**Global Health Supply Chain Maturity Model v8.0**

**Facilitator’s Guide Companion**

2020

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# 1. Prior to Global Health Supply Chain (GHSC) Maturity Model Training and Assessment

**Facilitator Advance Work:**

1. Review the Maturity Model Checklist prior to setting up an assessment. This will help you to ensure the timing and sequence of actions before, during, and after the assessment.
2. Identify the right people to participate in the Maturity Model assessment. It is unlikely that only one or two participants will have all information and perspectives regarding a site, and highly unlikely that they’ll be able to comment knowledgeably on practices across a supply chain.
3. Request an assessment time that is at least three (3) to four (4) weeks in the future, giving all participants a reasonable opportunity to attend and prepare. Offer multiple dates and times, and select the date/time that will bring the most (and best) participants to the event.
4. Share materials from the Maturity Model Playbook as appropriate prior to conducting the assessment. Playbook materials will acquaint participants with Maturity Model categories and concepts related to supply-chain maturity. For example, the Participant Guide will present expectations for both the assessment and the improvement work required after the assessment.
5. Identify for participants the time commitments required for both the assessment and improvement planning/actions:

* An assessment can be done in as little as one (1) hour, but you should allow for at least two (2) to three (3) hours in order for all participants’ perspectives and opinions to be heard. The assessment team should discuss category questions presented on a poster or flipchart (PDF available), with one participant recording responses online. This will engage all participants in the topics and help with improvement planning.
* Schedule sufficient time for analysis of assessment results and improvement planning. Identifying improvement actions can be done the day of the assessment or soon thereafter, which can allow assessment participants time to share findings with other stakeholders and consider implications of the assessment.

**2. Welcome and Introductions**

**Begin the *Global Health Supply Chain Maturity Model* PPTX presentation.**

**Purpose:**

Introduce participants to one another and to the Global Health Supply Chain Maturity Model (GHSC MM) training and assessment process.

**Session Objectives:**

During the session participants will:

1. Become better acquainted with one another.
2. Create facilitator and participant agreements that establish ground rules.
3. Review training goal, objectives, and agenda.
4. Review training logistics.
5. Review Maturity Model support materials

**Time:** 30 minutes

**Materials:** Flip chart, paper, markers, tape, PowerPoint slide deck

**Handouts:** Handout 1: Training Goal, Objectives, and Agenda (in the *Appendix*)

**Facilitator Preparation:**

* Prepare and post the following flip charts: *Group Norms*, *Parking Lot*, and *Team Roles*.
* Place participant handbook, notepad, pen, name tag, and marker at each participant’s place

**Activities Summary:**

|  |  |  |
| --- | --- | --- |
| **Title** | **Type** | **Time** |
| 1. Opening meditation and remarks | Presentation | 5 |
| 1. Participant introductions | Icebreaker activity and introductions | 10 |
| 1. Review of training goal, objectives, and agenda | Interactive lecturette | 5 |
| 1. Workshop norms and logistics | Guided discussion and lecture | 3 |
| 1. Maturity Model support materials | Guided discussion | 5 |
| 1. Session conclusion | Lecture | 2 |
| **Total time for session** (allow an additional 15 minutes time if *ASCM Overview* is presented) | | **30** |

**Activities:**

1. **Opening Meditation & Remarks – Presentation – 5 minutes**

Welcome participants and ask for a volunteer to lead a meditation. Ask the MOH official to provide some opening remarks.

1. **Introductions – 15 minutes**

**Slide 2**

Presenter is identified.

**Slide 3**

Ask participants to identify themselves:

* Name, organization, position, and roles
* One expectation each has from the training
* One non-work activity that each enjoys

Ask participants to introduce themselves using these instructions. Each should tell everyone the name that he/she prefers, and also write that name on his/her name tag. Trainers should also participate in the introduction exercise.

**NOTE:** If ASCM staff are involved in the training and assessment but the team is not familiar with ASCM, the *ASCM Overview* presentation PPTX should be presented during this session.

1. **Review of training goal, objectives, and agenda – 5 minutes**

Ask participants to find Handout 1 in their participant materials. Review the goal and have participants take turns reading out the objectives. Summarize and reinforce that this is training and that all should be prepared to work on this important activity. Review the agenda, noting start and end times, breaks, and lunches. Review departure times.

1. **Workshop norms and logistics — 5 minutes**

**Slide 4**

Review the flip charts posted around the room and their purposes. Ask if there are nominations for the roles of team leader, timekeeper, energizer, and meditation leader, and record their names on the **Roles flip chart**. Explain the purpose of the **Parking Lot** flip chart. Develop **norms** with the group.

Remind participants to sign the registration sheet if they have not done so already. Inform the participants of the training logistics.

**Present *ASCM Overview PPTX* presentation if participants are unfamiliar with ASCM, and then return to the *Global Health Supply Chain Maturity Model* presentation.**

1. **Session conclusion — 2 minutes**

Answer any questions and transition to the next session.

**3. GHSC Maturity Model Overview**

**Purpose:**

Acquaint participants with the Global Health Supply Chain Maturity Model (GHSC MM).

**Session Objectives:**

During the session participants will learn:

1. The rationale behind the GHSC MM.
2. How the GHSC MM increases supply-chain performance
3. Levels of supply-chain maturity

**Time:** 20 minutes

**Materials:** Flip chart, markers, LCD, PowerPoint slide deck

**Handouts:** GHSC MM v8.0 assessment printout/poster and Glossary

**Facilitator Preparation:**

* Review the slide deck before the session
* Understand all terms in the assessment and Glossary

**Activities Summary:**

|  |  |  |
| --- | --- | --- |
| **Title** | **Type** | **Time** |
| 1. Session introduction | Lecture | 2 |
| 1. Maturity Model overview | Interactive Lecture | 15 |
| 1. Session conclusion | Lecture | 3 |
| **Total time for session** | | **20** |

**Activities:**

1. **Session introduction — 2 minutes**

Ask participants if they know of any other public health supply-chain assessment tools.

Some of the expected responses:

* Immunization Supply Chain Process Scorecard — Gavi
* Maturity Model and Deep Dive Assessment — Global Fund
* Supply Chain Maturity Scorecard — UNICEF
* National Supply Chain Assessment (NSCA) —- USAID
* Supply Chain Information System Maturity Model (SCISMM) — USAID
* Effective Vaccine Management Assessment (EVMA) — WHO/UNICEF

1. **Session: Maturity Model overview — 15 minutes**

Explain that maturity models convey the idea of development from an initial state to a more advanced state. Maturity involves evolution, and an organization/supply chain will pass through a number of intermediate states on the way to full maturity.

Ask participants: What does “maturity” imply?

Maturity implies that the processes are well understood; supported by documentation and training; consistently applied throughout the organization; and continually monitored and improved by its users.

**Slide 5**

Review training objectives.

**Slide 6-9**

Review Maturity Model support materials.

**Slide 11-12**

Inform participants that GHSC MM is a self-assessment tool that helps sites, supply chains, counties, regions, and countries independently assess supply-chain needs and clarify stakeholder expectations against current supply-chain maturity level.

The primary purpose of the GHSC MM is to help sites, supply chains, counties, regions, and countries increase supply-chain performance by focusing effort on removing constraints that prevent improvement. It is also intended to highlight areas where investments are required and also to understand when “Market Maturity” impacts a supply chain’s ability to improve.

The tool is designed to measure strategic, tactical, and operational processes in a single tool. Indicators are clustered in categories of critical supply-chain components.

**Slide 13**

Theory of Constraints (TOC) is a fast and effective way to improve performance. TOC states that the worst-performing component of a supply chain limits overall system performance to that level. This is especially critical in supply chains with multiple entities and rapidly changing needs, products, and information.

A bottleneck (resource) is a resource with capacity less or equal to demand. A constraint is a factor that limits an organization's performance. A constraint can be called a bottleneck, but a bottleneck is not necessarily a constraint.

The GHSC MM highlights the weakest link in achieving supply-chain goals. By looking for the weakest link, participants can focus efforts to remove bottlenecks and constraints, improving performance. As a supply chain improves performance, its weakest link changes. By using the GHSC MM, participants can review supply-chain components that require attention. Sometimes external constraints impact a supply chain’s effort to improve; the GHSC MM also will help to highlight these issues as well.

**Slide 14**

The GHSC MM levels are:

1 = Canvas (lowest maturity level)

2 = Bronze

3 = Silver

4 = Gold

5 = Accredited/platinum (highest maturity level)

Review each level in detail: Ask a volunteer to read each box from Canvas to Accredited for:

* *Looks Like* — These conditions can be observed.
* *Key Performance Indicators* — Performance improves with maturity level.
* *Key Priorities* — As you can see in Canvas, the priority is making sure capabilities are in place. As the supply chain matures and reaches the Accredited level, the key priority is continuous improvement, because while capabilities (systems, training, documentation) are in place, they must now be maintained via continuous improvement.
* *Investor Implications* — One of the objectives of the GHSC MM is to help prioritize investments. This slide shows what investors should focus on at each level, by identifying improvement opportunities. Emphasize the need to ensure that supply chains are at the Accredited level.

1. **Session conclusion — 3 minutes**

Answer any questions and transition to the next session.

**4. GHSC Maturity Model Assessment Process**

**Purpose:**

Describe how participants as a team will complete a GHSC MM assessment.

**Session Objectives:**

During the session participants will learn:

1. Steps to completing an assessment
2. Profile questions that will enable data analysis by stakeholders
3. Types of questions — maturity level and constraints — within each GHSC MM category

**Time:** 25 minutes

**Materials:** Flip chart, markers, LCD, PowerPoint slide deck, GHSC MM v8.0 assessment printout/poster

**Handouts:** GHSC MM v8.0 assessment printout

**Facilitator Preparation:**

* Review the slide deck before the session
* Have the GHSC MM v8.0 assessment printout/poster prepared and ready to place in the room

**Activities Summary:**

|  |  |  |
| --- | --- | --- |
| **Title** | **Type** | **Time** |
| 1. Session introduction | Lecture | 2 |
| 1. Maturity Model Assessment Process steps | Interactive Lecture | 10 |
| 1. Glossary | Interactive Lecture | 5 |
| 1. Tactical considerations for GHSC MM | Lecture | 5 |
| 1. Session conclusion | Lecture | 3 |
| **Total time for session** | | **25** |

**Activities:**

1. **Session introduction — 2 minutes**

Explain to participants that you are going to review the specific components of the GHSC MM assessment process.

1. **Maturity Model assessment process steps — 10 minutes**

**Slide 16-17**

Explain to the participants that the GHSC MM evaluation is an online questionnaire. However, the participants will collaborate in answering the assessment by reviewing questions and answers shown on the assessment printout/poster or projected on a screen. They can also refer to the printout to follow along.

Participant teams will access the Global Health Supply Chain Maturity Model v8.0 at an online website (the following link is for a demonstration site where attendees can trial the assessment):

[Global Health Supply Chain Maturity Model v8.0](https://ascm.iad1.qualtrics.com/jfe/form/SV_0Jm2OJ0Y4nZEic5)

Step 1. Explain that once they access the online site, the team will provide profile information regarding the assessment. Use the link above to show the participants the online site, and explain the type of answers expected for each of the following:

* + Country and Region/State/County
  + Date of assessment
  + Name of team
  + Type of organization (Public, Private, or NGO)
  + Commodity type
  + Supply-chain stakeholders represented
  + Number of times the supply chain has been assessed
  + Source of information for the assessment

Step 2. Participants will then proceed to answer questions in 20 supply-chain categories. There are two types of questions within the categories:

**Slide 18**

Type 1: Questions that gauge maturity level:

* Canvas
* Bronze
* Silver
* Gold
* Accredited

Encourage participants to answer each maturity question with their best estimation of a canvas-to-accredited answer. Only if the group truly does not know an answer should they select “Don’t know.” If participants want to answer “Not applicable,” they should explain their reasoning. There is a comment section in each category for participants to explain their answers.

**Slide 19**

Type 2: Questions that identify constraints (the facilitator should give an *example* of each type of constraint):

* Human resources — e.g., *insufficient staffin*g
* Improvement-process knowledge — e.g., *staff not equipped with problem-solving skills or process-improvement knowledge*
* Enabling technologies — e.g., *software needed for the process is missing; facility lacks internet access*
* Leadership/guidance — e.g., *a critical leadership position is vacant*
* National guidelines — e.g., *guidelines are less than a mature level would require*
* Funding — e.g., *funds not available for training, software, etc.*
* Infrastructure — e.g., *poor roads prevent deliveries*
* Government support — e.g., *lack of interest in supply-chain improvements*
* No public/private collaboration — e.g., *silo approach to supply-chain improvement*
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Step 3. After completing all questions and reviewing answers, the assessment is submitted online. Explain that participants should review their answers to all categories prior to submitting responses.

**Slide 20**

Advise participants to review the Glossary when considering categories and questions. Inform participants that frequently asked questions in Maturity Model workshops revealed a need for clarity on specific words or phrases.

The Glossary defines words and provides examples so that all participants work from a common understanding of the GHSC MM. This reference document can also minimize different interpretations by facilitators. Ensure that participants have the Glossary at all times during the assessment.

1. **Review the Glossary with the participants — 5 minutes**

Name some terms and ask the participants to look for them in the Glossary. Once a participant identifies where the term is located in the Glossary, direct all the participants to that page and ask them to read it and its meaning.

1. **Dashboard and tactical considerations — 5 minutes**

**Slide 21**

After submitting an assessment, participants will be provided a Team Output dashboard summary that graphically displays the maturity level for each category, based on an average of question answers in the category, as well as an overall supply-chain maturity level.

Participants should focus their attention on categories with the lowest maturity levels. Explain that investing time, energy, and resources where a component is already strong is unlikely to result in better performance. Increasing performance is usually done by investing in the weakest components of individual supply chains (the TOC concept).

The Team Output also will identify market constraints. After an assessment, ask participants to consider how a certain constraint has impacted a category’s performance. Where market constraints exist, investing to remove those constraints may improve the entire supply chain.

**Slide 22**

Summarize the GHSC MM assessment process, from reporting information to the Team Output dashboard.

1. **Session conclusion — 3 minutes**

Answer any questions and transition to the next session.

**5. From GHSC MM to Supply-Chain Improvements**

**Purpose:**

Explain that the underlying reason for the GHSC MM assessment is to plan supply-chain improvement projects that will increase performance. An assessment without improvement projects is a waste of time.

**Session Objectives:**

During the session participants will learn:

1. How to use their assessment output to identify supply-chain weaknesses and constraints
2. How to plan improvement projects
3. How to track projects to ensure supply-chain improvements

**Time:** 15 minutes

**Materials:** Flip chart, markers, LCD, PowerPoint slide deck, 2X2 Matrix

**Handouts:** Improvement Commitments Sheet and Improvement Commitments Sheet Instructions

**Facilitator Preparation:**

* Review the slide deck before the session
* Review the Improvement Commitments Sheet and Improvement Commitments Sheet Instructions

**Activities Summary:**

|  |  |  |
| --- | --- | --- |
| **Title** | **Type** | **Time** |
| 1. Session introduction | Lecture | 2 |
| 1. Six-step improvement process | Lecture | 5 |
| 1. Continuous improvement with GHSC MM | Lecture | 5 |
| 1. Session conclusion | Lecture | 3 |
| **Total time for session** | | **15** |

**Activities:**

1. **Session introduction — 2 minutes**

Explain to participants that you will review post-assessment activities.

1. **Six-step improvement process — 10 minutes**

**Slide 24-25**

Describe the six steps on the slide:

1. The assessment will determine the maturity level of the supply chain.
2. The Team Output dashboard summary will identify the weakest links and constraints in the supply chain.
3. Describe how each participant should develop (five) 5 to (ten) 10 ideas for how to improve supply-chain categories identified as having low maturity levels. The ideas will be grouped and prioritized within the 2X2 matrix. Explain how the matrix works.
4. Based on matrix placement and other needs related to supply-chain weaknesses and constraints, participants will complete the Improvement Commitments Sheet. (Refer to the *Improvement Commitments Sheet Instructions* for more guidance.)
5. Explain to participants how to use the Team Output dashboard summary and the Improvement Commitments Sheet to enlist support and/or funding for improvement projects. One column of the sheet identifies the “Person or Group to Contact for Help” for a project; this is the logical first connection/request.
6. Explain to participants how to track projects and report back to the team with results.

**Slide 26**

Explain that as progress occurs, another assessment should be scheduled to keep the improvement cycle going, and to document how the supply chain has improved. This information is critical to gaining additional support and funding.

1. **Session conclusion — 3 minutes**

Answer any questions and transition to the next session.

**6. GHSC Maturity Model Categories and Questions**

**Purpose:**

Highlight the diversity and complexity of supply-chain components across the 20 categories of the MM Assessment. *Do not* go into detail; it is better to do a deep dive on categories during the actual assessment. This allows participants time to consider what each category and question involves.

**Session Objectives:**

During the session participants will learn:

1. The complexity of assessing a supply chain
2. The 20 GHSC MM categories

**Time:** 30 minutes

**Materials:** Flip chart, markers, LCD, PowerPoint slide deck

**Handouts:** GHSC MM v8.0 printout

**Facilitator Preparation:**

* Review the slide deck before the session
* Be prepared to quickly summarize the 20 GHSC MM categories

**Activities Summary:**

|  |  |  |
| --- | --- | --- |
| **Title** | **Type** | **Time** |
| 1. Session introduction | Lecture | 2 |
| 1. Maturity Model categories and questions | Lecture | 15 |
| 1. Session conclusion | Lecture | 3 |
| **Total time for session** | | **20** |

**Activities:**

1. **Session introduction — 2 minutes**

Explain to participants that you will briefly review the 20 GHSC MM categories; MM questions will be discussed in detail during the actual assessment.

1. **GHSC MM categories and questions — 15 minutes**

**Slides 28-51**

Devote a minute or less to each of the 20 categories. Provide more detail during the actual assessment.

**Session conclusion — 2 minutes**

**7. Maturity Model Data Visualization**

**Purpose:**

Walk participants through the technical and improvement-related objectives of the Maturity Model Data Visualization site.

**Session Objectives:**

During the session participants will learn:

1. The functionality of the MM Data Visualization site
2. How to use the site to track improvement

**Time:** 15 minutes

**Materials:** Flip chart, markers, LCD, PowerPoint slide deck

**Handouts:** Link to MM Data Visualization

**Facilitator Preparation:**

* Get familiar with the Data Visualization site before the session

**Activities Summary:**

|  |  |  |
| --- | --- | --- |
| **Title** | **Type** | **Time** |
| 1. Session introduction | Lecture | 2 |
| 1. Maturity Model Data Visualization | Lecture | 10 |
| 1. Session conclusion | Lecture | 3 |
| **Total time for session** | | **20** |

**Activities:**

1. **Session introduction — 2 minutes**

Explain to participants how Data Visualization connects to actual assessments and how past assessment can be reviewed.

1. **Maturity Model Data Visualization — 15 minutes**

**Slides 53-57**

Walk through features of the site and encourage attendees to login and trial the site on their own.

1. **Session conclusion — 2 minutes**

**8. Next Steps**

**Purpose:**

Identify next steps for participants after they’ve begun doing assessments and improving their supply chains.

**Session Objectives:**

Get participants excited about the broader, real-life impact and context of the Maturity Model and assessments.

**Time:** 5 minutes

**Materials:** Flip chart, markers, LCD, PowerPoint slide deck

**Handouts:** Training evaluation forms

**Facilitator Preparation:**

Understand the long-term perspective of the Maturity Model and assessments and their role on public health.

**Activities Summary:**

|  |  |  |
| --- | --- | --- |
| **Title** | **Type** | **Time** |
| 1. Session introduction | Lecture | 1 |
| 1. Next steps | Lecture | 3 |
| 1. Session conclusion | Lecture | 1 |
| **Total time for session** | | **5** |

**Activities:**

1. **Session introduction — 1 minute**

Explain to participants that assessment should be an ongoing endeavor for them and their organizations.

1. **Maturity Model Data Visualization — 3 minutes**

**Slides 59-60**

Identify the broader public-health impact of the Maturity Model, assessments, and improvement projects.

**Slides 61**

Ask attendees to evaluate the training.

**Session conclusion — 1 minute**

# Appendix

# Handout 1 — Training Overview

**Training Goal**

The Global Health Supply Chain Maturity Model Version 8.0 (GHSC MM v8.0) training has been developed to ensure that participants have the knowledge and skills to use the MM to assess their supply chain to improve performance

**Training Objectives**

The training will:

1. Describe the rationale behind the MM
2. Explain how the MM can improve supply chain performance
3. Describe levels of maturity
4. Outline the pre-planning necessary for an effective assessment and follow-up improvement projects
5. Describe the maturity MM process
6. Explain MM outputs
7. Use MM outputs to develop improvement projects

**Training and Assessment Agenda — Approximate Times**

|  |  |
| --- | --- |
| **DAY 1** | |
| 8:30 – 9:00 | Introductions:   * Name * Role * Supply-chain improvement experience |
| 9:00 – 10:30 | Overview of ASCM and introduction of Maturity Model |
| 10:30 – 11:00 | Break |
| 11:00 – 1:00 | Maturity Model Self-Assessment |
| 1:00 – 2:00 | Lunch |
| 2:00 – 3:00 | Review Maturity Model Output |
| 3:00 – 4:00 | Each team member develops 5 to 10 ideas for improving the supply chain and removing constraints |
| 4:00 | Closing remarks |
| **DAY 2** *(This day’s activities can occur the day after the Maturity Model Self-Assessment or at a later date TBD.)* | |
| 8:30 – 9:00 | Introduction to Improvement Planning |
| 9:00 – 10:30 | Review and documentation of team members improvement ideas |
| 10:30 – 11:00 | Break |
| 11:00 – 1:00 | Grouping and prioritizing ideas using the 2X2 matrix |
| 1:00 – 2:00 | Lunch |
| 2:00 – 4:00 | Completion of Improvement Commitment Sheet, identifying resources, support persons, person responsible for commitments, etc. |
| 4:00 | Closing remarks |