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Maturity model training and assessment

Mombasa County



inSupply Health

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Acronyms

ASCM	Association of Supply Chain Management
FP	Family Planning
IMPACT	Information Mobilized for Performance Analysis and Continuous Transformation
JSI	John Snow Inc.
MM	Maturity Model
MOH	Ministry of Health
SC	Supply Chain
TOT	Trainer of Trainers
UHC	Universal Health Coverage

Executive summary

ASCM scheduled a training on the newest version of the maturity model assessment tool, Global Health Supply Chain Maturity Model, assessment version 8.0. The training was aimed at assessing the Maturity of FP Supply Chain in Mombasa County. ASCM invited InSupply Health to support the facilitation of both the workshop and the assessment having trained iHL virtually using a previous version of the assessment tool. The two-day workshop sought to introduce the new version as well as conduct the second assessment in the county having conducted one previously. The workshop also sought to develop improvement plans based on the results. The county team was split into two groups where they went through 20 categories of end to end supply chain, rating themselves using a scale of canvas – bronze- silver – gold – accredited with canvas being the lowest rating and accredited being the highest. The two teams then reviewed their ratings together with the help of facilitators and came to a consensus on the final rating for each question on all the 20 categories.

The county FP supply chain is at **BRONZE** level of maturity with an overall score of **45%**. This is a 5% drop from the previous assessment that was conducted in October 2019. Out of the 20 categories assessed, facility level inventory management and analysis and evaluation had the highest score (70%) while Demand planning, fund management and financial management had the lowest score at 20%. The county team developed a performance improvement plan to address the areas that they scored poorly.

Background

Global Health Supply-Chain Maturity Model

Self-assessment tool that helps sites, SCs, counties, regions, and countries to independently assess SC needs

Objectives of Maturity Model and the self assessment

- Periodic self assessments
- Identify bottlenecks and performance gaps
- Prioritize improvement opportunities
- Improved visibility
- Increased product availability
- Greater supply-chain efficiency
- Maximize investments

Maturity Model and performance

The assessment helps identify supply chain issues that decreases overall performance by highlighting the most problematic constraint or “weakest link” limiting the SC to achieve its goals

Through root cause analysis, they identify the problems, deliberate on possible solution and available resources to develop some action plans

Levels of the Maturity Model highlight multidimensional progress

CANVAS	BRONZE	SILVER	GOLD	ACCREDITED
<ul style="list-style-type: none"> • Very basic • Basics need to be stronger 	<ul style="list-style-type: none"> • Basic processes working • Manual and people-dependent • No process controls 	<ul style="list-style-type: none"> • Functioning supply chain • Visibility available 	<ul style="list-style-type: none"> • Consistently performing supply chain • Accountability structures 	<ul style="list-style-type: none"> • Accredited • Capabilities are consistently displayed • Independent from technical and financial assistance from external donors
<ul style="list-style-type: none"> • Focus on product availability at service delivery points • <60% product availability • Limited visibility 	<ul style="list-style-type: none"> • 60-85% product availability • Basic visibility 	<ul style="list-style-type: none"> • 85-95% product availability • Full visibility • Some efficiency – e.g., less inventory needed 	<ul style="list-style-type: none"> • >95% product availability • Efficiency – e.g., fewer touches, higher turns 	<ul style="list-style-type: none"> • Very lean; low process variability
<ul style="list-style-type: none"> • Absolute basic capabilities 	<ul style="list-style-type: none"> • Access to cash • Basic visibility • Execute functions more regularly 	<ul style="list-style-type: none"> • Designing efficient workflows to deliver product to last mile vs. collection systems • Visibility to product, information, financials 	<ul style="list-style-type: none"> • Efficiency • Reducing waste in product, time, and money 	<ul style="list-style-type: none"> • Continuous improvement
<ul style="list-style-type: none"> • Difficult to measure • Focus on progress toward capabilities 	<ul style="list-style-type: none"> • Limited data • “Soft skills” and performance management likely a focus 	<ul style="list-style-type: none"> • Data is available; sharing based on data-use agreements 	<ul style="list-style-type: none"> • Governance, accountability, ownership, and leadership provided with data 	<ul style="list-style-type: none"> • Supply-chain transparency

Workshop proceedings

Day 1

Participants were provided with the link to the the online website:

https://ascm.iad1.qualtrics.com/jfe/form/SV_0Jm2OJ0Y4nZEic5

Using the demonstration site with the Demo MM online platform, they were trained on the tool and walked through the support tool and resources available including MM playbook.

Participants were then divided into groups with activities around the different categories that the tool seeks to assess.

The discussions were then shared in the plenary to help the participants understand and navigate the site better.

Day2

The next day, the groups were split into two groups and given assessment questions to go through and self assess the FP supply chain of Mombasa County. Afterwards, the groups reconvened and compared their ratings. They came to a consensus on the final rating. The 20 categories assessed were as follows:

Maturity Model categories

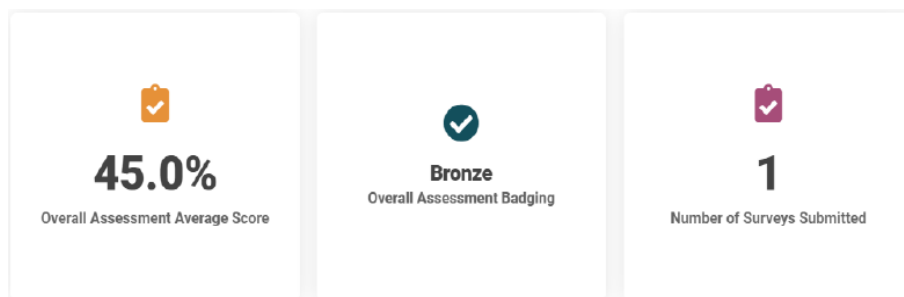
- | | |
|--|---------------------------------|
| 1. Service-Delivery Point (SDP)/
Health Facility (HF)Visibility | 11. Infrastructure and Assets |
| 2. SDP/HF Inventory Management | 12. Performance Management |
| 3. SDP/HF Order Management | 13. Analysis and Evaluation |
| 4. Warehouse/Store Visibility | 14. Demand Planning |
| 5. Warehouse/Store Inventory Management | 15. Supply Planning |
| 6. Warehouse/Store Order Management | 16. Fund Management |
| 7. Warehouse/Store Operations | 17. Financial Management |
| 8. Transportation | 18. Governance |
| 9. Expiry Management | 19. Staff Training/Development |
| 10. Procurement | 20. Patient-Focused Performance |

Constraints are identified that prevent supply-chain improvement

For each MM category, teams also identify constraints that prevent improvement of the supply-chain category; teams can select more than one constraint that affects a category:

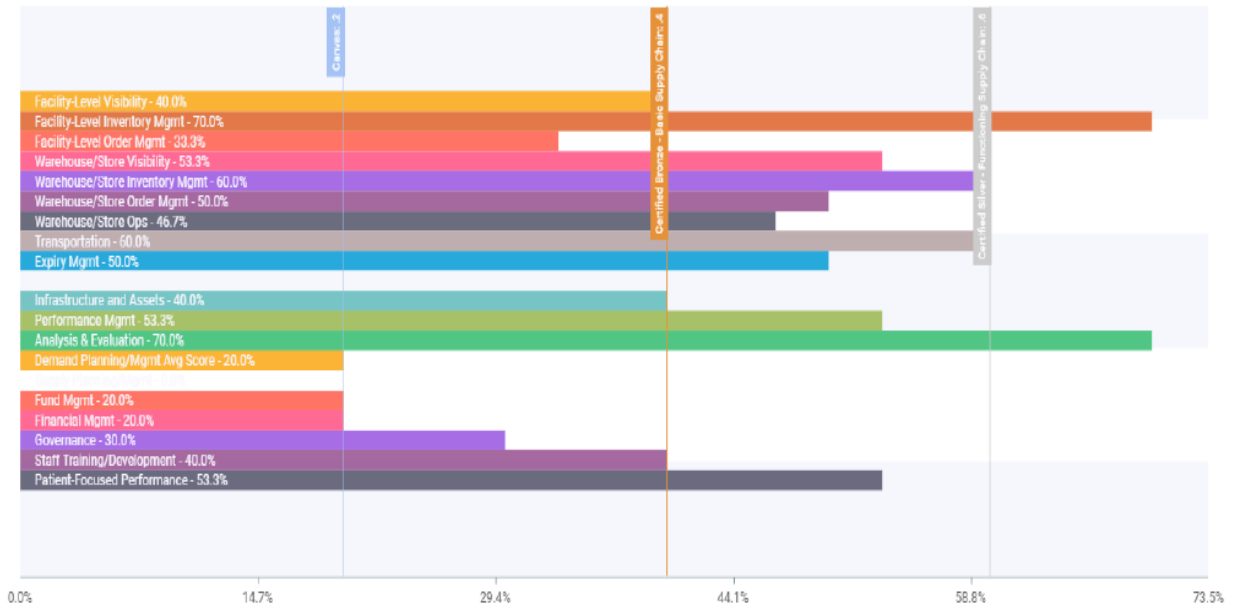
- Human resources
- Improvement-process knowledge
- Enabling technologies
- Leadership/guidance
- National guidelines
- Funding
- Infrastructure
- Government support
- No public/private collaboration
- Other (please specify)

The results of the assessment for Mombasa County were as follows:



The overall Supply Chain Maturity is at BRONZE (45%). A drop of 5% from the previous assessment conducted in Oct 2019.

Assessment Output - Maturity Levels



- Highest scores were : Facility level Inventory Management (70%) and Analysis and Evaluation (70%).
- Analysis and evaluation high score were attributed to Sub County IT Meetings Which have dedicated team for ongoing analysis (data review) and evaluation
- Reviews of analysis findings occur at a regular frequency (at least monthly)
- Demand planning, fund management and financial management had the lowest score at 20%.
- Performance Improvement Plan was developed to address priority problems.

ANNEX 1 Training programme

DAY 1: 24 th Sept 2020		
8:30-9:00	Registration	Eric
9:00 – 9:30	Introductions and Training Norms	Judith
9:30 – 9:45	Opening Remarks	County Health Dept
9:45 – 10:00	Introduction of Maturity Model	Judith
10:00 – 10:15	Preparations for MM Assessment	Johnson
10:15-10:45	Coffee Break	
10:45 – 11:15	GHSC Maturity Model Assessment Process- Assessment Profile	Eric
11:15 – 12:15	Maturity Model Categories and Questions (Break out groups)	Eric
12:15 – 13:00	Maturity Model Categories and Questions plenary group	Johnson
13:00 – 14:00	Lunch Break	
14:00-15:30	GHSC MM Dashboards	Judith
15:30-16:00	From GHSC MM Assessment to Supply-Chain Improvements (RCA, Improvement plan)	Judith
16:00-16:20	Msa County public Health supply chain assessment preparation	Eric
16:20-16:30	Day 1 session evaluation	Judith
16:30	Coffee Break/End of Day 1	

DAY 2: 25th Sept 2020		
8:30-9:00	Registration	Judith
9:00 – 10:30	Msa County public Health supply chain assessment-Group work	Judith/Johnson
10:30-11:00	Coffee Break	
11:00-11:30	Assessment consensus Building	Eric
11:30-12:00	Review of Assessment Results	Eric
12:00 – 13:00	Root cause analysis and action planning	Judith/Johnson
13:00-14:00	Lunch Break	
14:00-14:30	Update of action plan on the GHSC Upmetrics platform	Eric
14:30-15:00	IMPACT Team Briefing	Johnson
15:00 – 15:30	Next Steps, training evaluation, closing remarks	Eric
15:30	Coffee Break/End of Day 2	

ANNEX 2 Picture speak



