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

**Participant Guide**

This guide will acquaint participants with the Global Health Supply Chain Maturity Model v8.0 assessment and improvement processes. Training that occurs during and prior to an assessment will help to ensure that participants have the right knowledge and skills to use the model to assess their supply chain in order to improve supply chain performance.

During an assessment and improvement planning activities, participants will be guided by a public health supply chain expert. These individuals will:

1. Describe the rationale behind the Maturity Model
2. Explain how the Maturity Model improves supply chain performance
3. Describe the various levels of supply chain maturity
4. Help participants plan for an effective assessment and follow-up actions
5. Describe how to conduct a Maturity Model assessment
6. Explain how to interpret the Maturity Model outputs
7. Use the Maturity Model outputs to develop improvement projects
8. Guide participants through post-assessment activities (e.g., track improvement projects, document outcomes, and update stakeholders)

**Participant Role — Assessment:**

You have been asked to participate in a working session that will assess the performance and maturity of apublic healthsupply chain (or component(s) of a supply chain), and then plan improvements to increase maturity and performance. You and other team members will discuss and answer questions about 20 supply chain maturity categories included in the Global Health Supply Chain Maturity Model v8.0 self-assessment. This assessment will determine a level of maturity for each category and for the overall assessment, and guide improvement activities of the team. The maturity levels are:

20-39% = Canvas (lowest maturity level)

40-59% = Bronze

60-79% = Silver

80-99% = Gold

100 = Accredited/platinum (highest maturity level)

You should have some knowledge of the supply chain (or component(s) of the supply chain), but you are not expected to know all details of all activities throughout the supply chain. However, as a team, you and your colleagues should be able to accurately assess the entire supply chain (or component(s) of the supply chain) based on the group’s total knowledge and experience. This knowledge and experience will enable the team to accurately answer Maturity Model v8.0 questions.

An assessment team often consists of individuals representing various stakeholders:

* Ministries of Health
* State and community health agencies
* Public health warehouses/stores
* Service delivery points/health facilities
* National, state, and community finance/budget departments
* National, state, and community procurement departments
* National, state, and community logistics departments
* National, state, and community pharmacists
* Community leaders
* Community health workers
* Public health supply chain experts

***NOTE****: Not all of these stakeholders are required for a successful assessment, and it is unlikely that all these stakeholders will be available at the same time for a specific assessment.*

In preparation for your participation in the Global Health Supply Chain Maturity Model v8.0, please evaluate your knowledge and experience in the following categories related to the supply chain (or component(s) of the supply chain) you will be assessing. Please be prepared to discuss activities related to categories for which you have knowledge or experience, to help in identifying strengths, weaknesses, and constraints that prevent improvement:

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

To get a better understanding of the 20 categories prior to the Maturity Model event, please review the *Maturity Model Glossary (see Appendix)*.

Once the Maturity Model assessment has been completed, you and your colleagues will review Assessment Output — a graphic representation that shows the level of maturity for overall maturity, each category, and questions within categories. Teams are encouraged to answer all questions based on maturity levels; responses of “Not applicable” or “Don’t know” can result in an incomplete assessment.

**Participant Role — Improvement Planning Activities**

Based on review of the Maturity Model Output, you and your colleagues will proceed to improvement planning activities, which consist of:

1. *Participant improvement ideas:* Each team member should come up with 5 to 10 improvement ideas/actions to boost supply chain performance in categories that have low maturity and/or those with constraints.
2. *Grouping/combining ideas:* As a team, you and your colleagues will group and/or combine similar improvement ideas. For example, “Prevent stockouts at the health facility level” and “Ensure sufficient supply of medicines at health facilities” could be grouped together.
3. *Prioritize ideas:* The team will plot the grouped ideas according to a 2X2 matrix of difficulty (x axis) by performance impact (y axis) (*see 2X2 Matrix*). The matrix will help the team in prioritizing actions (e.g., high impact/low difficulty are likely to be pursued immediately), but other actions with high impact and greater difficulty may supersede others because of their importance.

**2X2 Matrix**

1. *Complete an Improvement Plan:* The team will complete an *Improvement Plan.* (Please review the *Improvement Plan* and *Improvement Plan Instructions* before the Maturity Model working session). Be prepared to offer your time and/or leadership for improvement actions — without participation and action, no improvements will occur.

**Ground Rules:**

Each participant should be fully engaged in the Global Health Supply Chain Maturity Model v8.0 assessment and improvement-planning exercises. Best practices include:

* Be on time
* Let your opinions be heard
* Listen to others
* Respect the opinions of others
* Ask questions
* Offer constructive feedback
* Stay focused on the objectives at hand
* Turn off phones, mobile devices, and computers
* Ask for the floor before speaking

**Maturity Model Agenda**

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| **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 | Begin 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 Plan, identifying resources, support persons, person responsible for improvement actions, etc. |
| 4:00 | Closing remarks |

**Appendix:**

**Global Health Supply Chain Maturity Model v8.0 Categories and Glossary**

***A. Maturity Model Categories***

**I. SDP/HF Visibility**Service Delivery Points/Health Facilities generate data regarding the inventory levels and consumption of product on site. As maturity increases, the supply chain increasingly receives real-time data from SDPs/HFs that feeds into a broader supply chain digital platform.*Objective: Improve the visibility and tracking of inventory at the SDP/HF.*

**II. SDP/HF Inventory Management**Inventory in the facilities is segmented into simple product categories to improve data (e.g., quantities, expiration dates, stockouts) and provide a clearer sense of what products are needed. As maturity increases, regular audits are conducted to ensure accurate product levels and adherence to policies to maintain appropriate stock levels.*Objective: Standardize inventory-handling practices at SDP/HF to ensure that optimal levels of inventory are always available.*

**III. SDP/HF Order Management**The facility can determine the need to order more inventory, identify that an order is based on inventory policies, and execute the order in a timely manner. As maturity increases, orders are created within a broader supply chain digital platform on demand.  
*Objective: Execute order management at the SDP/HF in relation to inbound orders, outbound inventory, real-time demand, and SDP/HF budget.*

**IV. Warehouse/Store Visibility**Within supply chain warehouse(s)/store(s), all products, inventory levels, and orders can be identified whether they are on the shelf, inbound, or outbound. As maturity increases. the supply chain has a Warehouse Management System (WMS) that is connected to a broader supply chain platform, which allows the warehouse/store to define specific inventory level rules.  
*Objective: Improve the visibility and tracking of inventory within the warehouse(s)/store(s).*

**V. Warehouse/Store Inventory Management**At the warehouse/store level, there is a defined amount of inventory of each product that should be maintained, based on demand. These levels are not fixed and should be updated on a regular basis. As maturity increases, regular audits are conducted to ensure accurate product levels and adherence to policies to maintain appropriate stocking levels.  
*Objective: Standardize inventory-handling practices at the warehouse(s)/store(s) to ensure optimal levels of inventory are available.*

**VI. Warehouse/Store Order Management**Supply chain warehouses/stores can determine that the location needs to order more inventory, that the order is based on inventory policies, and then execute the order. As maturity increases, orders are created within a broader supply chain digital platform as needed.

*Objective: Coordinate order management at the warehouse(s)/store(s) with real-time demand from SDP/HFs and other warehouses/stores.*

**VII. Warehouse/Store Operations**Each warehouse/store can promptly receive, prepare, and ship inventory as required. As maturity increases, orders are picked accurately and moved efficiently to transportation provider(s).*Objective: Standardize warehouse/store stocking, picking, handling, and staging processes and eliminate wasteful steps to ensure product quality and increase process speed.*

**VIII. Transportation**The supply chain can deliver product to service delivery points. Each location is documented, has a delivery schedule, knows what the delivery schedule is, and has a Proof of Delivery (POD) system in place. As maturity increases, route planning is conducted, appointments are defined, and product-delivery timing is measured and tracked.*Objective: Improve accuracy, timeliness, and efficiency of inventory transportation.*

**IX. Expiry Management**Both warehouses/stores and service delivery points have policies to handle expired product. As maturity increases, quarantine areas are maintained and a “first- expired, first-out” (FEFO) policy is systematic and maintained.*Objective: Identify product in SDP/HFs and warehouse(s)/store(s) near expiration, minimize expired product, and prevent unsafe release of expired product.*

**X. Procurement**The procurement process for product can be executed in a reasonable time frame. Within this maturity model, procurement is defined as the issuance of a purchase order to a previously established supplier, the approval of said purchase order by the vendor(s), shipment of goods, and receipt of goods. As maturity increases, the speed of the procurement process increases, levels are based on demand, and prices are competitive with national standards.  
*Objective: Rapidly procure the optimal amount of appropriately priced inventory to satisfy real-time demand.*

**XI. Infrastructure and Assets**The buildings in the supply chain are appropriate for storing and managing products in sound condition. As maturity increases, internet access is prevalent at all locations and facility risks are identified and managed.*Objective: Establish buildings for product and personnel that are safe, secure, and technology-enabled.*

**XII. Performance Management**Each process in the supply chain has a defined set of performance indicators that are managed, and effort is made to improve them over time. Decision-making processes are driven by supply chain data that populates scorecards. As maturity increases, data analytics are used in determining and improving supply chain and staff performance.*Objective: Establish a system to align and continuously improve performance at all sites consistent with overall supply chain goals.*

**XIII. Analysis and Evaluation**The supply chain uses data to understand properly functioning processes and to identify deviations from the norm. Data from orders, shipments, receipts, and other supply chain events are tracked to monitor process flow. As maturity increases, regular team reviews of supply chain data and analytics identify areas for improvement.  
*Objective: Establish capabilities whereby data alerts sites and the overall supply chain to problems and opportunities for improvement.*

**XIV. Demand Planning/Management**The supply chain quantifies consumption and creates a forecast for future commodity requirements based on multiple factors (historical usage, known fluctuations, etc.). As maturity increases, the demand assumptions and plan are held in the broader supply chain digital platform to influence decision-making.  
*Objective: Improve the accuracy of demand forecasting and eventually automate forecasting capabilities.*

**XV. Supply Planning/Management**A strategy is in place for how the supply chain will maintain appropriate levels of each commodity. As maturity increases, the supply plan is based on demand and inventory, and is tracked in the broader supply chain digital platform.*Objective: Plan and tightly coordinate supply chain actions and inventories with the demand plan.*

**XVI. Fund Management**The sources of funds available to the supply chain are known, and commitments are documented and tracked. As maturity increases, funding needs are identified and managed actively in a broader supply chain digital platform.*Objective: Improve accuracy and timeliness of fund-tracking in order to proactively pursue new funds to address emerging needs.*

**XVII. Financial Management and Costing**Supply chain costs incurred from procurement to receipt by the beneficiary are documented. As maturity increases, the supply chain establishes budgets based on known costs for each function at each facility, actively manages deviations, and has full visibility to the financials at each level.  
*Objective: Improve accuracy and timeliness of financial tracking across the supply chain to ensure optimal use of funds and establish appropriate budgets for the site(s)/overall supply chain.*

**XVIII. Governance**Appropriate structure is established to define roles and responsibilities for teams, individuals, and change agents within the supply chain. Teams have established goals and performance-management structures. As maturity increases, all processes are documented.  
*Objective: Roles for individuals, teams, and sites are clearly documented and understood, creating opportunities for collaboration, empowerment, and knowledge development.*

**XIX. Staff Training/Development**Staff have the skills to perform well in their positions. As maturity increases, staff have access to certifications, training and cross-training, and tools that will support their continued development.*Objective: Engage, educate/develop, and empower staff across the supply chain, improving their abilities to identify and solve supply chain problems.*

**XX Patient-Focused Performance**The supply chain and all parties within it measure last-mile product/medicine access, availability, and affordability, and collaboratively work to eliminate problems that impact product/medicine access, availability, and affordability.*Objective: Patients have efficient access to SDPs/HFs, and product/medicines are readily available and affordable.*

***B. Maturity Model Glossary***

**Actively Managed** – Supply chain personnel have a process to review, analyze, and modify/improve tasks on a set schedule.

**Batch and Bin Tracking** – Batch and bin tracking—also known as lot tracking—is a system that records information associated with a group of products. It could be as simple as knowing what raw material is used in a particular group of products. Lot tracking allows you to track several units of a stock item using the same lot or batch no.

**Constraint** – A condition that exists within the country that impacts the potential capability — and therefore performance — of the supply chains functioning within it (i.e., there exists a condition outside of the control of the supply chain that cannot be affected with an internal project effort).

**Deviations** – Deviations are the differences between actual values and established or accepted levels of performance, such as the expected success indicator of a controlled process, or budgeted level for a certain cost category.

**Dynamic** – A continuous and productive activity characterized by constant change, activity, or progress.

**First Expired, First Out (FEFO)** – A warehouse/store inventory-picking methodology that assures that the usage shelf life of items is optimized. For the FEFO methodology to be used, items must have serial or lot numbers on them, and items must be posted to inventory with expiration dates. The serial or lot-numbered items to be picked are sorted with the FEFO methodology (i.e., items are listed in the order of expiration, so items closest to expiration are picked first). This is useful for pharmaceuticals and medical products that can expire quickly and cause significant issues if shipped past the expiration date.

**Inventory Policies** – Inventory policies are documented rules that the supply chain must follow to ensure product availability (e.g., the supply chain must keep more than 3 months of product on hand because of extended lead times, or the commodity must be temperature-controlled at all locations in supply chain). Inventory policies are considered to include guidelines (e.g., national, regional, organizational), standard operationg procedures (SOPs), documented best practices, etc.

**Inventory Segmentation** – Segmentation is a process of reviewing and analyzing product and beneficiary characteristics to identify commonalities, and then organizing the supply chain into segments to best respond to end-user needs or product requirements. For example, inventory could be grouped by level of demand for the commodities (e.g., low, medium, high); commodity lead times; handling and storage requirements of commodities; location of the commodity provider; etc.

**Key Performance Indicators –** A qualitative or quantitative variable that shows results relative to planned activities, objectives, and impacts.

**Load Appointments –** A scheduled time slot in which the transportation service provider will pick up or drop off goods being shipped.

**National Guidelines** — Country-level policies that describe the process of performing an action (e.g., the frequency for conducting physical stock counts). National guidelines may be a constraint to supply chain improvement because other benchmarks exist that are superior to the country’s policy; as such, individuals may not be motivated to perform at a higher level.

**Open Order** — Orders received for commodities that have not been fulfilled (i.e., an order that has not been picked, shipped, and delivered in full to the entity that requested/procured it).

**Proof of Delivery (POD)** – Documents the delivery of goods at the required destination per the delivery transportation provider.

**Rhythm of Business** – Also known as a “Governance Model” or “Business Cadence,” this phrase is used to identify a regularly recurring sequence or event. It describes the rate at which this event or sequence recurs, possibly with variations, but with an overall cycle that repeats. For example, a team’s rhythm of business for team meetings might be "Every Monday, with a longer meeting on the last meeting of each month." To establish an agreed-upon rhythm of business, several steps are recommended:

1. **Document what is needed for HR processes/activities.**
2. **Document what is needed for finance processes/activities.**
3. **Document what is needed for the strategic planning process.**
4. **Determine the meetings you’ll want to conduct among your team.**
5. **Create a draft list of what needs to take place each month of the year.**
6. **Review the draft list with your team, peers, and managers.**
7. **Implement the model within your department and share with internal customers.**

**Service Delivery Point (SDP)** – Facility at which the beneficiary/consumer of a commodity can receive it. Locations can be considered both an SDP and a warehouse or distribution center. As long as the commodity is delivered at that location, it can be evaluated in the Maturity Model as an SDP.

**Service Level Agreement (SLA)** – A commitment between a service provider and a client. Characteristics of the service — quality, availability, responsibilities — are agreed between the service provider and the service user. The most common component of SLA is that the services should be provided to the customer as agreed upon in the contract. For example, trucking companies will commonly include service level agreements within the terms of their contracts with shippers to define the level(s) of service in plain language.

**Visibility and Analytics Network** —VAN is a technology platform that allows an organization to estimate and prioritize supply requirements, react to potential supply imbalances (shortages or overstocks), and request funding for supplies/commodities as necessary. A VAN supports timely and cost-effective delivery of commodities.

**Visual replenishment system** – A scheduling system that visually signals when more product should be requested. A common example in healthcare facilities is a two-bin system. Two bins contain inventory of the same commodity. When the first bin is emptied, inventory is ordered. The quantity contained in the bins is set so that the second bin has enough inventory to cover the lead time for delivery of commodity to refill the first bin. These systems are intended to limit the buildup of excessive inventory and prevent stockouts.