

# “Changing the paradigm - using metrics to define strategy and critical paths in public health supply chain transformation”



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## Introduction

Management by performance is not a pervasive practice in the public health supply chain. Regular analysis of key data points is rarely utilized to collaboratively plan priority initiatives and understand root causes of crises. This hinders initiative impact and often results in wasted costs.

Since 2007, SCMS has been working with Ministries of Health in more than 20 countries to build performance measurement into their supply chain management, by transferring techniques, tools and industry best practices to in-country stakeholders.

SCMS works collaboratively with country counterparts to identify metrics aligned with local contexts and national priorities as this is fundamental to program sustainability.



## Materials and methods

National Supply Chain Assessment - Measuring Health Supply Chain Capability and Performance

The National Supply Chain Assessment (NSCA) is a comprehensive toolkit that is used to assess the capability maturity and performance of a health supply chain. The results of each NSCA enable supply chain managers and implementing partners to monitor whether program activities are achieving their expected outcomes and develop evidence-based strategic and operational plans.

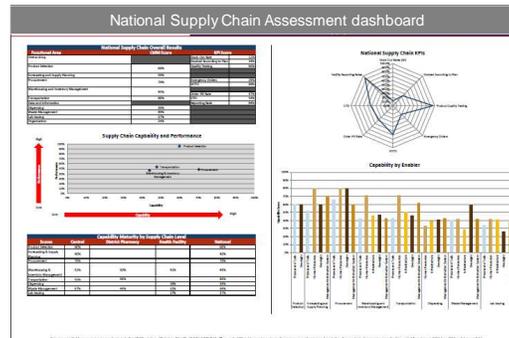


## Lessons learned

Start simple - identify relevant, imperative indicators that will improve performance management capability, prioritize value for effort and enable operation optimization. Building robust, continuous improvement performance cycles require local leadership commitment to achieve regular data collation, root cause analysis and collaborative development of improvement plans.

Challenges exist in the implementation; however these examples showcase the paradigm shift potential:

**Capability** – Through a point-in-time comprehensive maturity and performance assessment, the MOH in Country X built consensus on a baseline of the current state of service, to benchmark improvement and prioritize strategic reform activities in their 5-year strategic plan.

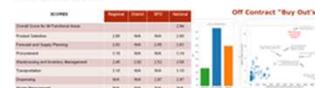


**Value** – Illustrating definitive baseline performance of critical central medical store supply and demand service challenges in this Province Y resulted in extensive savings (\$13 Million Annually) by reprioritizing efforts and funding.

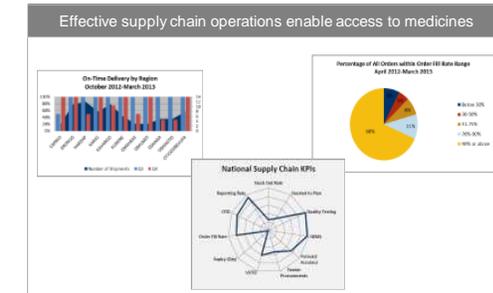
### Case Study: Province Y

At the outset of a new program in province Y, SCMS implemented the National Supply Chain Assessment to scope province Y's systems strengthening activities.

1. Problem identified by in-country supply chain managers prior to program start:  
*Inadequate warehouse inventory*  
 2. SCMS implemented the NSCA and the results identified that off-contract spend and other procurement processes were the primary problem. Although the processes were in place, the KPI assessment data revealed that they were not followed.



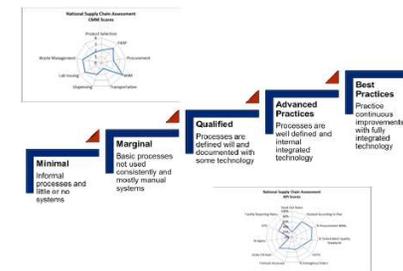
**Optimize** –Analyzing patient behaviors utilizing data from patient dispensing systems in Country Z provided key insights to MOH on adherence to treatment and patient site retention which enabled effective health system interventions. **Ensuring access to commodities is one of the essential components of patient adherence.**



## Conclusions

Strengthening public health systems to accelerate supply chain service improvement, requires robust performance management systems that regularly review “checkpoints” for progress or derailing factors. Metrics, baselines, performance analysis and tracking, drive changes in behavior, process and health outcomes.

Changing the cultural paradigm to one where performance measurement is the norm requires iterative deployment as supply chains continuously improve and scale to meet the increasing commodity demand to ensure patient access to health commodities.



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