

Supply Chain Integration: The View from the Community Level



**The Future of Pharmaceutical
Supply Chain Management:
Integrated, Informed and
Intelligent Design**

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Supply Chains + Community Case Management

Identifies simple, **innovative**, affordable and sustainable solutions to the supply chain challenges faced by CHWs when treating childhood illness in remote communities

Used baseline data to design and test interventions that have the potential to **significantly improve product availability** at the community level



Designing Supply Chain Interventions

Looked at best practices and solutions from a wide array of sources: the supply chain commercial sector, management and clinical practices, technological solutions...

Our Selection Criteria

Was it **simple** enough for the community level of the system?

Could it be scaled to all CHWs program – wide?

Could governments **afford** to maintain it, if proven successful?

Could it be **sustained** given human, financial and capacity resources needed?

Would it contribute towards the longer term vision of an **integrated** supply chain?



What is an Integrated Supply Chain?

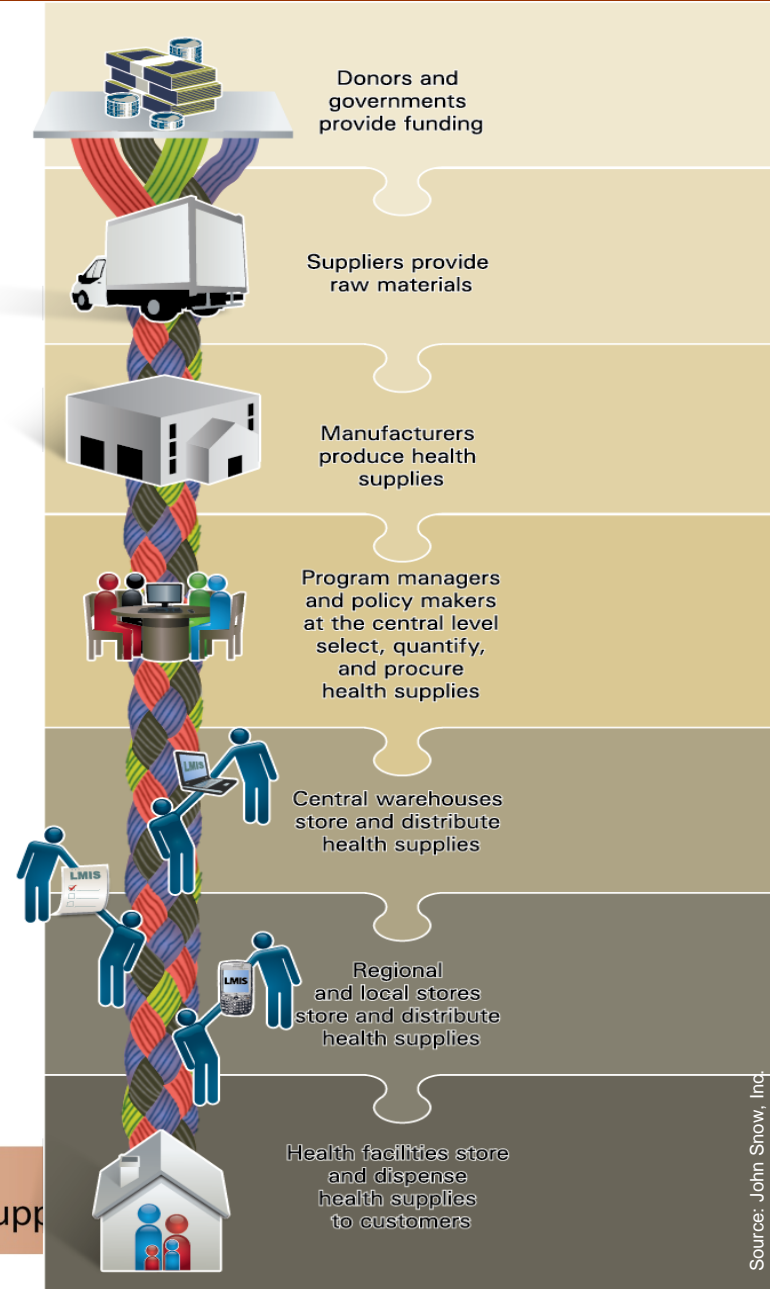
An integrated supply chain links all people, activities and information along the chain into a cohesive whole

May have many separate segments, e.g., product streams, levels and functions managed together (or “woven”) into one seamless supply chain

Lessons from the Commercial Sector:
Linking the **SC from top to bottom** is more important than merging supply chains for different health programs



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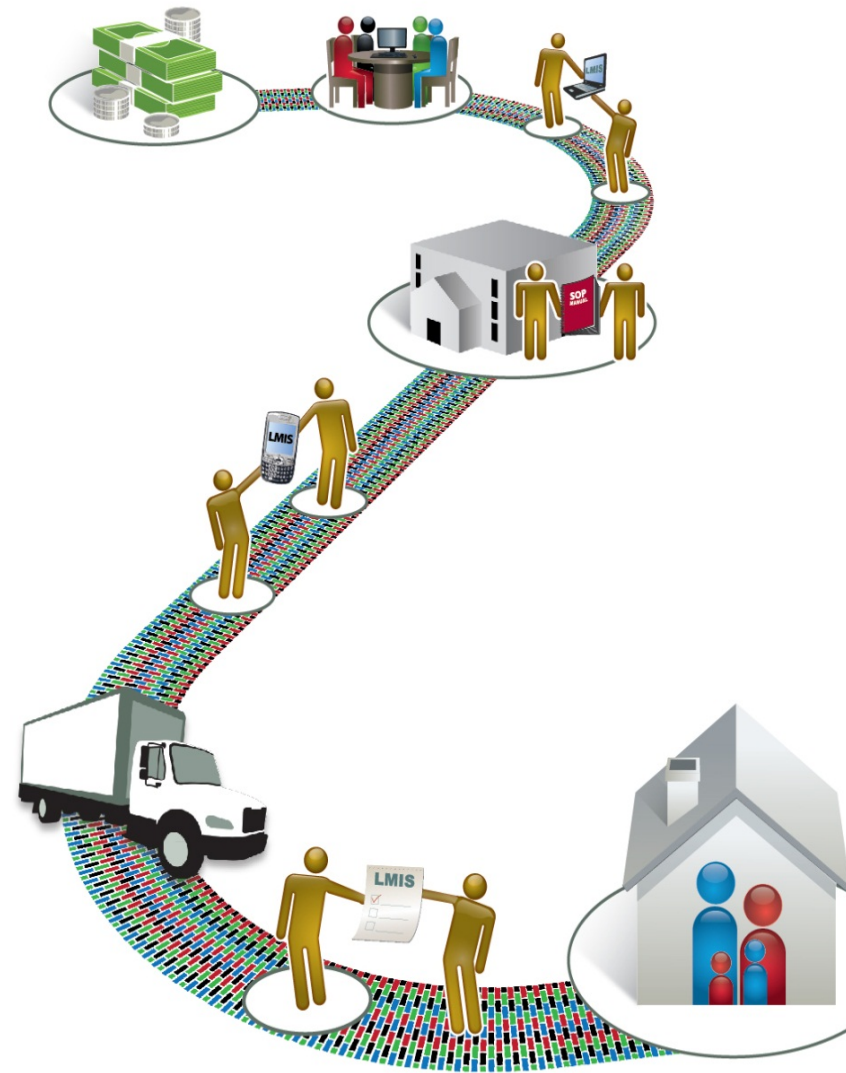


What Characteristics Do Integrated Supply Chains Have?

Integrated supply chains demonstrate six key attributes:

- Clarity of roles and responsibilities
- Streamlined processes
- Agility
- Visibility of logistics information
- Trust and collaboration
- Alignment of objectives

How did we incorporate these characteristics into our interventions?



Clarity of roles and responsibilities

Roles, responsibilities and processes are established and publicized throughout the supply chain

In Ethiopia, **HC managers** are now **responsible for SC training and joint problem solving with HEWs** to enable solutions to be developed by those closest to the problem.



Managing Drugs and Medical Supplies in Health Posts



A Practical Guide

In Rwanda, newly introduced resupply procedures for community level clearly task **cell coordinators with resupply responsibilities** to prevent overloading all volunteer CHWs with reporting.



Streamlined Processes

Bureaucratic hurdles and processes that impede the flow of information and commodities are eliminated

In Malawi, the **Efficient Product Transport** intervention is exploring a continuous review inventory control system so HSAs take advantage of already planned trips to health centers to collect supplies at the same time, **reducing travel time and volumes to transport.**



The supply chain is responsive to major changes

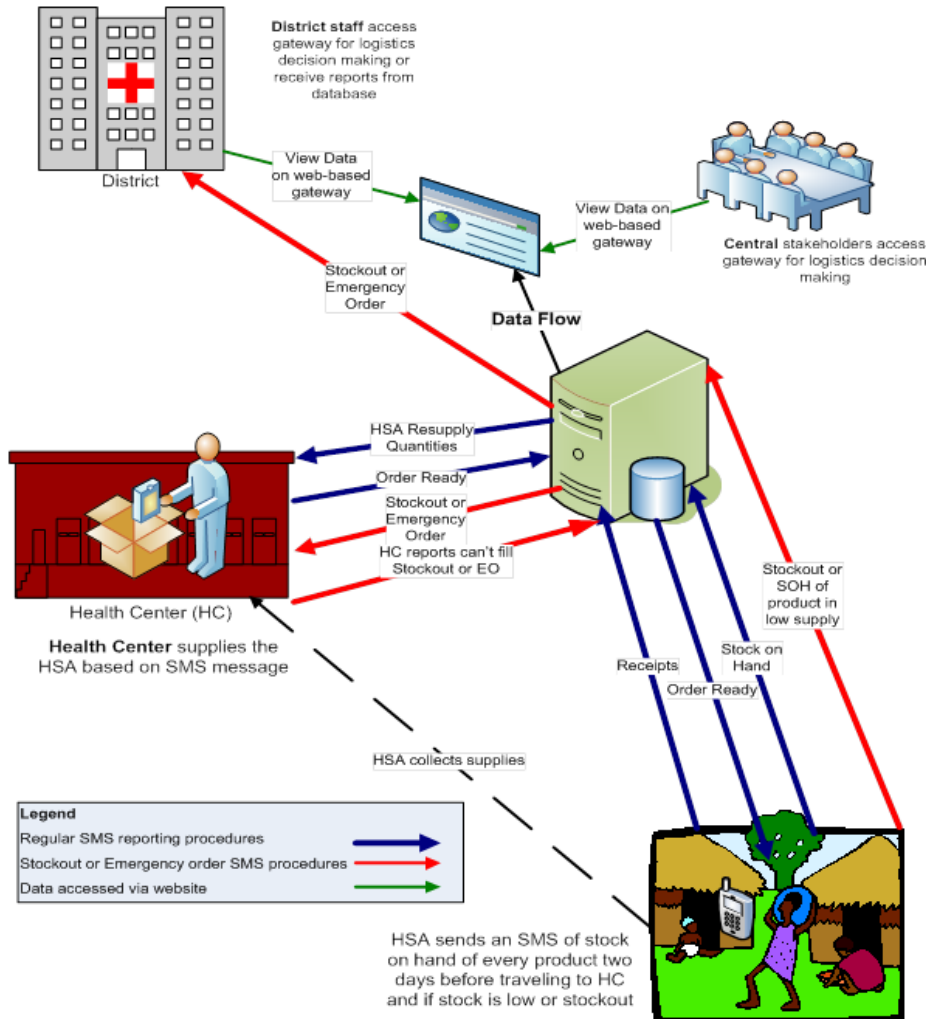
In Rwanda, the cell coordinators and HC and district staff make up **Quality Improvement Teams** that are learning how to implement new resupply procedures. The QITs regularly set performance targets, collect data to assess their performance and then discuss as a team how to **change their approach to get better results**.

Teams then share these lessons on a quarterly basis with other QITs so the improvements can **spread rapidly across the supply chain**.



Visibility of Information

Data are visible throughout the supply chain so stakeholders at different levels can locate and distribute products and respond to demand

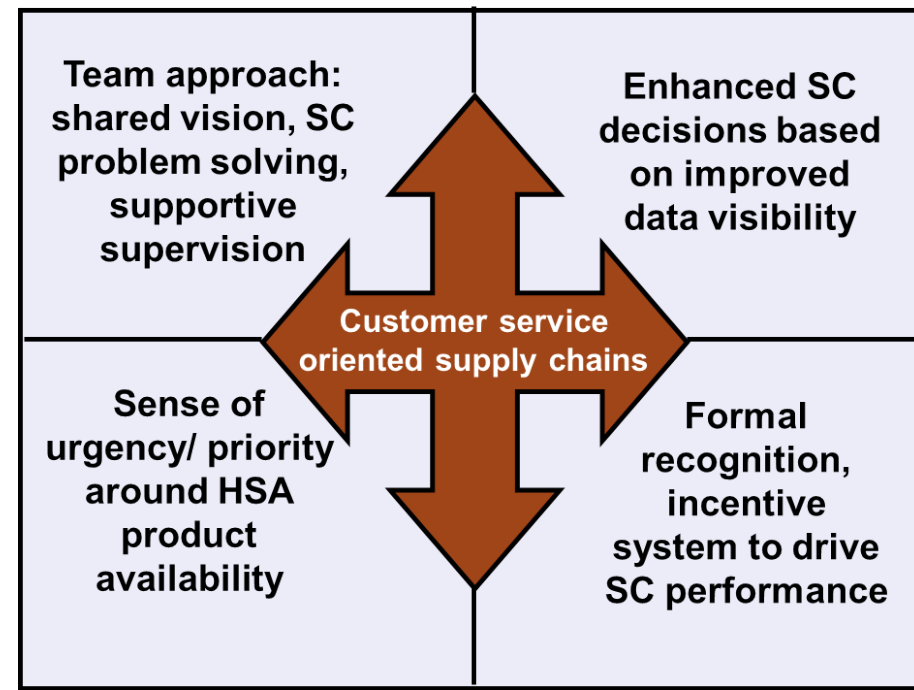


In Malawi, **cStock**, an SMS and web based LMIS for HSAs, provides districts and central managers with **visibility into CHW consumption and stock levels every month**, and **immediate SMS alerts on stockouts and emergency stock levels** to facilitate timely replenishment and actions.

Alignment of Objectives & Trust and Collaboration

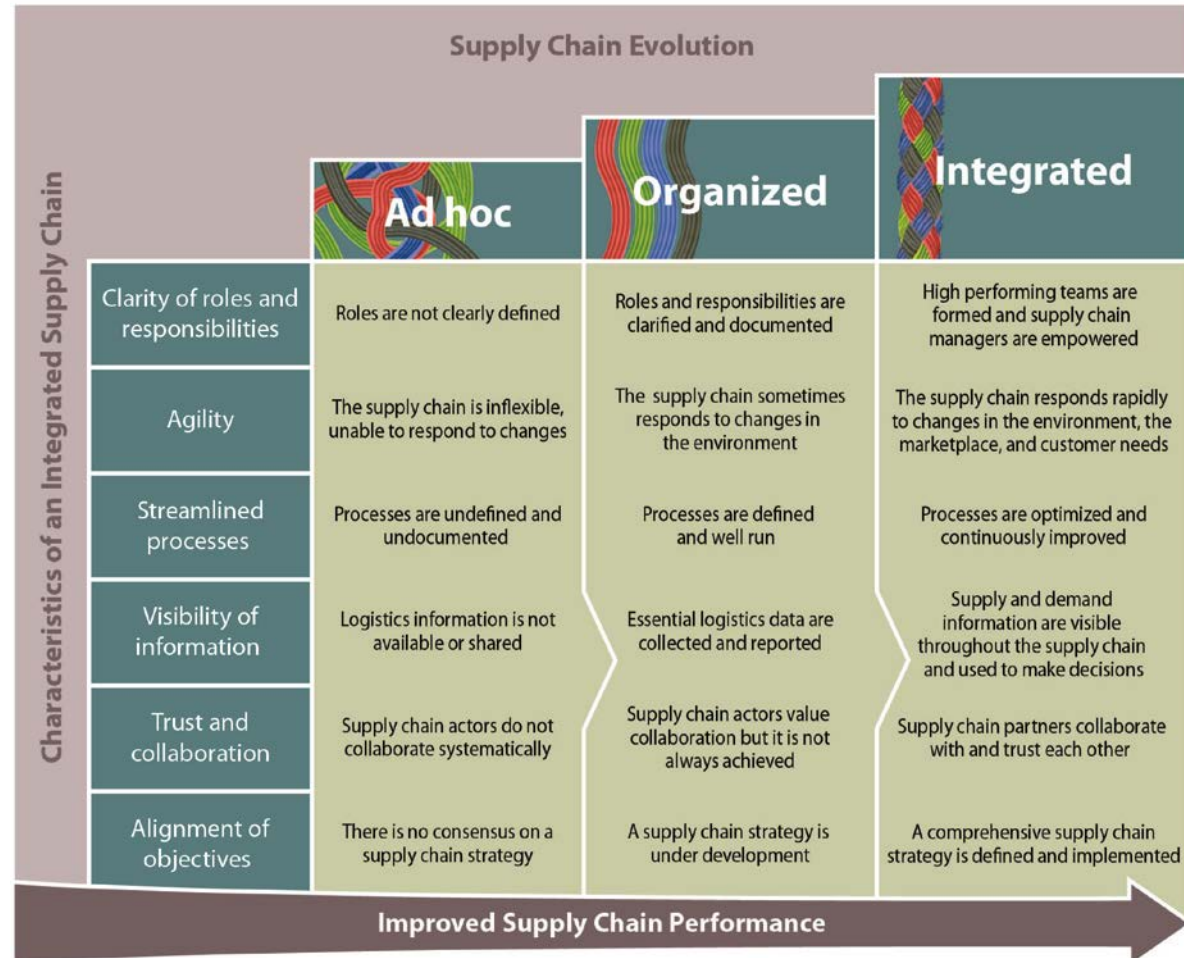
Aligning Objectives: Supply chain actors have a compatible vision, goals, and objectives to ensure consistency in direction
Collaborative environments help break down functional and organizational barriers

In Malawi, the **Enhanced Management** intervention brings together team members from different levels of the supply chain to create a **common vision, mission and performance benchmarks** around improved customer service. All teams have to **collaborate** in their efforts to achieve results.



The Pathway to Supply Chain Sustainability: An Integrated Supply Chain?

- SC4CCM defines a sustainable supply chain as one that displays the six characteristics of integration
- This framework forms the basis for SC4CCM to support programs to assess and plan for **scale-up, institutionalization and sustainability** of successful innovations by determining where they are in their evolution towards this goal of integration

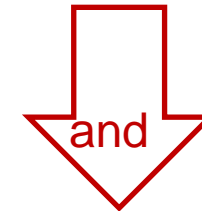
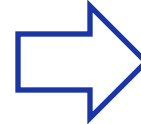


Source: John Snow, Inc.



Striving for Integrated Supply Chains

By translating the characteristics into supply chain strategies that work, programs can



Contribute to achieving MDG4 and other important health outcomes of ensuring that sick children receive appropriate treatment for common childhood illnesses



Thank you!

A wide-angle photograph of a large body of water, possibly a lake or sea, under a cloudy sky. The water is dark and calm. On the left side, there are dark green trees and bushes. The horizon is visible in the distance.

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