



TechNet-21

The Technical Network for
Strengthening Immunization Services

June 16th, 2022



Developing and implementing a continuous improvement plan (cIP)

Olamide Folorunso (UNICEF HQ)

Yoms Ishaku (National Primary Health Care Development Agency (NPHCDA),
Nigeria)

John Dadzie (Vaccine Management Specialist, UNICEF Ghana)



EVM
Setting a standard for the
vaccine supply chain



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EVM

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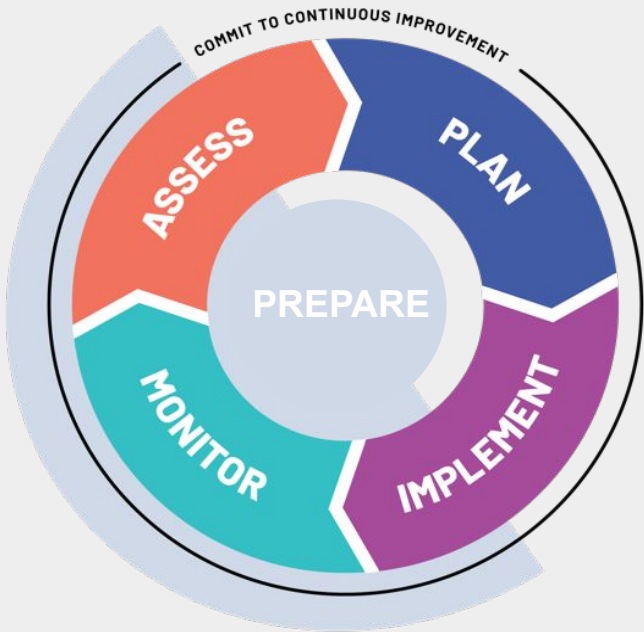
A decorative graphic on the left side of the slide. It features several horizontal lines of varying lengths and thicknesses, some solid black and some white. Two white circles are positioned on the lines: one in the upper left and one in the lower right, both partially overlapping the lines.

1

EVM mind shift

mainstreaming continuous improvement

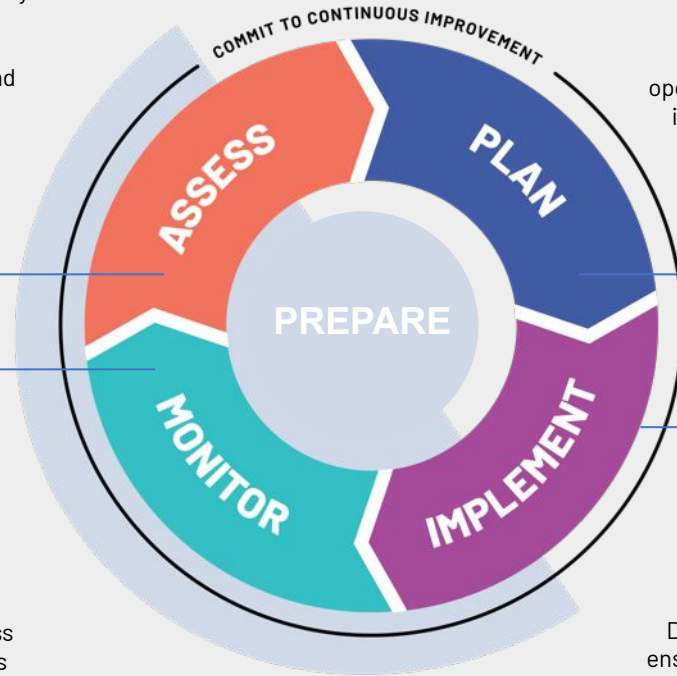
EVM2: shift from an assesment focus to a continuous improvement process



The continuous improvement process

Collect and review evidence to identify iSC strengths, weaknesses, opportunities, and bottlenecks

Create vision, strategy and operational plan for iSC improvement



Monitor implementation, measure progress toward outcomes

Disseminate plan, ensure funding and put plan into operation



2

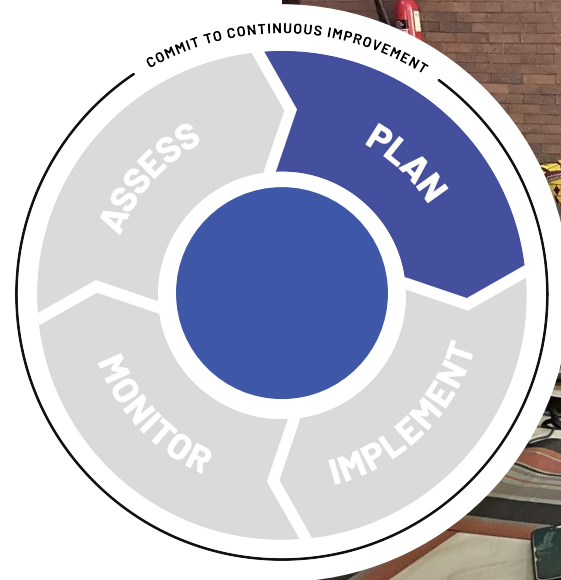
cIP Development What?

The cIP

Development of a **vision and operational cIP plan**.

The EVM assessment will be the central ingredient.

The plan outlines: interventions (that will improve the red cells or sustain the green/yellow cells of your EVM assessment), milestones, **activities**, **responsibilities**, **funding** requirements, **timeline** to address bottlenecks, **monitoring and evaluation framework to measure progress**.



Visionary and pragmatic

The final cIP roadmap will set achievable strategic objectives based on an in-depth **analysis of bottleneck root causes**.

It provides solutions at the right level for **sustainable improvements** to make sure vaccines are available:

- at the right time and place
- in the right condition
- at the right cost



availability



quality



efficiency

EVM 2.0 assesses 19 criteria across facility operations/management and programme management

Facility Operations: What the facility does (E1-9)

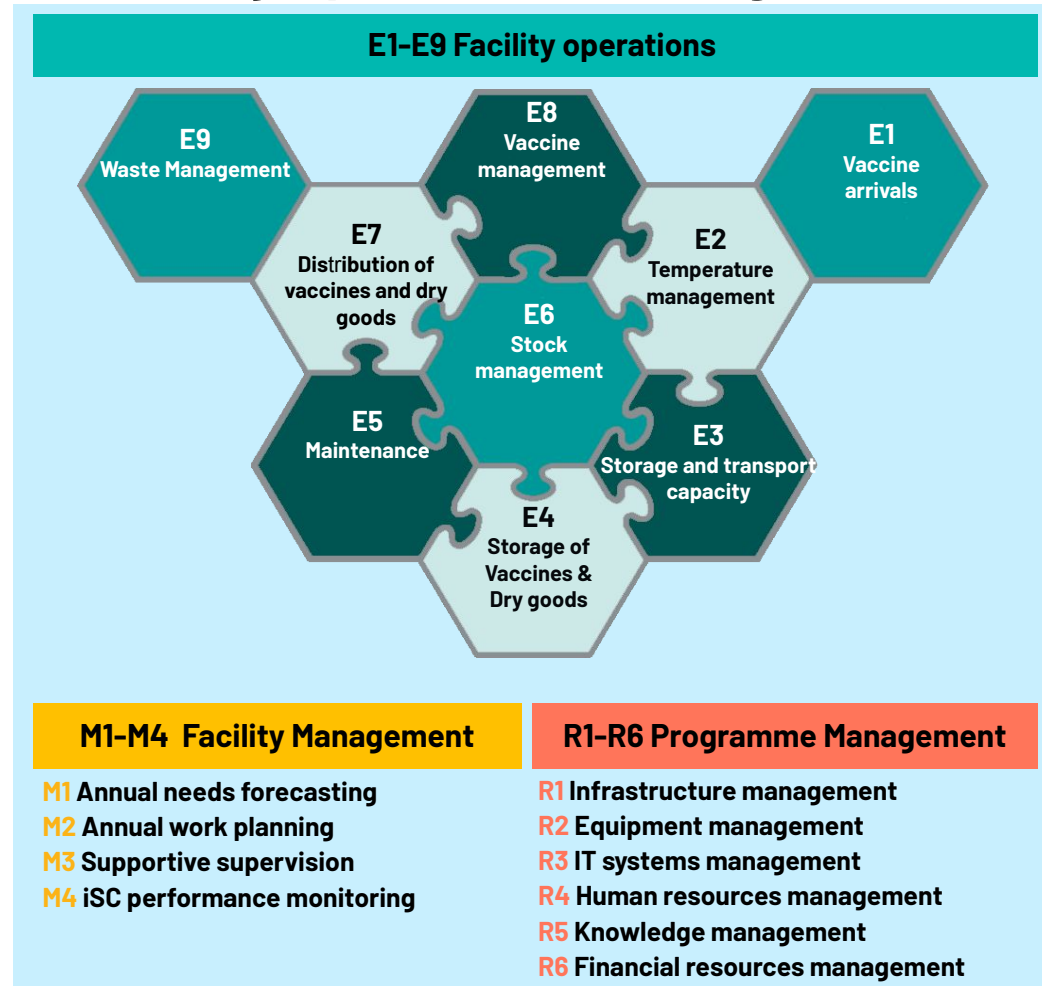
Facility Management: How the facility is managed (M1-4)

Programme Management: How the national immunization programme is managed (R1-6)



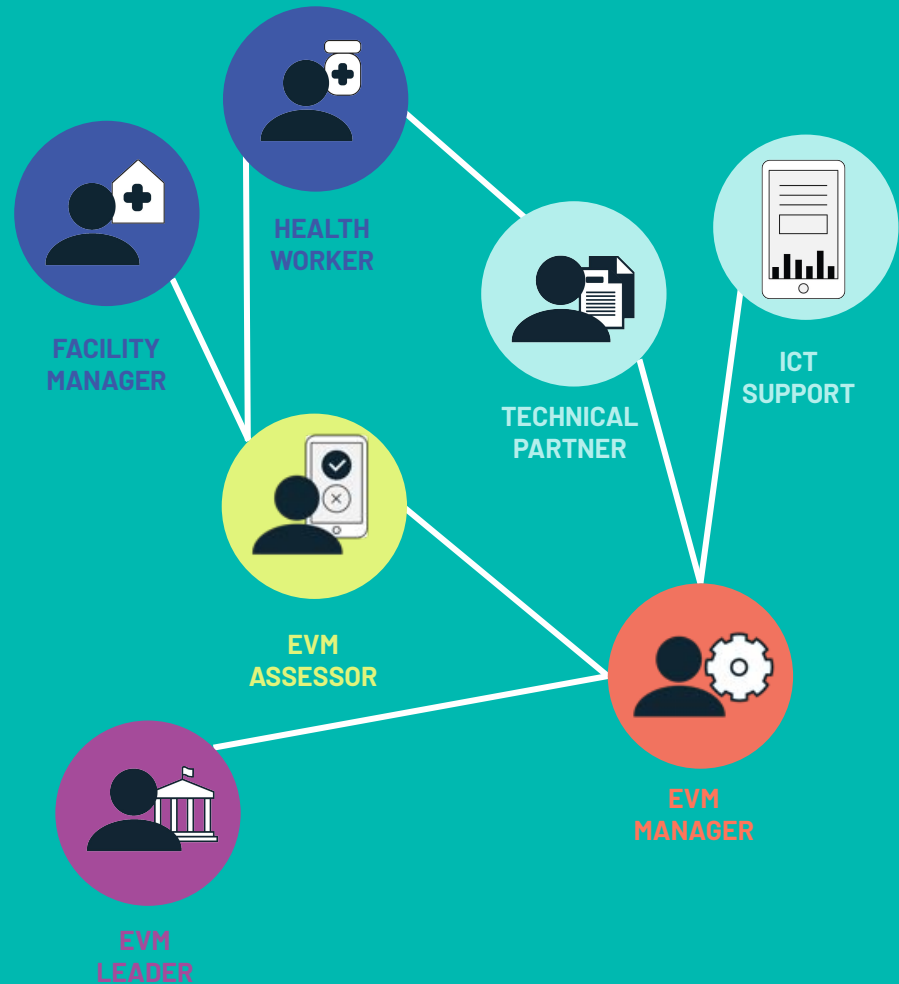
EVM

Setting a standard for the vaccine supply chain



Everyone has a stake in the improvement process

The cIP is a **participatory exercise**, it is not simply a national plan, it needs to include province/state decision-makers as well as the key national people: EPI managers, cold chain managers, public health focal points, and key decision makers – both local and national.





3

cIP Development How?

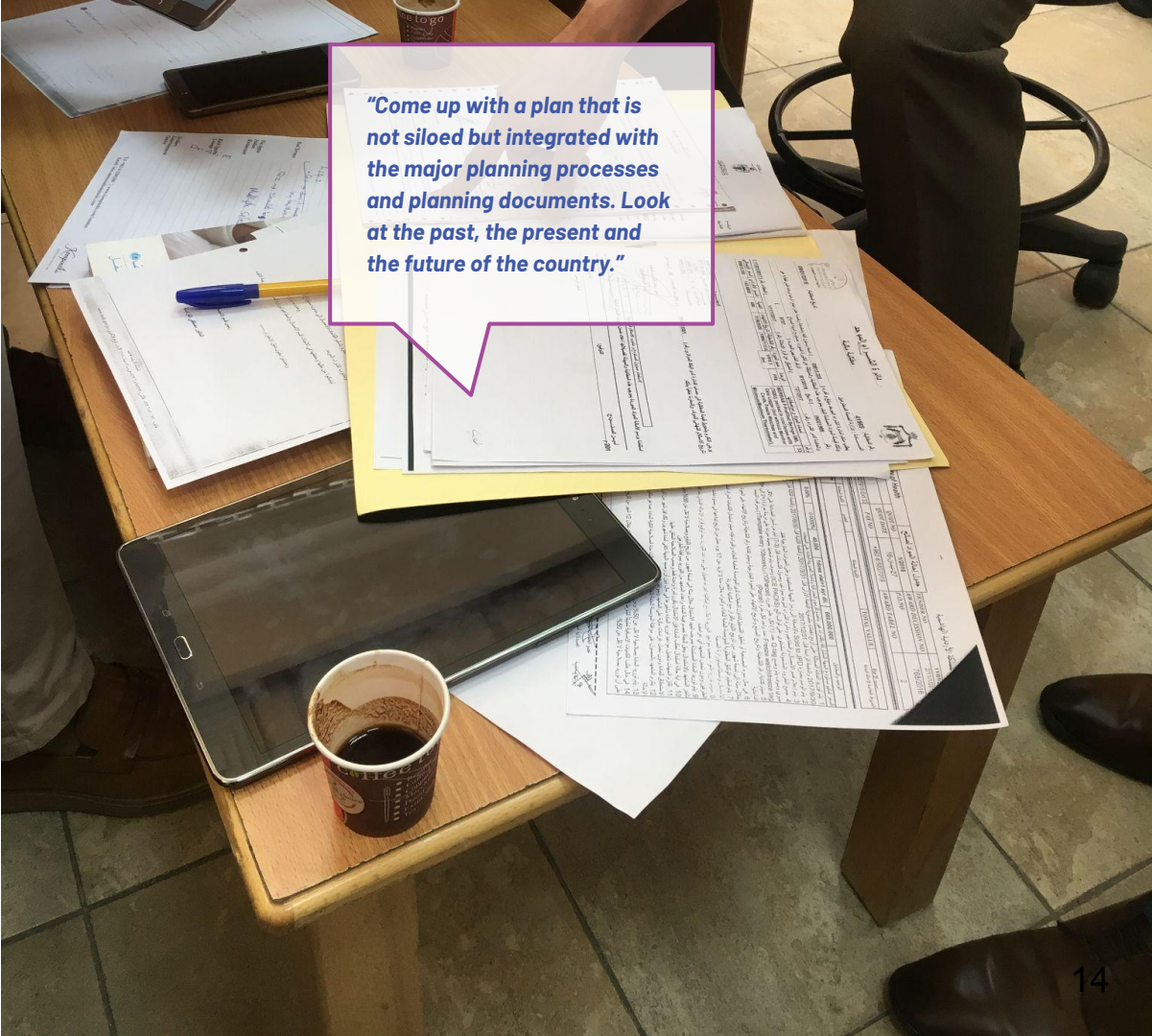


Pre-Workshop

Conduct a landscape analysis

A successful cIP strengthens the supply chain system as part of the larger health system. To do that, the cIP must consider and align with all the major planning documents. Throughout the cIP process, **reference and refer to national improvement strategies and documents.**

- Conduct a landscape analysis including HSS documents and other relevant assessments/studies.
- Review global, regional and national planning documents.



IA2030 Impact Goals

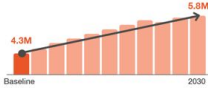
Immunization Agenda 2030

IMPACT GOAL #1 Prevent Disease

INDICATORS

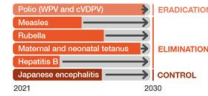
HOW GLOBAL PROGRESS WILL BE MEASURED

1.1 Number of future deaths averted through immunization



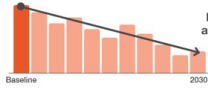
50 million future deaths averted from 2021–2030

1.2 Number and % of countries achieving endorsed VPD control, elimination & eradication targets



All countries achieve endorsed targets*

1.3 Number of large or disruptive VPD outbreaks



Declining trend in the annual number of large or disruptive VPD outbreaks

*Selected disease targets and progress represented in this visual are illustrative only

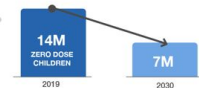
Immunization Agenda 2030

IMPACT GOAL #2 Promote Equity

INDICATORS

HOW GLOBAL PROGRESS WILL BE MEASURED

2.1 Number of zero dose children



50% reduction in number of zero dose children

2.2 Introductions of new or under-utilized vaccines in low and middle income countries



500 vaccine introductions by decade's end

Immunization Agenda 2030

IMPACT GOAL #3 Build Strong Immunization Programmes

INDICATORS

HOW GLOBAL PROGRESS WILL BE MEASURED

3.1 Vaccination coverage across the life course



90% coverage of full course for all vaccines

3.2 Universal Health Coverage (UHC) Index of Service Coverage



Universal Health Coverage increases in all countries

What is the Gavi Alliance iSC vision?

The vision is the **future state** of iSC that we want to see. To develop the vision statement, a visioning activity, defined as the mental process in which images of the desired future (goals, objectives, outcomes) are made real and compelling, was conducted.

Meaning resilient,
sustainable,
efficient, adaptive

Meaning that supply chains and
availability of vaccines and related supply
are a critical component of ensuring the
delivery of immunisation services

Strong supply chains **enable delivery** of potent life-saving vaccines to
every person, **when** needed, no matter **where** they are.

Meaning that we focus on
equitable access to
immunisation services for
each population segment

Meaning that sufficient
vaccines are available
whenever they are needed in
a timely manner

Meaning that sufficient
vaccines are available
wherever they are needed
in a timely manner

GAVI 5.0 IMMUNIZATION SUPPLY CHAIN STRATEGY (2021–2025)

TO ADDRESS THIS...

The Challenge

Inconsistent availability of high-quality vaccines and limited reach of vaccine supply chains in underserved populations threaten access as well as immunization coverage and equity outcomes, and put vaccine investments at risk



WE FOCUS ON...

Investment Priorities & Expected Outcomes



Data Visibility & Use

▶ to make real time data available at all levels of the SC and encourage data use by decision makers to improve SC performance



Strategic Planning

▶ to a country-led strategy informed by people's needs, that is adequately financed



System Optimization & Segmentation

▶ to design and optimize supply chains that reach everyone and minimize cost and waste



Capacity Development & Professionalization

▶ to adequately staff all levels of iSC with motivated and competent workforce



Fundamental Infrastructure

▶ to ensure vaccines are stored and transported in well-functioning equipment to ensure quality;



Smart Integration & Harmonization

▶ to intergrate and harmonize iSCs with other public health supply chains, program functions and overall health system to maximize resources



TO ACHIEVE...

Impact Goals

- ▶ Extended Reach
- ▶ Vaccine Availability
- ▶ Efficiency
- ▶ Resilience
- ▶ Responsiveness
- ▶ Sustainability



SUPPORTED BY...

Enablers

Country Leadership,
Governance & Stewardship

Domestic &
International Funding

Partner Alignment
& Coordination

Innovation

Private Sector
Engagement

AND FULFILL...

Vision

Strong supply chains enable **DELIVERY OF LIFE-SAVING VACCINES TO EVERY PERSON** when needed, no matter where they are



Consider country health and supply chain strategies, goals and assessments

National Health Strategies and Goals

An illustration on a light green background showing a male doctor in a white coat and blue tie standing next to a woman in a red dress who is holding a baby. In the background, there are simple outlines of houses and a tree under a bright sun.

Use the cIP Development Tool* to *jumpstart* your cIP

- Initial activities
 - improvement activities for low/medium score areas
 - Sustaining activities for high score areas
- Define initial targets

Continuous Improvement Plan (cIP) Development Tool

Country:
 Assessment name:
 Assessment description:
 Start Date:

Target Score:

Plan date:
 Completion Status:

Version 2.2 - October 2021



<https://extranet.who.int/evm2/web>

Effective Vaccine Management (EVM)

Setting a standard for the vaccine supply chain

Operational Plan

Gantt Chart

Goal # / Cat / Goal		Activities	Budget	January	February	March	April	May	June	July	August
1	C1	All immunization service points are connected to the internet, allowing staff to communicate without using their personal data allowance.							x	x	x
		Confirm with MoH.									
		Select contractor.							x	x	x
		Install Wifi at all SPs.								x	x
		Connect all computers and staff mobiles.								x	x
2	C2	The National Store has a new PQS pre-qualified vaccine cold room (with sufficient storage capacity for expected maximum stock levels).		x							
		Select a suitable cold room.		x							
		Procure the cold room.		x							
		Install the cold room.					x	x	x		
		Perform a mapping study (in all three cold rooms)									
3	C4	A National Logistics Working Group (NLWG) is formally established.									
		perform the desktop research on the legal provisions for establishing the group									
		organize a stakeholders meeting									
		develop legal provision for establishment of the group									
		nominate members of the group									

*Available after National EVM assessment is approved

Improvement planning is based around EVM assessment scores

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			100	100	33	100	74		77
Temperature management	E2			81	91	94		73	75	80
Storage and transportation capacity	E3	93	75		91	95	100	79	95	84
Facility infrastructure and equipment	E4	75	83	67			100	87		79
Maintenance and repair	E5			50	96	88	100	70	84	86
Stock management	E6			93	91	97		81	68	85
Distribution of vaccines and dry goods	E7		96	87	69	64	100	86	68	82
Vaccine management	E8				86	86		77		84
Waste management	E9		88		92	77	100	48	96	80
Annual needs forecasting	M1				98	86		68	94	83
Annual work planning	M2				86	61	88	71	30	79
Supportive supervision	M3	95	96	77	91	89	100	69		85
iSC performance monitoring	M4			89	91	89		61		75
TOTAL		78	82	81	90	85	96	72	84	82

Improvements can be planned on Categories' scores

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
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Vaccine arrivals	E1			100	100	33	100	74		77
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Maintenance and repair	E5			50	96	88	100	70	84	86
Stock management	E6			93	91	97		81	68	85
Distribution of vaccines and dry goods	E7		96	87	69	64	100	86	68	82
Vaccine management	E8				86	86		77		84
Waste management	E9		88		92	77	100	48	96	80
Annual needs forecasting	M1				98	86		68	94	83
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iSC performance monitoring	M4			89	91	89		61		75
TOTAL		78	82	81	90	85	96	72	84	82

Improvements can be planned on Outputs or Performance scores

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			100	100	33	100	74		77
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iSC performance monitoring	M4			89	91	89		61		75
TOTAL		78	82	81	90	85	96	72	84	82

Improvement targets can be set for cumulative scores

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			100	100	33	100	74		77
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TOTAL		78	82	81	90	85	96	72	84	82



cIP Workshop

cIP Workshop

Schedule a cIP workshop

The **cIP workshop is a multi-day, interactive process** where stakeholders review the situation analysis in depth, conduct a rapid assessment of root causes, and define the 5-year vision, goals, objectives, strategies and KPIs to achieve iSC goals.

- Ideally set aside 3 days
- Invite all stakeholders who have been part of the process since the beginning
- Include small group sessions to gain a localized perspective and plenary sessions to contextualize the root causes and bottlenecks
- Develop a system of solutions and responses
- Gain commitments and goodwill for action

The process of collaboration during a workshop is invaluable to spread ownership, common understanding and capacity to both envision and administer improvements.



Generic Agenda

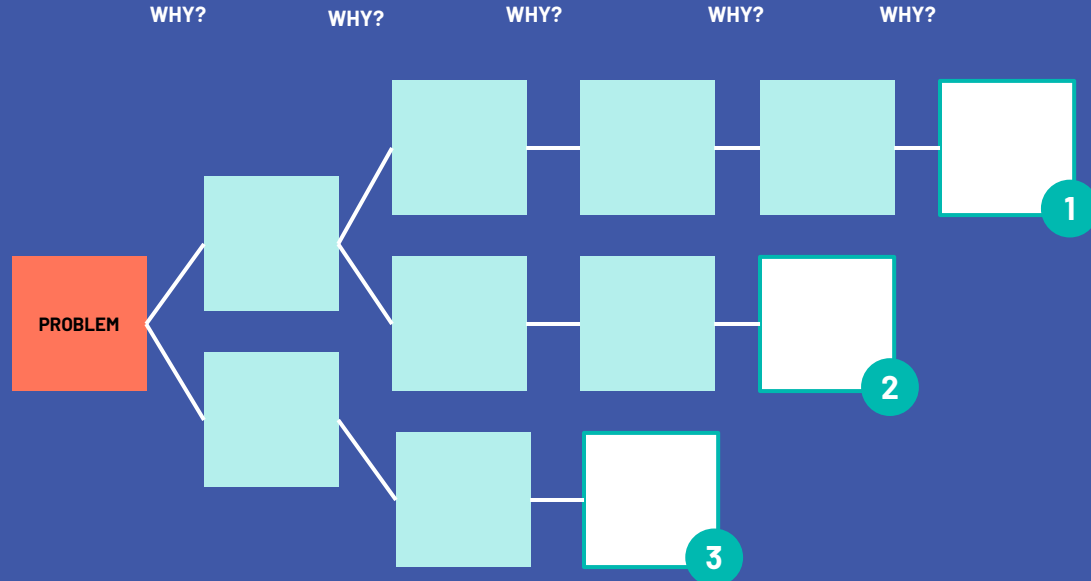
- Day 1**
- Global, Regional and National Supply Chain/Health Strategies Overview
 - Overview of EVMA Results and +/- Introduction to Initial activities developed
- Day 2**
- Root cause analysis of inputs, outputs, performance and overall scores
 - Review/consolidate improvement activities for inputs, outputs, performance and overall scores
- Day 3**
- Development of national supply chain vision and strategic goals
 - Finalize targets, required resources, timelines, accountability etc.
- Day 4**
- cIP Implementation, tracking, targeted assessments plan
 - Multi-stakeholder accountabilities

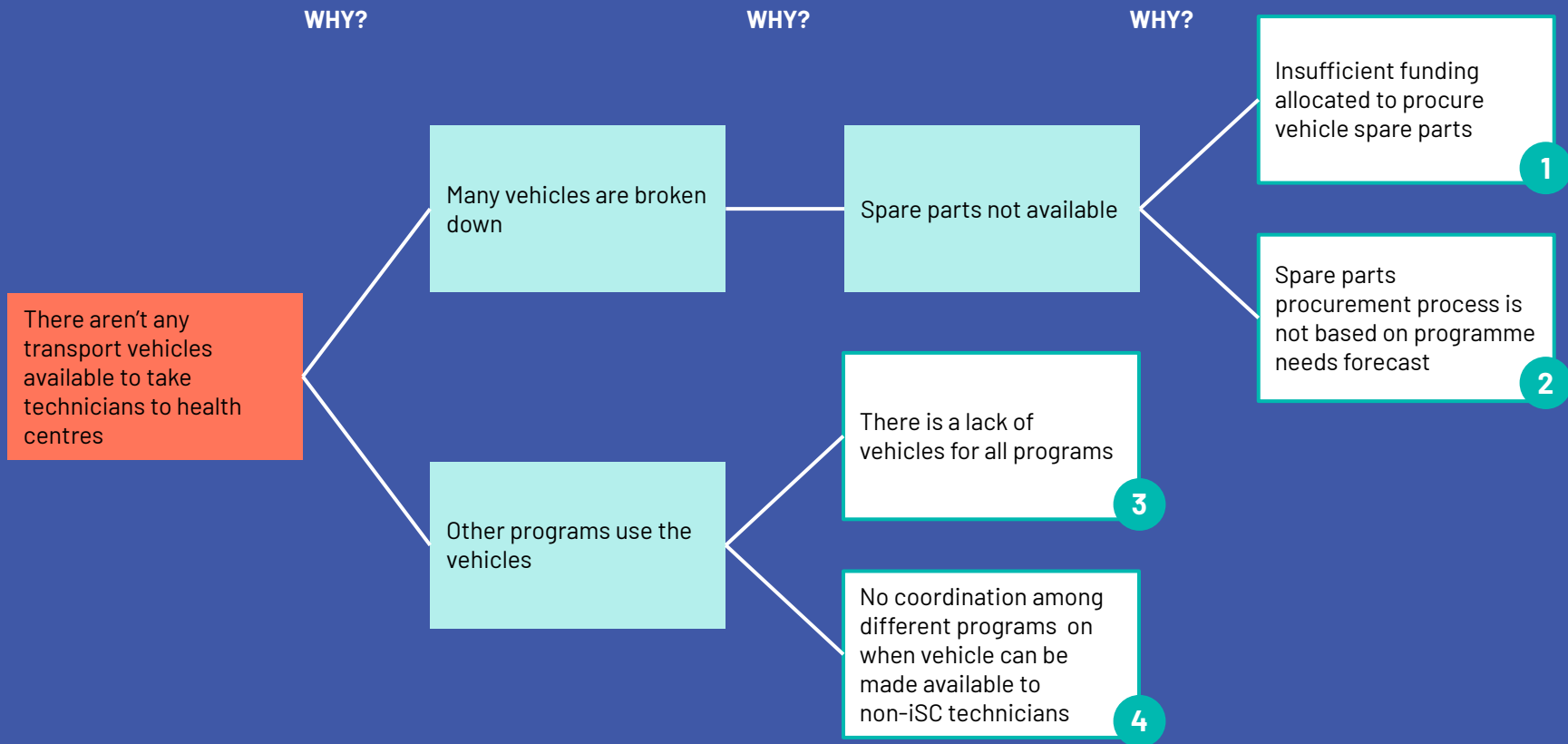


Identifying root causes behind the data

The purpose of an root cause analysis is to find out **what** happened, **why** it happened, and determine what **changes** need to be made.

During a cIP working session, participants from each locality can help to interpret the results and dashboards – diagnosing both the root of the problem and the starting point for action.

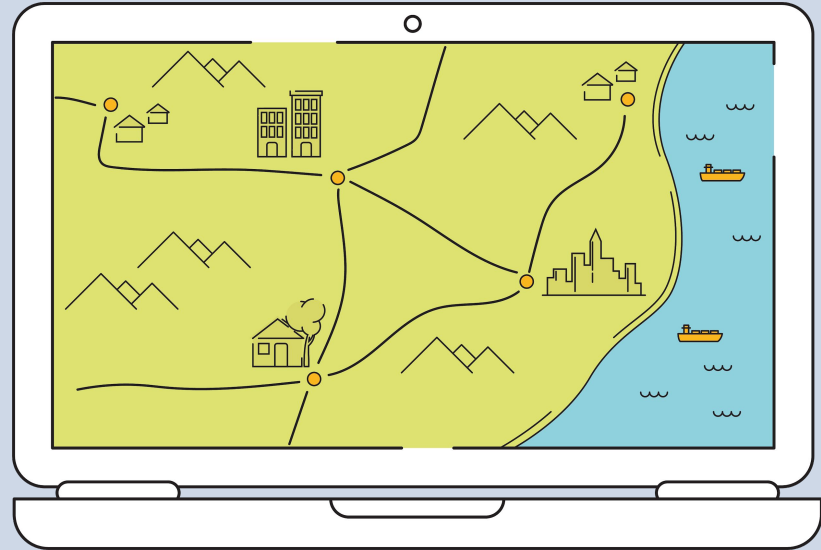




The emerging results contributes to national health system strengthening

Both EVMA results and root causes address problems at a health systems level

Develop in conjunction with departments of financing, human resources, and information management systems.



Leverage the cIP Development Tool to *consolidate* your cIP

- 5-year Supply Chain Vision (1)
- Strategic Goals (4 to 5)
- Refined activities
 - improvement activities for low/medium score areas
 - Sustaining activities for high score areas
- Refined targets
- Resource requirements, timelines etc.
- Procedure for implementing and tracking

Continuous Improvement Plan (cIP) Development Tool

Country:

Assessment name:

Assessment description:


Start Date:

Target Score:

Plan date:

Completion Status: 21.6%


Version 2.2 - October 2021



Effective Vaccine Management (EVM)
Setting a standard for the vaccine supply chain

<https://extranet.who.int/evm2/web>

Operational Plan		Gantt Chart											
		2022											
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2	C2	The National Store has a new PQS pre-qualified vaccine cold room (with sufficient storage capacity for expected maximum stock levels).	Select a suitable cold room. Procure the cold room. Install the cold room. Perform a mapping study (in all three cold rooms)	x	x			x	x	x			
3	C4	A National Logistics Working Group (NLWG) is formally established.	perform the desktop research on the legal provisions for establishing the group organize a stakeholders meeting develop legal provision for establishment of the group nominate members of the group					x	x	x	x	x	



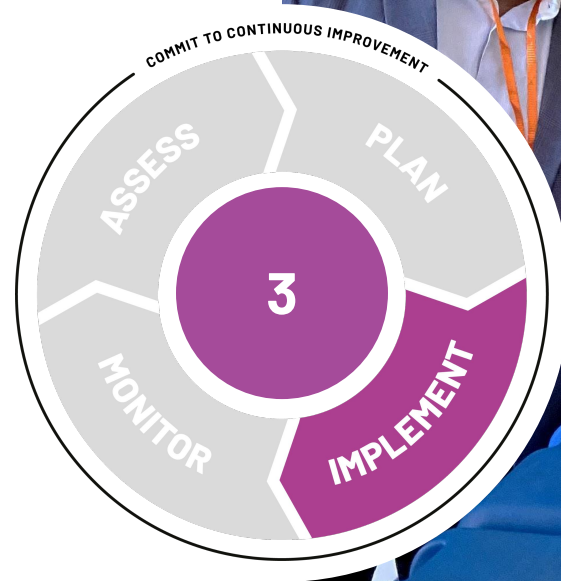
4

**Implement the
cIP**

Implementation and change

The next step is to check that all the actions listed in the cIP are being implemented.

At different levels of the supply chain, from national to local, **implement the operational improvement plan.**





5

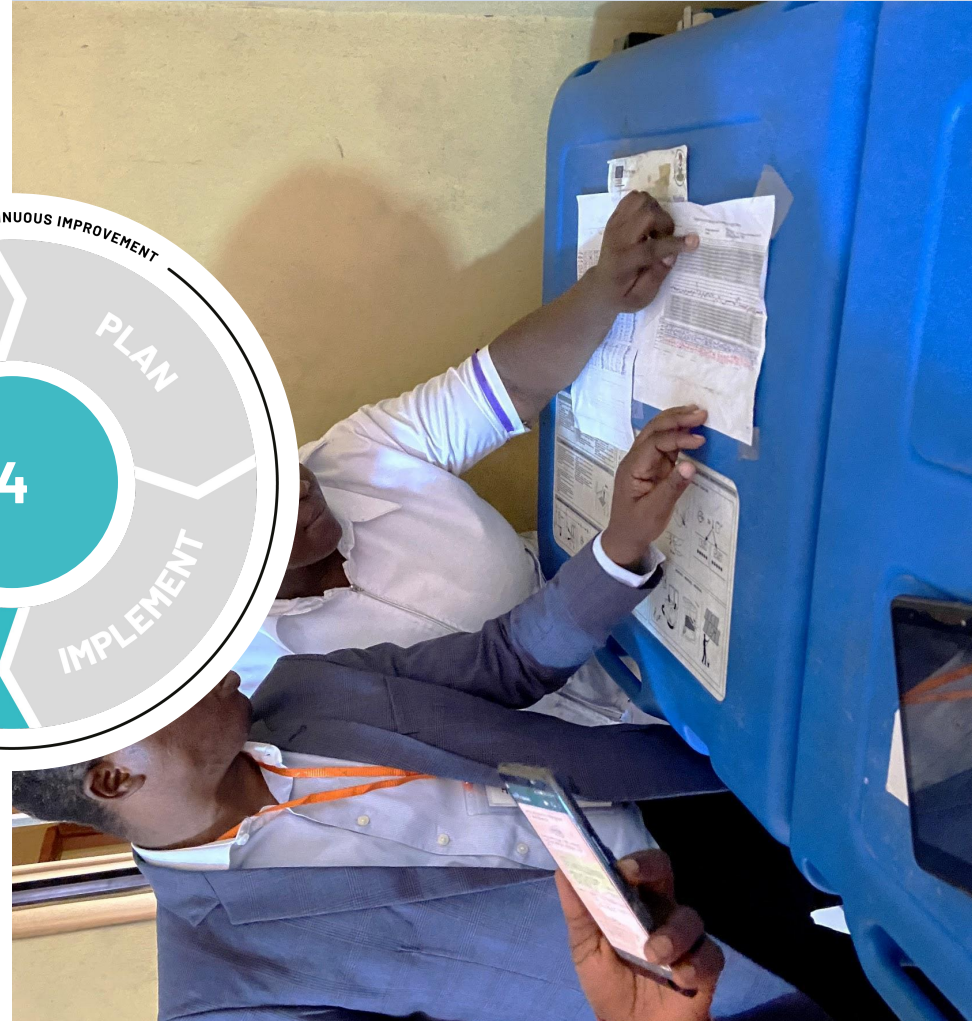
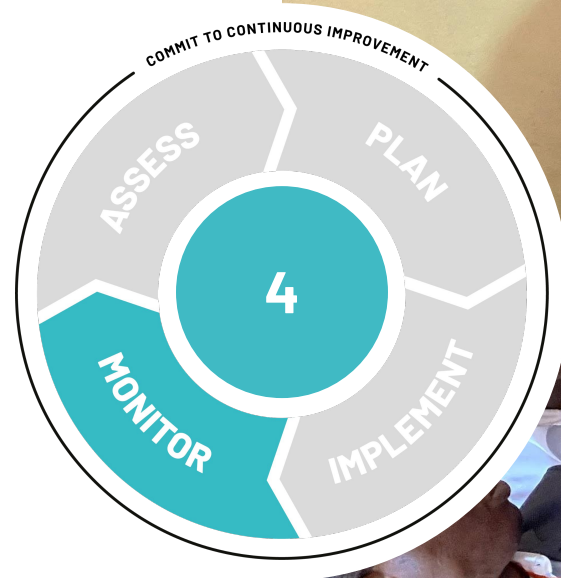
**Monitor
Performance**

Targeted Assessments

The last step in the cycle is **to validate that the changes you want to achieve through the implementation tasks listed in the cIP have been successful.**

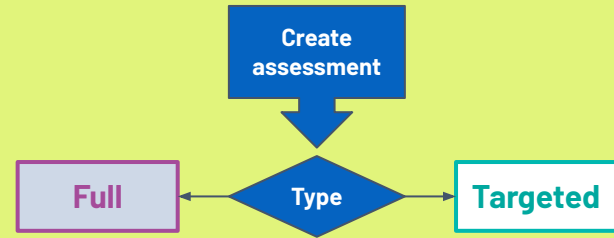
Review and report progress against planned activities and **monitor outputs and outcomes.** *These can be validated by conducting targeted assessments.*

Whatever the impact of the cIP there should be a plan to re-assess the iSC in 3-5 years.



Targeted Assessments

After a **full national** assessment, **targeted** assessments can be used as a self-assessment: Facilities can use the app to review their practices, equipment and knowledge make improvements at the ground level.



Capacity Building

Each assessment and cIP development provides an opportunity to build the capacity of national and sub-national stakeholders on critical 19 EVM supply chain components





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June 16th, 2022

Country Experience: Developing and implementing a continuous improvement plan (cIP)

Yoms Ishaku (National Primary Health Care Development Agency (NPHCDA), Nigeria)



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Federal Ministry of Health National Primary Health Care Development Agency

EVMA 2.0 Lessons Learnt and Best Practices





lessons learnt from Assessment Processes and preparations



1. Immediate mobilization of adequate funds. Nigeria secured funds as per back as 2020.
2. Establishment of a pool of experienced iSC personnel was a great assets for the country in the conduct of the EVMA.
3. Improper site profiling before deployment a recipe for challenges with sites selection
4. Country ownership with key EVM managers from the government ensured ownership.
5. Assignment of questionnaire to assessors before travelling to the field for assessment helped considerably.
6. Immediate sharing of assessment results with State stakeholders highlighting strengths, weakness and opportunities proved to be helpful.
7. Conduct of the assessment become an optimized way of supportive supervision



lessons learnt from EVMA 2.0 TOOL



1. Mobile-application rather than paper-based tool: The more we automate, the more we simplify and get more precision
2. New improved questions added widens scope of effective vaccines management assessments hence need for more time or days to cover sites.
3. Inclusion of GPS coordinates ensures team presence in the exact facility and can be verified however, there is need to take GPS before and after data collection.
4. Provisions for easy to document comments, attachment and raise flags make the tool work friendly.
5. Randomized site selection process led to the exclusion of 5 out of 37 State cold stores. Country had to do additional selection to cover all the states.
6. Heat map generation at all levels -Easy to provide summary of results at a glance using the EVM2.0.
7. Complexities of the EVM cIP tool: Nigeria is populating a tool that will better facilitate advocacy to the state authorities



lessons learnt from cIP



1. Ownership to developed cIP by states stakeholders when they are involved in the processes
2. cIP tool makes planning of activities easier.
3. Weak PHC governance leads to non implantation fo previous activities.
4. With recent Vaccine management training in Nigeria has make Cip development easier
5. Prioritization of activities comes out very clear with the tool
6. Existence of strong and functional Logistics working groups at National, Zones and States
7. Challenges identified from states on non implementation of activities were
8. Incentives to be given to best performing state during annual review was emphasis



There are some best practices of cIP that can be recommended to other countries

Key Areas	Benefits/Rationale
Functionality of NLWG	<ul style="list-style-type: none">Facilitate coordination and inclusiveness of all stakeholders.Acceptability of the process and ownership of the outcome.
State specific cIP development	<ul style="list-style-type: none">Some activities are specific to a particular state or region.States know their prioritize activities and fund gaps to implement
Supportive supervision	<ul style="list-style-type: none">Plans for supervision should be very clear with dedicated funFeedback should be encourage at all supply chain levels.
Planning adequately	<ul style="list-style-type: none">Task team, chronogram, resource mobilization, set ups etc.Advocacy and stake holders' engagement
Institutionalization of PHC governance	<ul style="list-style-type: none">SPHCDA/B presence in all states has make HW attitude and motivation easierHands on experience to minimize avoidable errors during the main assessment.
cIP by levels and then consolidate	<ul style="list-style-type: none">State specific plansEvidence basedInclusion of other findings outside EVMA
Integration of cIP with other national plans	<ul style="list-style-type: none">SynergyPolitical leadership attentionNational resources are easily tapped without so much efforts
Quarterly evaluation	<ul style="list-style-type: none">Track progressTied to quarterly EVMA (Targeted)



There are some best practices of cIP that can be recommended to other countries



Key Areas	Benefits/Rationale
Following chronology of cIP	<ul style="list-style-type: none">▪ Development of cIP, State engagements, Donor/partners (Stakeholders) meeting to solicit buy-in and funding, CIP dissemination, Implementation and follow-up
Carry over of activities	<ul style="list-style-type: none">▪ Prioritize activities with funding gaps and other challenges

A light blue card with the words "Thank You" written in a black, cursive script. The card is placed on top of a brown, textured envelope. A faint, circular embossed mark is visible on the card above the text.

Thank You



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June 16th, 2022

Country Experience: Developing and implementing a continuous improvement plan (CIP)

John Dadzie (Vaccine Management Specialist, UNICEF Ghana)



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cIP DEVELOPMENT: LESSONS LEARNT, BEST PRACTICES AND RECOMMENDATIONS

JOHN FREDERICK DADZIE

VACCINE MANAGEMENT SPECIALIST CONSULTANT

UNICEF, GHANA

1. Lessons learnt

- Team work
- Multi-sectorial
- Country led process
- Time consuming exercise
- Committed leadership
- Implementation timelines should be followed

2. Best Practice S

- Team formation (groups) to work on different aspect of the cIP tool based on categories
- Group composition should be multi-discipline and multi-sectorial for ownership and acceptance
 - Participation of representatives of MoH and MoF
 - Involvement of Partners from the beginning to the end of the process
 - Involvement of staff from the subnational levels
- The cIP development should follow immediately after generation of EVMA report
- In-house preparatory meeting before the cIP development meeting
- The need to have one or two committed staff grounded in immunization programme activities to lead the country process

3.

Recommendations

- The period of support of consultants to countries should be extended to between 4-6 weeks (the whole EVMA support)
- Regional trainings should be organized to build in country capacities to conduct their own assessment (Full and targeted assessments)
- The tool is good but will need review to remove some redundant questions.