

Value Chain Academy Program Cohort 2 Retrospective

Zdenka Rabi
Prague
November 2023



VCA Ghana Cohort 2 delivered in partnership with Ghana College of Pharmacists

From 2nd October to 2nd November 2023

Piloted partnership with Ghana College of Pharmacists (GPHARM), with the program's delivery support provided by Continuous Education Services (CES) for learning operations support. Continuous Professional Development (CPD) certified, CPD points provided by Pharmaceutical Society of Ghana.

Course Participants were:

- Students at Ghana College of Pharmacists
- Working professionals – pharmacists across Ghana



Course Participants numbers:

- Quality in Supply Module – enrolled 190
- Supply Chain Management Module – enrolled 183



Delivered by Global Novartis Volunteers, supported by 3rd party vendor CES (learning operations)

Quality in Supply SMEs

- Shankar Lal Gupta & Subas Chandra Mohapatra responsible for **Use Cases build up**
- Lucia Caruso & Ahmed Sameh & Juma Mwashuruti responsible for **QiS Trainings delivery**
- Subas Chandra Mohapatra & Lucia Caruso & Mahmoud Osama & Lorena Vertti & Peris Kibandi **QiS Workshops delivery**
- Supported by Peris Kibandi as **SSA Mentor for QiS**

Supply Chain Management SMEs

- Ramesh Endrala & Najm Hasan Mohd responsible for **Use Cases build up**
- Lorenz Yeboah & Fatima Carrico & Ramakrishna Venkata & Michael Buchbauer & Minhaj Obeidullah & Lifna Cuello & Luvanka Hanxhari & Federico Perez Mangado for **SCM Trainings and Workshops delivery**
- Supported by David Kihumba as **SSA Mentor for SCM**

Supporting Moderators

- Anamaria Rauh & Adejo Amodu & Wisdom Bour & Joseph Nelson-Addy & Ahmed Sameh
- Luvanka Hanxhari & Janelle Rychlick & Kwasi Darfoor



VCA Certification of Completion

Quality in Supply – 66 Certificates



66 Certifications of Completion issued up to date
Signed by Nina Bressler – Global Head of Societal Learning and Yvonne Yirenkyiwaa Esseku – Rector of Ghana College of Pharmacists

Supply Chain Management – 67 Certificates



67 Certifications of Completion issued up to date
Signed by Nina Bressler – Global Head of Societal Learning and Yvonne Yirenkyiwaa Esseku – Rector of Ghana College of Pharmacists

VCA Attendance Overview

VCA Curriculum Attendance Overview

Quality in Supply Module:

- **190** Enrolled
- **142** Average QiS Training Attendance
- **66** Certificates issued so far
 - 46.42% successful rate completion

Supply Chain Management Module:

- **180** Enrolled
- **110** Limited participation (due to workshops set at maximum 100 participants)
- **99** Average SCM Training Attendance
- **67** Certificates issued so far
 - 67.39% successful rate completion



VCA Attendance Overview - details

Cohort 2 Attendance Monitoring

VCA Cohort 2 Attendance monitoring			
WEEK nbr.	DAY nbr.	VCA Training Topic	Participants
1	1	QiS Intro & Preventing Degradation	152
	2	QiS Preventing Contamination	158
	3	QiS Falsified Medicine & Identity of Medicine	147
	4	QiS Security of Medicine	145
2	5	QiS Foundation of Quality Management	138
	6	QiS Managing Problems	113
	7	SCM Intro & Supply Model	105
	8	SCM Master Data Management	106
3	9	SCM Forecasting & Replenishment plan 1	90
	10	SCM Replenishment Planning part 2	99
	11	SCM Order Management & S&OP principles	106
	12	SCM Inventory Control & Warehousing, distribution	96
4	13	SCM Process & Control Metrics, Continuous Improvement	94
	14	Workshop 1	106
	15	Workshop 2	89

Attendance Monitoring

Quality in Supply trainings delivered from **DAY 1 to DAY 6**

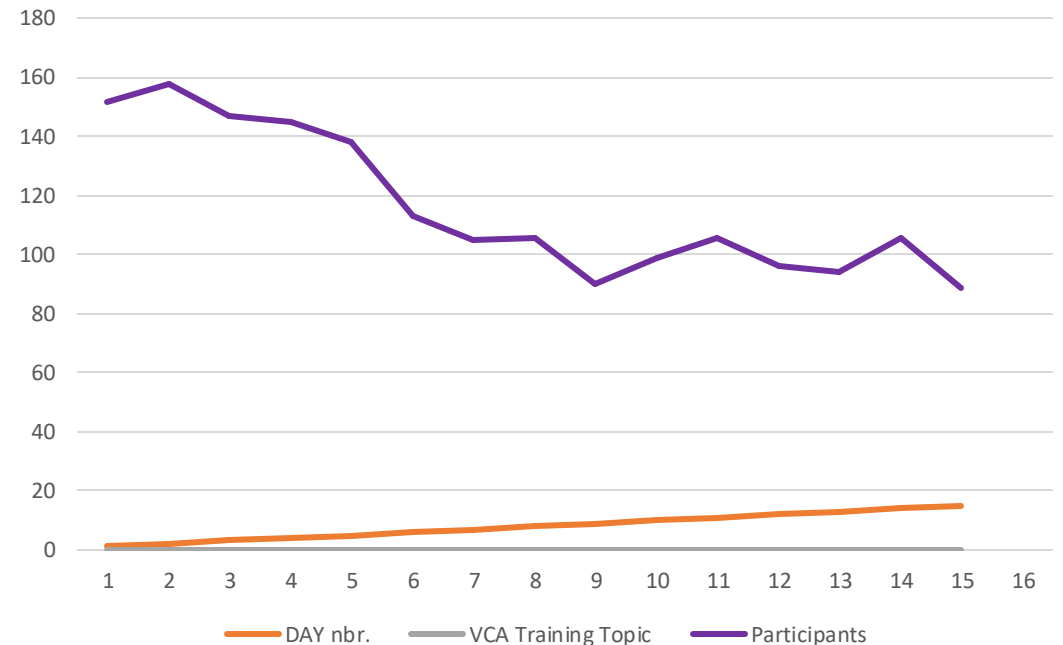
Supply Chain Management trainings delivered from **DAY 7 to DAY 13**

Followed by 2 Workshops with a maximum number of participants set at 100, which also affected the limited number of participants for SCM Trainings to 110.



To view complete Attendance overview, go [here](#)

Cohort 2 Attendance Chart



Attendance Chart

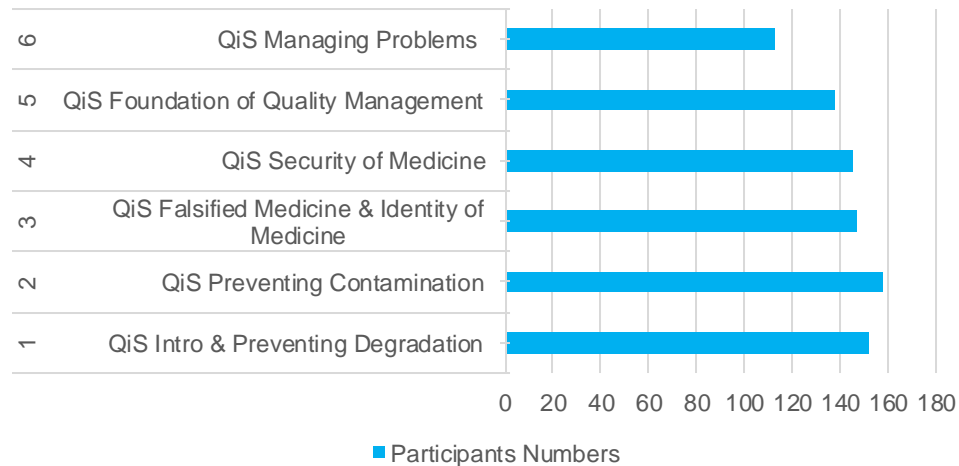
The **drop-off rate** for **Quality in Supply** trainings was **25.66%**, potentially influenced by a one-week break set for GCPHARM students, while the drop-off rate for **Supply Chain Management** trainings was only **10.48%**

To ensure maximum impact during Workshops, we have decided to limit the number of participants for SCM Trainings to those who have been the most active and have attended the most sessions (110).

VCA Attendance Overview - details

Quality in Supply Attendance

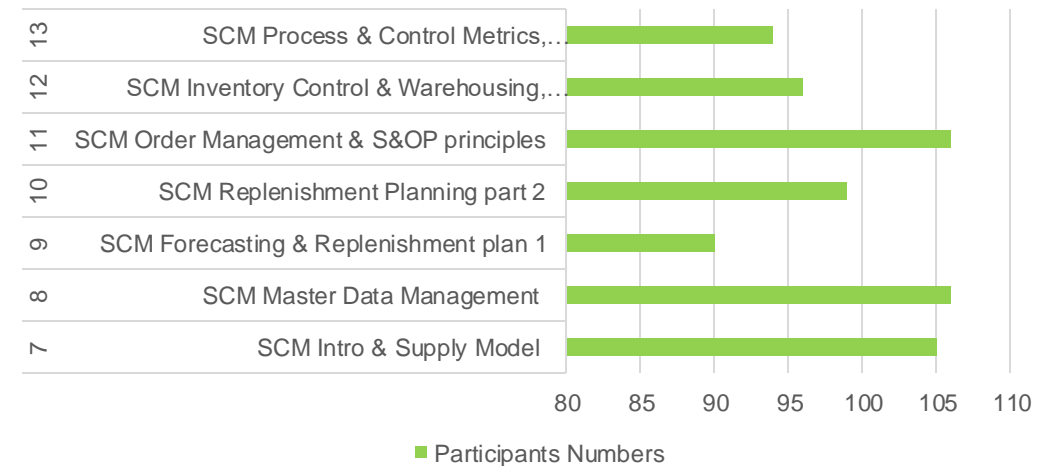
QiS Trainings



DAY 1	QiS Intro & Preventing Degradation	152
DAY 2	QiS Preventing Contamination	158
DAY 3	QiS Falsified Medicine & Identity of Medicine	147
DAY 4	QiS Security of Medicine	145
ONE WEEK STUDY BREAK		
DAY 5	QiS Foundation of Quality Management	138
DAY 6	QiS Managing Problems	113

Supply Chain Management Attendance

SCM Trainings



DAY 7	SCM Intro & Supply Model	105
DAY 8	SCM Master Data Management	106
DAY 9	SCM Forecasting & Replenishment plan 1	90
DAY 10	SCM Replenishment Planning part 2	99
DAY 11	SCM Order Management & S&OP principles	106
DAY 12	SCM Inventory Control & Warehousing, distribution	96
DAY 13	SCM Process & Control Metrics, Continuous Improvement	94

VCA Cohort 2 - Participants Feedback Summary

Challenging to understand non-native English speakers

Focus mainly on native English speakers Facilitators.
Check if Zoom has subtitles available to address this issue.

Audio Recordings to enhance studies

Recordings of sessions would be highly appreciated by audience for review. Check for ERC approvals.

Technical Platforms

Zoom, Miro Board, MS Teams, Canvas
Provide practical training session for the platforms as part of Introduction session.

Improve Time Management

Preferably shorter session (90 minutes), otherwise use short breaks, adhere to consistent closing time and share timetable for entire program in advance. Start either earlier or later (working mums).

Engaging and interactive

Appreciated the use of group exercises and polls instead of questions in the chat, as it saved time and provided visible feedback to all participants.

Center of Excellence (CoE)

Expressed gratitude for the opportunity to work with the Program organizers and acknowledged the value of their guidance in improving supply chain systems and activities in their outlets, anticipating future success.

Informative and Educational

Insightful, informative, educative sessions with explanations given in clear and understandable manner, slides are easy to view.

VCA Cohort 2 - Participants Feedback example

appreciation for the training days session content was informative
 time management clear Great presentation **training sessions** smaller sessions
 training sessions **time** **training** link to the sessions
 alternative ways polls lot Thank Great training
 engagement during this session participants time for the training

How engaging was the lead Facilitator?
 (1 lowest - 5 highest)
Average Rating Number: 4.72

How engaging was the supporting Moderator?
 (1 lowest - 5 highest)
Average Rating Number: 4.66

How useful was the training content?
 (1 lowest - 5 highest)
Average Rating Number: 4.83

What was the quality of the training venue overall?
 (1 lowest - 5 highest)
Average Rating Number: 4.50

Great learning experience

The overall training was clear and gave insightful information.

Training was enlightening, learnt a lot from it.

Clear and understandable content.

I wanted to express my appreciation for the training. The content was informative, and the instructors were engaging. The interactive elements added a lot of value, and I can already see how the knowledge gained will benefit my work.

The interactive nature was exceptional.

The English language was not as clear as the usual British English that we are used to so sometimes you struggle to hear what they are saying.

Enjoyed the day's session, love the polls as opposed to just question in the chat.

Kindly add audio recordings to the slides to enhance studies.

Today's presentation was outstanding. Really education and the concepts were explained in simple terms.

Love the breakout room workshops, it was great to put what we have learnt in practice.

I think the time for the training should be reviewed. I am a working mother. At 5pm Ghana time, I am leaving work to pick up my kids from school. So, I am listening while driving and I am unable to type in the chat. I think 8pm Ghana time will be ideal and participation through typing in the chat will be maximum. Thank you

The contents were too packed and too long. Considering the fact that we are adults and workers too, the sessions could be shorter and spread over 6 to 9 weeks rather.

The virtual engagement during this session was good but an in-person engagement would have yielded much better results in my opinion. Irrespective, I enjoyed having to explore Miro. Thank you!

VCA Cohort 2 - Participants Feedback Future Approach

1. How frequently would you prefer to have the trainings conducted?

[More Details](#)

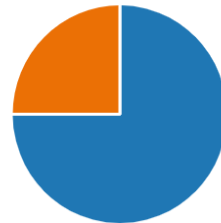
Once a week	1
Twice a week	3
Three times a week	1
Four times a week	3



3. How satisfied were you with the facilitators of the training overall?

[More Details](#)

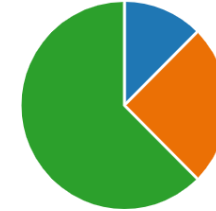
Very satisfied	6
Satisfied	2
Neutral	0
Dissatisfied	0
Very dissatisfied	0



2. Which time of day do you prefer for the trainings?

[More Details](#)

Morning (9 to 11.30)	1
Afternoon (5 to 7.30)	2
Evening (7 to 9.30)	5
Anytime	0
Other (please specify at questio...	0



4. How satisfied were you with CES company, who supported the learning operation services?

[More Details](#)

Very satisfied	4
Satisfied	2
Neutral	1
Dissatisfied	0
Very dissatisfied	1



What technical platform would you prefer to use for workshop/practical session?

Zoom - Miro – MS Teams – Canvas

The only problem with the CES platform is lack of support for participants. Please collaborate with platforms that can support large number of participants

Any additional feedback or suggestion?

It was such a GREAT enlightenment.

The Miro boarding be made simple for use.

It was so impactful and worth attending.

The facilitators are very well versed in their subject areas but understanding the English language of some of the facilitators was not easy.

If its possible, cancel the break. It's really difficult coming back to continue after days of no session.



VCA Cohort 2 - Volunteers Feedback Summary

Excellent Process Management

Entire program was designed and executed with highest level of professionalism.

Content / Capabilities

The selection of content was good, with the right number of slides that allowed for clear explanations, interactive polls, and an opportunity for participants to ask questions. Tips: Always provide source at the end of ppt slides, clean up work for some would be needed. Foundation of QiS slides seemed advanced, basics are missing.

Engagement NVS Volunteers

Great engagement from both Facilitators and supporting Moderators. The practice of self-introduction and encouraging participants to introduce themselves during workshops was successful.

Engagement with participants

To enhance engagement, use ice-breaking activities, include polls in Zoom (with supporting moderators creating them), incorporate practical examples/real-life scenarios, and call participants by name to encourage active participation. Consider Intro session on trainings agenda, tools which will be used, etc.

Engaging Mobile Audience

Since the majority of our audience accessed the session via cell phones, engaging them through written means (such as using Miro) presented some challenges.

Number of participants

Possibly reduce number of participants for better engagement and focus on more clear learning outcomes.

Time Management

The audience had a negative perception when some trainings exceeded the allocated time. Including short breaks is crucial for both the audience and facilitators/supporting moderators to maintain engagement and manage time effectively.

Zoom / Technology

The Zoom platform proved to be convenient and user-friendly. It is recommended to join the session 30 minutes prior to the start time for preparation and dry runs, which were highly appreciated and necessary. Co-hosts required CES support for surveys. The use of a WhatsApp group was a great idea, Miro performed as expected, train more its use. Consider use of Mentimeter for quizzes and voting.

VCA Cohort 2 - Volunteers Feedback examples

What Went Well

Lots of preparation, dry run - great job from the organizing team.

Engagement by participants was constantly high, with a lot of responses to every question.

WhatsApp chat was a very good idea to connect and support each other during the live session.

Joining before the session was very useful for last minute technology issues.

The excel with the name, time, presentations, Miro boards, etc was excellent.

Project coordinator was on point and extremely efficient.

The number of slides were good allowing for explanations, polls and Q&A

What Did Not Go So Well

Participants understanding on navigating through the Miro. Technical issues with participants accessing breakout rooms.

Aligning on the sessions opening and introduction.

Questions for polls were hard to setup and amend (no access only with CES) / Sometimes the moderator could not create polls.

I would have liked that we reduce, filter out the count of participants and focus on more clear learning outcomes.

Some trainings went beyond the time which was not well perceived from audience.

Some sessions did not have assessment surveys at the end.

More shy student people versus active professional people involvement.

What Have We Learned

1. More number of practices/rehearsal prior to the workshop.
2. Real time training would be more effective than virtual one, it seems.
3. there should be a training booklet in place.

Familiarization with the technology tool and testing before is important.

Need to do some ice breaking activities for better engagement.

Important to make it interactive session being proactive to call people by their names.

Short breaks during trainings & workshops delivery are needed for both audience and facilitators.

Use frequent polls and questions in the chat.

Practical examples are always welcomed from audience.

VCA Challenges & Mitigation



SME's Native Speakers

We will give priority to native speakers for our upcoming cohorts, if available. Plus, we will explore using Zoom subtitles as an alternative option.



VCA Sessions Recording

Recording the sessions would be beneficial for the students' learning experience. Discuss with the ERC to determine what approvals are necessary and then proceed accordingly to ensure compliance.



Technology / Platforms

We will continue using Zoom for session delivery and utilize WhatsApp for event reminders. We will also continue using Miro for collaboration and engagement and provide a training session on how to use it effectively. Solve access issues with Zoom Polls and/or explore Mentimeter as possible tool for polls.



Time Management

Ensure consistent closing time and include regular short breaks, shorter session is preferable. Share the workshop timetable at the beginning and conduct a survey on time preferences beforehand.



Engaging Mobile Audience

Engaging the mobile audience can be challenging when using Miro and participating in Zoom chat during session delivery. Will explore alternative ways for them to contribute.



Number of participants

Collaborate with SSA Mentors from both QiS and SCM to determine the ideal number of participants for the VCA Program. This will enhance engagement and enable a clearer focus on learning outcomes.



2.0

Feedback from:

VCA Partners
VCA Supporters
VCA Participants
VCA Volunteers



VCA Partner

“The programme has been beneficial for the participants. Thank you for a fantastic job!”

YVONNE YIRENKYIWAA ESSEKU
Rector, Ghana College of Pharmacists



VCA Supporter
Mentor for Quality in Supply in Sub-Saharan Africa

“The program is highly recommended for a sustainable and long-term solution to support with best practice sharing, knowledge sharing and creation of networks to empower the pharmacists in countries.”

PERIS KIBANDI

Country Quality Head, ESA

Novartis Kenya Limited



VCA Supporter

“The Value Chain Academy Program has positioned Novartis as a key partner in spearheading transformative initiatives geared towards strengthening healthcare systems in SSA.”

DR. MWITI MAKATHIMO

Health Systems Strengthening Partnerships Manager, SSA

Novartis Kenya Limited



VCA Cohort2 Participant
Practicing Community Pharmacist
Commenting provided access to VCA
MS Teams Engagement Space

“Thanks a lot for the opportunity to further engage with the Program organizers. To have you guide us in our journey of strengthening and shaping our supply chain systems and activities in our various outlets is really awesome. Your efforts and assistance would not go in vain; we would have great stories to share in few years to come.”

JUDITH MENSAH

Practicing Community Pharmacist in Ghana

Course Application:

“I would very much like to be enrolled for this program as this would be a great way to expose myself to a system of acquisition of quality drugs through a proven system in Ghana. I was recently tasked to assist in an operation geared towards improving access to improved and affordable healthcare services throughout Africa, particularly in the area of acquisition and distribution of pharmaceuticals and herbal medicinal products.

In light of recent developments of "fake drugs" on the market coupled with subtherapeutic and contaminated medications causing fatalities in Africa, it is important as pharmacists to be directly involved in the procurement and manufacturing process of medications. I believe both of these courses will give me a better understanding as well as a practical guide to utilize in creating policies and procedures for the task ahead, not only in Ghana but across Africa.”

Course Feedback:

“It was indeed a privilege to participate in the entire program. I'd also like to extend many thanks to the entire VCA for putting this together.”

NAA AMARTEOKOR A. EVANS-ANFOM, Pharm.D
Pharmacist



VCA Volunteer
Subject Matter Expert in Supply Chain Management
Leading Training on Master Data Management (MDM)

“I would like to take a moment to express my deepest gratitude for the opportunity to attend the Supply Chain training program as an expositor. It has been an incredibly enriching experience that I will forever cherish.

First and foremost, I want to extend my thanks to the organizers for putting together such a well-curated event. The attention to detail and the seamless execution were truly commendable (you're rock!). The program not only provided a platform for sharing knowledge but also fostered an environment of collaboration and learning among colleagues/professionals.

I am grateful to have had the privilege to share my expertise as an expositor. The engaging discussions, thought-provoking questions, and the genuine interest shown by the participants were truly inspiring. It was a pleasure to connect with individuals who are passionate about the field of Supply Chain-MDM and to witness their enthusiasm for exploring new concepts and strategies.

Furthermore, I would like to express my appreciation to all the attendees who actively participated in the sessions. Your eagerness to learn, your curiosity, and your willingness to challenge conventional thinking made the experience truly rewarding. It is through these interactions that we collectively elevate the field of Supply Chain and drive innovation.

Lastly, I want to extend my gratitude to my moderator for their valuable contributions. The expertise brought to the table created a dynamic and engaging atmosphere, which further enriched the learning experience for all involved.

In conclusion, It has been an honour and privilege to be a part of this incredible event. I am truly grateful for the knowledge gained, the connections made, and the memories created. Thank you for this unforgettable experience.”

LIFNA CUELLO
Transition Manager in Strategy & Ops Excellence
Novartis Mexico



VCA Volunteer
Subject Matter Expert in Supply Chain Management (SCM)
Leading SCM Workshops

“Value Chain Academy; means a lot to me as I consider a dream come true to have the chance to be part of something bigger than me. I think it gives a lot of value to Novartis as best company bringing service to society and also could see how students and professionals were happy to receive real examples to practice their learnings”

FEDERICO PEREZ-MANGADO

Strategic Project Manager

Novartis Spain

Zdenka Rabi

Zdenka.Rabi_ext@novartis.com

[Book time with Rabi, Zdenka \(Ext\)](#)

Thank you

