Supply Chain Management for Healthcare in Humanitarian Response Settings

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Webinar Facilitators
Gregory Roche, Senior Technical Advisor at JSI, has worked for more than 20 years in the area of capacity building/performance improvement and organizational development for supply chains, including both vertical and integrated supply chains. Greg applies a problem-solving approach to identify useful and practical solutions for increased results. Greg has had the opportunity to work in over 35 countries around the world with a particular focus on English- and French-speaking Africa.

Joe McCord, Supply Chain Technical Advisor at JSI, has worked for over 10 years in SCM in areas including analytics-driven operations research for corporate B2B fulfilment, as well as research and consulting with a focus on developing country public health supply chain management. He has refined and advanced public health sector knowledge of commercial supply chain concepts through guides, briefs and trainings. He also currently works as a Co-Founder and Director of MDaaS, a Lagos-based startup building healthcare diagnostics infrastructure.

Asking questions during the webinar
If you would like to submit a question that we might answer at the end of the webinar, please use the “Q&A” button at the bottom of your screen, and not the “chat” button.

Introduction/Overview

The OFDA Capacity Building Program

The OFDA Capacity Building Program aims to build the capacity of implementing partners to manage pharmaceutical and medical commodity (PMC) supply chains in humanitarian settings.

The OFDA Capacity Building Program Objectives

- Develop up-to-date curriculum, including country case studies
- Training for HQ staff
- Conduct PMC supply chain capacity building activities
- Three regional trainings in 2020
- Share learning with regional and global communities
- Development of the handbook addendum
- Support partners to institutionalize better PMC practices into their policies and procedures
Supply Chain Management for Healthcare in Humanitarian Response Settings

Webinar Outline

During the webinar we will look at:
1. Basic distinctions between supply chain management in a stable health service context and in a humanitarian or emergency response setting
2. General practices and considerations for supply chain management of health commodities in the context of humanitarian response
3. Additional resources on the topic

What is a “humanitarian response setting”?

Linked to a natural disaster
- floods
- hurricanes
- tornadoes
- volcanic eruptions
- earthquakes

Linked to a man-made event
- armed conflict
- industrial accidents

Basic distinctions between supply chain management in a stable health service context and a humanitarian or emergency response setting
Types of Differences between Humanitarian and Stable Settings

- Objectives
- Context
- Stakeholders
- Common challenges

Supply Chain Objectives

Stable situation
- Long-term vision
- Sustainable, efficient services
- Universal health care

Humanitarian Situation/ Emergency Response
- Reach those with greatest need first
- Avert major loss of life

Supply Chain Context

Stable situation
- Regularly managed products, e.g., essential medicines
- Steady or predictable demand

Humanitarian Situation/ Emergency Response
- Large volumes of relief items
- Short time period
- Damaged infrastructure
- Uncertainty in demand

Supply Chain Stakeholders

Stable situation
- Provided by a public institution (Ministry of Health)
- Supported by other organizations

Humanitarian Situation/ Emergency Response
- Coordinated by a public institution
- Supported by specific international partners
- humanitarian response clusters

Common Supply Chain Challenges in Humanitarian/ Emergency Response

- Supporting a mobile population
- Addressing rapidly shifting demographics/disease burdens
- Working with damaged infrastructure
- Potential delays in importation
- Handling unsolicited donations
- Navigating political challenges
- Navigating wide network of organizations
- Working within limited funding cycles/funding restrictions

Common Challenges in Humanitarian/ Emergency Response

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General practices and considerations for supply chain management of health commodities in the context of humanitarian response

Phases of Humanitarian Response - Overview

Preparedness Phase
- Activities to undertake before a possible humanitarian event, to prepare the supply chain to be agile and responsive
  - Supply chain structure
  - Policies
  - Procedures
  - Prepositioning supplies
  - Other supply chain capacities and operations

Acute Response Phase
- The period just after a crisis hits, when there may be a sharp rise in mortality rates, and we focus efforts on averting this mortality
  - Rapidly mobilize life-saving commodities and supplies
  - Use kit forecasting tools and calculators
  - Move commodities/supplies to the affected areas
  - More emphasis on speed; less emphasis on efficiency/visibility
**Protracted Phase**
- Peak potential for mortality has passed; situation not yet stable; cannot yet return to “normal” services
- Begin rebuilding, transition to routine services
  - Begin shift to supply chain efficiency
  - Improve forecasting, operations as demand becomes more predictable

**Post-Crisis Phase**
- Situation has stabilized; return to regular services and conventional development efforts
  - Routine supply chain operations for health commodities
  - Return to emphasis on efficiency
  - Prepare for future crises

**Phases of Humanitarian Response – Recommended Practices**

**Recommended Practices - Preparedness Phase**
- Undertake Risk Management
- Develop readiness checklists
- Engage with international coordination mechanisms
- Develop relationships with suppliers
- Create country-specific importation requirements documentation
- Develop list of “vital products”
- Become familiar with existing health kit designs

**Recommended Practices - Preparedness Phase**
- Develop readiness checklists
  - List all documentation and approvals needed for international team deployments
  - List required documentation, timelines and points of contact to facilitate customs clearance
  - List product purchase or staff hire funding requirements to reduce financing delays

**Recommended Practices - Preparedness Phase**
- Develop list of “vital products”
  - Do not mix shipments if one product in the mix could hold up the entire shipment, at customs clearance, for example.
**Recommended Practices - Acute Response Phase**

- Select pharmaceutical suppliers
- Coordinate response efforts
- Manage safety risks to staff
- Utilize private sector capacity
- Plan for difficult delivery conditions
- Conduct responsible waste management
- Establish basic visibility into inventory and transactions

**Plan for difficult delivery conditions**

- Source and store fuel for vehicles and for generators and cold chain
- Preposition inventory nearer to service delivery points

**Establish basic visibility into inventory and transactions**

- In the absence of a comprehensive LMIS, at least try to:
  - Track inventory and transactions to establish demand, discourage pilferage
  - Capture distinct commodities in dispensing units
  - Track to the service delivery point level if possible
  - Capture essential logistics data
  - Stock on hand, losses/adjustments, dispensed quantities

**Transition from use of standardized kits to individual items**

- Kits are easy to manage in an emergency
- Kits are inefficient in the long run

**Return to routine supply chain operations for health commodities**

- Return to emphasis on efficiency
- Learn from this experience to help better prepare for future crises
Additional Resources

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<tr>
<th>Resource Name</th>
<th>Website</th>
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<tbody>
<tr>
<td>International Association of Public Health Logisticians (IAPHL)</td>
<td><a href="https://community.iaphl.org/hcl/">https://community.iaphl.org/hcl/</a></td>
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<tr>
<td>ReliefWeb</td>
<td><a href="https://reliefweb.int">https://reliefweb.int</a></td>
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<td>Humanitarian Response</td>
<td><a href="https://humanitarianresponse.info">https://humanitarianresponse.info</a></td>
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<tr>
<td>International Council of Voluntary Agencies (ICVA) Network</td>
<td><a href="http://www.icvanetwork.org">www.icvanetwork.org</a></td>
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<tr>
<td>UN Office for the Coordination of Humanitarian Affairs</td>
<td><a href="https://www.unocha.org/">https://www.unocha.org/</a></td>
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<tr>
<td>JSI Logistics Cluster</td>
<td><a href="https://logcluster.org">https://logcluster.org</a></td>
</tr>
<tr>
<td>Georgia, Resilient and Humanitarian Systems</td>
<td><a href="https://chhs.gatech.edu/home">https://chhs.gatech.edu/home</a></td>
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<tr>
<td>Sphere Handbook 2018</td>
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Regional Training Workshops

Nairobi, Kenya
Mar. 23 – 27, 2020
Abuja, Nigeria
May 11 – 15, 2020
Amman, Jordan
July 13 – 17, 2020

- 5-day workshops
- Target OFDA implementing partner field staff, others
- No fee to attend, but participants need to cover their own transportation, accommodation and per diem
- More information and how to apply will be provided after the webinar

Test Your Understanding

https://www.health-games.org; Registration Code – 0220