



Global Health
Supply Chain Summit

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VALUE CHAIN INNOVATIONS FOR UNIVERSAL HEALTH COVERAGE



Strengthening the Public Supply Chain Workforce for UHC: Evidence from STEP 2.0 Asia

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CONTEXT:

Need for effective leadership and management skills



- Optimal management and ongoing transformation of the complete value chain in public health supply chains **requires that mid- to upper-level PSCM managers possess critical leadership and change management competencies** that are crucial for innovating and transforming supply chains in their countries to achieve universal health coverage (UHC).
- When supply chain workers are not adequately trained to manage health commodities, wastage and inefficiencies result in poor service delivery and hampers access to critical medicines and supplies, especially at the community level and in vulnerable settings.
- **Effective health care leadership, particularly as it pertains to commodity and supply chain management (SCM), is central to strengthening health services and systems that maintain good-quality and equitable health care service delivery**

Sources:

- *People that Deliver (2011) Workforce Excellence in Health Supply Chain Management: Literature Review. Copenhagen. Accessed June 27, 2024. Available at <https://peoplethatdeliver.org/sites/default/files/2021-11/Literature%20Review%20EN.pdf>*
- *Bobo P, Bray G, Etter K, Singh N. Strategic Training Executive Program 2.0: a leadership and change management program for health supply chains in low- and middle-income countries. Glob Health Sci Pract. 2024;12(5):e2300365. <https://doi.org/10.9745/GHSP-D-23-00365>*

Strategic Training Executive Program (STEP 2.0)

Strengthening Leadership Skills of Supply Chain Practitioners

- Developed to strengthen the management, collaboration, leadership, and change management capacity of supply chain leaders.
- Managed by People that Deliver (PtD), a global coalition hosted by UNICEF Supply Division and jointly promoted by GAVI, the Global Fund and USAID.
- Delivered in 3 phases over 6 months:

Phase 1 - PREPARATION ASSIGNMENTS; 6 weeks virtual experience,

Phase 2 - WORKSHOP; 5-day facilitator-led

Phase 3 - Your transformation challenge (YTC); 3-6 months remote application, guided by private sector coaches.



Measuring the Impact of STEP 2.0



- **Complexity of Delivery:** STEP involves diverse supply chain professionals from various sectors and countries, making monitoring, evaluation and impact assessment quite challenging.
- **Need for Robust Evidence:** While anecdotal data suggests STEP's success, more rigorous evidence is required to demonstrate its effectiveness in building leadership skills.
- **2023/24 Validation: Building on PtD's existing M&E framework,** Empower and MSH applied a mixed methods approach with Global Fund support to validate workplace changes in the STEP Asia cohort and assess STEP's contribution to workplace change.

STEP 2.0: MULTI-COUNTRY ASIA-PACIFIC PROGRAM

Empower School of Health implemented the regional programme in Thailand, covering 6 Asian countries in partnership with MSH, Global Fund and IFPW Foundation. Roles of the implementing partners:



Implementing organisation, participant recruitment, program deployment and research lead



Participant recruitment, lead facilitation and research partner



Funder, cofacilitation and coordinator of private sector coach engagement.



Funder for the research component of STEP ASIA

About the STEP ASIA Participant Cohort



- Participants implemented YTCs that centred on improving the availability of health commodities, addressing issues and bottlenecks they identified (e.g. In FASP, procurement, warehousing, human resources, eLMIS)
- 95% graduation rate with successful implementation of 19 YTCs.
- 8 YTCs selected for further assessment to identify the impact of STEP: **Bangladesh** [1], **Nepal** [3], **Pakistan** [1], **Timor Leste** [2] and **Vietnam** [1].



M&E Methodology (Qualitative Outcome Harvesting)



Designed the Outcome Harvest

- Developed survey tools, interview guides, and outcome description tables to explore the positive and negative outcomes of STEP 2.0 in the Asian cohort, focusing on its effect on PSCM systems within the area of influence of the participant.

Gathered Data & Drafted Outcomes (With a focus on individual YTCs)

- Collected qualitative data through interviews with participants, coaches, and supervisors, triangulated with quantitative metrics, then drafted outcome descriptions

Engaged Informants in Review

- Participants and coaches reviewed and refined draft outcomes, making corrections and adding details where necessary.

Validated Outcomes Externally (Within the country context)

- Engaged two external reviewers per YTC to validate and confirm the accuracy of the outcome descriptions.

Analysed & Interpreted Findings

- Analysed YTC validated outcomes, ranked them by significance, and attributed results to STEP, presenting evidence-based answers in case studies.

Results: STEP Asia Validated Outcomes Cohort-wide



Findings from Interviews	Bangladesh	Vietnam	Central Warehouse e Dili, Timor Timor Leste	Quality Control Control Dili, Dili, Timor Leste	Pakistan	Lumbini, Nepal	Birgunj, Nepal	Kathmandu, Nepal
Increased overall leadership skills and abilities								
Improved PSCM systems								
Improvement in ability to review, analyse, synthesize, analyse, synthesize, compare, and interpret data interpret data								
Secured support and commitment from leaders								
Strategic planning, vision and execution								
Standardized systems and processes								
Improved teamwork and dynamics								
Institutionalised processes, systems or laws or laws								
STEP fostered international and inter-country team country team collaborative learning								

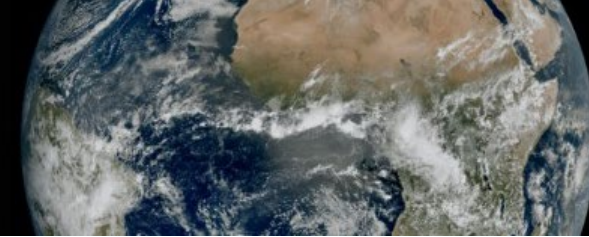
Legend: **Green:** Strong finding; **Yellow:** Occasional finding; **Orange:** Minor finding; **White:** Findings not highlighted

Results: STEP Asia Validated Outcomes Cohort-wide



Findings from Interviews	Bangladesh	Vietnam	Central Warehouse Dili, Timor Leste	Quality Control Dili, Timor Leste	Pakistan	Lumbini, Nepal	Birgunj, Nepal	Kathmandu, Nepal
Increased overall leadership skills and abilities	Green	Green	Green	Green	Green	Green	Green	Green
Improved PSCM systems	Green	Green	Green	Green	Green	Green	Green	Green
Improvement in ability to review, analyse, synthesize, compare, and interpret data	Green	Green	Green	Green	Green	Green	Green	Green
Secured support and commitment from leaders	Green	Green	Green	Green	Green	Green	Green	Yellow
Strategic planning, vision and execution	Green	Green	Green	Green	Green	Green	Green	Orange
Standardized systems and processes	Green	Orange	Yellow	Green	Green	Green	Green	Green
Improved teamwork and dynamics	Green	Green	Green	Green	Orange	Green	Yellow	Green
Institutionalised processes, systems or laws	Green	Yellow	Green	Yellow	Yellow	Green	Green	Orange
STEP fostered international and inter-country team collaborative learning	Yellow	Yellow	Green	Green	Green	Orange	Yellow	Orange

Legend: **Green:** Strong finding; **Yellow:** Occasional finding; **Orange:** Minor finding; **White:** Findings not highlighted



Results

YTC Case 1: Improved Warehouse Management

Central Medical Store Depot (CMSD),
Directorate General of Health Services (DGHS)
Bangladesh



Pre-YTC Images showing haphazard placement of goods



Post-YTC images showing expanded space in the receiving section



YTC Case 1: Improved Warehouse Management



YTC Question:

How can the **receive section** of the warehouse be enabled to **perform with total accountability** (regarding the goods) prior to final acceptance by providing appropriate workspace?

- **Outcome:** In 2023/24, through STEP 2.0 Asia YTC, CMSD, Bangladesh team:
 - **Reallocated** space to the receiving section of the central warehouse, increasing its area from 2400 to 10,095 square feet.
 - **Reduced** the number purchase orders stored in wrong locations from 21 to 5 packages.
 - **Initiated** the condemnation process for expired/damaged goods which had not been initiated for >30years.
- **How did STEP ASIA contribute to this outcome?**
 - STEP served as an impetus for this change to commence.
 - From the STEP workshop, the participant learned to lead organizational change by engaging stakeholders and securing buy-in through clear communication and systematic action steps.



YTC Case 2: Improved Procurement Processes

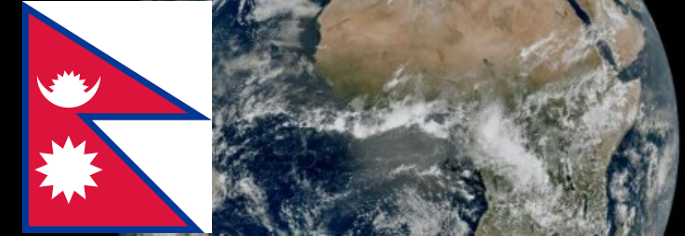
Province Health Logistic
Management Centre
(PHLMC), Ministry of
Health (MOH) Lumbini
Province
Nepal



Stakeholder Engagement Meetings during YTC Implementation



YTC Case 2: Improved Procurement Processes



YTC Question:

How to **improve the efficiency** of the **procurement process** for medical equipment in Nepal while reducing cost and maintaining high quality?

- **Outcome:** In 2023/24, through STEP 2.0 Asia YTC, the procurement team in Lumbini PHLMC, Nepal:
 - **Developed** broader technical specifications for medical equipment
 - **Increased** the number of suppliers from 1-2 to 5
 - **Reduced** lead time from tender notification to delivery of equipment from 5-6 months to 3 months, and via comparative data review, projected a 33% cost savings in following the new procurement process.
- **How did STEP ASIA contribute to this outcome?**
 - Under STEP coaching guidance, the participant conducted a comparative review of past orders to project cost savings, showcase the importance of the YTC, and built the team's confidence in the activities to be conducted.
 - Increased the data evaluation skills of the Lumbini PHLMC team as they critically review, analyse, synthesize, compare, and interpret data to achieve buy-in from diverse stakeholders.



YTC Case 3: Enhanced Team Collaboration and Multi-Stakeholder Engagement



Global Fund-Supported Project on HIV/AIDS, Vietnam
Authority on HIV/AIDS Control (VAAC), MOH
Vietnam



YTC Case 3: Enhanced Team Collaboration and Multi-Stakeholder Engagement



YTC Question:

How to develop procedures of **procuring anti-retroviral drugs** (using GF grant funds only) under the “**direct selection**” method, through GF-mandatory pooled procurement mechanisms, in compliance with GF policies on PSM of health products and the new Vietnam procurement law, before 31 Dec 2023?

- **Outcome:** In 2023/24, through involvement in STEP 2.0 ASIA, the participant:
 - **Identified** all stakeholders impacting their YTC, notified them of the YTC and proceeded to systematically engage them at different stages of the YTC.
 - **Coordinated and delegated** tasks to the internal team, was able to win over external resisters and secured consensus for 13 stakeholders to comply with the new procurement procedures (from 0 to 13)
- **How did STEP ASIA contribute to this outcome?**
 - STEP provided tools to work through conflict and address resistance encountered
 - Utilising STEP course modules, participant and team:
 - Collaborated and formed a powerful coalition, defined the action plan, communicated their vision and generated short wins.
 - Adopted different communication styles to inspire others build trusting relationships
 - Reported increased comfort and confidence in communicating with stakeholders at lower and higher levels and in different situations

YTC Case 4: Improved Supply Chain Data Quality and Utilization



Common Management Unit, Directorate of Malaria Control, Ministry of National Health Services Regulation and Coordination (PR office of The Global Fund)

Pakistan



Capacity building of 8 districts in Sindh on Supply chain Data quality review-Batch-I



Supply Chain Data Quality review and provincial level in Dec 2023

YTC Case 4: Improved Supply Chain Data Quality and Utilization



YTC Question:

How to **improve supply chain data quality** in LMIS/DHIS-2 for supply chain visibility to have informed decisions?

- **Outcome:** In 2023/24, through their STEP 2.0 ASIA YTC, CMU Pakistan:
 - **Conducted** desk and physical data reviews at regional and provincial levels to identify variances between the case management and supply chain data.
 - **Developed** standard protocols for data review and reporting in DHIS2.
 - **Established and introduced** 3 data quality reporting indicators into DHIS2; achieving 8.8% improvement in the timeliness of data reporting, 0.45% improvement in the completeness of data, and 8.4% improvement in data accuracy and consistency
- **How did STEP ASIA contribute to this outcome?**
 - STEP workshop emphasized data-driven advocacy, catalysing the data review which uncovered the variance that became a strong advocacy point.
 - Implementation of the YTC introduced use of quantitative indicators in DHIS2 to measure data quality, creating a behavioural shift towards maintaining accurate data which will lead to more informed decision making across the supply chain.

Conclusion



- The results from the STEP Asia outcome harvest demonstrates that participants gained knowledge, skills, and tools which they applied to improve local PSCM inefficiencies in their place of work.
- Specifically, STEP:
 - *Improves structured and inclusive leadership, and teamwork and collaboration*
 - *Increases aligning, engaging and mobilizing behaviours*
 - *Catalyses observable improvements in PSCM systems specifically in ensuring continued access to medicines and medical products*

Interpretation

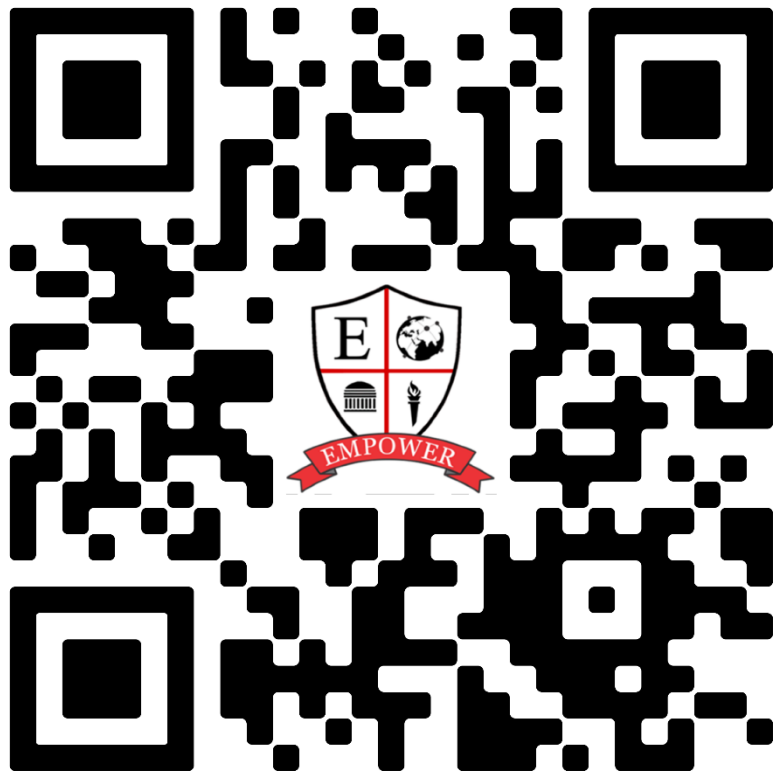


- By applying an Outcome Harvesting, mixed methods methodology, we have demonstrated that **STEP interventions directly contribute to improvements in leadership and change management competency (Attribution)**, which can be applied to improve PSCM systems.
- The robust evidence provided by this STEP Asia evaluation underscores the **program's effectiveness** and its critical role in strengthening health services in LMICs, **promoting commodity and medicine availability, and working towards UHC.**
- **We recommend** that our experience be used to identify a streamlined and focused outcome harvesting approach that could be added to the existing PtD STEP MnE framework, to continue to generate evidence that can be used to advocate for greater investment and use of STEP.

Contact



- For more information on STEP and this evaluation, contact:



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Additional Resource



- Visit the People that Deliver's Website to know more about STEP

www.peoplethatdeliver.org/whats-step-20



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