

Supply Chain Management 102 Webinar

Capacity Development Considerations – Human Resources for Supply Chain

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PEOPLE THAT
DELIVER



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Overview

- Why do we need to consider health supply chain workforce?
- PtD Theory of change to Optimise workforce performance
- PtD Professionalization framework to stimulate the market
- Strategic Training Executive Program to train leaders



What health supply chain workforce issues are you currently experiencing where you work?



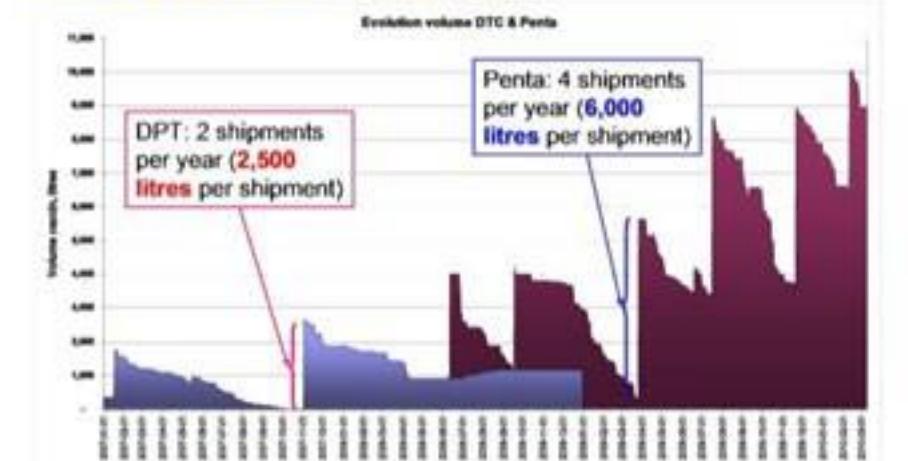
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Why do we focus on HR for SCM?



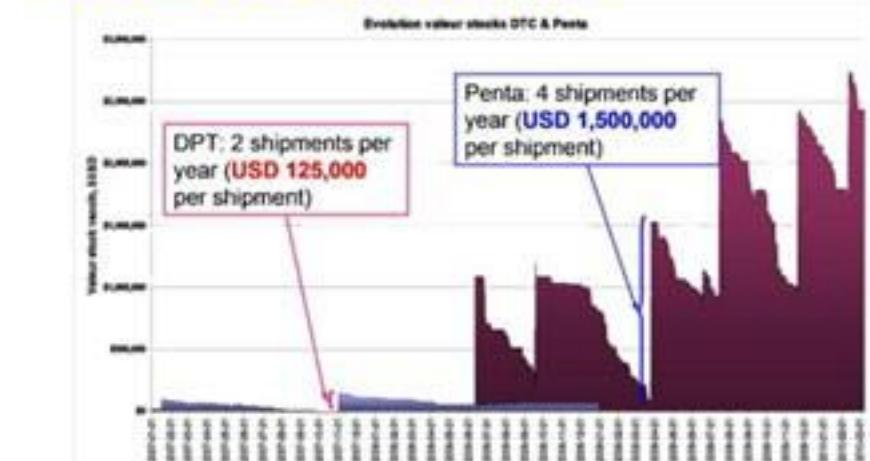
Increasing pressure on health supply chains

Increased workload...



New vaccine introduction resulted in a **5-fold increase of the workload** at central level!

Increased values at stake!



New vaccine introduction resulted in a **24-fold increase of the value** of vaccines stored at central level!

24-fold increase in the value of new vaccines introduced into a country...

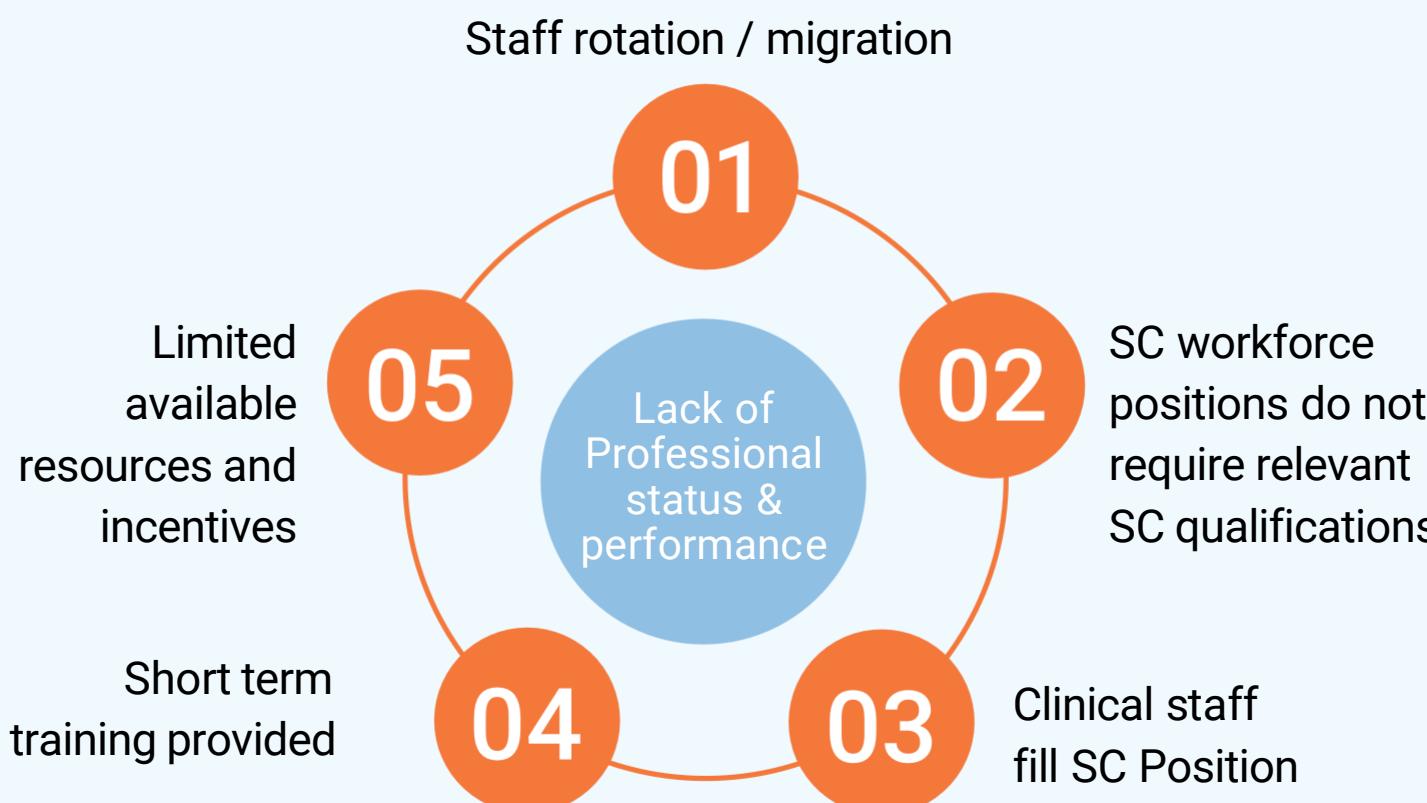
... resulted in a 5-fold increase in the workload for supply chain management

Lack of professional status and performance

Health supply chains are a key enabler for increasing the availability of life-saving medicines and other health commodities.

The challenge is to ensure enough professionals have the competencies required for effective SCM of health products.

Current paradigm



Desired paradigm



The Supply Chain requires many professionals...

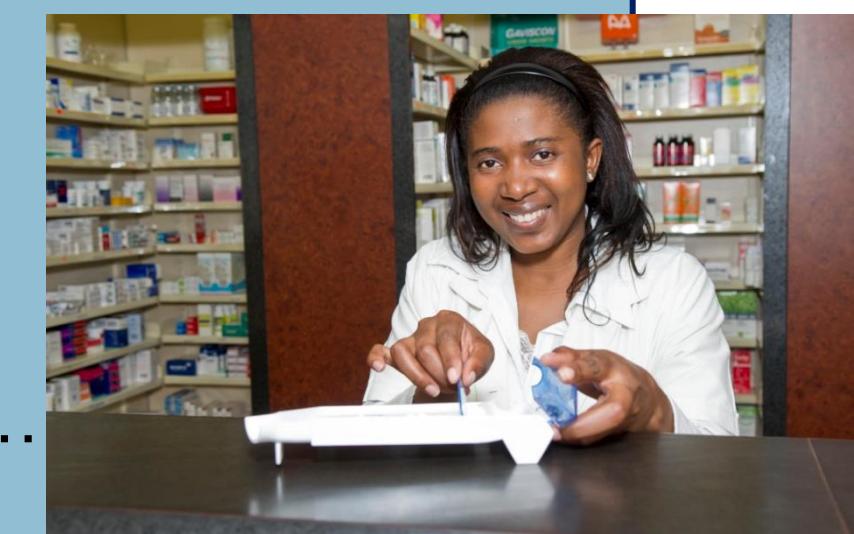
- ✓ Procurement Specialists
- ✓ Demand and Supply Planners
- ✓ Contracts Specialists
- ✓ Data analysts
- ✓ Finance and Administration
- ✓ Logisticians
- ✓ Supply chain managers
- ✓ Cold Chain managers
- ✓ Data managers
- ✓ Warehouse and distribution personnel
- ✓ Pharmacists/Pharmacy Assistants
- ✓ And many others

The PtD Collection of Roles and Job Descriptions for Health Supply Chains (lists more than 80 roles!)

A workforce that is fit-for-purpose

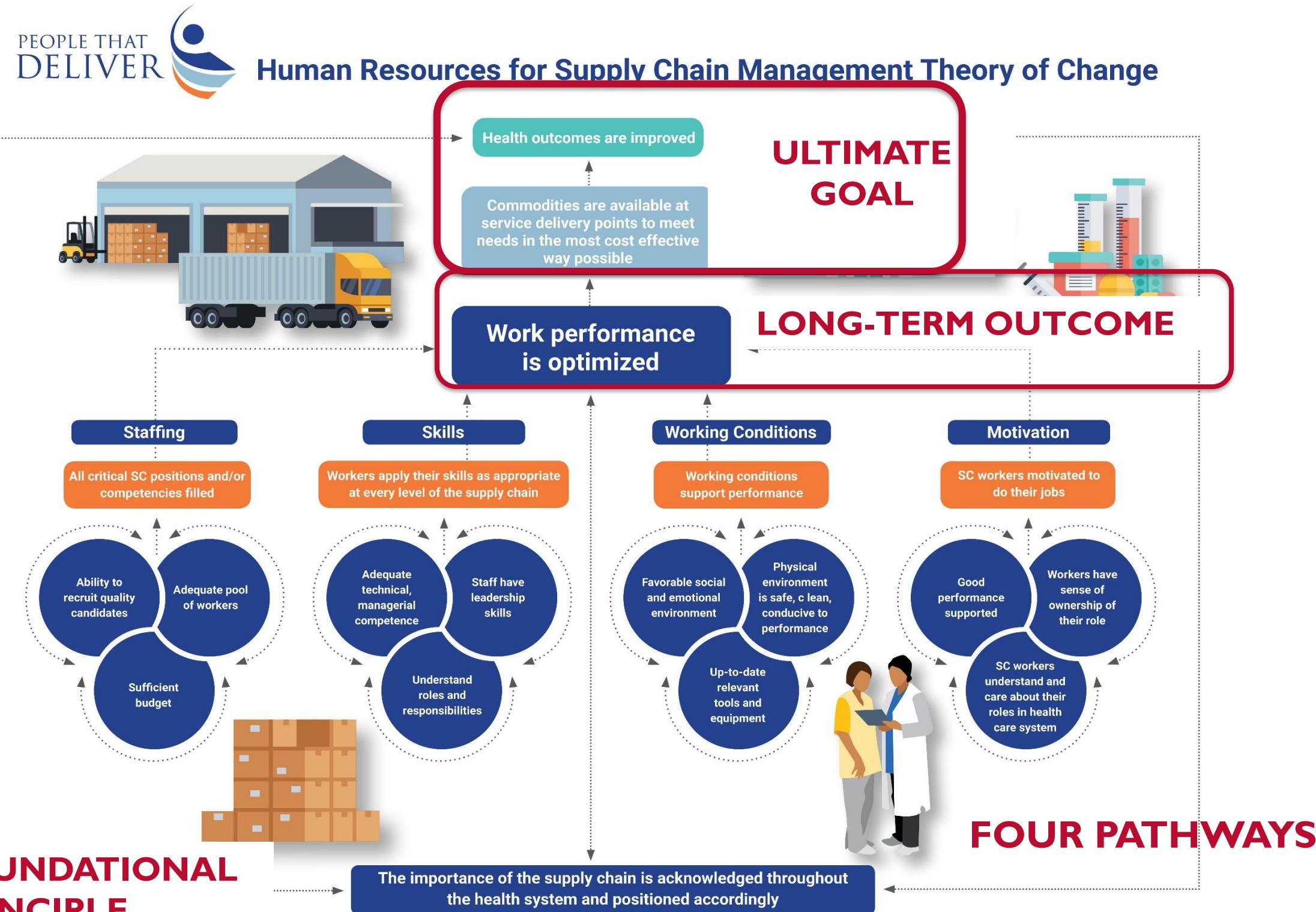
Skills are needed in:

- ✓ Planning
- ✓ Forecasting
- ✓ Procurement
- ✓ Customs clearance
- ✓ Warehousing
- ✓ Distribution and transportation
- ✓ KPI data, collection, analysis and use
- ✓ Stock management
- ✓ Waste management
- ✓ Return
- ✓ Maintenance
- ✓ And more.....





PtD Theory of change to Optimise workforce performance





The FOUR Pathways work together

Staffing

Skills

Working
Conditions

Motivation

Workforce performance is optimized through four distinct, mapped pathways.

To reach the long-term outcome, four top-level outcome areas must be in place.

All critical SC
positions and/or
competencies
are filled

Staff apply their
skills as
appropriated at
every level of
the SC

Working
conditions
support
performance

Workers are
motivated to do
their jobs

Practical application

You can use this tool for:

- **ADVOCACY:**

- Help others understand the many components required to optimize productivity

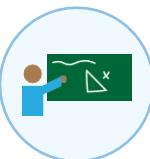
- **ASSESSMENT:**

- Look for workforce strengths and weaknesses in your organization

- **PLAN:**

- consider prioritised activities to make improvements in your organisation

Understanding labour markets



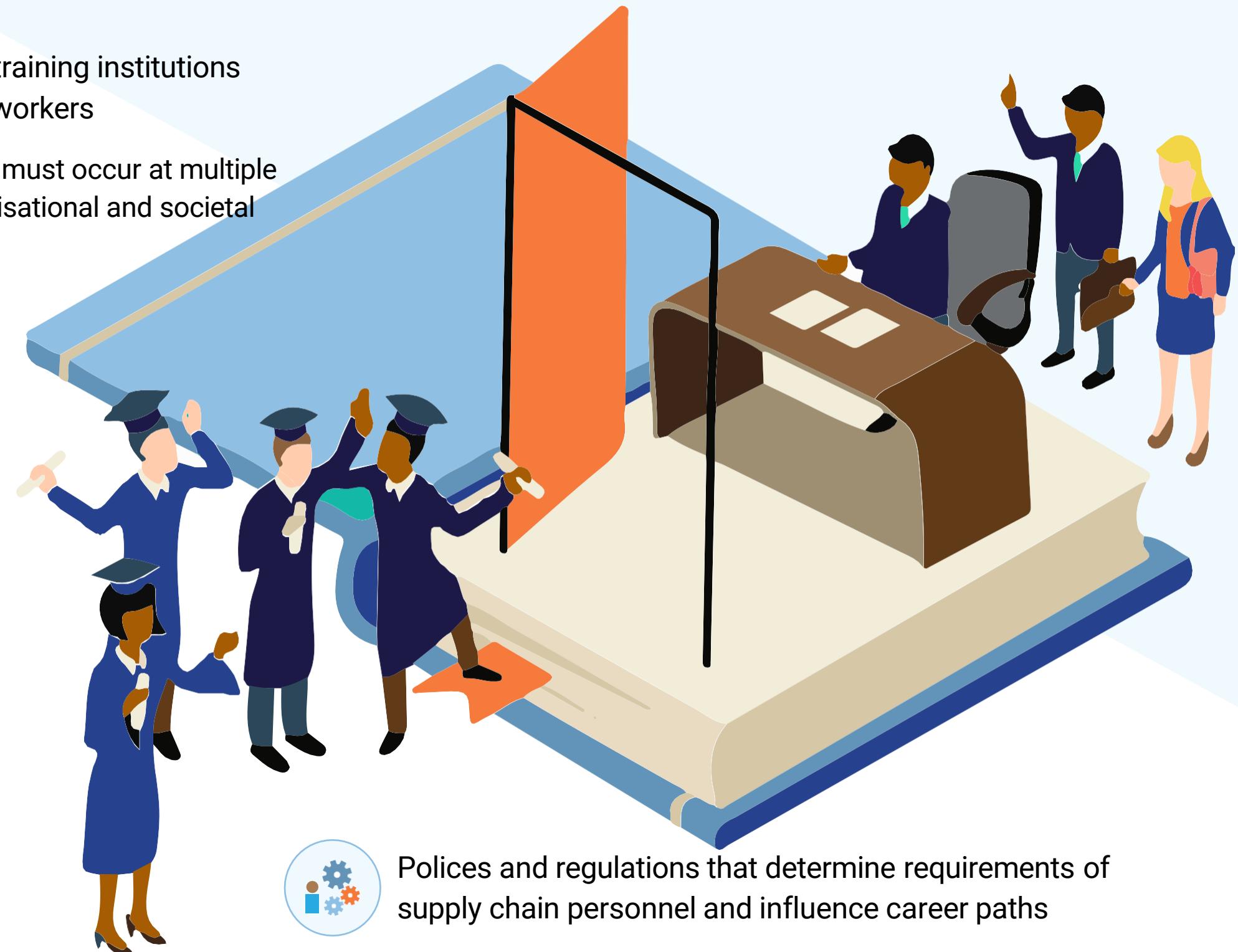
The educational and training institutions that output qualified workers



Capacity development must occur at multiple levels individual, organisational and societal

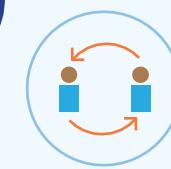
Supply

of a competent SCM workforce: employees



Demand

for a competent SCM workforce: employers



Dynamics that influence movements between organisations and sectors



Public



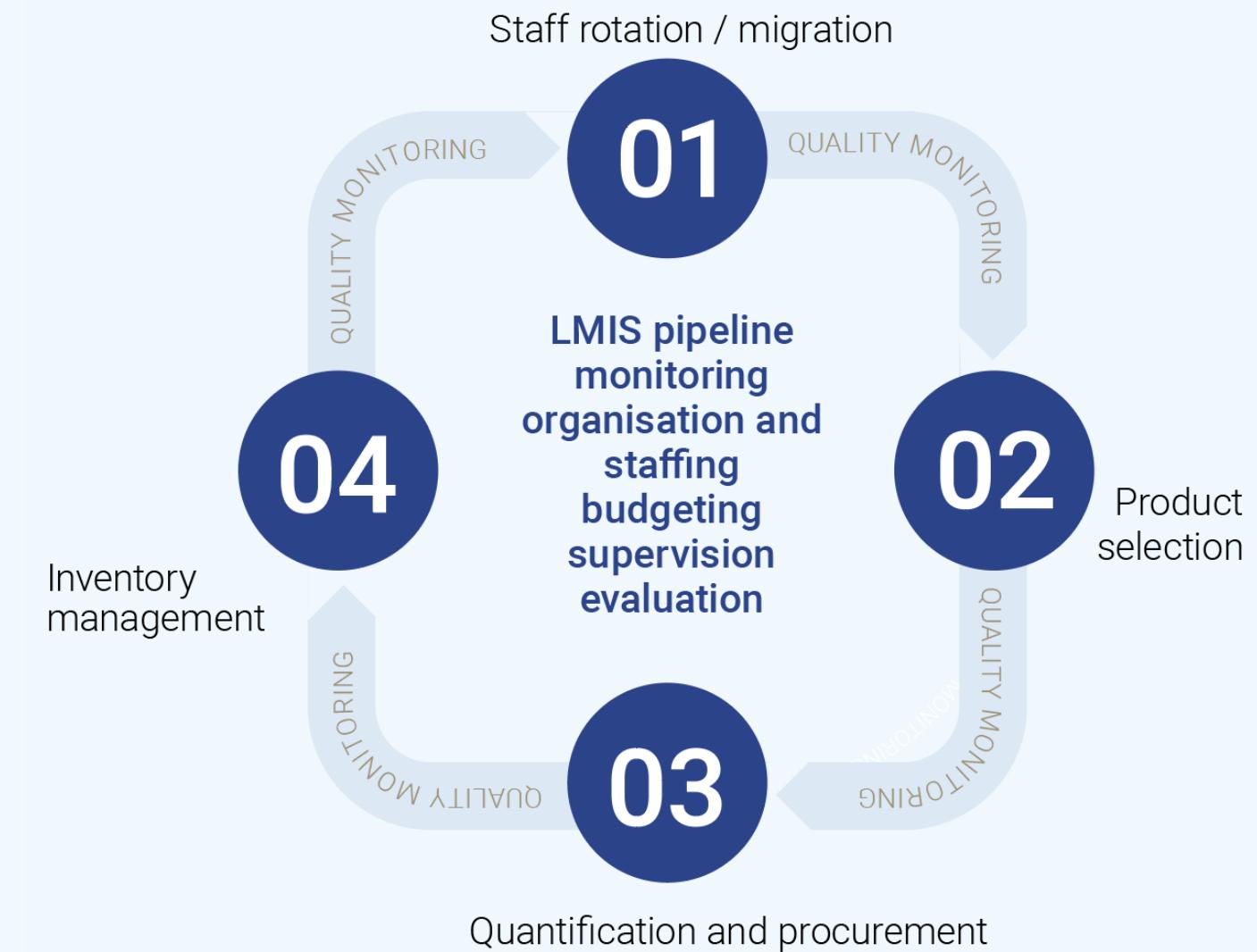
Commercial



Civil society

SCM Competencies

People that deliver competency framework for health supply chain management



EXAMPLE:

Competency	Behavioural competencies
1.1 Select the appropriate product	Describe the broad concepts of National Medication Policy, Essentials Medicine Lists, Essential Equipment Lists, Standard Treatment Guides and “Dangerous Drug” (DDA) or narcotics Policy
	Use the processes required to add and subtract items from the Essential Medicines List and the Essential Equipment List
	Follow the process required to alter standard treatment guidelines, dangerous drug policy and national medication policy
	Confirm the type of supplies and services that are required

The supply

Competency areas and behaviours

Knowledge, skills and abilities needed for the job



Paths to professionalisation

Professional development and academic accreditation



Professional accreditation



Short courses

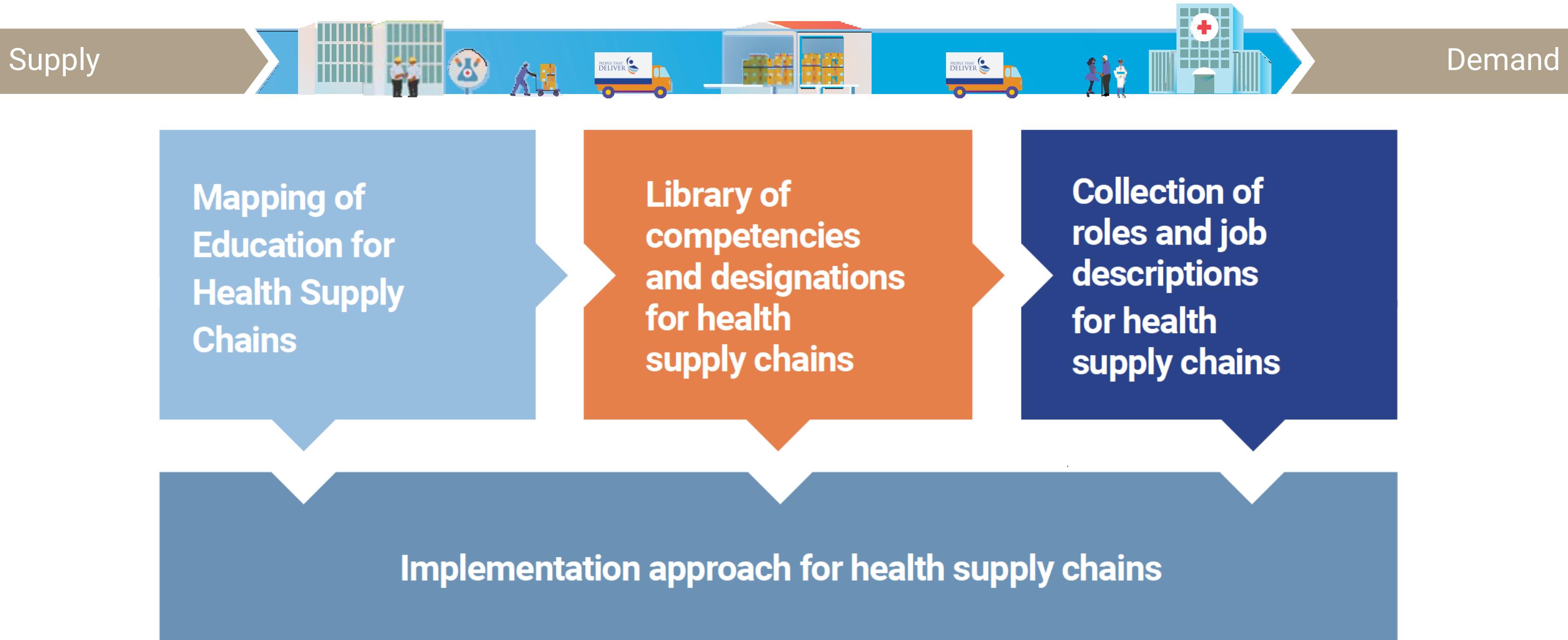


Academic accreditation



Fill the knowledge gap

How to catalyse & stimulate the SCM labour market?



Practical Application

PtD SCM Professionalisation Framework can be used by:

Governments to define standards

Employers to define competency needs

Institutions of learning to define teaching

Employees to map careers



The need for transformation

Do your leaders

...face supply chain challenges that have defied past attempts to solve them?

...need to mobilize people to drive Transformational Change in the health supply chain?

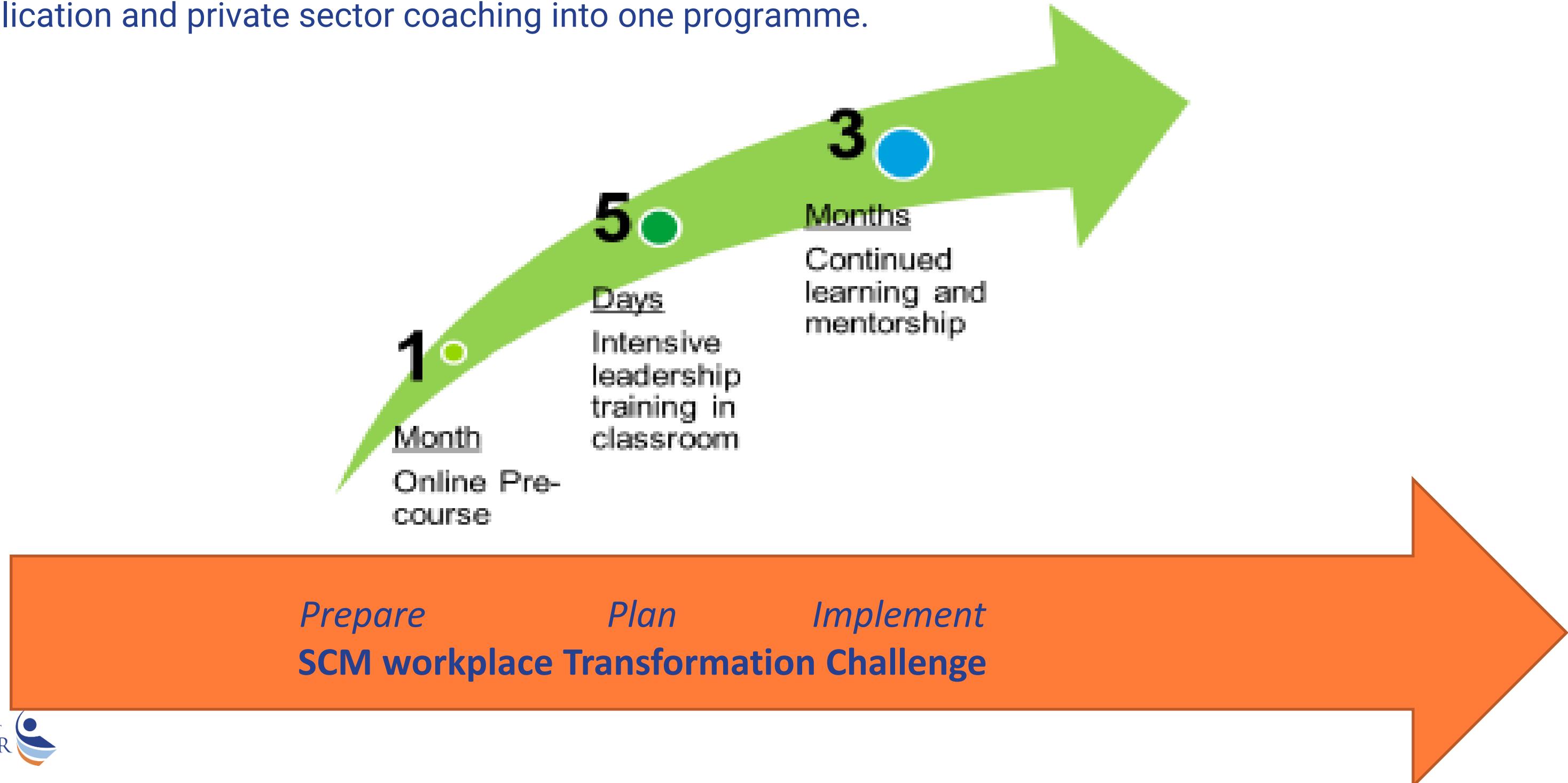
...need to lead during times of uncertainty or ambiguity?

...welcome new ways to connect, lead and learn with other public and private practitioners?



Strategic Training Executive Program (STEP 2.0) to train leaders

STEP's 1-5-3 blended learning concept combines individual preparation, facilitator-led workshops, challenge application and private sector coaching into one programme.



Practical application

You can use this leadership and change management development program for:

- **ORGANISATIONAL TEAMS:**
 - Help teams make changes within their area of responsibility within the supply chain
- **COLLABORATION BETWEEN COUNTRIES:**
 - Sharing challenges and solutions to region SCM issues

Country example: Rwanda

2018: Deep Dive Theory of Change

2019: Whole of labour market analysis

2021: SCM Professionalisation
Framework implementation - Project Charter in place, defining roles and responsibilities

2022: SCM process mapping to SCM roles, starting with Rwanda Medical Stores



Reflect on your country and regional context

- What are your SCM workforce challenges?
- Could you use the:
 - PtD Theory of change to optimise supply chain performance in your organisation?
 - PtD Professionalization framework to understand and stimulate the SCM labour market?
 - Strategic Training Executive Program (STEP) to train SCM leaders in your country or across the region?



STANDING UP FOR THE HEALTH SUPPLY CHAIN WORKFORCE

The **convenors** of diverse organisations
The **leaders** in technical information
The **advocates** of supply chain professionals

Goal:

An advocacy initiative where we aim to create a competent, supported, and adequately staffed supply chain workforce that is deployed across the public and private sectors within the health system.



Registration now open for the PtD Global Indaba



12-13 OCTOBER 2022

PtD GLOBAL INDABA

A Forum on Human Resources for Health Supply
Chain Management

Register now!

ptdevents.org.za

THANK YOU!

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Promoting sustainable workforce excellence
in health supply chain management

