Health supply chain capacity strengthening

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"Commodities are available at service delivery points to meet needs in the most cost effective way possible"

Source: Building Human Resources for Supply Chain Management Theory of Change
Element in Supply Chain

Policy and Regulations
Systems
People

Visibility
Velocity
Variability
Subject matter

Supply Chain Evolution

Ad hoc
Organized
Integrated

Clarity of roles and responsibilities
Roles are not clearly defined
Roles and responsibilities are clarified and documented
High performing teams are formed and supply chain managers are empowered

Agility
The supply chain is inflexible, unable to respond to changes in
The supply chain sometimes responds to changes in
The supply chain responds rapidly to changes in the environment, the

Streamlined processes
Processes are optimized and continuously improved
Supply and demand information are visible and used to make decisions
Supply chain partners collaborate with and trust each other

Visibility
Visibility of information
Supply chain actors do not collaborate systematically
Supply chain actors value collaboration but it is not always achieved
A comprehensive supply chain strategy is defined and implemented

Trust and collaboration
There is no consensus on a supply chain strategy
A supply chain strategy is under development

Alignment of objectives

Level of SC Maturity

Complexity of SC architecture

Source: The JSI Framework for Integrated Supply Chain Management in Public Health
Components for capacity strengthening

- LMIS & IT
- Policy & HR4SCM
- Health SC Capacity Development
- Facility Equipment
- R&D Education
- Investment
Human Resources for Supply Chain Management
Theory of Change
Rapid Assessment and Training Needs Analysis
The study generated key evidence on the need to strengthen the institutional, organizational, and individual capacities for skilled and empowered public Health supply chain personnel.
Key findings of HR4SCM

Articulation of the health supply chain system and health priorities

- MOPH is the main key player.
- There are 5 Health Priorities.
- Current SCM is between Ad hoc and organized stages.

Capacity for planning and managing human resources for health

- There is a People Excellence Strategy.
- No specific plan or management on HR4SCM.
- No specific mention on workforce for supply chain.

Level of investment made for effective HR4SCM and competency-based training

- 4 Excellence Strategies from MOPH.
- No evidence on expenditure of health workforce in SCM.
- No evidence of competency-based trainings.
- No reference to any health SC competency framework.

Training needs and training capacity in country to improve supply chain performance

- Trainings and degrees (HA and Mahidol University).
- Short-terms and long-terms programs (NVI and LogHealth).
The Current situation of HR4SCM

**Government-led**

- **National**
  - Aware of the importance of logistics but **still manual**
  - About to move forward to systematic management but **no fully support logistics HR department, No tools**

- **Sub-national**
  - GOV owned organization tend to be aware of but **no action plan**
  - **No supply chain position**, OJT, work overload, classic problems in inventory and transport

- **District and Health Facilities**
  - **Professional skills**, e.g. nurse, pharmacist, need to play logistics role
  - HR4SCM is available at **unit own expenses**

**Private sector**

- **Private Sector**
  - **Awareness is evidenced** and OJT and action plan are provided
  - **HRD is necessary**
Key factors to consider

### Critical gaps

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<tr>
<th>Gap Description</th>
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<tr>
<td>National Logistics and SC strategy is mainly focused on industrial sector but <em>not</em> on healthcare sector</td>
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<td>Fragmented supply chain system across the various health programs</td>
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<td>There is certain level of central coordination unit but <em>not</em> focus on health supply chain</td>
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<td>In healthcare system, there are only strategy and policy to support HRH but <em>not</em> HR4SCM</td>
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<td>No HR4SCM plan – no Health SC positions in the public health system</td>
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<td>No Health supply chain professionals</td>
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<td>Public health supply chain training is available, but the expenses are on the hospital's own expenses</td>
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### Opportunities

- Development partners and stakeholders *acknowledged the importance of a strong supply chain system*
- Global health security requires robust supply chain – Covid-19 pandemic
- **Local champions** in Thailand: Mahidol University, and MOPH
The current status (Driving to the plans)

1. A MOPH committee in health IT which logistics in one of the backbones.

2. A Research program enforcing healthcare logistics by National Research Council of Thailand (Research to policy)
   - A healthcare logistics training program with certificate by Healthcare Accreditation Institute, MOPH
   - MAHIDOL curriculum in healthcare supply chain

3. No health industry in the National Logistics Masterplan

The strategic move and actions toward the goal

Take this pandemic crisis as the opportunity to propose logistics policy, specifically in medical products distributions, and deploy it cross-functionally

1. Create a logistics steering committee for health supply chain

2. Propose health logistics and supply chain to be put in the National Logistics masterplan
   (in the dimension of logistics capacity building)
Recommendations and Action Plans

Build network and cooperation among SC Stakeholders
1. Create a functional network among SC stakeholders
2. Collaborate public sector, educational institute, and professional org.
3. Build cluster among hospitals and regular meeting on knowledge sharing
4. Promoting synergy between each other’s differential strength

Promote sustainable workforce development
1. Conduct HR4SCM rapid assessment, perform a workforce optimization exercise and review existing SOPs for SC activities
2. Review and clarify current job descriptions and add logistic and SC position where applicable
3. Improve the key performance indicators (KPIs) linked to each job description to ensure the data is obtainable
4. Develop and implement the competency-based training programs for SCM and establish new organizational culture

Increase performance and retention
1. Develop competency by organizing standard competency compendium for SCM
2. Review JD for SCM, available courses, and develop education and training plan programs with MOPH hospitals and healthcare industry

Develop continuous professionalization
1. Support and encourage health workforce continuous education
2. Create a platform for updating policies and strategy on supply chain
3. Create a social network / forum for SC workforce to share ideas, experience, which help to enhance the SC performance

Optimize policies and plans
1. Review and improve national strategic plan and HRH strategy using results from HR4SCM assessment
2. Develop HR4SCM strategy and HR plan then estimate and develop appropriate HR budgets
3. Develop action plan to enhance SCM system and HR4SCM

Health SCM Professional organization

HR4SCM Steering Committee

Stakeholder Mapping
Proposed Roadmap

**1st Priority**
- Build network and cooperation among SC stakeholders while optimize policies and plans
- Create an effective steering committee to drive HR4SCM

**2nd Priority**
- Promote sustainable workforce development
- Monitor and assess workforce development

**3rd Priority**
- Increase performance and retention
- Investing in human resources; trainings

**4th Priority**
- Develop continuous professionalization of SCM
- Supporting continuous education

**Present**
- Big gap of SCM between public and private sector
- Awareness of importance of HR4SCM but the position is not available at the public sector
- Have plans, policies and strategies for improvement, but lack of enforcement and implementations
Training Strategy

- Needed positions + Competency
  - Existing staff
  - In-service trainings
  - Face-to-face (60%)
  - E-learning and assessment tools (15%)
  - SC upskill and reskill platform
  - Collaboration platform for supportive supervision, coaching, etc. (25%)
- New generation of SC staff
  - Pre-service trainings
Health SC Capacity Strengthen for Mass Vaccination

- Immunization Platforms
- Cold Chain Equipment Capacity
- Strategic Logistics Partners
- Clear Country level Operational guideline

“Visibility”
- Centralized Gov-led
- Research Innovation

Readiness and Upgrade
Key challenges in SC Capacity Strengthening

- Work toward increasing Supply Chain maturity level
- Health SC Ecosystem
  - People
    - Lack of Health **Policy** focusing on developing Heath SC
      - **HR4SCM** with clear workforce development, JD, and career path
    - Health SCM Professional organization
  - Systems
    - Infrastructure and facility readiness and capacity
    - Advancement of Information Technology
    - Training platform