



2014 Conference on Health and Humanitarian Logistics
Wed, 4 June - Workshop session 1, 14:00-15:30
Health System Transportation
Riders for Health

2014

End-to-end transport solutions for improved health care delivery

- **Topics for today: Discuss the crucial role that transportation plays in ensuring quality health care delivery and access**
- **What do we know about this discussion topic?**
 - Access is particularly challenging throughout rural areas
 - Overwhelming tendency for vehicles to break down before the end of their mechanical life.
 - Breakdowns thwart health care delivery efforts and cause many costly bottlenecks in systems
 - Despite this, transportation is not carefully considered or planned for as a major support area (or building block) for the health system.
- **Goals for today: Build on this diversity of expertise in the audience to elevate the issue of transport, share experiences, highlight successes and innovation as well as challenges, and learn from each other**
- **Impact: We hope that the information discussed will help prioritise transport and influence policy, planning and budgeting, accordingly**

Why is reliable transport critical to the health system?

Without reliable transport all the money that is invested in medicines, supplies, commodities, as well as trained health professionals, will be wasted because they will fail to get to where they are needed on time.

Introductions

Name

Organisation

What you're hoping to learn today



What is Riders for Health?

Riders is a not-for-profit social enterprise that manages transport operating in African health systems.

Focused on providing reliable, scalable, cost-efficient and appropriate transport solutions

Emphasis on rural access and experts in difficult terrain

Partner with ministries of health (MoHs) and other health partners in 7 countries



OUR MISSION IS
TO MAKE THE
LAST MILE
THE MOST
IMPORTANT MILE IN
HEALTH CARE DELIVERY:
CREATING,
SHOWING AND SHARING
THE SOLUTIONS FOR
ACHIEVING
TRULY EQUITABLE
HEALTH CARE.

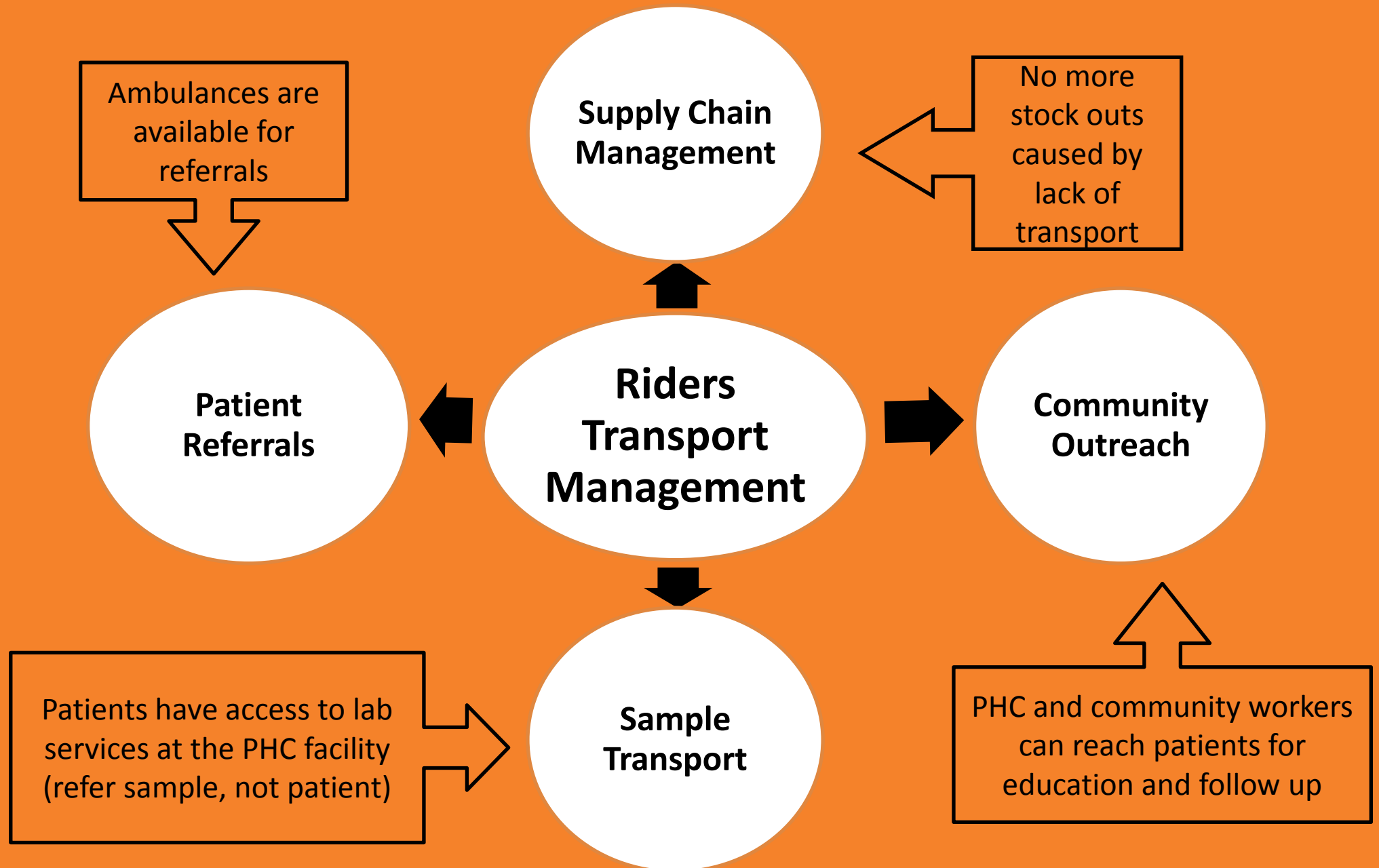


Our principles

- Offer outsourced end-to-end transport solutions to the MoH and other partners to improve efficiency/coverage of health services
- Upfront planning using measurable and budgeted costs
- Training and procurement
- Preventive maintenance on an outreach basis



Riders' role in health system



Background on Riders' Programme in The Gambia

- Partner: Ministry of Health and Social Welfare
- Setting: The Gambia, a country with long distances and lack of reliable transport, causing gaps in the health care delivery system



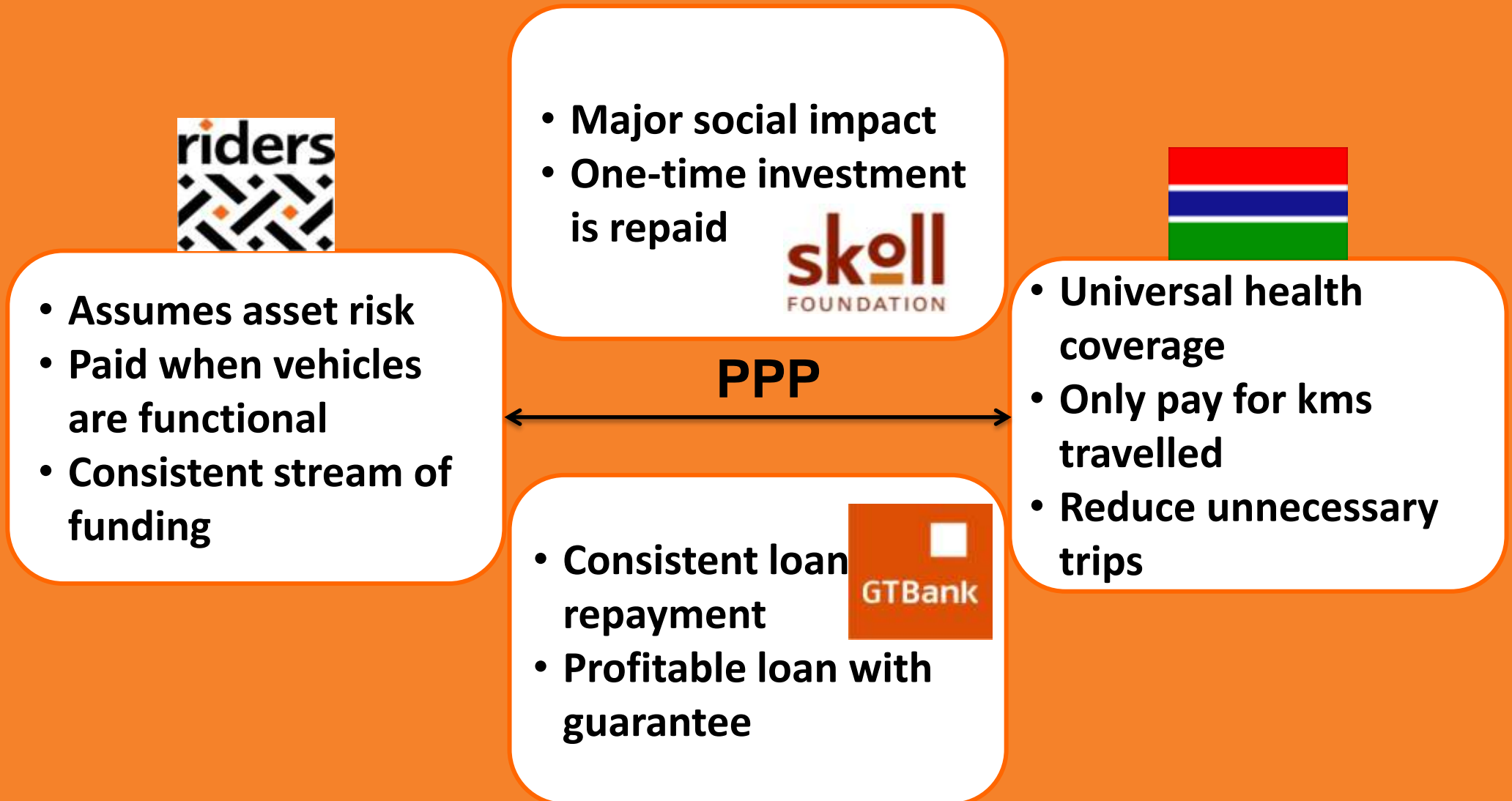
- Riders approached Nigeria-based Guaranty Trust (GT) Bank to provide \$2.2 million loan at low interest rate through credit guarantees from the Skoll Foundation.
- Through Skoll's guarantees and assumption of foreign exchange risk, Riders secured capital for fleet procurement and programme setup, paid back by MoHSW over time to overcome annual budget constraints.



153 new four-wheeled vehicles and motorcycles
distributed by MoHSW throughout the country



Riders' CPK payment method aligns incentives in the PPP.



Transport: a useful tool in the health system

Riders' transport is used by the MoHSW to:

- Conduct outreach clinics used to deliver pre- and post-natal care to women in rural areas
- Carry out mass immunisation campaigns
- Mobilise outreach health workers on motorcycles to reach patients with medicines, supplies (e.g. bed nets), and health education
- Complete emergency referrals from minor health centres to major health centres and hospitals
- Supervise health workers and programmes.

A person wearing a helmet and riding a motorcycle is seen from behind, traveling along a wide, unpaved dirt road. The road is flanked by dry, yellowish-brown grass and scattered green trees and shrubs, characteristic of a savanna or semi-arid region. In the distance, a range of low mountains or hills is visible under a bright blue sky filled with large, white, fluffy clouds. The overall scene conveys a sense of a journey through a natural, open landscape.

The impact in numbers...

**Just two negligent
breakdowns in over
10 million kilometres
travelled.**

**Health workers spend
50% more time doing
outreach work.**

**This means they can
visit 3 times more villages
each week.**

76% of outreach health workers reach villages they were previously unable to reach due to distance or terrain, potential to see 5,000 extra people every week.

Number of outreach clinics cancelled has been reduced by 63%. No outreach clinic has been cancelled due to transport or fuel constraints.

(Previously 32% cancellations)

11% more referrals from health centres to hospitals are completed.



**Better access to health care
for 1.7 million men,
women and children
across The Gambia.**

**Employment of 195 staff
members, including a
female technician
apprenticeship,
all Gambian Nationals**

Riders' services

Riders work in seven countries in sub-Saharan Africa providing ongoing contracted transport services with MoHs and health partners at a not-for-profit fee

- Fleet management and maintenance
- Sample Transport
- Supply chain distribution
- Emergency referrals

Outside of our current footprint, we can also offer one-off services and consultancy:

- Fleet and logistics planning and budgeting – from procurement to asset disposal/replacement
- Fleet assessments
- Procurement of vehicles, protective clothing and equipment
- Training
- Checking of fleet/transport plans and budgets

Questions?



Transport Planning

Your experience?



Goals in transport planning

The aims of transport planning:

- **Strengthen the health system**
- **Create value for money (cost effectiveness with limited resources)**
- **Accurately budget for transport**
- **Appropriate selection of vehicles and training for vehicle users**

Why use a preventive maintenance system?

Preventive maintenance regularly replaces parts on your vehicles before they break down to achieve:

- **The most cost-effective way of running your vehicles for the longest possible time**
- **Fewer breakdowns and accidents due to regular servicing and driver training**
- **Increased frequency of follow-up visits by health workers**
- **Increased coverage and distance travelled as health workers reach further communities.**

Budgeting for a managed transport system

- **Most partners budget for transport in different activities, making it difficult to know total cost.**
- **Transport cost areas include:**
 - 1) Vehicle purchase/procurement
 - 2) Transport staff costs: Drivers, administrators, and others
 - 3) Maintenance/labour and replacement parts
 - 4) Fuel
 - 5) Insurance
- **Transport can be difficult to predict, leading to lack of funds to repair vehicles, compromising health care delivery **BUT** preventive maintenance enables predictable budgets.**

#1- Vehicle procurement costs

Vehicle procurement costs include the following components:

- Vehicle and any modifications (e.g. ambulance)
- Shipping and overland transport to destination in country
- Clearing agent fees
- Import duties and any additional taxes

Suggestion: it is good to compare in-country and out-of-country prices to secure the best purchase price, as in-country suppliers often significantly mark up the prices.

#2- Transport staff costs

Transport staff costs include the following components:

- Drivers/riders or any staff assigned to a vehicle
- Contribution to staff costs for any staff related to vehicles (e.g. accountant or administrator who manages fuel)
- Training costs to ensure drivers/riders operate vehicles safely in difficult terrain and carry out basic maintenance
- Protective riding gear for each motorcycle rider

Suggestion: Riders has found that annual refresher training is effective at reducing the number of breakdowns and accidents.

#3- Maintenance/labour and replacement parts

Preventive maintenance is critical to prolonging the life of the vehicle. To estimate preventive maintenance costs:

- Get quote from supplier for regular maintenance every 5,000kms for vehicles and 1,000kms for motorcycles, including parts and labour.
- Add estimate for repairs due to any breakdowns/accidents.

Suggestion: Ask suppliers if they can conduct minor maintenance on an outreach basis, which can save you time and money.

#4- Fuel

Fuel costs are dependent on distance travelled and fuel efficiency, which is calculated based upon:

- Kilometres per month per vehicle
- Fuel efficiency for each vehicle type, which can vary due to road quality and type of terrain

Suggestion: use log books to track fuel efficiency over time in the exact geographic area where the vehicle is used.

#5- Insurance

Insurance should be included to provide two different types of coverage:

- Comprehensive insurance for all motor vehicles and motorcycles
- Personal accident cover for all drivers and riders

Suggestion: assign vehicles/motorcycles to riders/drivers to promote accountability for accidents and incidents rather than a vehicle pool.

Wrap-up

- **Transport planning requires many inputs/assumptions.**
- **In reality, it is impossible to accurately estimate these costs at the beginning of a project. Better budgets require expenditure tracking over time and scenario planning**
- **Preventive maintenance using genuine parts may be more expensive in the short-term but will help reduce breakdowns and extend the life of the vehicle**

Conclusions

- Preventive maintenance helps smooth the costs of maintenance/repairs over the lifetime of the vehicle.
- Sufficient budgeting is critical to ensuring vehicles are available for health care delivery whenever they're needed.



■ Unmanaged ■ Managed

Group Activity



Group Activity

- **Each group should have 4-8 people each**
- **Supplies per Group**
 - Large sheet of paper
 - Markers
 - Sticky Notes
 - Small sticky pads

Instructions for activity

- **Step 1: Choose/indicate the problem you are trying to solve**
 - a) Vehicle for emergency referrals from community to district hospital
 - b) Vehicle for supply distribution at the last mile
 - c) Vehicle for sample transportation
 - d) Vehicle for supportive supervision
 - e) Wild card—vehicle for all activities from province/district down to community level
- **Step 2: Design a vehicle fit for purpose to solve your problem**
 - Include drawing and where it fits within the health system
- **Step 3: What would be the setup and running costs of this system?**
- **Step 4: What other resources would you need to implement this transport solution?**
- **Step 5: Who else would help you implement this system?**

Instructions for activity, cont.

- **You have 20 minutes to work on the activity**
- **Then each group elect representative(s) to walk everyone through your design, etc.**
- **Each representative(s) will have 10 minutes to explain to the group their transport innovation**
- **Everyone else will then have 15 minutes to rotate through each group's design**
- **Group discussion**

Group discussion

- **What are some impressions you had?**
- **What did you learn?**
- **What were you surprised by?**
- **Are these designs possible in resource-limited settings?**

Final thoughts

- **We all work in different sectors and needs, but it is important to cross lines to understand complexities and mechanisms of health care delivery**
- **Within each large-scale design, all of us are working to ensure quality treatment, supplies or service at or between the links**
- **Just like our process of designing these transport systems, the steps to progress are messy, reactive and a product of collaboration**
- **Transportation is not a secondary issue. It determines the line between success and failure, which may be a matter of life and death or opportunity gained and lost**
- **Please advocate for transport in your health care delivery systems!**

Thank you

**For more information, please contact
partnerships@riders.org**

www.riders.org