

Table 2: Kibagabaga District Hospital LDP+ results

Kibagabaga DH Teams 2018									
Team: Measurable Result	Base-line	May	Jun	Jul	Aug	Sep	Oct	Target	Achievement %
OPD: To increase compliance of patient centered care standards from 31% to 80%	31%	45%	58%	60%	62%	65%	67%	80%	73%
Maternity 1: To reduce the number of women contracting surgical-site infections within 30 days post Caesarian Section from 2.6% to 1.5% from May to November 2018	2.6%	2.5%	2.8%	3.5%	1.5%	1.86%	0.0%	1.5%	>100%
Maternity 2: To reduce the rate of asphyxia from 5.4% to 3% between May and November 2018	5.4%	5.4%	2.8%	3.7%	4.4%	3.7%	3.6%	3%	75%
Pediatrics: To reduce the number of children dying in Pediatric from 31 to 20 between May and November 2018	31*	5	5	3	3	1	1	20*	>100%

* cumulative for 6 months

Conclusions and Next Steps

In order to facilitate the establishment of a strong group of champions to disseminate the LDP+ approach widely, the next round of learning sessions will be targeting the leadership teams of selected hospitals. The proposed priority areas on which the hospital leaders are invited to focus will remain Customer Care, Quality of services, particularly for Maternal and Child Health and Hospital Management linked to those priorities.

The LDP+ approach has proven to be effective in Rwanda setting, enabling hospital teams to achieve measurable results in a limited timeframe (6-8 months), addressing priority challenges identified by the hospital staff itself, mobilizing existing human and material resources from the hospital and implementing evidence-based action plans to overcome those challenges.

Through this initial round of LDP+ learning in a limited number of hospitals, a strong nucleus of certified facilitators has been trained, who can disseminate the approach to other hospitals nationwide and introduce health workers in all parts of the country to this inspiring and mobilizing approach for improvement of quality of services and customer care.



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REPUBLIC OF RWANDA



MINISTRY OF HEALTH



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Leadership Development Program Plus (LDP+) in Rwanda

The Rwanda Health Systems Strengthening (RHSS) Project (2014–2019) represents the US Agency for International Development's (USAID) continued commitment to supporting Rwanda on its journey to sustainable improvements in the health of its 12 million people. The overall goal of RHSS is to improve population health outcomes by strengthening the performance of the health system at the national and decentralized levels and by increasing the resilience of the health sector to respond to new health challenges. Implemented by Management Sciences for Health (MSH) and its partners, the project supports implementation of Rwanda's Fourth Health Sector Strategic Plan (2018–2024) and contributes to Rwanda's Vision 2020 for a health system that guarantees universal and equitable access to quality health care for all people in Rwanda.

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During the past four years, in collaboration with MOH and other health sector stakeholders, RHSS project has conducted many interventions aiming at improving the performance of the health system at all levels.

In October 2017, the Honorable Minister of Health highlighted that customer care and quality of services are among the sector's top priorities and as such require special attention and innovative approaches. The RHSS Project offered to introduce MSH's Leadership Development Program Plus (LDP+) – a performance improvement intervention to address this challenge.

MSH developed and implemented the LDP+ approach for the last 15 years in many countries in Africa and other regions worldwide with impressive and well documented results. A team-based, results-oriented, participatory leadership development process led by a governing body from the institution, the LDP+ enables teams to face challenges and achieve results through action-based learning. In the program, individuals from the same workplace form teams to learn and apply leadership, management, and governance practices to improve an agreed upon set of health indicators. Acquisition of clinical related knowledge and skills is important to health care providers but attitude and behavior change, and effective team work across the sector are essential ingredients for improvement of quality of services and personnel accountability.

LDP+ was therefore adopted by MOH as a complementary approach to ongoing quality improvement efforts.

LDP+ Approach

The MSH approach to leadership development differs from traditional leadership training programs by creating an experiential learning and participatory performance-improvement process. This process helps people at all levels of an organization to learn and apply leadership, management, and governance practices to a real worksite problem in conjunction with a disciplined approach to problem-solving utilizing the Challenge Model. The LDP improvement process links learning to the implementation of priority actions that achieve measurable public health results.

Participants learn together about the power of teams; the complementarity and integration of each other’s skills; and the practice of reflecting on their own behavior as it impacts others, including both patients and colleagues. Unique among other quality improvement approaches, LDP+ integrates the conscious, systematic application of leading and managing

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ing practices to produce not just service delivery results, but also lasting attitudinal changes as participants pass on their new skills and enthusiasm to others.

- Individuals from the same workplace form teams to learn and apply leadership, management, and governance practices to improve a common set of health indicators.
- The process includes four participatory workshops of 2-3 days each, with work among the team and on-the-job coaching between workshops, as well as sharing lessons learned and best practices in workshop 2, 3 and 4.
- Throughout the six-month process, teams receive feedback and coaching support (virtual and in-person) from facilitators.
- Measurable results achieved over the course of the program are shared.

Over the course of the LDP+, health workers are equipped with leadership, management and technical skills to play their roles as health managers and providers, and are expected to continue using their improved skills and practices in their day-to-day work

moving forward.

They bring what they learn back to their workplaces, where they teach and inspire their coworkers to apply these practices to real workplace challenges in priority public health areas. LDP+ can bring significant added value to the current health system strengthening interventions implemented by MoH, RHSS and other health sector stakeholders in improving customer care related attitudes and practices of health workers. The project team proposed to initiate the LDP+ in two hospitals in the City of Kigali, and then deploy the activity to a larger number of hospitals, once a solid nucleus of LDP certified national facilitators is in place.

Implementation of LDP+ in Rwanda (March-Nov 2018)

The first round of LDP+ targeted two district hospitals in the City of Kigali: Masaka Hospital and Kibagabaga District Hospitals, and the focus of this exercise was on improvement of customer care in these facilities and on quality of Maternal and Child Health services in the area.

First learning session (May 7-18, 2018)

A team of 8 trainee facilitators was divided into 2 groups of 4, each group co-facilitating one of the hospitals. Masaka hospital had 4 Improvement Teams as follows: Maternity team 1; Maternity team 2; Laboratory and Emergency Outpatient Department. Kibagabaga had 4 Improvement Teams as well, as follows: Maternity team 1; Maternity team 2; Outpatient Department and Pediatrics.

The participants drafted shared visions for each improvement team, they also analyzed the current situation in relation to their visions. Finally each team developed a measurable result which they will work on for the next six months.

Second learning session (June 18-28, 2018)

During this workshop the Improvement Teams learned how to align and mobilize stakeholders, they understood *focusing* as a Leadership practice, they identified obstacles and did root cause analysis; and brainstormed on priority actions. At the end of the workshop the improvement teams completed their Challenge Models and developed Action Plans which they will implement for the remaining LDP+ process.

Third learning session (August 13-17, 2018)

The workshop focused on two practices of Leadership: *Aligning and Mobilizing*, and *Inspiring*. Participants learnt how to align their teams in order to achieve desired results, how to coach teams and individuals through breakdowns. They also learnt the importance of inspiring team members and different methods of inspiring. Between the third and fourth learning ses-

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