Webinar:
The Essential Role of Health Supply Chain Workers in the COVID-19 Pandemic Response

June 10, 2020
Welcome

Wanda Jaskiewicz, Project Director, USAID HRH2030
Chemonics International
What we will discuss today

• Looking back, looking forward: health supply chains (HSC) pre-COVID, what has changed for HSC workers since the onset of the pandemic, and what will change post-COVID?
• What does a new working model look like in the health supply chain?
• What are the new competencies required for the frontline HSC workforce?
• What needs should be addressed for frontline HSC workers?
Presenters

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DIRECTOR
PHARMACEUTICAL SYSTEMS AFRICA, PEOPLE THAT DELIVER COALITION CHAIR

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PUBLIC HEALTH SUPPLY CHAIN INITIATIVE (ASCM)

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ADICIONAL MOZAMBIQUE

Dominique Zwinkels
EXECUTIVE MANAGER
PEOPLE THAT DELIVER
Webinar housekeeping

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<th>Meeting Topic:</th>
<th>The Essential Role of Health Supply Chain Workers in COVID-1</th>
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Type in your questions in the chat box
Who We Are

Chemonics International and People that Deliver
Chemonics International

Our mission is to promote meaningful change around the world to help people live healthier, more productive, and more independent lives.

- 5,000+ Employees Worldwide
- 90% Local Staff
- 1,299 Projects Since 1975
- 148 Countries Aided Since 1975
- 75 Countries with Current Projects
Opening Remarks

Lloyd Matowe, Director, Pharmaceutical Systems Africa
People that Deliver Coalition Chair
About People that Deliver

A global coalition that aims to create a competent, supported, and adequately staffed supply chain workforce that is deployed across the public and private sectors within the health system.

- Established in 2011 to advocate for a systematic approach to human resources (HR) for health supply chain management (SCM).
- A global coalition focused on technical leadership in HR for SCM.
- Member countries and organizations are the vehicles for the provision of services and funding.
Health Supply Chain Workforce

Who are health supply chain professionals?

- Pharmacists, logisticians, supply chain managers, data managers, warehouse and transport personnel, and many others – collectively tasked to ensure the appropriate commodity selection, forecasting, procurement, storage, distribution, and use of health products.

- Essential workers who often remain behind the scenes and miss out on recognition for their efforts.

- Clinical health staff in hospitals and clinics rely on the supplies that the health supply chain workforce delivers.
New Challenges Resulting from COVID-19

Current challenges

• High demand of COVID-related health commodities in addition to continuous supply of essential medicines

• Restrictions on movement (air, sea, and land)

• New way of managing supply chains in the era of social distancing

Short- and long-term challenges

• Specialized skills to ensure the quality, safety, and efficient procurement and supply of a new COVID-19 vaccine and repurposed medicines

• Massive supply chain management capacity needed once a drug is proven safe and effective at mitigating infection
Advocating for “HR4SCM”

PtD’s Theory of Change: To improve availability of health commodities, workforce performance needs optimizing through the following four pathways (adapted to the COVID-19 context).

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| **Staffing** | • Put in place detailed staffing and contingency plans (reconfiguration of staff and/or securing a larger pool of human resources  
• Forecast human resources’ staffing needs and workload |
| **Skills**     | • Provide training for new competencies required during and post pandemic.  
• Strengthen other SC-related skills (via free online courses) |
| **Working Conditions** | • Ensure occupational safety. Protection and safeguarding SC workforce not only from the virus, but also stigmatization and chronic stress  
• Provide psychosocial support |
| **Motivation** | • Involve workers in decisions related to new working processes, changes in shifts, work hours, and the work environment to increase ownership and give them an outlet to voice their needs and concerns.  
• Consider non-financial incentives, temporary salary increases (or hazard pay), compensation for overtime, other allowances, and/or additional time off |
Staffing and Skills
Lessons Learned from the Private Sector and Global Health Supply Chain Perspectives

Glenda Maitin and Peter Bolstorff
Association for Supply Chain Management
ASCM Global Health Supply Chain Initiative

The overall goal of this and future investments in Africa are to help build sustainable supply chain communities, dramatically scale the use and impact of the Global Health Supply Chain Maturity Model and associated community-driven best practices, and introduce globally recognized and locally adapted methods that build strategic capabilities within the Ministries of Health.

Grow supply chain communities locally, regionally, and globally by leveraging the ASCM membership and event engagement platform – measured by number of people engaged.

Increase the utilization of the Global Health Supply Chain Maturity model leveraging both facilitated and self-guided approaches; connectivity with other models; and alignment with the Ministries of Health five-year supply chain strategies – measured by number of survey submissions, goals achieved, and stories of impact.

Build strategic capabilities within the Ministries of Health staff through formal training and certification, transformational learning leveraging global standards, and program-specific mentoring and knowledge transfer – measured by number of people trained and trust level with Ministries of Health.
Lessons from COVID-19

The majority of ASCM corporations have a digital transformation roadmap, though none are defined the same. **COVID-19 amplified the need – it did not change it.**

**We know the best supply chains will:**

- Double down on digital investments
- Fully integrate risk management with synchronized planning
- Develop more effective public-private collaboration
- Re-balance global supply networks with Agility as a Competitive Advantage
- Update risk management playbooks for global health and climate change events
ASCM Global Health Supply Chain Focus

We know there is a great deal of investment going into the execution of COVID Testing; **ASCM GHSC is supporting the development of a Supply Chain Plan** to best leverage COVID-19 testing capacity, supplies, and general PPE.

That includes:

- Technical support to Ministries of Health on COVID-19 Response and Recovery
- Digitally delivered capacity building programs supporting improved supply chain planning capability
- Leveraging the Global Health Supply Chain Maturity Model to rapidly identify and resolve gaps in the COVID-19 supply chain planning process
- Current scope: Kenya, Nigeria, Senegal, and South Africa
Potential areas for collaboration

• Development and/or coordination of a Supply Chain Plan that synchronizes the tactical plan and execution of COVID-19 preparedness and response

• Leveraging maturity model to assist response teams with quickly identifying supply risks

• Facilitating collaborative workshops with donor teams and local implementation partners to undertake risk mitigation activities
Working Conditions
The Experience of Liberia’s Health Supply Chain Workers

Dr. Innocent Ibegbunam, Liberia Country Director, USAID Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM)
Background: COVID-19 in Liberia

March 16
Index case confirmed

March 21
National health emergency declared: social distancing and restriction of movements except for health workers and health facilities

April 9
State of Emergency, nation-wide lockdown and Incident Management System (IMS) implemented

Present
IMS established 14 Pillars including Logistics & Supplies for health product management
Health Supply Chain Workers Experience: Personal Protective Equipment (PPE)

- **New information** on stockpile of PPE from Ebola response
- Items being donated from **different sources**
- Initial **unavailability of PPE** at the warehouse to be used during distribution
# Health Supply Chain Workers Experience: Process and Approvals

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<th>Access</th>
<th>Approval</th>
<th>Communication</th>
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<td>Strong support and immediate issuance of access passes for distribution of health commodities</td>
<td>Electronic approvals for urgent distribution of health commodities</td>
<td>Active information sharing on product availability and dispatch</td>
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<th>Planning</th>
<th>Quantification</th>
<th>Response</th>
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<td>Disruption of regular health supply chain with attention to emergency supplies</td>
<td>Understanding how new products are quantified and dispatched</td>
<td>Need for urgent response took over the need for planning and tracking</td>
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## HR4SCM in Emergency Response – Way Forward

| Staffing | • Staffing to support increased reporting  
|          | • Temporary short-term staff to support with documentation |
| Skills   | • New product catalogue  
|          | • Costing for pandemics  
|          | • Packaging and handling of products for emergency response  
|          | • Coordinate and participate in virtual meetings and learning |
| Working Conditions | • Continuous supply of PPE for health workforce  
|          | • Technology to limit physical contact (e-LMIS, e-PODs, etc.)  
|          | • Safely dispose of unusable and expired items |
| Motivation | • Involving workers in decision-making and strategy  
|           | • Creating financial incentives to ease the strain during emergency response |
Motivation
Private sector approach in Mozambique

João Bernardo Carriço, Chief Executive Officer, Adicional Moçambique, Lda
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<th>8 national warehouses and operational teams</th>
<th>Backhaul and regional transportation</th>
<th>Recurrent and high frequency last mile routes in all provinces</th>
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<td>Supply chain management of health products, consumer goods, and agricultural products</td>
<td>Emergency state in Mozambique since April 1, 2020</td>
<td>424 positives and 126 recovered (by June 3rd)</td>
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COVID-19 Supply Chain Response Priorities

Protect and support the company’s workforce:
• Collect and share reliable and organized information on accurate and up-to-date protective measures.
• Train the workforce on protective measures to follow at the workplace and at home with their family. Made them accountable for it.

Protect the company business model and maintain on-going operations:
• Maintain the quality of our supply chain services during crisis
• Promote safe behavior, implement hard process controls, and prepare contingency plans for supply chain interruptions
Ongoing Measures

• **Remote work**: Back-office staff working from home with mobility tools and cloud-based applications.

• **Minimized staff interaction**: Segregated teams for last mile distribution, warehousing operations, and loading/unloading. Minimized staff rotations and direct contact with clients and suppliers.

• **Cleaning**: Spent additional effort on the disinfection of the tools and space.

• **Invest in digital tools and processes**: Enhanced digitalization of key supply chain processes and promoted more web conferencing with supply chain workers to understand their concerns, fears, and suggestions.
Future Challenges

How to maintain productivity among staff working at home

• Improve control over objectives.
• Share more information about the company’s goals and how their work contributes to them.
• Hold regular meetings with individuals to understand if the processes are being followed and people are able to focus.

How and when to migrate to less contained scenarios

• Raise each supply chain worker’s individual awareness level of COVID-19 to decrease big group interactions
• Group awareness that COVID-19 is a challenge to overcome not a problem to hide or run away from.
Lessons from COVID-19

• Don’t lose the momentum around the digitalization and simplification of processes.
• Train people to develop more IT skills.
• Catch “crisis opportunities” to develop further business afterwards.
  • Public sector enables more outsourcing opportunities in unstable scenarios.
  • Fewer players means more market opportunities.
  • Good work in difficult circumstances is always well appreciated and rewarded.
  • Better prepared companies have more success in extreme environments and challenges.
  • Accommodate profit margins to help clients in trouble.
Discussion and Q&A
Closing Remarks

Dominique Zwinkels, Executive Manager, People that Deliver
PtD Guidelines and resources

For health supply chain professional
• Seek information only from credible sources
• List of COVID-19 related resources pertinent to the health supply chain workforce available on PtD’s website

For policy makers, donors, and SC companies
• Include considerations for health supply chain workers in your business continuity plans
• Consider staffing, skills, working conditions, and the motivation of your health supply chain workers

Advocacy Brief
• PtD’s advocacy brief highlights the essential role played by health SC workers and how to apply the four HR for SCM pathways in the context of COVID-19