

STEP 2.0

A guide to Your transformation challenge

WHAT IS STEP 2.0?

STEP 2.0 is a change-management programme that enhances the leadership skills of public sector health supply chain managers in low- and middle-income countries (LMICs).

It blends elements of self-paced learning and facilitator-

led training and prepares participants to apply the leadership skills they develop in their working environments.

The programme empowers decision makers to lead their teams through complex supply chain (SC) challenges to increase efficiency and improve

access to health commodities.

What makes STEP 2.0 particularly unique is that it pairs public sector supply chain managers – the participants – with private sector supply chain experts – the coaches.

The objectives of STEP 2.0

Develop the leadership capabilities of public-sector supply chain leaders so that the country's health supply chain can provide its population with the health commodities it needs

Work with leaders to provide solutions to real supply chain problems that have defied resolution in the past

Lead workplace improvements by focusing on your transformation challenge

Complement national supply chain strategies by maximising the effectiveness of the health supply chain workforce



HOW STEP 2.0 SUPPORTS PARTICIPANTS

ONE-TO-ONE PRIVATE SECTOR COACHING (ONLINE)

The role of the coaches is to guide their teams and assist, encourage and support participants in the implementation of their YTCs. Coaches and participants meet about once per week during the preparation phase to help participants select and define their YTC.

Participants share their YTC assignments with the coaches using the learning management system and email. Coaches are responsible for their team's progress and success, and ultimately are responsible for graduating each participant in their team.

MONTHLY DISCUSSION FORUMS (PARTICIPANT/ COACH/FACILITATOR)

Monthly discussion forums ensure participant accountability and ensure that progress towards implementing the YTC is made. These forums also showcase the work being done to donors, partners and stakeholders. During the forums, each team member presents their YTC; this helps to uncover the uncertainties participants face and troubleshoot common challenges.

FACILITATOR AND MANAGEMENT SUPPORT

As well as from the coaches, participants also receive support from the facilitators. The role of facilitators is to monitor the progress of participants, assisting the coaches as required, and to guide the forums.

How is the STEP 2.0 programme structured?

Programme preparation assignments
Online
(4-6 weeks)

Leadership workshop
In person
(5 days)

Skills application
Online
(4 months)

YOUR TRANSFORMATION CHALLENGE (YTC)

WHAT IS IT?

At the heart of the STEP 2.0 programme is *your transformation challenge* (YTC). This is a structured, step-by-step process in which participants identify a supply chain obstacle their organisation is facing and, along with their assigned private-sector coach, develop and implement a plan to lead their team through the challenge.

The leadership and change management skills developed through the programme serve participants well to lead their teams through the challenge and enable the organisation to thrive.

WHY IS IT IMPORTANT?

Your transformation challenge enables participants to identify the most-significant supply chain obstacles – those that are limiting access to health commodities – and to work with a coach to overcome them. Addressing supply chain obstacles gives health supply chain organisations every chance to improve the delivery of health commodities and increase health outcomes in the country.

WHO SHOULD BE INVOLVED IN THE SELECTION OF YTC?

If transformation challenge implementation plans are to be sustainable and endorsed by the participant's organisation, they should align with organisational strategies. It is therefore recommended that senior leadership is involved in the selection of the transformation challenges; this way the organisation can really help to maximise the impact of the participant's STEP 2.0 experience.

What do the transformation challenges focus on?

The transformation challenges always focus on health supply chain obstacles and typically fall within one of six categories:



Data



Warehouse management/last-mile delivery



People (recruitment/training/retention)



Private-sector engagement



Storage



System design

WHAT TO CONSIDER WHEN CHOOSING YTC

- 1. Align with organisational strategies and plans**

If the YTC plans are to be successfully implemented in the participants' organisation it is essential that the areas in which they fall are priorities for senior leadership. If the YTCs align with organisational plans and strategies, their implementation plans are more likely to be prioritised and fulfilled, and their targets achieved.
- 2. Involve senior leadership in the selection process**

STEP 2.0 was designed to affect long-term change. If YTCs are to be fully implemented over a sustained period, the buy-in of senior leadership is vital. This goes hand in hand with ensuring YTCs align with organisational plans and strategies.
- 3. Identify areas for which participants are responsible**

STEP 2.0 works to refine leadership capacity by enhancing the ability to influence situations and contexts. For YTC to be successfully implemented, participants should either have direct responsibility over the area in question or have a high degree of influence.
- 4. Be specific**

Do not try to solve world peace. As many of the influencing skills will be new or unfamiliar to participants, YTCs should be limited in scope. Ensure your target is achievable when applying STEP 2.0 tools for the first time; start small and gradually aim to tackle larger and larger challenges.
- 5. Make it measurable**

YTC should lead to a measurable impact and workplace change. This means having a specific objective that is attainable and against which progress can be tracked.
- 6. What keeps you up at night?**

If you are still stuck and can't decide, ask yourself: Which workplace challenge am I most concerned about? What keeps me up at night?

HOW OTHER COUNTRIES HAVE USED STEP 2.0

RWANDA

In 2023, 25 participants from Rwanda Medical Supply Ltd (RMS) graduated from the STEP 2.0 programme.

Rwanda RMS leadership was highly involved in the pre-preparation phase and discussed with STEP 2.0 facilitators the organisation's areas of focus and those on which participants should focus their transformation challenges. It was based on these discussions and this thought process that RMS decided on the specific YTCs to focus on. These included:

- Employee turnover
- Low-quality data
- Manual processes
- Manufacturer relations
- Private sector engagement

THE CHALLENGES IDENTIFIED BY RMS

- How to streamline processes to encourage more manufacturers to engage directly with RMS (through the lens of finance, procurement, quantification and receiving)
- How to improve data quality for forecasting of essential medicines from 69% (fair) to 85% (excellent)
- How to increase product availability from 80% to 95% by June 2024 at RMS Musanze Branch
- How to produce accurate monthly inventory and receivable reconciliation reports on time to improve cash flow projections and payment processes for better financial management decisions
- How to improve the competencies of RMS staff and keep them committed to the institution's performance and growth

During the workshop, the private-sector coaches helped participants to refine their action plans, which were central to the implementation of their YTCs.

PARTICIPANT SPOTLIGHT

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Our transformation challenge was collectively refined to how we can streamline our processes to make them more conducive for manufacturers to directly engage with RMS. This shift in focus allowed us to deep dive into our internal processes and identify key areas for improvement. The transformation challenge has equipped us with valuable insights and we anticipate several positive outcomes such as fast payment of our suppliers, quick deliveries, fair prices, attractive discounts, positioning RMS as a priority among other buyers, value for money and becoming an attractive buyer in the eyes of new manufacturers.

As we move forward, the outcomes anticipated will guide our actions ensuring that we not only embrace change, but we make it an integral part of our institution's DNA.

Murwanashyaka Jackson, STEP 2.0 participant

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UGANDA

In 2022, 25 participants graduated from the STEP 2.0 programme in Uganda. Twelve participants came from the Ugandan government while the rest came from non-governmental organisations (NGOs), hospitals, foundations and private pharmaceutical companies.

Participants were asked to complete pre-workshop assignments, which included personality assessments, leadership style assessments, and questions to identify preferred learning style and potential transformation challenges. The facilitators and coaches used this information to tailor the programme; one significant addition was the inclusion of real life examples from the facilitators' careers, which helped participants turn theory into practice.

Of the twenty-five participants who enrolled in the programme, twenty-one (84%) successfully implemented their transformation challenges.

YTC EXAMPLE #1

To improve ordering, forecasting and reporting in health facilities in Apac District

Results

- One-on-one mentorships been adopted
- Departmental heads are involved in ordering.
- A daily orders submission status dashboard is in place
- Order submission increased from 40% to 93% within three months of the transformation challenge implementation



YTC EXAMPLE #2

To improve patient access to life saving medicines and reduce wastage through inventory management processes in tuberculosis, malaria and HIV programmes

Results

- The acceptance of cyclic review meetings with various agencies, which was central to the success of the transformation challenge
- The avoidance of a looming stockout of a key anti-retroviral medicine during a crisis

YTC EXAMPLE #3

Act as a change agent to ensure a smooth transition to digitalise the procurement process in the Uganda National Expanded Program on Immunisation (UNEPI).

Results

- Awareness among MoH and UNEPI providers of the need for digitalisation
- Registration of prequalified providers on the system
- Self-bidder registration is ongoing, which continues to ease the solicitation process
- The availability of existing framework agreements, having been uploaded to the system, which facilitates the contracting process

ZAMBIA VIRTUAL STEP 2.0

In response to the COVID-19 pandemic a virtual version of STEP 2.0 was developed to allow the continued delivery of the programme. The inaugural vSTEP 2.0 programme was delivered from October 2021 to March 2022, engaging 30 immunisation supply chain professionals from Zambia.

The facilitators worked closely with Zambia's Ministry of Health (MoH) to select 30 participants responsible for the performance of the vaccine supply chain network across Zambia.

PARTICIPANT YTC TOPICS

- Improving COVID-19 vaccination coverage
- Logistimo use for management of immunisation data
- Management of vaccine stockouts
- Management of cold chain equipment
- Vaccine wastage
- Government funding
- Staff retention

The involvement with MoH senior officials ensured that the staff and YTCs selected aligned with the government's strategic priorities for health systems, ensuring accountability and increasing engagement. The delegates were selected from the district, provincial and national levels of the health system and across all ten provinces in the country.

YTC EXAMPLE #1

Increase use of Logistimo in all (19) health facilities in Limulunga district

Results

- Logistimo software failure was resolved
- Capacity building technical support on Logistimo use for the district health office pharmacist was provided
- As of 1 March, 2022, all three orders for child vaccines made in 2022 were done through Logistimo

YTC EXAMPLE #2

Stockout reduction (from 30% to 0%) in BCG vaccine in the 20 health facilities in Mpika district

Results

- 20 staff in facilities were trained to complete vaccine returns forms, which help quantify needs and can be used to determine the minimum stock levels required
- Reporting forms became accessible and were available at facilities
- There was an increase in the number of on-time report submissions

YTC EXAMPLE #3

Reduce the high turnover rate (57%) of district pharmacy managers in Eastern Province in Zambia

Results

- A campaign was launched to make staff aware of staff development opportunities, such as training
- Advocacy for increased staffing helped to improve the organisational structure

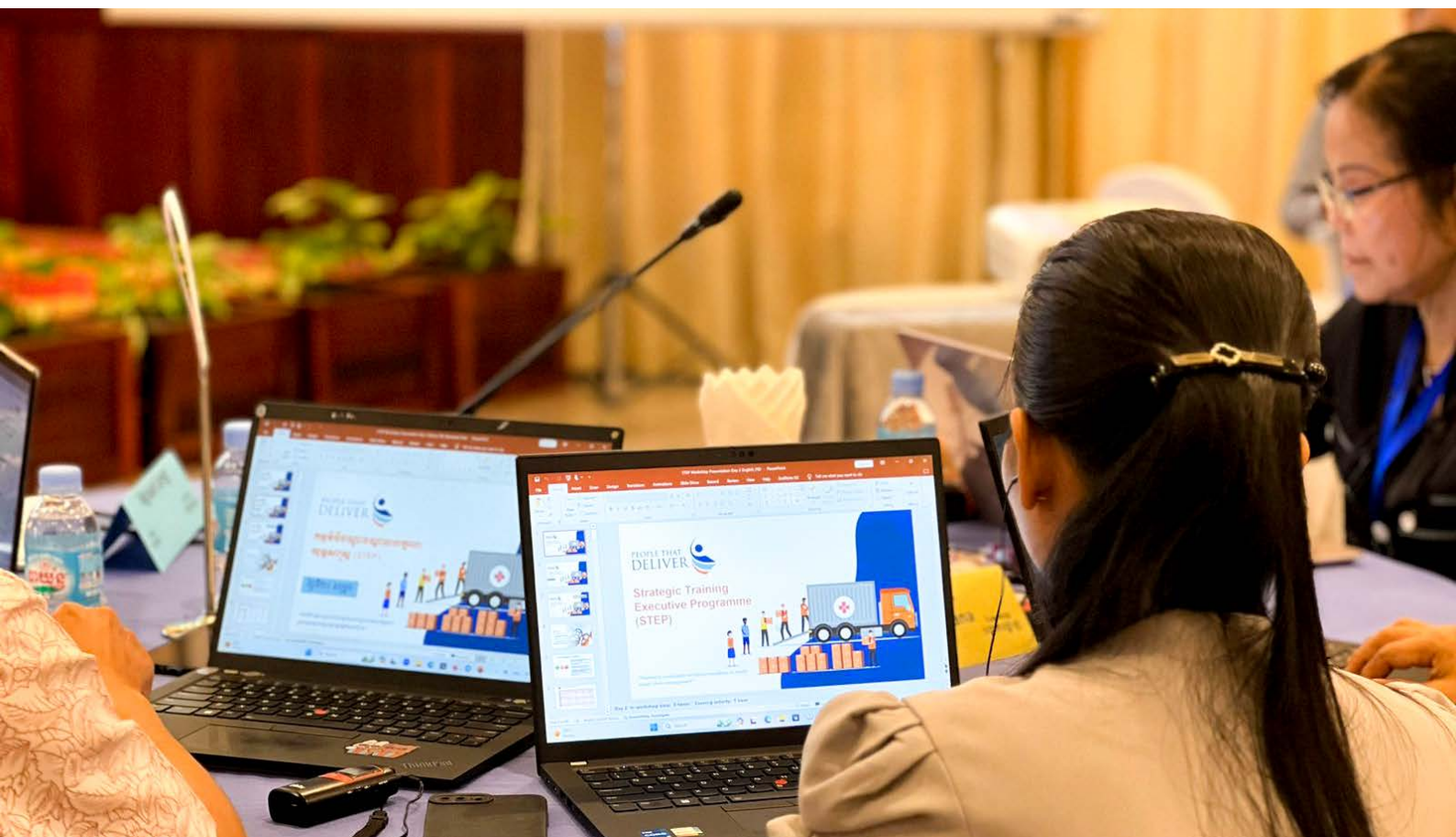
PARTICIPANT SPOTLIGHT

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Learning from private sector supply chain professionals has opened up my mind to a broader way of approaching situations that arise in supply chains; there is always more than one way of approaching situations and coming up with solutions.

Ezelia Nkhoma, STEP 2.0 participant

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