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SUPPLY CHAIN SUMMIT



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# Taking the Lead:

How building supply chain leadership and management skills in the public health system can accelerate supply chain system design

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# Contents

- Background
- Approach and Key Activities
- Results and Outcomes
- Next Steps and Learnings



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# The NGCA Initiative:

*(Nouvelle Génération des Chaînes d'Approvisionnement)*

Goal:

**To increase availability of medicines,  
health commodities & vaccines at  
service delivery points**

Activities:

HR:  
Leadership  
for Supply  
Chain

Streamlined  
Distribution

Data for  
Decision  
making

Continuous  
Improvement

Advocacy



# Leadership and Management for Supply Chains

Leadership and Management are different, but complementary

## Leadership:

determining strategies and mobilizing resources that to succeed in constantly changing system

## Management:

achieving the day-to-day tasks necessary for an organization to run effectively

Supply Chains are complex and dynamic, and so require

**SUPPLY CHAIN MANAGERS WHO LEAD**

at ALL LEVELS to contribute to strategic & tactical planning, as well as operations



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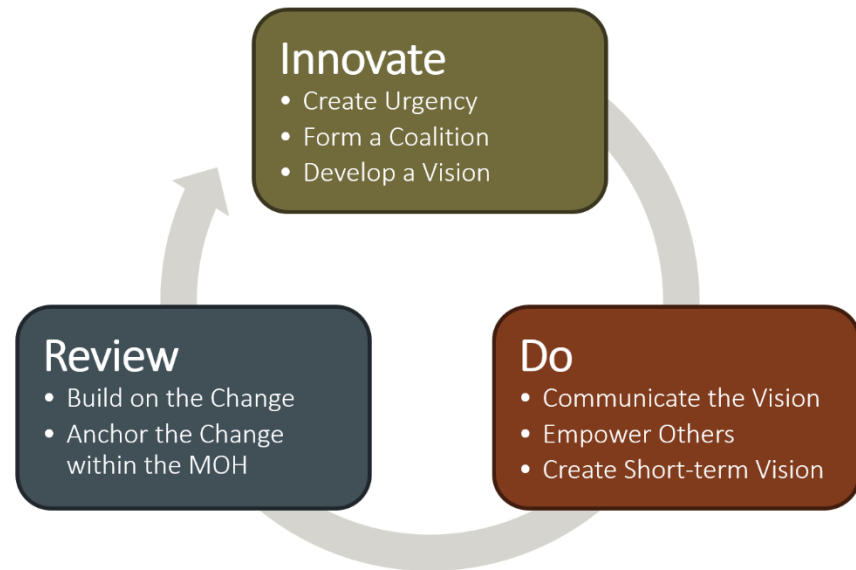
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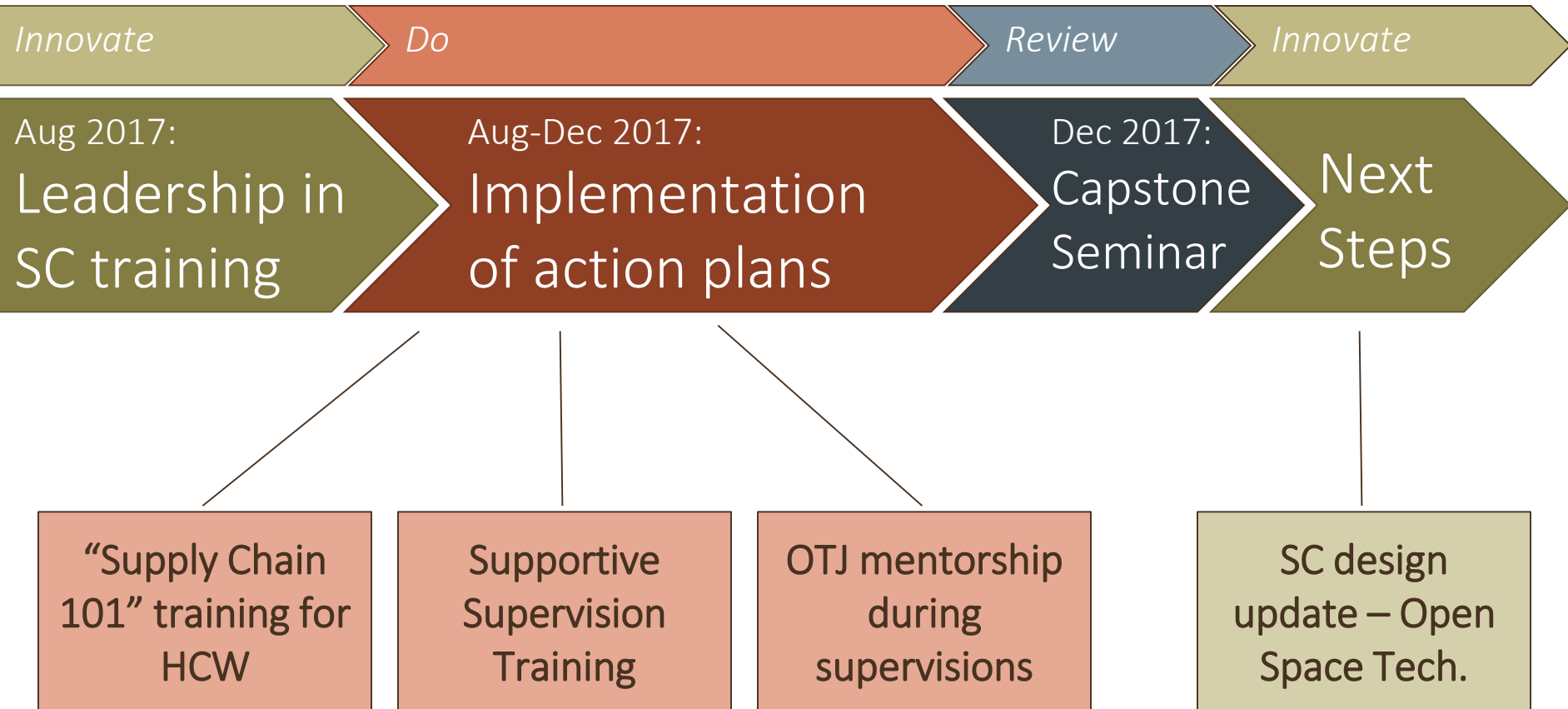
# Leadership for Supply Chain Training Initiative

- VillageReach used John Kotter's model that has 8-step Process for Leading Change
- The Training is divided into 8 steps into three phases: Innovate – Do – Review
- Methods Combination of:
  - Experiential learning
  - Mentorship
  - Peer-to-peer exchange
  - On-the-job training/ supportive supervision





# Key Activities





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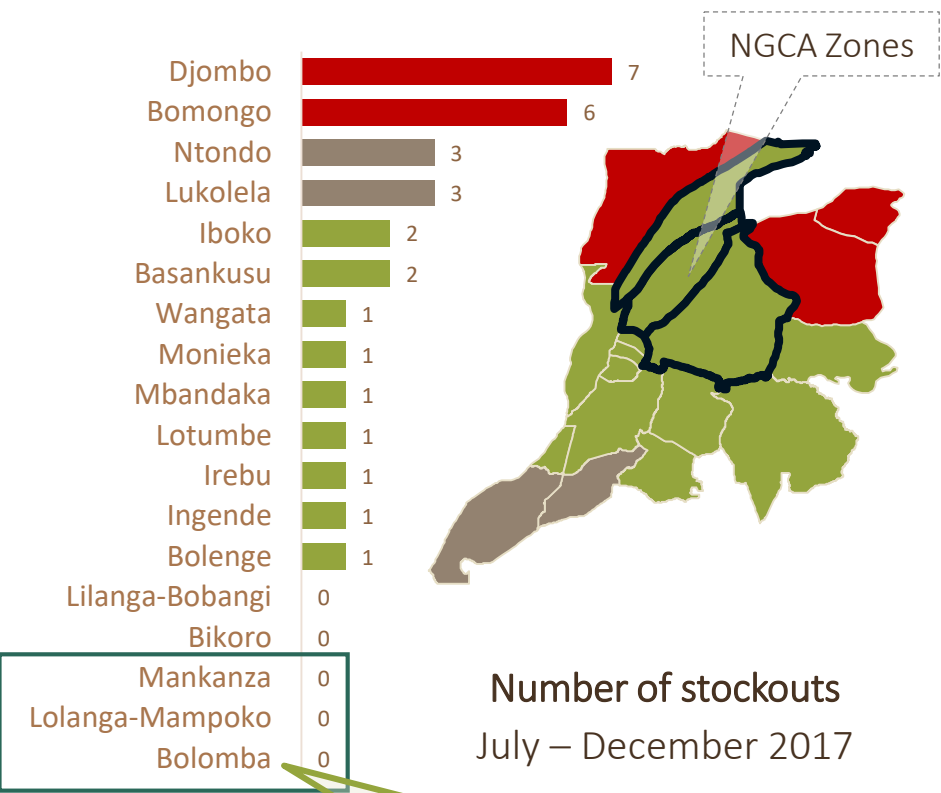
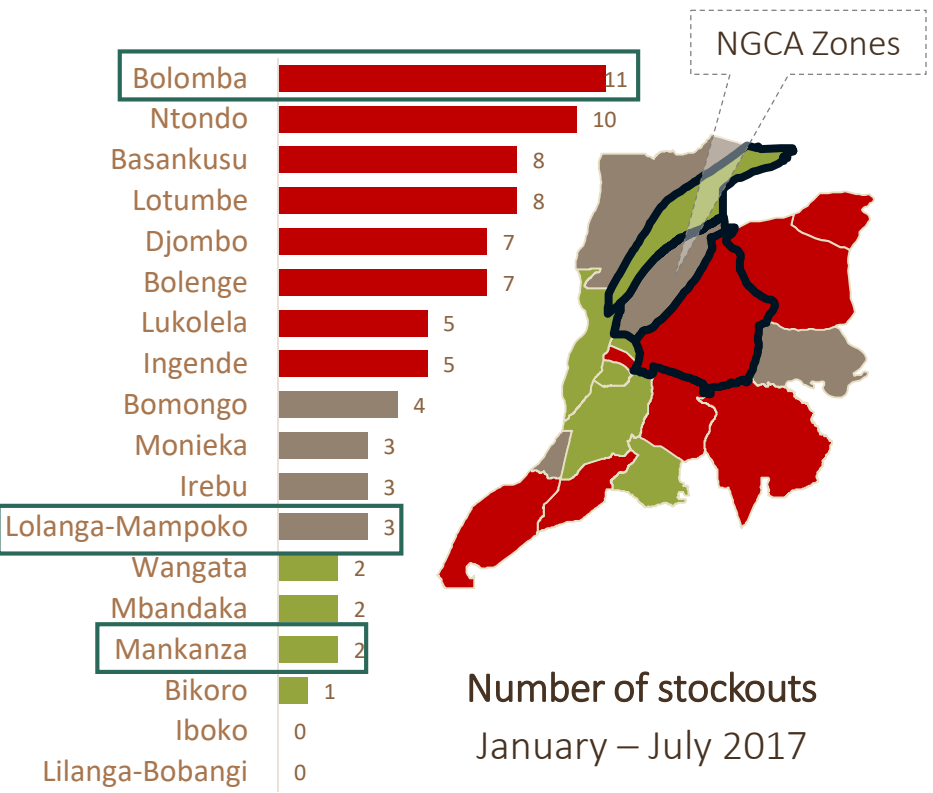
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# Improvements in Supply Chain Performance

An independent study by Acasus showed zero stockouts in the 3 zonal warehouses supported by the NGCA Initiative



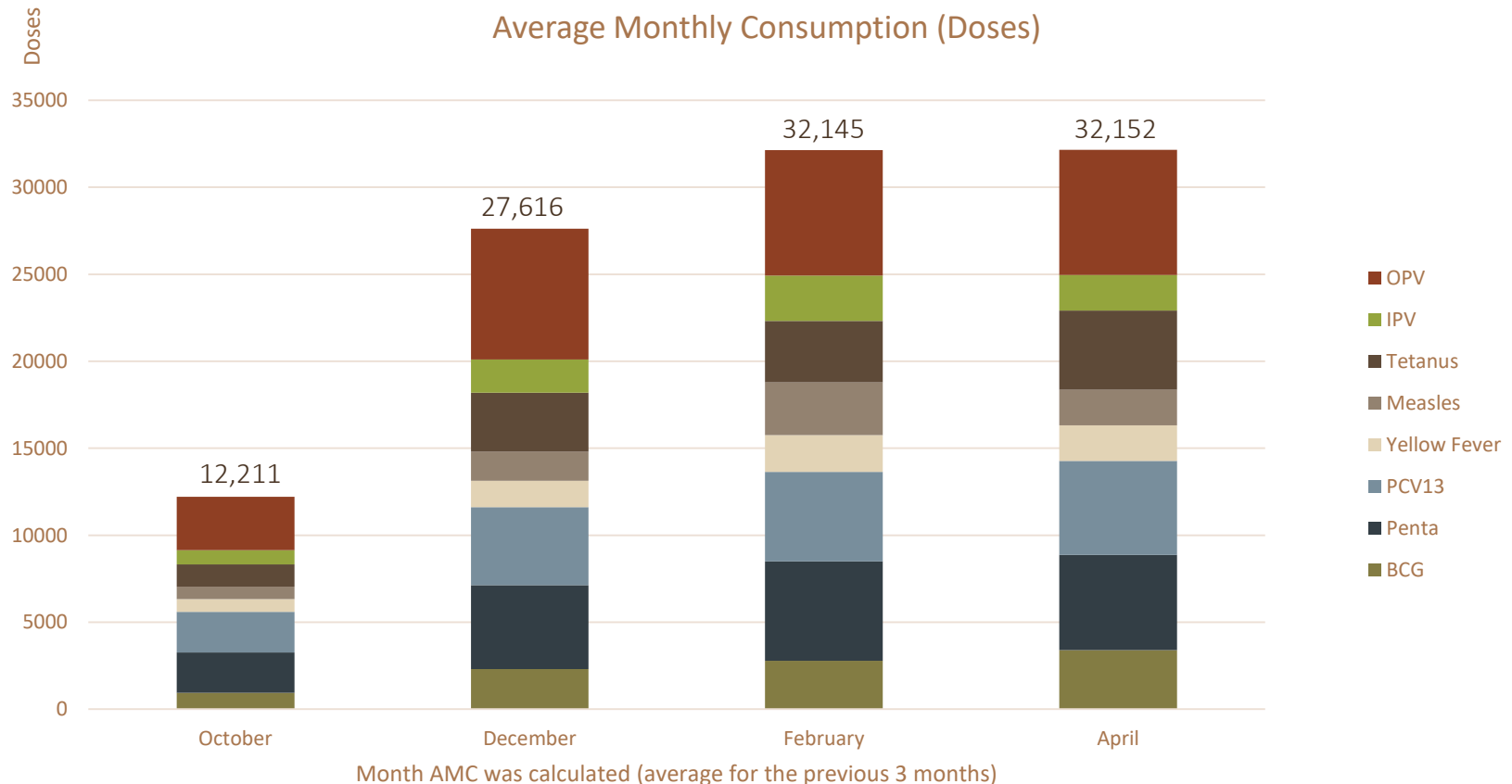
■ 5+ stockouts    
 ■ 1-5 stockouts    
 ■ 0 stockouts

*Bolomba showed the most improvement in the province*



# Improvements in Service Delivery

Consumption in the three intervention zones increased dramatically and then stabilized following the training of healthcare workers in supply chain management





# Supportive supervision and OTJ Training “in cascade” were key to success

Every two months, visits to zones and health facilities provide supportive supervision and on-the-job training

VillageReach trained 17 central, provincial, and zone-level managers as change leaders in supply chain

Agencies involved:  
DPS, IPS, EPI, CDR,  
BCZS

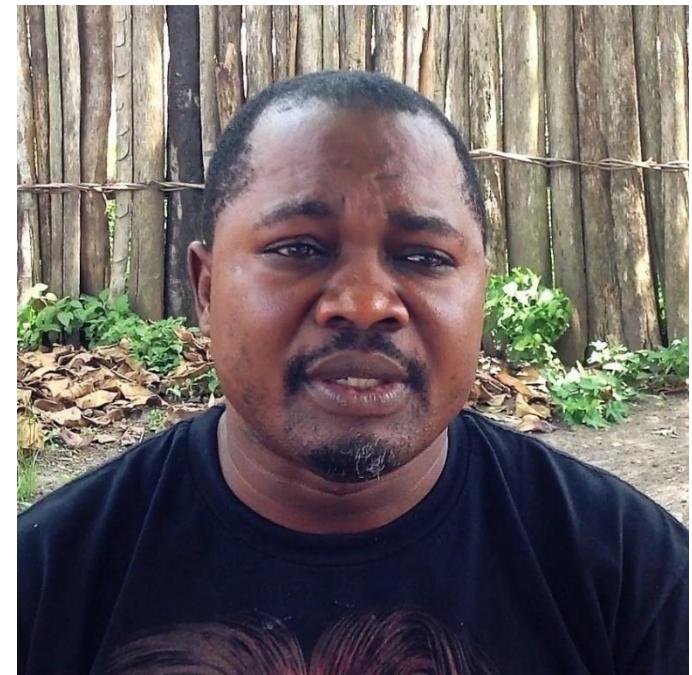
Provincial and zone-level managers provide supportive supervision and on-the-job training for 30 members of the zone management teams (ECZS)

Provincial and zone-level managers provide supportive supervision and on-the-the job training for 125 healthcare workers at service delivery points



# Supportive supervision and OTJ Training “in cascade” were key to success

“...I spend more time in the field with the health workers to better understand their challenges and provide them support...on different data management tools, explaining the importance of each and assisting them to complete each form [and] feedback and recommendations for further improvement. The majority of the health workers at these 13 health centers [I supervise] are becoming more confident and we have seen the beginnings of a culture of using data for decision-making.”



- Dr. Taty Boseke

Médecin Chef de Zone de Santé, Lolanga-Mampoko



# Leading for the next challenges in SC Design

*To expand the scope of the NGCA, the “champions” came back together to innovate again*

- **Goal** – to design an integrated distribution system for essential medicines, in addition to vaccines and family planning products
- **Method** – “Open Space Technology,” a facilitation approach that allows participants to break down a complex problem and contribute to the components that align with own expertise
- **Result** – Over 3 days the champions designed an integrated distribution system, including LMIS SOPs and routing, which was implemented in April 2018

The champions’ existing knowledge in supply chain, leadership, and management, and their diversity of experiences at different levels of the SC, allowed them take ownership over the design process





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# Keeping Routine Supply Chain Operations going during Ebola Outbreak

The champions also planned, managed, and implemented last mile distributions during the Ebola outbreak in Equateur





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# Next Steps: SC Leadership Training at the Central Level

- The same method was used the central level and brought together 10 EPI leaders and 10 PNAM (Procurement Unit of essential medicines) leaders
  - Focus on “teamwork for an effective supply chain”
  - Resulted in EPI and PNAM making recommendations and action plans to facilitate closer collaboration between the two supply chains, such as creating a mechanism for collaboration and resource sharing
- A group WhatsApp is created where each program share their issues





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# Key learnings

- **Plan flexibility in intervention to be responsive to activities defined in Action Plans**
  - Letting the Action Plans guide the NGCA implementation was key to the success and buy-in
- **Systems change interventions are good openings for building leadership skills**
  - Immediate opportunities to apply new skills and provide critical support to the system changes





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