Professionalising Supply Chain Management To Improve Health System Performance

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Essential question

How can we make supply chain managers into true professionals serving health systems?
This should be a thing of the past!
We want to see THIS from now on!
Presentation contents

• Overview of Burkina Faso
• The importance of supply chains
• Main challenges
• Potential solutions
• Call to action
• Overview of Burkina Faso
  – General context
  – Health context
  – Pharmaceutical context
General context

• Sahelian country at the crossroads of West Africa (UEMOA, ECOWAS)
• No direct access to the sea
• 15,730,977 inhabitants, most of them impoverished
• Economy based on agriculture (cotton) and mining (gold)
• High dependence on extreme weather conditions
Health context

- High morbidity and mortality levels
- Main health threats: Malaria, HIV/AIDS, tuberculosis, meningitis (recurrent epidemics), acute respiratory infections, diarrhoea and non-communicable diseases (rising prevalence)
- Widespread use of traditional medicine
- National health policy adopted in 2000 and revised in 2010
Pharmaceutical context

- Imports predominate (99%), represent around €120 million/year
- Private and public systems of equal size (50% each)
- Vulnerability to counterfeit medical products
- Existence of an illicit medicine market (around 10% of the global market)
The importance of logistics chains
The complex needs of a health system

• Large number and great diversity of products
  – Medicines, including vaccines and other biological products (blood, organs, etc.)
  – Medical consumables or devices
  – Biomedical equipment
  – Reagents

• Logistics
  – Specificities of the chains (e.g. cold chain)
  – Best practices and standards
  – Performance requirements (shortages and expiration)
No logistics chain = no access to medicines

Medicine: a pillar of the public health system for the achievement of MDGs 4, 5 and 6

- Poor access
- Propagation of the epidemic
- Non-observance
- Resistance
• Main challenges
  – Logistics
  – Harmonisation of procedures
  – Human resources
CAMEG (Essential Generic Drugs and Medical Supplies Purchasing Center): supplies 3 university hospital centres, 9 regional hospital centers and 63 DRDs (district warehouse dispatchers). The DRDs supply 1,500 warehouses for MEGs (essential generic medicine)

• Strengths:
  – The CAMEG network’s storage and distribution capacities adhere to the sector’s best practices
  – Responsible pharmacists at all hospital centres and DRDs

• Weaknesses: end-of-chain effect
  – Many DRDs and MEG warehouses do not maintain the necessary pharmaceutical storage conditions (infrastructures, cold chain, transport logistics)
CAMEG distribution network

Map showing locations in Burkina Faso with labels such as Ouahigouya, Dédougou, Bobo-Dioulasso, Gaoua, and Ouagadougou. The map highlights various areas in the country with annotations indicating developmental projects and dates.
Harmonisation of procedures

- **Procurement partners in BF**
  - The State (public purchasing system)
  - Multilateral organisations: EU, WB, ADB, IDB, The Global Fund, UNITAID, etc.
  - Bilateral organisations: USAID, PEPFAR, CF, DFID, BTC, JICA, SIDA, etc.
  - Foundations: Clinton, Bill & Melinda Gates, Damien, etc.
  - United Nations agencies: UNICEF, UNFPA, UNDP, UNAids, etc.
  - Faith-based groups
  - NGOs: MSF, MSH, FHI, etc.

Large number of quality strategies
Model proposed for the pharmaceutical product supply system

Set up a national aid-coordination mechanism

Simplify, harmonise and align the partners’ technical and financial procedures

COMMON BASKET: Financing the offer at all levels of the pyramid or Financing the demand

Strengthen and make use of the existing national systems

Measure the results: Accessibility of quality medicine
The human factor in success

RESOURCE FLOW

Central Medical Stores

Intermediary Warehouse

Health Clinic

Community Based Distributor (CBD)

LOGISTICS INFORMATION FLOW

Logistics Management & Pipeline Report

Warehouse Report and & Order

Health Clinics Report & Order

Report of Community Based Distributor

Adapted from: USAID | DELIVER PROJECT

Management

Central Stores Manager

Warehouse Manager

Clinic Pharmacist or Nurse

Community Health Workers

CLIENTS
The major role of the human factor

Underqualified & disempowered staff managing public health supply chains

Poor availability of health commodities at facilities, waste resources

Supply chains poorly managed and insufficiently resources

Underperforming health programmes and unachieved health goals
The pharmaceutical chain is vulnerable to many unethical practices

- R&D and clinical trials
- Patents
- Manufacturing
- Registration
- Price-setting
- Selection
- Purchasing and imports
- Distribution
- Inspection
- Prescription
- Delivering
- Drug monitoring
- Promotion
- Unethical promotion
- Falsification data on innocuousness or effectiveness
- State capture
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Potential solutions
Basic training

- University of Ouagadougou
  - Pharmaceutical sector since 1991
  - Around 30 pharmacists per year
  - Training focused on public health, pharmacies and medical biology
  - Internship in pharmaceutical logistics in the 3rd year
Basic training (continued)

• National school of public health
  – State pharmacy assistant network (high school + three years of university) since 1995
  – Around 15 assistants per year
  – Training focused on public health and pharmaceutical preparations
Ongoing SCM training

- Health product supply chain management
  - Partnership: USAID/Deliver Project, Bioforce
  - First session: 2010 in Ouagadougou
  - 27 students from 15 countries (Sub-Saharan African and the Caribbean)
  - Third session: March 2012
Specialised training

- Diplôme Interuniversitaire de gestion des approvisionnements pharmaceutiques (DIU-GAPh or inter-university degree in pharmaceutical supply management) in the framework of efforts to stop the spread of HIV, malaria and tuberculosis in Sub-Saharan Africa

  - Partnership with WHO, UNICEF, UNAids, RAF/VIH, ACAME, UEMOA, CHMP, SOLTHIS, Health Ministry of Burkina Faso, University of Ouagadougou, ESTHER, SANOFI-AVENTIS, GSK and others
  - First session: 7 February to 5 March 2011
  - 40 students from 14 francophone countries in Africa
The need remains immense

- Professionalisation of logistics chain managers
- Training for all participants
- Harmonisation of practices at subregional level
Need for a new approach

- Involve a wide range of stakeholders from global, regional and national organisations

- Promote harmonisation of the approaches of health programmes and organisations at different levels
  - Promote professionalisation that recognises and integrates the diversity of the countries and the individuals managing the supplies
How to proceed

- Take into account all human resources of the health logistics chains
- Identify best practices and share information on professionalising logistics
- Identify the countries to be included in the professionalisation approach
- Develop a database of supply chain professionals
Burkina Faso applauds the “People that Deliver” Initiative and calls for:

• Studying and adopting the principles in the RHSC’s White Paper

• Harmonising approaches to professionalisation

• Creating a framework of support for professionalisation and harmonisation
THANK YOU FOR YOUR ATTENTION