

INTERNATIONAL MANAGEMENT DEVELOPMENT PROGRAMME®

# THE HEALTH MANAGER

ISSUE 4, 2017

This issue:  
**SUPPLY CHAIN MANAGEMENT**

A woman with dark hair, wearing a light blue lab coat, is focused on her work in a laboratory. She is holding a glass flask with a stopper and pouring a clear liquid into a larger, dark-colored container. The background shows a tiled wall and some laboratory equipment.

*“If medicine runs out of stock,  
there will be more TB cases,  
some perhaps drug-resistant.”*

Ron Wehrens on the importance  
of Supply Chain Management

The Union

International Union Against  
Tuberculosis and Lung Disease  
Health solutions for the poor

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**WELCOME TO**

# **THE HEALTH MANAGER**

**ISSUE 4, 2017**

**SUPPLY CHAIN MANAGEMENT**

Dear Reader,

This issue of The Health Manager focuses on the value of effective management of supply chains, which help increase funding opportunities and ensuring consistent, effective drug supply systems.

The goal of this issue, and the related course, is to provide the practical knowledge and skills to effectively manage the anti-tuberculosis medicines and laboratory commodities needed in today's tuberculosis (TB) programmes.

Ron Wehrens, a pharmacist, and consultant for The Union, shares his perspective on the challenges health programmes face with supply chain management. Drawing from his 20 years' experience in low- and middle-income countries, Wehrens suggests ways public health managers can use better management to make their programme more effective.

Past participant, Dr Sadon W. Ahmad, talks about the impact of the skills he learned through the Supply Chain Management course on his role as manager of Iraq's National TB Control Programme. Then Ahmed Nadeem Mir, from Pakistan's national TB Programme, discusses how he shared knowledge and skills from the "informative and interesting" course to 35 staff upon returning to his programme.

The insights on Supply Chain Management in this issue are given more space and detail as part of our dedicated course, more details can be found on page four. Let us help you improve the management of your programme's supply chain activities, to enable you to provide a more effective service.

**JOSÉ LUIS CASTRO**

**EXECUTIVE DIRECTOR, THE UNION**

**The Union**

International Union Against  
Tuberculosis and Lung Disease  
Health solutions for the poor

Cover Photo Credit: Javier Galeano/The Union

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# PERFORMANCE-ORIENTED PROJECT MANAGEMENT

REGISTER AT [UNIONCOURSES.ORG](https://unioncourses.org) • DUBAI, UNITED ARAB EMIRATES

Project management is a fundamental component of successful programmes. This five-day course equips participants with an integrated, logical framework approach to project planning, implementation and review.

The main goal of this course is to make projects more effective and efficient in terms of delivery to the targeted beneficiaries. This course uses the log-frame approach in project cycle management for improving the impact of projects. The course covers the use of tools, such as stakeholder analysis, problem analysis, objective analysis, log frame matrix, GANTT chart, monitoring plan and resource plan.

## BENEFITS OF TRAINING

- Determine problems and needs in national and international health programmes
- Identify key stakeholders and who should be involved in project design
- Define the various hierarchical levels of a project from inputs to goals
- Develop a model project using logical framework analysis
- Link activity schedules to resource provision for greater costs effectiveness
- Assess projects and identify the elements that contribute to a successful project

## WHO SHOULD ATTEND

This course is designed for middle- to senior-level managers, working in public health from national, provincial government or international agencies and non-governmental organisations, who are responsible for project management, its various administrative aspects and donor communications for the implementation of health programmes.

DATE	LOCATION	LEVEL	COURSE FEE	LANGUAGE
16–20 April 2018	Dubai, United Arab Emirates	Middle- to senior-level managers	1,650 USD Course fee includes tuition, training material, lunch and two tea breaks. Residential package fee available at 2,610 USD (course fee + 960 USD for accommodation and breakfast).	English

REGISTER FOR THIS COURSE AT [UNIONCOURSES.ORG](https://unioncourses.org).

# 2018 IMDP COURSES

**REGISTER AT [UNIONCOURSES.ORG](http://UNIONCOURSES.ORG)**

The Union's International Management Development Programme (IMDP) strengthens health systems by training and educating health professionals in the specific management competencies that are essential for public health programmes to provide quality care for patients.

COURSE	DATE	LOCATION	LEVEL	COURSE FEE	LANGUAGE
Performance-Oriented Project Management	16–20 April	Dubai, United Arab Emirates	Middle- to senior-level managers	1,650 USD	English
Power and Influence, Networking and Partnerships	18–22 June	Dubai, United Arab Emirates	Middle- to senior-level managers	1,650 USD	English
Leading Management Teams	9–13 July	Singapore	Middle- to senior-level managers	1,650 USD	English
An Approach to Strengthening Health Systems	20–24 August	Dubai, United Arab Emirates	Middle- to senior-level managers	1,650 USD	English
Gestión de proyectos América Latina	10–14 September	Lima, Perú	Middle- to senior-level managers	1,650 USD	Spanish
Results-Based Monitoring and Evaluation	1–5 October	Singapore	Middle- to senior-level managers	1,650 USD	English
La gestion de projet	12–16 November	Cotonou, Bénin	Middle- to senior-level managers	1,650 USD	French
Supply Chain Management	3–7 December	Singapore	Middle- to senior-level managers	1,650 USD	English

A residential package fee is available for each course that includes the course fee, accommodation and breakfast.

**FOR ADDITIONAL INFORMATION, VISIT [WWW.UNIONCOURSES.ORG](http://WWW.UNIONCOURSES.ORG) OR EMAIL [UNIONCOURSES@THEUNION.ORG](mailto:UNIONCOURSES@THEUNION.ORG).**

The application deadline is two months prior to the courses/upon acceptance into the course, applicants will be invoiced/fee payment is due within 30 days of invoicing.

**TO REGISTER FOR A COURSE, PLEASE VISIT OUR WEBSITE AT [WWW.UNIONCOURSES.ORG](http://WWW.UNIONCOURSES.ORG) OR CONTACT [UNIONCOURSES@THEUNION.ORG](mailto:UNIONCOURSES@THEUNION.ORG).**

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## EXECUTIVE PERSPECTIVE:



**RON WEHRENS**

**PHARMACIST, AND CONSULTANT FOR THE UNION  
THE NETHERLANDS**

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Even with secured funding, strong staffing and clear guidelines, National TB Programmes can struggle to meet their case detection and patient treatment targets, if diagnosis supplies have expired and essential medications are out of stock due to delivery delays. This is where the expertise of Ron Wehrens can help.

Wehrens is a pharmacist from The Netherlands, with a master's degree in business management. He is a leading expert in managing supply chains: from budgeting and forecasting, to the procurement and delivery of pharmaceuticals and medical supplies. With more than 20 years' experience in low- and middle-income countries, Wehrens helps public health managers in TB and other diseases improve their supply chain management processes. Here, Wehrens shares some insights from the Supply Chain Management (SCM) sessions he runs for Union Courses.

### **Q Why is SCM so challenging for TB programmes and others who focus on serious disease?**

**A** TB is complex: Many different diagnostics and crucial medicines are required. It is challenging to get them all to the right place at the right time. Most of the products needed for TB are highly specialised and need to be imported. Getting administrative approvals and permissions, and then delivery from the supplier and importation into the country, often takes many months. Especially for paediatric and resistant forms of TB, frequent treatment regimen changes take place. This further complicates SCM. So, there are many steps in the long supply chain where something can go wrong.

### **Q Is the new shortened nine-month regimen making it easier to manage supply?**

**A** It will, eventually. But during the transition phase it is actually making things more complicated. The new regimen, currently being introduced worldwide, is not yet integrated into central government regulatory and procurement processes. It takes governments time to approve and implement necessary procedure changes

when something this new and different is introduced. TB programmes have a big puzzle to solve: When should they switch over? When will they be ready? When will the new medicines arrive? How many patients will be eligible for the shorter treatment? What to do with medicines no longer needed?

**Q Why is it so important for TB programmes to do SCM well?**

**A** If even one medicine runs out of stock, there can be immediate serious consequences for individual patients and the community at large: there will be more TB cases, some perhaps drug resistant.

**Q How can public health managers improve SCM effectiveness for their organisations?**

**A** We teach this in detail during the course. A few highlights:

- SCM requires collaboration between people with different skills and backgrounds: budgeters, forecasters, procurement specialists and program staff. All should be included in the process; close communication and coordination is essential.
- The Pareto Principle (80/20 rule) can be a super tool in your planning. Many think this is obvious, but there are creative and powerful ways of using Pareto we teach in the course.
- If you try to manage supply chain for TB drugs with Excel, you will fail. The industry standard, specially designed for TB, is QuanTB. We install it – for free –and teach its use. Many programme managers think it is costly and prohibitively complex. But our course participants will master the fundamentals and can teach their co-workers back home.

**Q Do we still need a course for SCM? Don't people know by now how it is done?**

**A** Well, SCM is not easy... and it is barely covered in the curricula of physicians, pharmacists, lab specialists, public health specialists and finance people. So, most will have to somehow learn it the hard way: through trial and error whilst on the job. The course enables managers to quickly become acquainted with all aspects, terminology, tools and resources needed. They also will interact and collaborate with fellow participants from different backgrounds and disciplines. They get to apply what they learn in lively and realistic exercises. In just a week, they gather many new skills to take home and apply with greater confidence.

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## PARTICIPANT PROFILE:



**DR SADON W. AHMAD**

**MANAGER OF NATIONAL TB CONTROL PROGRAMME  
IRAQ NATIONAL TB CONTROL PROGRAMME  
IRAQ**

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Dr Sadon W. Ahmad is the manager of Iraq's National TB Control Programme. In 2015, Dr Ahmad attended the course in Supply Chain Management in Kuala Lumpur.

“I am responsible for managing all first- and second-line drugs, as well as paediatric drugs and tuberculin for the tuberculosis programme in Iraq. This work will also soon include importing XDR drugs (used against drug-resistant strains of tuberculosis). My job includes acting as a liaison with international groups like the World Health Organization, United Nations Development Programme (UNDP) and the International Organization for Migration, as well as making supervisory visits to clinics within local districts and governorates.”

“I have been doing drug management since 1989, so I have quite a bit of experience in the field. But when the UNDP nominated me for the IMDP's course on Supply Chain Management, I was very interested to go and see what more I could learn.”

“One of the key things I learned was how to do a Pareto analysis. This is a method for prioritising tasks based on their impact. It was new to me, and has been very helpful. I also learned the basic principles of Quan TB (an electronic quantification and early warning system for improving procurement processes, ordering, and supply planning for TB treatment). Understanding these principles was very helpful—it gave me the background I needed to do further study of Quan TB later on, and eventually lead two workshops on the topic for staff of the TB Programme.”

“Overall, the Supply Chain Management course gave me some good insights into maintaining quality assurance, from shipment to storage. Prior to attending the course, I was already on the committee that edited Iraq’s national guidelines for storage, but the insights I took from the course were very

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*“The insights I took from the course were very helpful as I continued this project upon my return. I was able to apply this learn to a series of capacity-building workshops I’ve held for pharmacists and paramedical staff in the Ministry of Health.”*

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helpful as I continued this project upon my return. I was also able to apply this learning to a series of capacity-building workshops I’ve held for pharmacists and paramedical staff in the Ministry of Health.”

“Despite my many years’ experience in drug management, there is always something new to learn. I was very happy with the opportunity to attend this course, and would recommend it to anyone working in this area.”

# TOP TIPS

## STREAMLINE YOUR SUPPLY CHAIN MANAGEMENT

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Supply chain management is the active management of supply chain activities to maximise customer value and achieve a sustainable competitive advantage. It represents a conscious effort to develop and run supply chains in the most effective and efficient ways possible. Developing and implementing an effective and successful supply chain is often a major goal of health organisations. In order to create a successful supply chain strategy, you need to know what makes your supply chain successful.

### Here are some tips to streamline your supply chain management:

- **DEVELOP AN EFFECTIVE LONG-TERM STRATEGY FOR YOUR SUPPLY CHAIN MANAGEMENT SYSTEM.**

An effective supply chain strategy must start with the needs of your patients or clients.

- **REGULARLY UPDATE YOUR STRATEGY.**

Routinely revise your strategy to reflect the changes in your patients' or clients' needs and operation systems.

- **TAKE ADVANTAGE OF THE LATEST TECHNOLOGY.**

Successful supply chains incorporate the most up-to-date technology into their strategies.

- **FREQUENTLY PERFORM SUPPLY CHAIN ANALYTICS.**

Supply chain analytics examine data to help draw conclusions about information.

After analysis of data, necessary changes need to be applied to increase efficiency and cut costs in the supply chain.

- **PERIODICALLY CONDUCT FINANCIAL ANALYSIS.**

Analyse how money is being spent. Figure out where to cut costs and how to make budgeting better.

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## PARTICIPANT PROFILE:



**AHMED NADEEM MIR**

**MANAGER, PROCUREMENT AND SUPPLY CHAIN  
NATIONAL TB PROGRAMME  
PAKISTAN MINISTRY OF HEALTH  
PAKISTAN**

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Ahmed Nadeem Mir has a senior role in Pakistan's Ministry of Health, working as Manager of the Procurement and Supply Chain (PSCM) for the National TB Program (NTP). In 2015, Mr. Mir attended the Supply Chain Management course.

“As the PSCM Lead, I have a wide range of responsibilities, including identifying goods and services needed for the programme's smooth functioning, reviewing purchase requisitions and budgets, coordinating with suppliers and manufacturers at both the local and international level, overseeing inventory controls at the central warehouse, reviewing multiple distribution plans, and more. My role also requires me to attend programme management meetings not only at the NTP but at the ministerial level, as well.”

“Two of the more challenging aspects of my work are pharmacovigilance (the pharmacological science relating to the collection, detection, assessment, monitoring, and prevention of adverse effects from pharmaceutical products) and quantification. I decided to attend the Supply Chain Management course in order to discuss these highly complex topics with colleagues from other countries, to learn first-hand how they addressed them. I also looked forward to learning new PSCM techniques from the internationally renowned facilitators.”

“I was not disappointed! I was fortunate that my fellow participants in the course, who came from nine different countries, were interesting, learned and experienced, and I learned quite a bit from their shared experiences of dealing with and addressing pharmacovigilance and quantification. The course, itself, kept me engrossed with exercises, discussions, presentation opportunities, etc. One of the most useful incidental things I learned was about the presentation tool, Prezi, which the facilitators used to prepare their slides.”

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“Upon returning to my office, I shared the ideas and information I’d gathered—and even my course materials—with my PSCM colleagues and programme management. I also held a workshop, in which I oriented around 35 local participants, including doctors, on how to streamline the highly complex and sensitive area of supply chain management for anti-TB drugs.”

“I’ve already recommended this course not only to my colleagues but to supply chain management contacts in other organisations. It was informative and interesting, and provided a platform for sharing experience and knowledge with participants from many different cultural backgrounds and parts of the world.”

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