



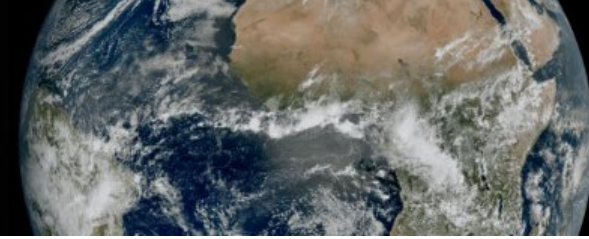
Global Health
Supply Chain Summit

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VALUE CHAIN INNOVATIONS FOR UNIVERSAL HEALTH COVERAGE



Leveraging District-level Coordination Meetings to Strengthen Immunization Supply Chains and Reach Zero-Dose and Under-Immunized Children in Cameroon: A Situational Analysis.

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PRESENTATION OUTLINE



RATIONAL/ CONTEXT – of district level coordination meetings.



INTRODUCTION: Insights into the work before and now.



OBJECTIVES - Of the pilot study.



PROCESSES & METHODOLOGY – Steps undertaken in planning and articulation of the evaluation study.



INSIGHTS SO FAR - Insights on some on the success and challenges.



LESSONS LEARNT - Some of the lessons and recommendations.



CONCLUSION - summary of the work.





RATIONAL & CONTEXT: Immunization supply chains are complex and dynamic, requiring continuous monitoring, management, and improvement to ensure optimal performance and resilience.

Between July and October 2023, CHAI and EPI assessed coordination in Cameroon's immunization program, revealing challenges in governance, communication, data quality, funding, and data utilization culture, hindering effective decision-making and program performance.

- Immunization saves over **4 million lives annually** worldwide^{1,2}.

~500,000 
children aged **12-59 months**

including **zero dose** children, miss out on life saving vaccines yearly

- Regular review** of immunization program data is essential for **monitoring** and **improving program performance**.
- Systematic data analysis** helps to **identify** and **address supply chain issues**, ensuring vaccines are **available** where they are needed.
- Effective performance management** strengthens supply chains through:

Accurate forecasting

Optimized inventory management

Prompt logistical responses.

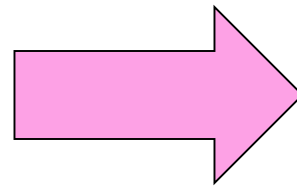




INTRODUCTION: Significant efforts have been undertaken to strengthen the review of immunization program performance in the country at both national and regional levels. However, critical gaps still persisted at district level

INITIAL PHASE: (2018-2022: Review meetings at Central and Regional levels)

- In 2018, scorecards and data review meetings were introduced at both central and regional levels to improve oversight.
- These scorecards, now adopted across all ten regions, have become essential tools for tracking cold chain and supply chain performance during the monthly National Logistics Working Group (NLWG) meetings.
- By November 2022, scorecard analysis revealed a significant improvement in regional stock availability, rising from 80% in June 2018 to a full 100% following these interventions.
- Recently, as these initiatives transition to government oversight, regional performance review meetings have been successfully scaled up to all ten regions.

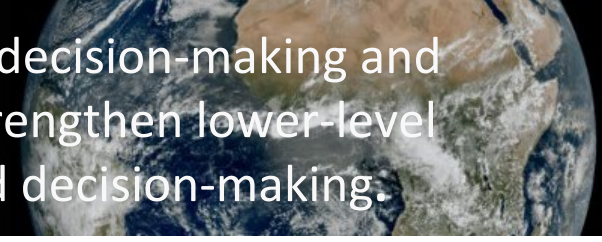


CURRENT PHASE (2023 – Ongoing: Pilot of District-level Coordination Meetings)

- To further strengthen program performance, quarterly performance review meetings were established in six out of ten regions, covering 60% of districts to assess immunization progress.
- However, challenges remain, particularly at the lower levels of Cameroon's health system, where implementation takes place.
- Despite progress, data-driven performance management faces obstacles during monthly coordination meetings in areas such as : data review, validation, governance, policy, administration, logistics, technical support, and resources.



OBJECTIVES: Identified gaps hindered managers' ability at these levels to utilize data for decision-making and improve immunization program performance. A situational analysis was conducted to strengthen lower-level performance reviews, enhance data utilization, and improve vaccine stock availability and decision-making.



In an effort to evaluate the effectiveness of coordination meetings, develop and pilot an improved model for conducting coordination meetings in six districts in Cameroon, and gather lessons and insights on its impact, this study sort to:



01

Assess the current structure, processes, and stakeholders involved in the existing health district coordination meetings.

02

Determine the baseline status of district and health facility key performance indicators.

03

Identify the successes and challenges of the coordination/data review meetings.

04

Capture the perspectives of upper and lower-level managers, and service delivery personnel on what is required to improve coordination

PROCESSES & METHODOLOGY



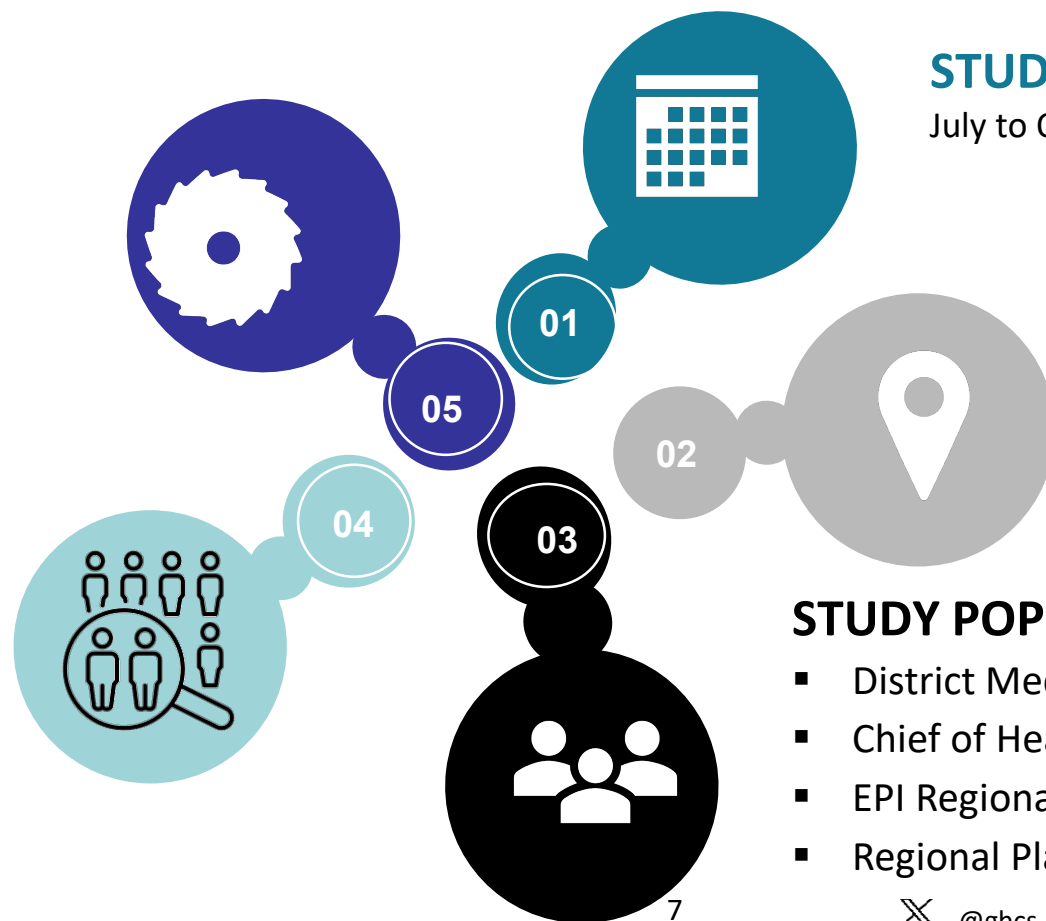
Between July to October 2023, the team carried out an evaluation study of Cameroon's health district coordination meetings using participant observation and in-depth interviews with purposeful site selection across diverse regions to ensure comprehensive insights.

STUDY DESIGN

Descriptive qualitative study

SAMPLING

- Purposeful sampling approach.
- Select 58 study sites across the country's ten regions.



STUDY PERIOD

July to October 2023

STUDY LOCATION

Across three levels of the health system pyramid notably regional, district, and health facility levels.

STUDY POPULATION

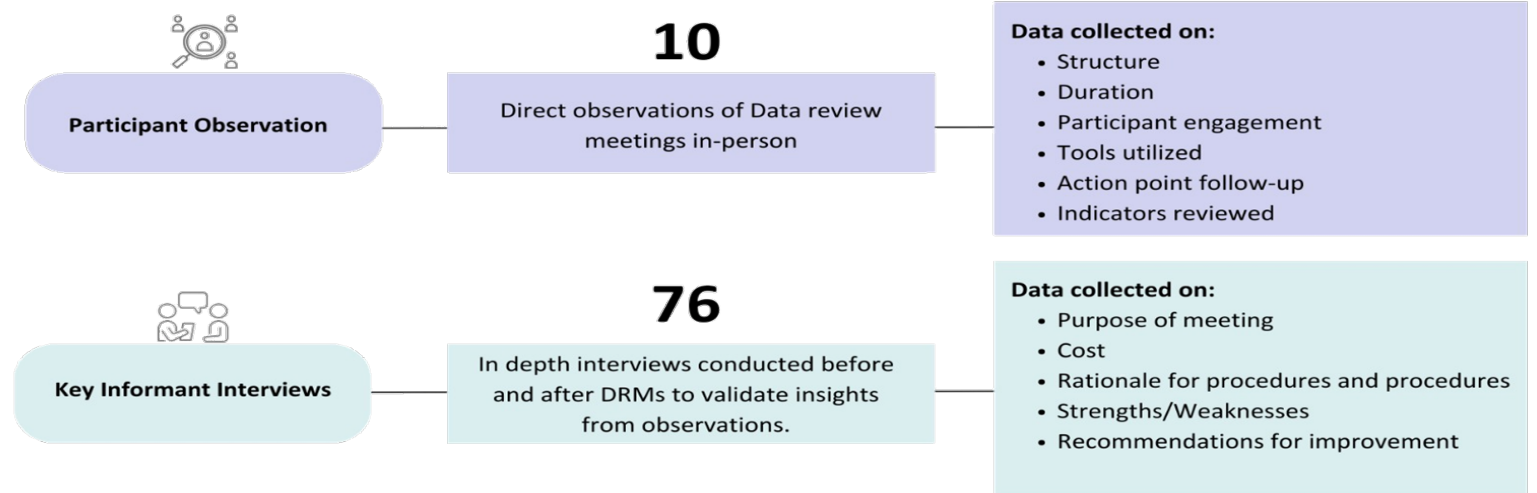
- District Medical Officers (DMOs).
- Chief of Health Centers.
- EPI Regional Program Coordinators.
- Regional Planning Chiefs of Service





Data Collection

- Data was gathered using qualitative methods, including participant observation and semi-structured key informant interviews (KIIs).
- Data collection tools were field-tested beforehand to ensure validity and effectiveness.
- Interview data validated observational insights and clarified areas needing further understanding.



Data analysis:

Information from the interviews was categorized into themes and analyzed using Delve software, combining inductive and deductive approaches and insights were summarized per assessment question, highlighting causal conditions, contextual factors, and supporting quotes.



INSIGHTS FROM THE STUDY EVALUATION



INSIGHT 1: Current structure, processes, and stakeholders involved in the existing health district coordination meetings.



The study aimed to comprehensively understand the current processes involved in organizing coordination meetings at the district level and some of the key findings include:



Context

Coordination meetings are essential for health district management, enabling stakeholder collaboration and informed decision-making.



Meeting Objectives

Coordination meetings analyze data, review performance, identify gaps, and plan future programs. They assess quarterly interventions and progress toward yearly health objectives



Activities Before Meeting

Districts conduct data analysis to identify inconsistencies and communicate corrections to health facilities. They also handle logistics by preparing agendas, invitations, and presentations to ensure effective meetings.



Frequency

Coordination meetings are ideally held monthly (30th–10th), but funding limitations lead 30% of districts to meet quarterly instead



Duration

The duration of coordination meetings varied among the assessed districts. In 25% of districts, meetings spanned multiple days for thorough data reviews and performance evaluations.



INSIGHT 2: Identified successes of the coordination/data review meetings.

Successes of coordination meetings



Coordination meetings significantly enhanced data quality, aiding decision-making, planning, and collaborative actions. These meetings also refined indicators and stock management



Coordination meetings help identify weaknesses and gaps in immunization and primary health care programs. By analyzing district-level data, underperforming areas and facilities are pinpointed.



Coordination meetings provided a platform for discussing health facility performance, sharing solutions, and exchanging best practices. They helped identify underperforming facilities and foster collaboration with high-performing ones



Coordination meetings addressed personnel management issues and analyzed district performance data. Recommendations were shared with facility heads, whose active involvement fostered better implementation, leading to improved performance across all programs .



INSIGHT 2 Cont...: Identified challenges of the coordination/data review meetings.

Key challenges that hinder the organization of coordination meetings include:



Lack of financial and material resources hinders implementation of resolutions and necessary supervision.



Limited personnel



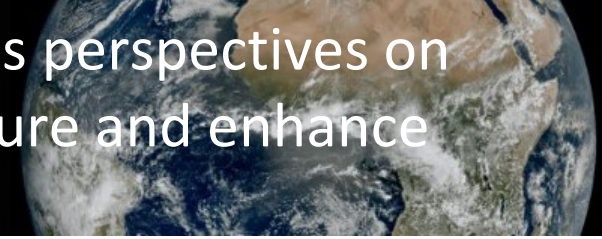
Limited means of transportation, such as motorcycles or vehicles, make it difficult for staff to travel to remote areas for supervision and implementation of recommendations



Communication and connectivity



Insight 3: Upper and lower-level managers' and service delivery personnel's perspectives on improving coordination and data review meetings to foster a data-use culture and enhance immunization outcomes.



According to regional coordinators, coordination meetings on **positively impact** immunization program.

Example: (i) A South-West region respondent noted: "*These meetings address data discrepancies, outliers, and missing reports, enabling informed decision-making and identifying low coverage areas*".

Example (ii) A South region respondent emphasized "*improved data quality in DHIS2 due to these meetings*".

- Health facilities also highlighted that coordination meetings **had positive impacts of on the immunization program** such as:

- Ensure data reports are at least 80% complete
- Foster accountability and motivation
- Compel individuals to improve their work
- Enhance performance
- Platforms for learning and knowledge sharing





LESSONS LEARNT & RECOMMENDATIONS:

- ❖ Optimize meeting structure and standardize tools and processes.
- ❖ Strengthen data analysis and utilization: Ensure data presented in meetings is analyzed and used for decision-making. Introduce a system to track action points and monitor progress.
- ❖ Strengthen accountability mechanisms: Develop a clear framework that rewards performance and incentivizes active participation.
- ❖ Strengthen collaboration and coordination: Encourage collaboration between health facilities, community health workers, and decentralized authorities. Involve external stakeholders to promote a multisectoral approach to health service delivery.





CONCLUSION

District-level coordination meetings are essential for communication, monitoring, and addressing health challenges. They foster stakeholder collaboration and data-driven decisions, improving monitoring and facility engagement.

- ❖ However, issues like limited resources, transportation, logistics, and lack of an accountability framework hinder effectiveness. Integrating supply chain discussions could further enhance coordination and healthcare quality

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