

Supply Chain Management for Healthcare in Humanitarian Response Settings

JSI JSI RESEARCH & TRAINING INSTITUTE, INC.

Gregory Roche
Senior Technical Advisor
JSI

Joe McCord
Supply Chain Technical Advisor
JSI

February 13, 2020



Photo courtesy of LPHM

1

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.



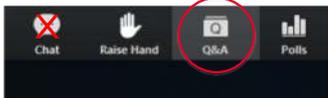
Joe McCord, Supply Chain Technical Advisor at JSI, has worked for over 10 years in SCM in areas including analytics-driven operations research for corporate B2B fulfillment, as well as research and consulting with a focus on developing country public health supply chain management. He has refined and 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 SCM for MIDaaS, a Lagos-based startup building healthcare diagnostics infrastructure.

JSI

2

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.



JSI

3

Introduction/Overview

JSI

4

The OFDA Capacity Building Program

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

JSI

5

The OFDA Capacity Building Program

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

JSI

6

The OFDA Capacity Building Program

STRATEGIC APPROACH TO BUILDING CAPACITY TO IMPROVE PMC MANAGEMENT

Develop Resources

- Develop the needs to be addressed
- Assess the current capacity
- Develop a strategy to address the needs

Build Capacity

- Conduct training and coaching
- Develop a plan for capacity building
- Implement the plan

Share Learning

- Exchange information and experiences
- Develop a plan for sharing information
- Implement the plan

Institutionalize New Practices

- Develop a plan for institutionalization
- Implement the plan
- Monitor and evaluate the process

JSI

7

Supply Chain Management for Healthcare in Humanitarian Response Settings

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

Webinar Outline

JSI

8

THE SUPPLY CHAIN MANAGER'S HANDBOOK
A PRACTICAL GUIDE TO THE MANAGEMENT OF HEALTHY COMMODITIES
2019

SUPPLY CHAIN MANAGEMENT FOR HEALTHCARE IN HUMANITARIAN RESPONSE SETTINGS
AN APPENDIX TO THE SUPPLY CHAIN HANDBOOK
2018

<http://supplychainhandbook.jsi.com/>

JSI

9

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

"a catastrophe that overwhelms the local ability to respond and requires an international, multi-sectoral response to avoid significant loss of life"

JSI

10



11

Basic distinctions between supply chain management in a stable health service context and a humanitarian or emergency response setting

JSI

12

Types of Differences between Humanitarian and Stable Settings

- Objectives
- Context
- Stakeholders
- Common challenges



13

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



14

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



15

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



16

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



17

Common Challenges in Humanitarian/ Emergency Response

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



18

Common Challenges in Humanitarian/Emergency Response

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



19

Common Challenges in Humanitarian/Emergency Response

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



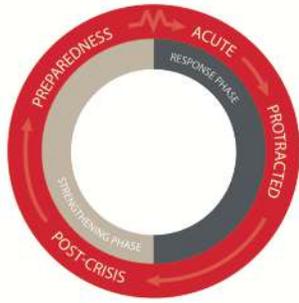
20

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



21

Phases of Humanitarian Response - Overview




22

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




23

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




24

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

JSI

25

Post-Crisis Phase

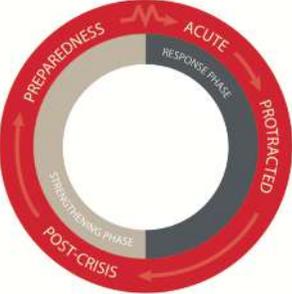


- Situation has stabilized; return to regular services and conventional development efforts
 - Routine supply chain operations for health commodities
 - Return to emphasis on efficiency
 - Prepare for future crises

JSI

26

Phases of Humanitarian Response – Recommended Practices



JSI

27

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

JSI

28

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

JSI

29

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.

JSI

30

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

JSI

31

Recommended Practices - Acute Response Phase

Plan for difficult delivery conditions

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

JSI

32

Recommended Practices - Acute Response Phase

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

JSI

33

Recommended Practices - Protracted Phase

- Transition from use of standardized kits to individual items
- Transition procurement to local sources
- Manage sources of supply over long term

JSI

34

Recommended Practices - Protracted Phase

Transition from use of standardized kits to individual items

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

JSI

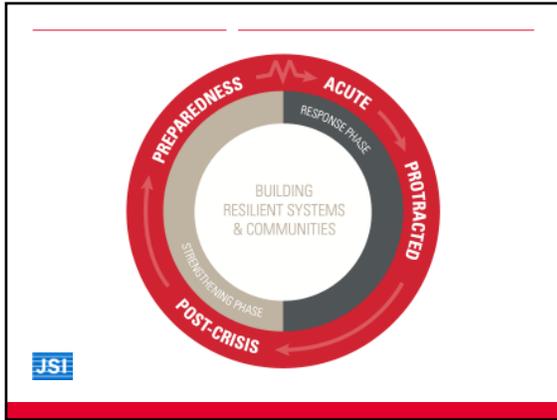
35

Recommended Practices - Post-Crisis Phase

- 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

JSI

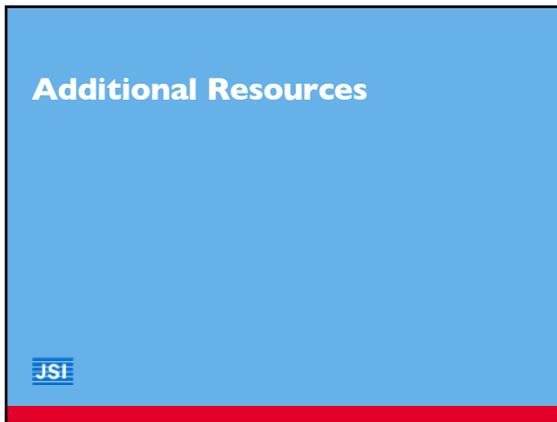
36



37



38



39



40

Additional Resources

Resource Name	Website
International Association of Public Health Logisticians (IAPHL)	https://community.iaphl.org/hcl/
ReliefWeb	https://reliefweb.int
Humanitarian Response International Council of Volunteer Agencies (ICVA) Network	https://humanitarianresponse.info
www.icvanetwork.org	www.icvanetwork.org
UN Office for the Coordination of Humanitarian Affairs	https://www.unocha.org/
UN Logistics Cluster	https://logcluster.org
Georgia Tech Health and Humanitarian Systems	https://chhs.gatech.edu/home
Sphere Handbook 2018	https://www.spherestandards.org/handbook/
Inter-Agency Working Group 2018 Field Manual	http://iawg.net/2018-inter-agency-field-manual-reproductive-health-humanitarian-settings/

41

Additional Resources



Resource Name	Website
Humanitarian response clusters (overview)	https://www.humanitarianresponse.info/en/about-clusters/what-is-the-cluster-approach
• Health Cluster	https://www.humanitarianresponse.info/en/coordination/clusters/health
• Logistics Cluster	https://www.humanitarianresponse.info/en/coordination/clusters/logistics

42

JSI KENYA

Building Capacity to Improve Pharmaceutical and Medical Commodity Management in Humanitarian and Disaster Settings

OBJECTIVES

By the end of the workshop, participants will be able to:

- Identify the key stakeholders in the pharmaceutical and medical commodity supply chain in humanitarian and disaster settings.
- Understand the role of each stakeholder in the supply chain.
- Identify the key challenges in the supply chain.
- Develop a plan to address the key challenges.

PARTICIPANTS

The workshop is open to all staff of partner organizations who are involved in the pharmaceutical and medical commodity supply chain in humanitarian and disaster settings.

JSI

43

Regional Training Workshops

- 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

Nairobi, Kenya
Mar. 23 – 27, 2020

Abuja, Nigeria
May 11 – 15, 2020

Amman, Jordan
July 13 – 17, 2020

JSI

44

Test Your Understanding

JSI <https://www.health-games.org/>. Registration Code – 0220

45

JSI

46