

Centers for Disease Control

SAFEGUARDING THE DELIVERY OF CRITICAL CHILDHOOD VACCINES

CASE STUDY

Booz Allen Hamilton is helping the CDC more efficiently distribute millions of doses of childhood vaccines annually through the reengineering of its vaccine management activities through the Center.



About Booz Allen

Booz Allen Hamilton has been at the forefront of management consulting for businesses and governments for more than 90 years. Integrating the full range of consulting capabilities,

Booz Allen is the one firm that helps clients solve their toughest problems, working by their side to help them achieve their missions. Booz Allen is committed to delivering results that endure.

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Client's Challenge

The CDC buys and distributes more than 60 million doses of pediatric vaccine each year, providing public-purchased vaccines to approximately 60 percent of American children. More than 44,000 medical provider sites and state and local government public clinics participate in the program. Despite the program's steady performance, by 2003 the CDC recognized it needed to review and improve its operational guidelines, which had remained unchanged since its inception nearly a decade earlier. Simultaneously, a series of new federal mandates—ranging from performance improvement goals to antiquated information technology systems—gave urgency to the need to examine the efficiency of the sprawling program. To address this situation, the CDC partnered with Booz Allen Hamilton to change the way it orders, distributes, and monitors public-sector vaccine purchases while generating cost savings for the program.

What Booz Allen Did

Booz Allen helped the CDC simplify funding processes and supply chains to reduce complexity and generate significant savings. The team worked with the CDC to comprehensively review and analyze vaccine management at the federal, state, and local levels. They also examined the entire supply chain—manufacturers, third-party distributors, state and local health departments, and medical providers—and developed recommendations for tendering, ordering, distribution, inventory management, funds management, and vaccine stockpiling.

The program had historically given state jurisdictions autonomy over vaccine distribution services. However, to gain the economies of scale of a nationally coordinated program, the CDC needed visibility into vaccine inventories, availability, and distribution. Booz Allen helped drive consensus for program changes with state government immunization projects through a broad communications program that cultivated buy-in for the CDC's strategy without taking a top-down approach.

The new strategy envisions a national, centralized distribution system enabled by cutting-edge technology to improve inventory management. The greater efficiency enables greater visibility into the vaccine supply, including uptake on new vaccines, and will also help stimulate the continued establishment of the national pediatric vaccine stockpile program.

Results

The CDC is now streamlining its operations and is expected to reap ongoing savings that can be redirected into other critical public health needs. Already, Booz Allen has helped the CDC identify and capture one-time inventory savings, as well as substantial ongoing additional savings in operating costs each year. The national vaccine stockpile allows it to weather unexpected shortages in vaccines and balance inventories so it is not caught with more vaccine than needed. With less time spent managing vaccines and administrative processes, the CDC can now place greater focus on increasing immunization levels and promoting its public health agenda.

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