2014 Conference on Health and Humanitarian Logistics

Wed, 4 June - Workshop session 1, 14:00-15:30

Health System Transportation

Riders for Health

2014
End-to-end transport solutions for improved health care delivery

• Topics for today: Discuss the crucial role that transportation plays in ensuring quality health care delivery and access

• What do we know about this discussion topic?
  • Access is particularly challenging throughout rural areas
  • Overwhelming tendency for vehicles to break down before the end of their mechanical life.
  • Breakdowns thwart health care delivery efforts and cause many costly bottlenecks in systems
  • Despite this, transportation is not carefully considered or planned for as a major support area (or building block) for the health system.

• Goals for today: Build on this diversity of expertise in the audience to elevate the issue of transport, share experiences, highlight successes and innovation as well as challenges, and learn from each other

• Impact: We hope that the information discussed will help prioritise transport and influence policy, planning and budgeting, accordingly
Why is reliable transport critical to the health system?

Without reliable transport all the money that is invested in medicines, supplies, commodities, as well as trained health professionals, will be wasted because they will fail to get to where they are needed on time.
Introductions

Name

Organisation

What you’re hoping to learn today
What is Riders for Health?

Riders is a not-for-profit social enterprise that manages transport operating in African health systems.

Focused on providing reliable, scalable, cost-efficient and appropriate transport solutions

Emphasis on rural access and experts in difficult terrain

Partner with ministries of health (MoHs) and other health partners in 7 countries
OUR MISSION IS TO MAKE THE LAST MILE THE MOST IMPORTANT MILE IN HEALTH CARE DELIVERY: CREATING, SHOWING AND SHARING THE SOLUTIONS FOR ACHIEVING TRULY EQUITABLE HEALTH CARE.
Our principles

• Offer outsourced end-to-end transport solutions to the MoH and other partners to improve efficiency/coverage of health services
• Upfront planning using measurable and budgeted costs
• Training and procurement
• Preventive maintenance on an outreach basis
Ambulances are available for referrals

Supply Chain Management

No more stock outs caused by lack of transport

Patients have access to lab services at the PHC facility (refer sample, not patient)

Sample Transport

PHC and community workers can reach patients for education and follow up

Riders' role in health system

Riders Transport Management

Patient Referrals

Community Outreach
Background on Riders’ Programme in The Gambia

• Partner: Ministry of Health and Social Welfare
• Setting: The Gambia, a country with long distances and lack of reliable transport, causing gaps in the health care delivery system
Financing of vehicle procurement and programme set-up

- Riders approached Nigeria-based Guaranty Trust (GT) Bank to provide $2.2 million loan at low interest rate through credit guarantees from the Skoll Foundation.
- Through Skoll’s guarantees and assumption of foreign exchange risk, Riders secured capital for fleet procurement and programme setup, paid back by MoHSW over time to overcome annual budget constraints.
2009: Riders initiated a national full-service leasing program with the MoHSW. Fleet of 153 new vehicles, including 36 Ford Everest ambulances that are owned and managed by Riders at a not-for-profit rate.

Vehicle management programme includes training, driver employment, preventive maintenance, fuel and close monitoring of vehicle usage.

Previously, each health centre had one ambulance that was repaired only when broken down and a limited monthly fuel allocation.

153 new four-wheeled vehicles and motorcycles distributed by MoHSW throughout the country.
Riders’ CPK payment method aligns incentives in the PPP.

- Assumes asset risk
- Paid when vehicles are functional
- Consistent stream of funding

- Major social impact
- One-time investment is repaid

- Consistent loan repayment
- Profitable loan with guarantee

- Universal health coverage
- Only pay for kms travelled
- Reduce unnecessary trips

PPP
Transport: a useful tool in the health system

Riders’ transport is used by the MoHSW to:

- Conduct outreach clinics used to deliver pre- and post-natal care to women in rural areas
- Carry out mass immunisation campaigns
- Mobilise outreach health workers on motorcycles to reach patients with medicines, supplies (e.g. bed nets), and health education
- Complete emergency referrals from minor health centres to major health centres and hospitals
- Supervise health workers and programmes.
The impact in numbers...
Just two negligent breakdowns in over 10 million kilometres travelled.
Health workers spend 50% more time doing outreach work. This means they can visit 3 times more villages each week.
76% of outreach health workers reach villages they were previously unable to reach due to distance or terrain, potential to see 5,000 extra people every week.
Number of outreach clinics cancelled has been reduced by 63%. No outreach clinic has been cancelled due to transport or fuel constraints.

(Previously 32% cancellations)
11% more referrals from health centres to hospitals are completed.
Better access to health care for 1.7 million men, women and children across The Gambia.
Employment of 195 staff members, including a female technician apprenticeship, all Gambian Nationals
Riders’ services

Riders work in seven countries in sub-Saharan Africa providing ongoing contracted transport services with MoHs and health partners at a not-for-profit fee

• Fleet management and maintenance
• Sample Transport
• Supply chain distribution
• Emergency referrals

Outside of our current footprint, we can also offer one-off services and consultancy:

• Fleet and logistics planning and budgeting – from procurement to asset disposal/replacement
• Fleet assessments
• Procurement of vehicles, protective clothing and equipment
• Training
• Checking of fleet/transport plans and budgets
Questions?
Transport Planning

Your experience?
The aims of transport planning:

• Strengthen the health system
• Create value for money (cost effectiveness with limited resources)
• Accurately budget for transport
• Appropriate selection of vehicles and training for vehicle users
Why use a preventive maintenance system?

Preventive maintenance regularly replaces parts on your vehicles before they break down to achieve:

- The most **cost-effective** way of running your vehicles for the longest possible time
- Fewer breakdowns and accidents due to regular servicing and driver training
- Increased **frequency of follow-up visits** by health workers
- Increased **coverage** and distance travelled as health workers reach further communities.
Budgeting for a managed transport system

• Most partners budget for transport in different activities, making it difficult to know total cost.

• Transport cost areas include:
  1) Vehicle purchase/procurement
  2) Transport staff costs: Drivers, administrators, and others
  3) Maintenance/labour and replacement parts
  4) Fuel
  5) Insurance

• Transport can be difficult to predict, leading to lack of funds to repair vehicles, compromising health care delivery BUT preventive maintenance enables predictable budgets.
Vehicle procurement costs include the following components:

- Vehicle and any modifications (e.g. ambulance)
- Shipping and overland transport to destination in country
- Clearing agent fees
- Import duties and any additional taxes

Suggestion: it is good to compare in-country and out-of-country prices to secure the best purchase price, as in-country suppliers often significantly mark up the prices.
Transport staff costs include the following components:

- Drivers/riders or any staff assigned to a vehicle
- Contribution to staff costs for any staff related to vehicles (e.g. accountant or administrator who manages fuel)
- Training costs to ensure drivers/riders operate vehicles safely in difficult terrain and carry out basic maintenance
- Protective riding gear for each motorcycle rider

Suggestion: Riders has found that annual refresher training is effective at reducing the number of breakdowns and accidents.
Preventive maintenance is critical to prolonging the life of the vehicle. To estimate preventive maintenance costs:

- Get quote from supplier for regular maintenance every 5,000kms for vehicles and 1,000kms for motorcycles, including parts and labour.
- Add estimate for repairs due to any breakdowns/accidents.

Suggestion: Ask suppliers if they can conduct minor maintenance on an outreach basis, which can save you time and money.
Fuel costs are dependent on distance travelled and fuel efficiency, which is calculated based upon:

- Kilometres per month per vehicle
- Fuel efficiency for each vehicle type, which can vary due to road quality and type of terrain

Suggestion: use log books to track fuel efficiency over time in the exact geographic area where the vehicle is used.
#5- Insurance

Insurance should be included to provide two different types of coverage:

• Comprehensive insurance for all motor vehicles and motorcycles
• Personal accident cover for all drivers and riders

Suggestion: assign vehicles/motorcycles to riders/drivers to promote accountability for accidents and incidents rather than a vehicle pool.
Wrap-up

• Transport planning requires many inputs/assumptions.
• In reality, it is impossible to accurately estimate these costs at the beginning of a project. Better budgets require expenditure tracking over time and scenario planning.
• Preventive maintenance using genuine parts may be more expensive in the short-term but will help reduce breakdowns and extend the life of the vehicle.
Conclusions

- Preventive maintenance helps smooth the costs of maintenance/repairs over the lifetime of the vehicle.
- Sufficient budgeting is critical to ensuring vehicles are available for health care delivery whenever they’re needed.
Group Activity
Group Activity

• Each group should have 4-8 people each
• Supplies per Group
  • Large sheet of paper
  • Markers
  • Sticky Notes
  • Small sticky pads
Instructions for activity

• **Step 1: Choose/indicate the problem you are trying to solve**
  a) Vehicle for emergency referrals from community to district hospital
  b) Vehicle for supply distribution at the last mile
  c) Vehicle for sample transportation
  d) Vehicle for supportive supervision
  e) Wild card—vehicle for all activities from province/district down to community level

• **Step 2: Design a vehicle fit for purpose to solve your problem**
  • Include drawing and where it fits within the health system

• **Step 3: What would be the setup and running costs of this system?**

• **Step 4: What other resources would you need to implement this transport solution?**

• **Step 5: Who else would help you implement this system?**
  Examples: Government, NGOs, CBOs, local authorities, private sector
Instructions for activity, cont.

• You have 20 minutes to work on the activity

• Then each group elect representative(s) to walk everyone through your design, etc.

• Each representative(s) will have 10 minutes to explain to the group their transport innovation

• Everyone else will then have 15 minutes to rotate through each group’s design

• Group discussion
Group discussion

• What are some impressions you had?

• What did you learn?

• What were you surprised by?

• Are these designs possible in resource-limited settings?
Final thoughts

• We all work in different sectors and needs, but it is important to cross lines to understand complexities and mechanisms of health care delivery

• Within each large-scale design, all of us are working to ensure quality treatment, supplies or service at or between the links

• Just like our process of designing these transport systems, the steps to progress are messy, reactive and a product of collaboration

• Transportation is not a secondary issue. It determines the line between success and failure, which may be a matter of life and death or opportunity gained and lost

• Please advocate for transport in your health care delivery systems!
Thank you

For more information, please contact

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