



TechNet-21
The Technical Network for
Strengthening Immunization Services

November 10th, 2022

Building Leadership & Management Capabilities with Public & Private Sector Collaboration: Country example

Kevin Etter, Supply Chain Consultant, Gavi
Ronan Terrade, Project Officer, People that Deliver
Dr. Patricia Bobo, Director, Ministry of Health Zambia

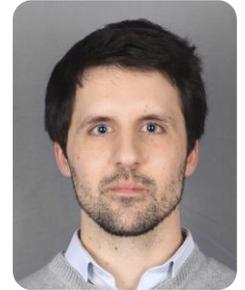
Your Panel



Kevin Etter
Supply Chain Consultant
GAVI



Dr Patricia Mupeta Bobo
Assistant Director for Child Health and Nutrition
Ministry of Health, Zambia



Ronan Terrade
Project Officer
People that Deliver

Agenda



- The Challenge
- STEP – Programme Development/History
- STEP 2.0 – Programme Partnerships
- The PtD STEP 2.0 Hub
- STEP 2.0 – Programme Details
- The Zambia Experience
- Questions and Answers

The Challenge



How do your supply chain leaders

...face supply chain challenges that have defied past attempts to solve them?

...~~need to~~ mobilize people to drive real Transformational Change in the health supply chain?

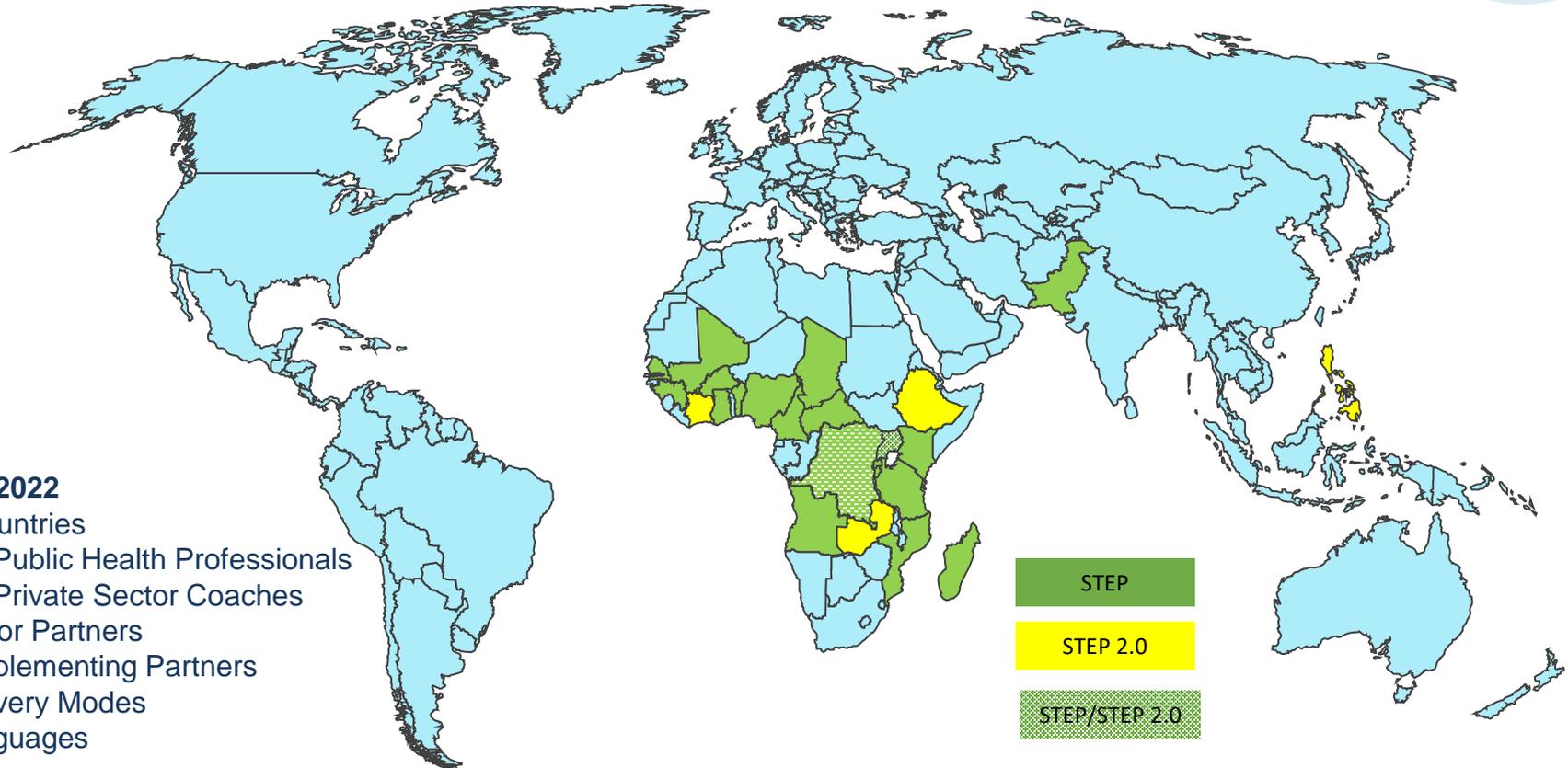
...~~need to~~ lead during times of uncertainty or ambiguity?

...welcome new ways to connect, lead and learn with other public and private practitioners?

Strategic Training Executive Programme (STEP)

*STEP is an innovative **change management process** embedded within a 21st century “team-based” leadership development program designed to **solve 21st century challenges.***

STEP – Programme Development/History



STEP 2.0 – Programme Partnerships



STEP 2.0 is a collaborative **PUBLIC PRIVATE PARTNERSHIP** designed to bridge the best practices of both Public and Private Health Professionals through collaborative, team-based problem-solving leadership principles **to solve operational challenges that have defied resolution in the past.**

STEP 2.0 was developed collaboratively across a wide network of contributors:

Gavi, the Vaccine Alliance, USAID, The Global Fund to Fight AIDS, Tuberculosis and Malaria, UNICEF, WHO, The People that Deliver Initiative, PATH, Village Reach, Sabin Vaccine Institute, Africa Resource Centre, The University of Global Health Equity at Yale University, International Federation of Pharmaceutical Wholesalers (IFPW), GSK, Johnson and Johnson, UPS

STEP 2.0 is offered through multiple donor organizations and implementing partners:

Donors: Gavi, the Vaccine Alliance, The Global Fund to Fight AIDS, Tuberculosis and Malaria, USAID, IFPW

Gavi Validated Implementing Partners: Yale, Village Reach, Empower School of Health, LOGIVAC, GaneshAID, Celsian Consulting, Geneva Centre for Security Policy

People that Deliver



Established in 2011 to advocate for a systematic approach to human resources (HR) for health supply chain management (SCM).



- A global coalition



- Member countries and organisations are the vehicles for the provision of services and funding.



- Builds on the experiences of coalition members to advocate for change at a global and country-level.



PtD is governed by a member coalition of twenty-eight organisations including Gavi, the Global Fund, USAID, and UNICEF.

28 organisations



The STEP 2.0 Hub



STEP 2.0 – Programme Details

Your Transformation Challenge Journey



STEP 2.0 begins with a CHALLENGE

7 STEPs to Transformative Impact

1. Identify your challenge
2. Gather information about your current reality
3. Identify stakeholders and other invested groups
4. Develop a preliminary plan for action
5. Peer reviews
6. Implement *Your Transformation Challenge* “Starting Fast” and “Adaptive” Plans for Action
7. Transformation, Celebration, Certification and Adjourment

How do your supply chain leaders

...face supply chain challenges that have defied past attempts to solve them?

...need to mobilize people to drive real Transformational Change in the health supply chain?

...need to lead during times of uncertainty or ambiguity?

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STEP 2.0 – Programme Details

Your Transformation Challenge Journey (continued)



To solve a CHALLENGE, STEP 2.0 focuses on three areas to build leadership knowledge/capacity

| | | | |
|--------------------|---|---|---|
| Self | SELF-AWARENESS | Personality Style Learning Style Leadership Style Competency Level | <i>Your Transformation Challenge</i> (steps 1-4) Program Preparation Preparing and planning for success |
| Practical | 21 ST CENTURY LEADERSHIP SKILLS & COMPETENCIES WITH A TIME-TESTED CHANGE MANAGEMENT THEORY | Lead Shape Plan Act Evaluate | <i>Your Transformation Challenge</i> (step 5) Workshop Learning and practicing the skills |
| Application | EVIDENCE BASED REAL WORLD IMPACT | Identifying Supply Chain Management Challenges Change Transformation Management Supply Chain Frameworks and Health Systems Supply Chain Maturity Models and Indicators | <i>Your Transformation Challenge</i> (steps 6-7) Starting Fast and Adaptive Action Putting the new skills and plans into action to create transformational change |

STEP 2.0 – Programme Details Leadership Skills & Competencies



STEP 2.0 Leadership Skills & Competencies

| LEAD | SHAPE | PLAN | ACT | EVALUATE |
|----------------------------------|---|---|-----------------------------------|--------------------------------|
| Collaborative strategic planning | Professional development environment | Strategic Prioritization | Influence | Evaluating in balance |
| Emerging trends and practices | People focus | Effective time management | Building consensus | Data centered decisions |
| Adaptive leadership style | Communicating with influence | Challenge identification and resolution | Communicate vision | Continuous improvement |
| Difficult situation resolution | Effective feedback | Goal focused objective driven orientation | Implement change organizationally | Contingencies and alternatives |
| Transformation mind-set | Environments of trust and collaboration | Change management | Anticipate and resolve conflict | Constructive dissatisfaction |

STEP 2.0 – Programme Details

Program Principles, Assumptions, Content and Curriculum



Strategic Training Executive Program

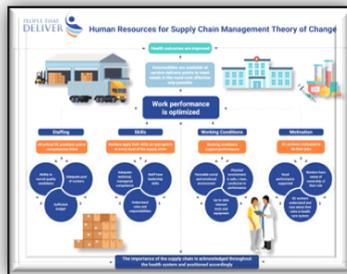
Strategic Transformation Experience Program

Strategic Team Engagement Program

STEP 2.0 is a PUBLIC PRIVATE PARTNERSHIP intended to bridge the best practices of both Public and Private Health Professionals through collaborative, team-based problem-solving leadership principles to solve operational challenges that have defied resolution in the past.

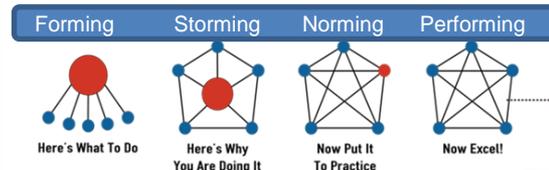
The Models:

Theory of Change



Leadership Development

4 Stages of Team Development



Moving towards a more optimized team

Change Management



STEP 2.0 is built around two core principles, the first is that adults learn best by immersion into facilitator guided peer-to-peer experiences and simulations. The second is the concept that adult learning is best experienced through inputs from multiple, diverse sources and voices.

The Many Voices Model

Individual Self-Directed Study, Private Sector Coaching (both team and individual), Staff/Faculty Coaching (both team and individual), Multiple Facilitators, Plenary Presentations, Technical Timeouts, Facilitated Discussions, Team Exercises, Team Breakouts, Individual Presentations, Stakeholder Presentations

STEP 2.0 – Programme Details

Program Preparation – Preparing to be successful with STEP



| HIGHLIGHTS | INFORMATION | ASSESSMENT | PLANNING |
|--------------------------------|-------------------------------------|-----------------------------|--------------------------------------|
| Onboarding | Course introduction | Your willingness | Your time requirement |
| Orientation | What to expect and what is expected | Your readiness | Your time commitment |
| You and Your Priorities part 1 | Your general information | Your personality style | Your challenging areas |
| You and Your Priorities part 2 | Your expectations | Your learning style | Your ideas |
| You and Your Plans part 1 | Your work environment | Your leadership style | Your evaluation of current situation |
| You and Your Plans part 2 | Your risk tolerance | Your STEP competency rating | Your initial plan for action |

Who's joining you? For now, it's just YOU!

STEP 2.0 – Programme Details

Workshop – Learning & Practicing to be successful with STEP



| DAY | FOCUS | 1 ST Morning Session | 2 ND Morning Session | 1 ST Afternoon Session | 2 ND Afternoon Session1 |
|-----|-----------------|--|--|---|--|
| 1 | LEAD | Session 1 Getting Started | Session 2 Leadership, Challenges, Transformation | Session 3 Collaboration, Advocacy, Transformation | Session 4 Communication, Change Management, Transformation |
| 2 | SHAPE | Session 5 Day 1 Review Day 2 Introduction | Session 6 Team Mobilization | Session 7 Team Development | Session 8 Team Leadership |
| 3 | PLAN | Session 9 Day 2 Review Day 3 Introduction | Session 10 Think Strategically | Session 11 Change Strategically | Session 12 Plan Strategically |
| 4 | ACT | Session 13 Day 3 Review Day 4 Introduction | Session 14 Assessing Readiness | Session 15 Starting Fast | Session 16 Sustaining Transformation |
| 5 | EVALUATE | Session 17 Day 4 Review Day 5 Introduction | Session 18 Keeping Score | Session 19 Changing to Change | Session 20 Getting Started (again) |

Who's joining you?

YOU and YOUR PEERS!

STEP 2.0 – Programme Details

Workshop – Learning & Practicing to be successful with STEP



| | 1 ST Morning Session | 2 nd Morning Session | 1 st Afternoon Session | 2 nd Afternoon Session |
|----------------------------------|--|---|---|---|
| | Session 1 Getting Started | Session 2 Leadership, Challenges, Transformation | Session 3 Collaboration, Advocacy, Transformation | Session 4 Communication, Change Management, Transformation |
| 1 | Opening Ceremony Guest Speakers | Are You Leading or Managing? | How Do We Collaborate Today? | Why Is Communication Important for Change Management? |
| 2 | Introductions | 7 Things Leaders Do to Help People Change | TECHNICAL TIMEOUT: FEEDBACK AND FEED FORWARD | TECHNICAL TIMEOUT: DIRECT DELIVERY |
| 3 | Course Walkthrough | What is Transformational Leadership? | Advocacy and Advocacy Planning | Communication Along the Change Curve |
| F o c u s | Self Evaluation Leadership <i>Emerging Trends and Practices</i> Supply Chain Application <i>Identifying Supply Chain Management Challenges, Change Management</i> | Self Evaluation <i>Leadership Style, Self-Evaluation</i> Leadership <i>Adaptive Leadership Style, Transformation Mind-set</i> Supply Chain Application <i>Change Management</i> | Self Evaluation <i>Leadership Style, Self-Evaluation</i> Leadership <i>Adaptive Leadership Style, Effective Feedback</i> Supply Chain Application <i>Supply Chain Maturity and Indicators</i> | Self Evaluation <i>Leadership Style, Self-Evaluation</i> Leadership <i>Communicating with Influence, Effective Feedback</i> Supply Chain Application <i>Change Management</i> |

Who's joining you?

YOU and YOUR PEERS!

STEP 2.0 – Programme Details

Post-workshop – Implementation and Success with STEP

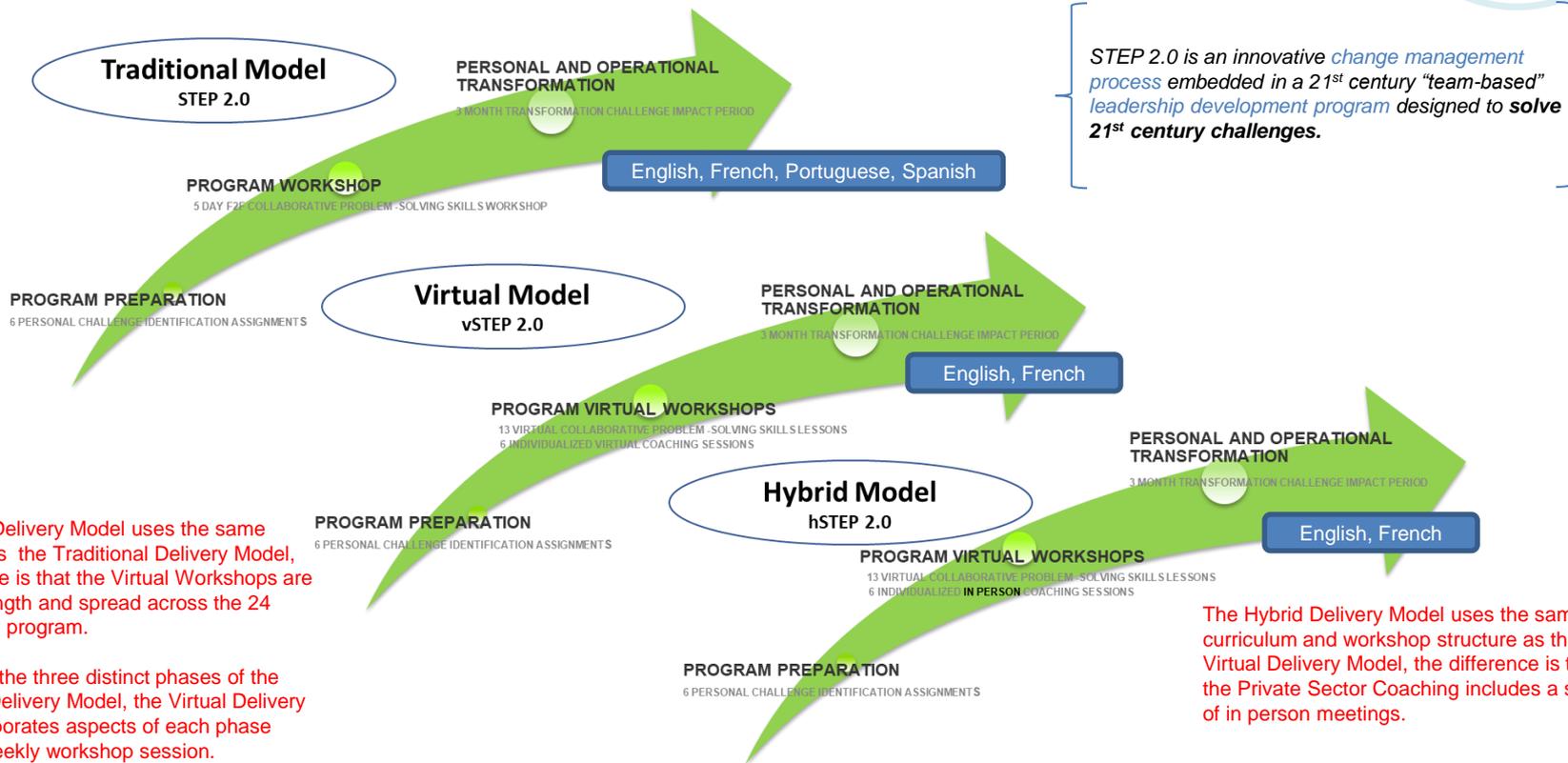


| HIGHLIGHTS | DELIVERABLE | STARTING FAST PLAN | ADAPTIVE ACTION PLAN |
|---|----------------------------------|--------------------|----------------------|
| Creating a Climate for Change part 1 | Progress reports weeks 1 and 2 | X | |
| Creating a Climate for Change part 2 | Progress reports weeks 3 and 4 | X | |
| Engaging and Enabling the Organization part 1 | Progress reports weeks 5 and 6 | | X |
| Engaging and Enabling the Organization part 2 | Progress reports weeks 7 and 8 | | X |
| Engaging and Enabling the Organization part 3 | Progress reports weeks 9 and 10 | | X |
| Engaging and Enabling the Organization part 4 | Progress reports weeks 11 and 12 | | X |

Who's joining you? **You, Your Coach and Your Team**

STEP 2.0 – Programme Details

Program Delivery Modes, Available Translations



The Virtual Delivery Model uses the same curriculum as the Traditional Delivery Model, the difference is that the Virtual Workshops are shorter in length and spread across the 24 weeks of the program.

Rather than the three distinct phases of the Traditional Delivery Model, the Virtual Delivery Model incorporates aspects of each phase with each weekly workshop session.

The Hybrid Delivery Model uses the same curriculum and workshop structure as the Virtual Delivery Model, the difference is that the Private Sector Coaching includes a series of in person meetings.

The Zambia Experience



| | PROVINCE | NAME | Job Title | PLACE OF WORK | DISTRICT STATUS |
|----|--------------|---------------------|--------------------------------|---------------|-----------------|
| 1 | Central | Ezela Nkhoma | Pharmacist | PHO | Urban |
| 2 | | Chileya Chikaya | District Pharmacist | Mumbwa | Rural |
| 3 | | Collins Muke | District Pharmacist | Chitambo | Rural |
| 4 | Copperbelt | Diana Mwamba | Chief Pharmacist | PHO | Urban |
| 5 | | Chimwewe Simwelu* | District Pharmacist | Chingola DHO | Peri-urban |
| 6 | Eastern | Joseph Lungenda | Chief Pharmacist | PHO | Urban |
| 7 | | William Wemba Phiri | District Pharmacist | Sinda | Rural |
| 8 | Lusaka | Mumbi Musosha | Provincial Chief Pharmacist | PHO | Urban |
| 9 | | Stephen Chisha | District Pharmacist | Lusaka | Urban |
| 10 | | Paul Mulenga | District Pharmacist | Kafue | Peri-urban |
| 11 | Luapula | Patricia Chibeka | Cold Chain Officer/Logistician | PHO | Urban |
| 12 | | Morgan Nyirongo* | Pharmacy Technologist | Chienge | Rural |
| 13 | | Josphat Lungu | District Pharmacist | Chembe | Rural |
| 14 | Muchinga | Memory Chabala | Pharmacy Technologist | PHO | Urban |
| 15 | | Caroline Tembo | District Pharmacist | Mpika | Rural |
| 16 | | Yvette Mbewe | District Pharmacist | Isoka | Rural |
| 17 | Northern | Keegan Mwape | Chief Pharmacist | PHO | Urban |
| 18 | | Herbert Mukata | Pharmacist | Luwingu | Rural |
| 19 | | Abraham Chisenga | District Pharmacist | Mungwi | Rural |
| 20 | Northwestern | Catherine Chidumayo | Regional Chief Pharmacist | PHO | Urban |
| 21 | | Lupiya Banda* | District Pharmacist | Solwezi | Urban |
| 22 | | Edward Kulutwe | District Pharmacist | Zambezi | Rural |
| 23 | Southern | Waren Mweemba* | Chief Pharmacist | PHO | Urban |
| 24 | | Matthews Mbewe | District Pharmacist | Choma | Urban |
| 25 | | Lungwe Nakweba | District Pharmacist | Zimba | Rural |
| 26 | Western | Lawrence Chimbwali | District Pharmacist | Mulobezi | Rural |
| 27 | | David Masiye | District Pharmacist | Kaoma | Rural |
| 28 | | William Kapambwe | District Pharmacist | Limulunga | Rural |
| 29 | National | Guissim Phiri | Chief EPI Logistician | MOH/EPI | Urban |
| 30 | | Joan Njamba* | EPI Logistician | MOH/EPI | Urban |

Virtual Delivery via Zoom/Teams

30 Public Health Participants

Pharmacists

Chief

District

Logisticians

Cold Chain Officer

EPI

(25 successfully completed the program - 83%)

6 International Coaches

J&J

GSK

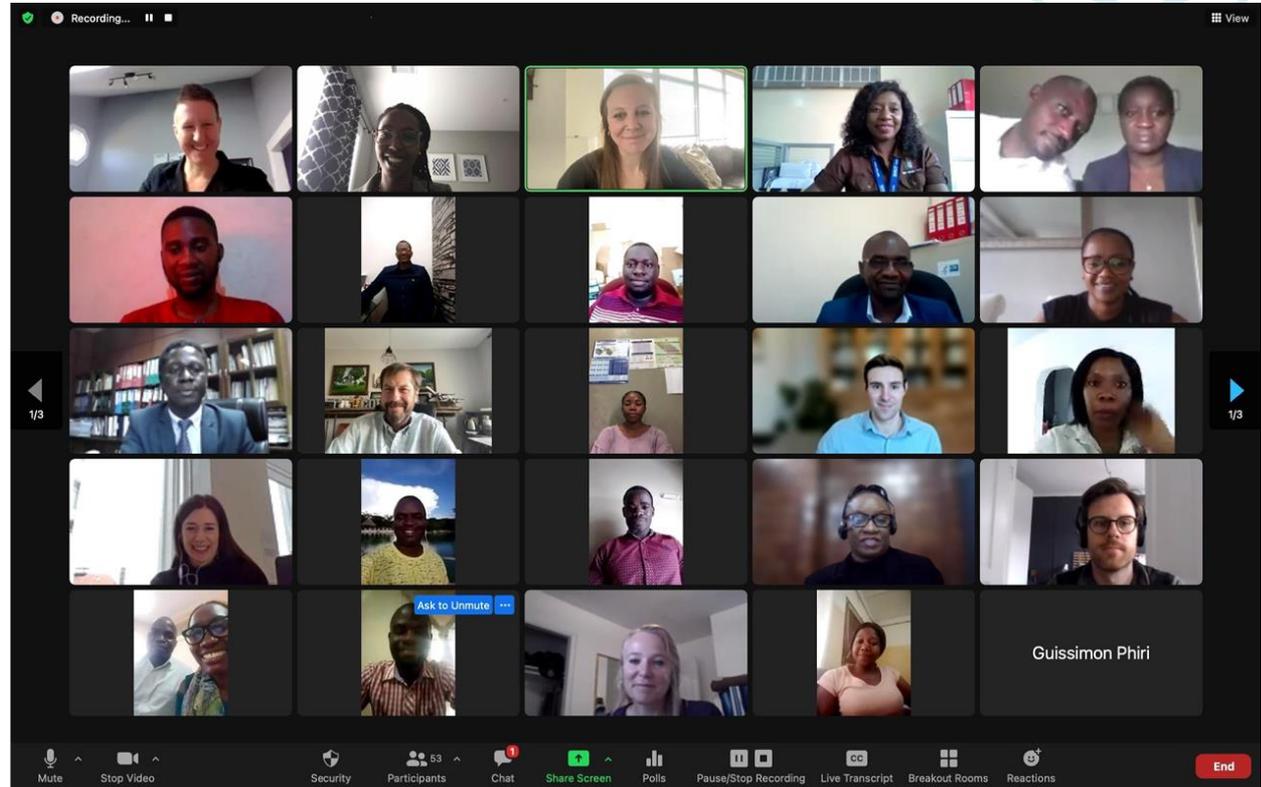
Merck

10 Provinces + Central

The Zambia Experience



Group Photo



The Zambia Experience



General topics covered by our participants:

- COVID-19 Response: Improving COVID-19 vaccination coverage (4)
- Logistimo Utilization for management of immunization data (7)
- Management of vaccine Stockouts (7)
- Management of Cold Chain Equipment (3)
- Vaccine Wastage (2)
- Government Funding (1)
- Staff Retention (1)



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Questions & Answers