



Republic of Rwanda
Ministry of Health

Strategic Priorities 2023-2025



Foreword

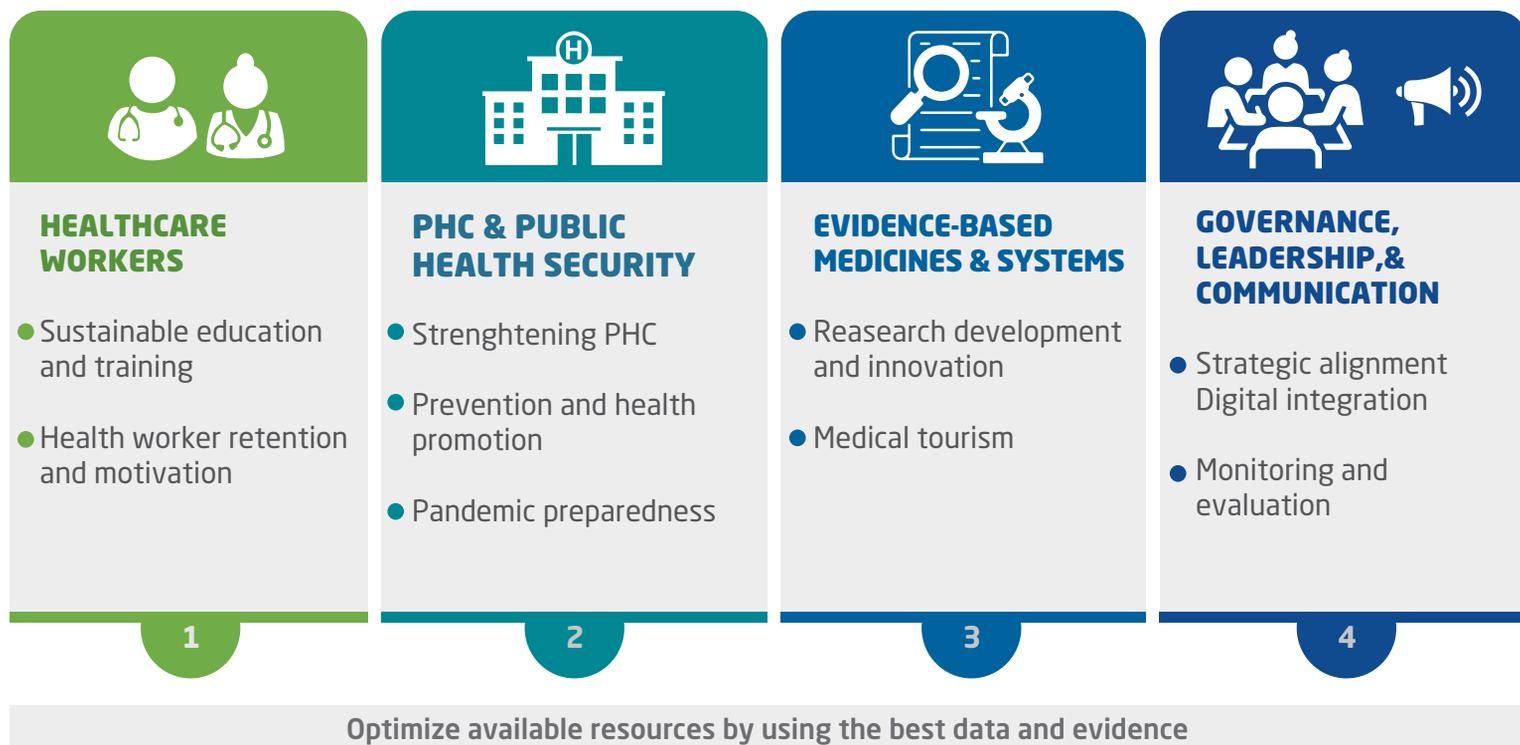
Rwanda as a country has set very ambitious goals in Vision Rwanda 2050 and as a Ministry we are keen to play our part in achieving these goals including increasing life expectancy from 69 to 73 years, reducing maternal mortality from 203 to below 20 per 100,000 live births and reducing child mortality from 33 to below 18 between 2020 and 2050. The Ministry is constantly making notable strides in improving the quality of life of the population through the numerous initiatives. We have identified core, interrelated priority areas that fit within our mandate, but also allow us to set measurable targets that will account for the impact we are having on the sector over a two-year period. In addition, these priorities will usher in a new culture that draws on and encourages the use of evidence and data to inform our strategic direction.

We also wish to keep up with the progress being made in other industries and sectors. For Rwanda to truly achieve the targets outlined in vision 2050 and in all the core strategic plans and policies, we must all work together in perfect synchrony such that advances made in agriculture complements innovations we are unearthing to address malnutrition and stunting; and our plans to expand our human workforce for health align with the strategic direction of the education sector. We will continuously aim to coordinate, collaborate, and innovate.

We welcome all development partners and supporters willing to align their thinking with our priorities and contribute to our vision. We believe that the health sector needs a vigorous approach that has direct impact on the lives of Rwandans. We invite partners to join us in our effort to use evidence-based approaches, define and report on meaningful metrics of impact, and invest in innovations that can lead to sustainable outcomes in our country. We look forward to working with such like-minded partners.

This brief will detail our vision for a set of strategic priorities captured in the chart below under which there are a core set of areas of focus over the next two years. Each strategic priority speaks to a key problem influencing effective health service delivery in the sector and while we will require a long-term solution to address each, we have identified some “quick win activities” that have the potential for immediate implementation within the resources and partners available.

We hope these priorities encourage and call everyone to action to enable us to execute on our mandate and ensure all Rwandans have access to the highest quality health care, thereby contributing to the reduction of poverty and enhancing the general well-being of the population.




OPTIMIZING HEALTHCARE WORKER PERFORMANCE AND STRATEGIES FOR RETENTION

STRATEGIC PRIORITY 1:

The Ministry of Health (MoH) is determined to sustainably retain and grow its healthcare workforce in response to the growing double burden of disease to achieve primary goals of UHC and to execute its mandate to deliver needed quality services. MoH aims to quadruple the current ratio of healthcare workers to every 1,000 people i.e., 4:1,000 people.

FOCUS AREA 1: SUSTAINABLE EDUCATION AND TRAINING

Launch several initiatives that seek to improve targeting, enrolment, and on-site training of students in universities to address the healthcare needs of the population according to Rwanda's burden of diseases. This will be through substantial uptake in priority training programs including midwifery, nursing and allied health professionals; establishment of MOUs with national, regional and international universities to absorb additional students; creation of incentives such as bursaries for students enrolled in programs with low enrolment such as midwifery, anaesthesia, allied health, biomedical engineering, laboratory sciences etc.; and expansion of universities' training capacity focusing on infrastructural and equipment needs in response to the 4x4 reform.

FOCUS AREA 2: HEALTHCARE WORKER RETENTION AND MOTIVATION

Increase public sector retention and motivation of healthcare workers by reducing attrition rates and addressing the root causes of demotivation through revision of the healthcare worker benefits package informed by a labour market analysis to understand key gaps and challenges encountered by cadre/age/gender; introduction of special benefits such as discounts accessible at banks, schooling for public sector healthcare workers; establishment of professional development opportunities in research; and provision of greater oversight of facility management teams who control the conditions of the work environment.



STRENGTHENING PRIMARY HEALTH CARE SYSTEM AND PUBLIC HEALTH SECURITY

STRATEGIC PRIORITY 2:

Strengthen the primary health care system to ensure access to essential quality services to the most vulnerable and to protect the nation from future pandemics particularly through investment in critical health infrastructure, human resources, surveillance, laboratory, and diagnostic systems that would allow the country to better handle ongoing outbreaks and prepare for any potential epidemic threats. Ensure primary healthcare (PHC) services form the foundation of the public health system and underpin policies touching on inclusiveness, equity, and comprehensive and integrated service delivery.

FOCUS AREA 1: STRENGTHENING THE PRIMARY HEALTH CARE SYSTEM

Reform of the community healthcare worker (CHW) program to ensure sustainability of the programme and determine areas for greater improvement and professionalization of this cadre allowing for expansion of their scope of work. This would trigger revision of their benefits, need for additional trainings for upskilling, and improved processes for management, monitoring and evaluation. Enhance quality of care by mobilizing resources to equip health centres and health posts with diagnostic services, ensure access to essential medicines, capacitate facility management teams with tools and trainings for prospective planning, and address geographical access barriers at the community level.

FOCUS AREA 2: EMPHASIS ON DISEASE PREVENTION AND HEALTH PROMOTION

Build on existing efforts to address lifestyle diseases and reduce risk factors influencing the population's

contracting of NCDs through targeted investment in health promotion activities at the community level such as outreach and screening camps during community work (umuganda). Partnership with private sector to actively invest and engage in health promotion and prevention activities including sponsorship of these activities and expansion of employee benefits to include discounts or access to fitness centres.

FOCUS AREA 3: PANDEMIC PLANNING AND PREPAREDNESS

Engage key stakeholders including multi-sectoral government agencies and private sector to plan and prepare responses to an emergency or public health threat through investments in real time systems and processes to quickly detect, assess, and respond to threats such as integrated surveillance systems, allocation and fencing of pandemic financing, and embedding of One Health Strategic Plan priorities within sectoral operational plans, processes, and systems efficiently and effectively.





EVIDENCE-BASED MEDICINE AND SYSTEMS

STRATEGIC PRIORITY 3:

Establish a culture of evidence generation and use to inform policy decisions and intervention planning throughout all levels of the Ministry. Facilitate health sector learning from examples of success such as the HIV/AIDS program that has used data to inform treatment research, diagnostics, and protocols contributing to greater coordination of partners and better reporting of impact such that Rwanda is one of the few countries to achieve the target of 90/90/90 to end AIDS by 2030 and is now aiming to achieve 95/95/95 targets.

FOCUS AREA 1: RESEARCH DEVELOPMENT AND INNOVATION

Create a conducive environment for research and innovation that would attract healthcare workers to research thus growing a research community and create demand for research and evidence to inform policies through development of a clear research agenda. Establish strategic partnerships to invest in building human resource and infrastructural capacity to conduct research at advanced levels for example as principal investigators with laboratories and facilities capable of conducting clinical trials, opening up the space for biomanufacturing research.

FOCUS AREA 2: ENHANCING THE HEALTH SYSTEM FOR MEDICAL TOURISM

Elevate level of healthcare in the country to make Rwanda a medical tourism hub by 2050 through enhancement of quality of services delivered at specialty clinics; establishment of market-based tariffs to drive both local and external demand for these services; leveraging technology for telemedicine to enable continuity and coordination of care; appropriately train staff in emotional and business intelligence to enhance patient experience in the facility and through the health system; and development of clear marketing and communication strategy on medical tourism to drive patients to Rwanda.





ENHANCE LEADERSHIP MANAGEMENT DECISIONS, COORDINATION, AND PLANNING LEVERAGING ON DIGITAL INTEGRATION

STRATEGIC PRIORITY 4:

Strengthen internal coordination and communication within and beyond government agencies and affiliated institutions through use of technology to aid connectivity for greater collaboration, bring decisions to and from the community, and routinely collect data for monitoring and evaluation.

FOCUS AREA 1: DIGITAL INTEGRATION TO ENHANCE MANAGEMENT DECISIONS, COORDINATION, AND PLANNING

Leverage technology to help the public health system effectively transition into a paperless and cashless system, becoming more intelligent for decision making and creating a space for further innovation through enhanced multi-sectoral collaboration to address challenges of interoperability of key information systems; increased talent and digital literacy on technology; and mobilized capital for baseline equipment needs to build this literacy and facilitate this transition.

enablers including a centralized M&E hub/warehouse to collect and process data, harmonize tools and platforms for data collection, while mapping capacity constraints and data limitations at different levels of the system. Enforce and reward active and routine evaluation of ministry departments, affiliated institutions, and partners in alignment with ministerial priorities through creation of a joint monitoring and evaluation framework under which key indicators are uniformly tracked and reported against either through the M&E hub or a key department at the ministry to enable impact to be traced and visible.

FOCUS AREA 2: MONITORING AND EVALUATION

Institutionalize capacity for data analysis and use to address challenges of data quality, visibility, and availability to inform routine decisions through investment in data



www.moh.gov.rw

