



Global Health
Supply Chain Summit

[ABSTRACT # 6]

[TRACK # 15]

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2024

**STEP 2.0: Pulling supply chain
management leadership
into the 21st century**

VALUE CHAIN INNOVATIONS FOR UNIVERSAL HEALTH COVERAGE



STEP 2.0: Pulling supply chain management leadership into the 21st century

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Why is leadership important?





A traditional and outdated “command and control” methodology, where the leader retained all knowledge, authority and decision-making power – is limiting the potential of health supply chains to perform optimally.





What is STEP 2.0?





STEP 2.0 is a **change management programme**

It is intended to **solve supply chain operational challenges.**



A portrait of Dr. Frieda Mbuse, a woman with braided hair, wearing a colorful patterned top, standing in a lush green forest. The background is filled with various types of green foliage and trees.

Dr. Frieda Mbuse

Participante

Médecin Chef d'Antenne PEV, Kinshasa, Congo

investigate the causes,
and as a leader,



STEP 2.0 objectives



- 1. Develop the leadership capabilities** of public-sector supply chain leaders so that the country's health supply chain can provide its population with the health commodities it needs
- 2. Work with leaders** to provide solutions to real supply chain problems that have defied resolution in the past
- 3. Lead workplace improvements** by focusing on your transformation challenge
- 4. Complement national supply chain strategies** by maximising the effectiveness of the health supply chain workforce



Participants are usually members of a country's public health programme who are responsible for supply chain decision making, direction and leadership

A unique feature of STEP 2.0 (and the secret to its success) is the involvement of the private sector

- The programme was built around best private-sector practices
- Private sector experts (the coaches) mentor participants

STEP 2.0 is implemented by a group of **accredited implementing partners**, of which there are currently 10

People that Deliver is the home of the STEP 2.0 hub, which coordinates the programme and donor organisations

The philosophy: Change management



STEP 2.0 implementation: Three-phase approach

Remote Self-learning course

Content:

- On-boarding/Orientation
- You and Your Priorities (Parts 1 and 2)
- You and Your Plans (Parts 1 and 2)

Duration: 2 months

Preparing Transformation Challenge

1. Identify your challenge
2. Gather information about your current reality
3. Identify stakeholders and other invested groups
4. Develop a preliminary plan for action

1 Preparation phase

2 Workshop phase

In-person Workshop

Content:

- Lead
- Shape
- Plan
- Act
- Evaluate

Duration: 5 days

Planning Transformation Challenge

1. Workshop peer reviews
2. Fast start plan for action

3 Mentoring phase

Mentoring Phase

Content: Individualised
Duration: 4 months

Accomplishing Transformation Challenge

1. Implement *Your Transformation Challenge*
Fast Start Plan for Action
2. Adjust, implement *Your Transformation Challenge*
Adaptive Plan for Action
3. Completion, Celebration, Certification and Adjournment



The three phases



Programme preparation phase

Six *programme preparation assignments* are completed over a 4–6-week period

Programme workshop phase (five days)

- Each day has a theme (lead, shape, plan, act, evaluate)
- Participants are divided into teams and are paired with a private sector coach
- The daily discussions are led by a group of 2-4 facilitators
- The tools and instructional material is presented in a modular format through a series of short modules varying from 20-45 minutes

Transformation challenge phase

- Participants work with their private sector coaches for 3-4 months to “transform” an operational area that has defied previous attempts
- Operational transformation is achieved through implantation of the participant’s plans for action (developed and refined during the previous phases of the programme) under the guidance of their private sector coach

Versatile and flexible



- Single organisation implementations
- Regional implementations
- Virtual programme

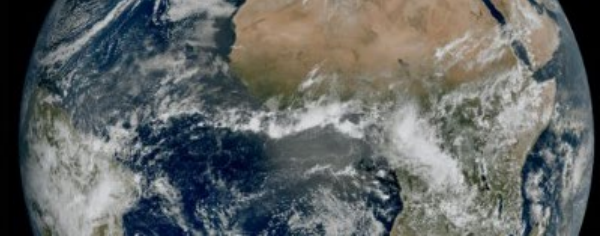


Private sector coaches



Coaches are volunteer supply chain experts from leading companies including Pfizer, GlaxoSmithKline and Johnson & Johnson





What is your transformation challenge?





A structured, step-by-step process in which participants **identify a supply chain obstacle** their organisation is facing and, along with their assigned private-sector coach, develop and implement a plan to **lead their team through the challenge.**

What does your transformation challenge focus on?



The transformation challenges always focus on health supply chain obstacles and typically fall within one of six categories:



Data



Warehouse management/last-mile delivery



People (recruitment/training/retention)



Private-sector engagement



Storage



System design





STEP 2.0 in action



STEP 2.0 in Rwanda: Changing the culture of an organisation



The RMS leadership used the programme preparation phase to **define the organisation's main challenges**.

The participants worked together to find solutions to organisational challenges including **data integrity, personnel retention, private sector engagement and warehouse management**.

Private sector coaches were provided by AmerisourceBergen (now Cencora), GlaxoSmithKline, Johnson & Johnson, Merck and Pfizer



PARTICIPANT SPOTLIGHT

“

The two main things I learnt from STEP was the importance of communication and team building. One of the coaches said it is important to appreciate and motivate the team first before requesting what to do and informing them how to do it.

The first day of the workshop, we were worried that we were in the same room with management, but we changed from the first day when we saw the team dancing. It was a social way to build the team and I learnt that team building does not have to do with ranks, but with targets and objectives.

Jonah Kwikiriza
STEP 2.0 participant
Rwanda Medical Supply Ltd

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Backed by a peer-reviewed publication



Global Health Science and Practice Journal

**20% increase in
competencies in
Rwanda in 2023**



STEP 2.0

2023 in review



Since 2016 more than

600 public sector supply chain leaders

from

30 countries

HAVE **GRADUATED** FROM STEP

with the help of more than

120 private sector coaches



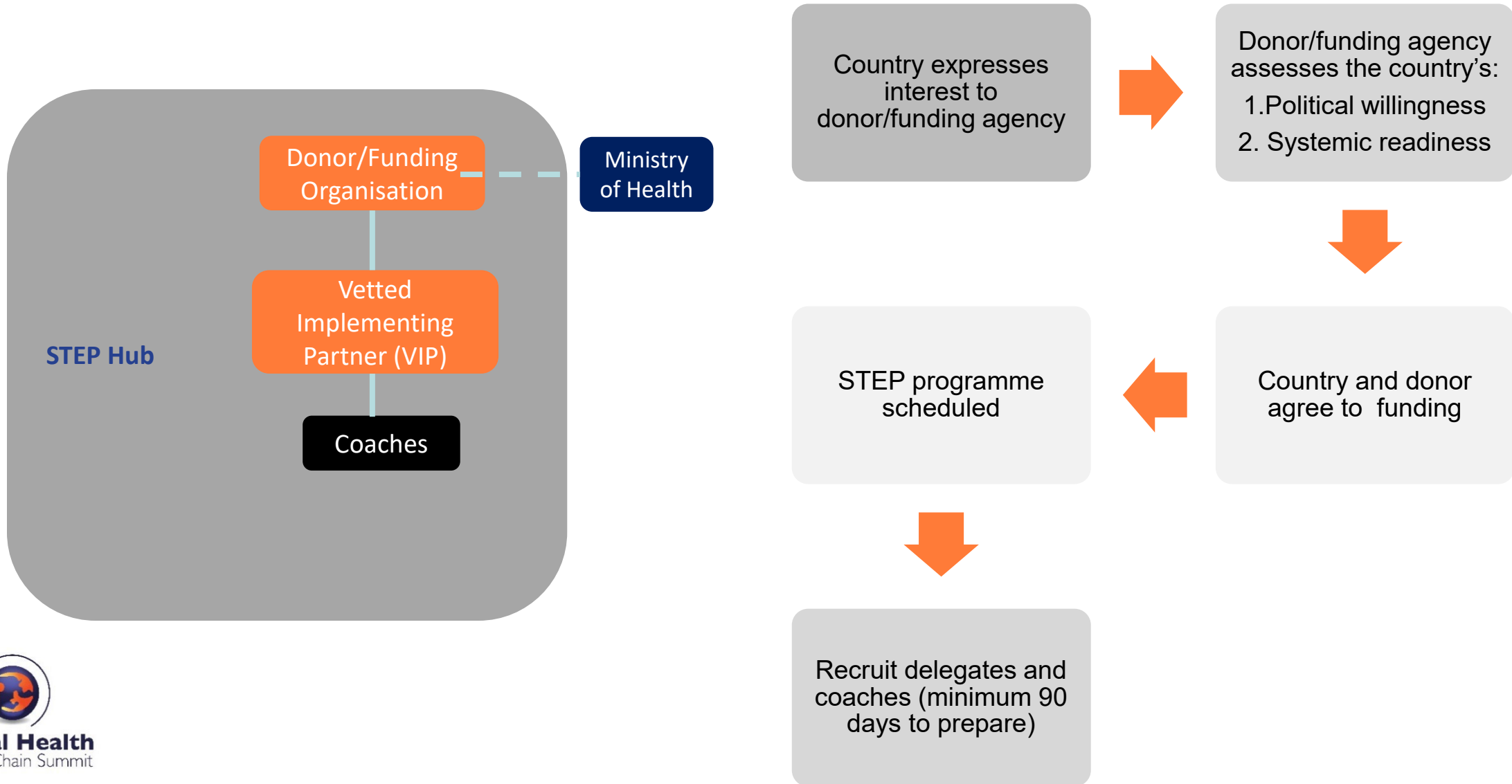
How can my country get involved?

Donor collaboration



Each donor organisation funds programmes and selects implementing partners from the AIP pool. However, co-funded programmes are a strategic imperative for the donor collaboration group.

STEP 2.0 country engagement process





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