00 Interview Director

10.00 – 12.30 Visit to departments

12.30 – 14.00 ***LUNCH***

14.00 – 15.00 Sub group preparation of Summary Report

15.00 – 16.15 Summary Report

16.15 – 16.30 Evaluation

16.30 – 19.00 VISIT TO GDANSK (OLD TOWN)

20.00

FESTIVE GATHERING

Friday, October 15th

SOPOT HOSPITAL

09.00 – 10.00

Post-test
Post Training Survey

10.00 – 11.30

Visit to Sanatorium

11.30 – 12.30

Certification Ceremony

12.30 – 14.00

LUNCH

14.00 –

Departure for Warsaw

Saturday, October 16th

Departure participants