IMPACT Team Approach to Supply Chain Management

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IMPACT Teams emerged from implementation research in Ethiopia, Malawi, Rwanda

- Originally derived from QIT approaches, adapted for supply chains
- Implementation research: improved lead times, product availability and supply reliability
- Because of results: expanded scope & implemented in multiple countries

IMPACT stands for:
- Information
- Mobilized for
- Performance
- Analysis and
- Continuous Transformation towards supply chain excellence
IMPACT Teams provide a structured & rigorous process for supply chain problem-solving, and create a culture of data use.

COMMON FEATURES OF IMPACT TEAMS:
- Information management systems
- Common goal
- Leadership at national and sub-national levels
- Performance monitoring using data
- Recognition and peer-to-peer learning
- Problem solving using structured approaches
- Action planning
- Team meetings
JSI has implemented IMPACT Teams in 10 countries, across programs and health system levels

<table>
<thead>
<tr>
<th>Country</th>
<th>Vaccines</th>
<th>FP/RH</th>
<th>TB</th>
<th>HIV</th>
<th>Malaria</th>
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IMPACT TEAMS GIVE EVERYONE THE OPPORTUNITY TO SEE & USE DATA

“Get data in front of people and they get excited. Create a competitive advantage, stimulate the demand for data from the grass roots!”

-Ethiopia
“We become interested in trying to solve the problem. We are fired up to see the data there. That’s the result of our work!”

-Indonesia
The data in the automated system helps show the difference between my thinking and reality; I always thought male condoms were overstocked, and yet now I see stock outs in many facilities for these products.!

-Myanmar
A common goal, structured approach, standard team agenda and tools help make IMPACT Teams successful.

Technical Meeting
- review data and actions since last meeting
  - prioritize problems
  - conduct root cause analysis
  - determine action plan
  - recognize good performers

Take Action
- Action plan

Data Review
- Indicator tracking tool

Data Compilation
- Indictor
- Indicator

Data Collection
- DHIS2
  - FP dashboard
  - Supervision records
STANDARD IMPACT TEAM PROCESSES WERE SEEN AS FACILITATORS TO PROBLEM SOLVING, PARTICULARLY AROUND ENSURING COMMODITY AVAILABILITY

“Initially we used to just ‘solve problems’ but now you are forced to go deeper to find out whether the solutions are going to address the real issues.”
-Kenya
Automated LMIS and analytic tools contribute to the success of IMPACT Teams.

Ethiopia has made significant investments in digitizing the public health supply
- At all levels
- For all health programs

RESULTED IN AN INCREASED AVAILABILITY OF DATA
End-to-end supply chain data visibility in Ethiopia

RESULTED IN AN INCREASED AVAILABILITY OF DATA
IMPACT TEAM DASHBOARDS HAVE INCREASED DATA ANALYTIC CAPACITY AND DATA USE, ALTHOUGH THE COMPILATION OF TOOLS ARE STILL SOMEWHAT DEPENDENT ON PROJECT SUPPORT

“Initially we would have raw data and try to make sense of it. But now with the IMPACT Team we came up with tools, the dashboards that now try to make it easier for us using color coding and graphs. At a glance you can be able to make decisions quite easily unlike in the past where we used to have a table, try to make sense out of it, trying to draw some conclusions.”

-Kenya
“Whenever we involve the sub-county we are able to initiate the changes from their level. We cannot do everything from the county to the sub-county level. We give them authority to initiate changes and improve on the mandate and roles indicated.”

-Kenya
A mix of skills on the team and committed leadership helps IMPACT Teams succeed.
“With the routine meetings, colleagues who may not be too familiar with this can gain knowledge on how to look at data, how to process data.”

-Indonesia
Challenges to IMPACT Team success

“The changing bureaucracy [is a challenge]. Sometimes we haven’t even settled in and learned something, we’re already transferred to another place. We’re just starting to concentrate on one thing, we’re transferred. That is what sometimes creates problems in QIT activities. The old staff is transferred and we get new people again and again.” - Indonesia

“[The IMPACT Team] has slowed down its activities.... The coordination of the meeting was mainly being done by JSI. They would remind us on when we would have the next meeting and what he agenda would be.” - Kenya

Partner support (financial and technical) still seen as necessary for IMPACT Team functioning
Ethiopia’s Results: Data use improved over time

IMPACT teams and meetings vis a vis data use

- **# of IMPACT teams**
- **#meeting**
- **#Dashboard users**
- **#sessions**
Ethiopia’s Results: Improvement in data use culture

Total Score for data use culture before and after IMPACT

- Addis Ababa 1
- Addis Ababa 2
- Semera
- Bahir Dar
- Dessie
- Mekelle
- Shire

<table>
<thead>
<tr>
<th>City</th>
<th>Before IMPACT</th>
<th>After IMPACT</th>
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<tbody>
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<td>Addis Ababa 1</td>
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<tr>
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<td>Shire</td>
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Ethiopia’s Results: KPIs- wastage rate lower than target (<2%)
Ethiopia’s Results: KPIs - Product availability above the target (>95%)
Ethiopia’s Results: KPIs- Improvement in stocking of products
Ethiopia’s Results: KPIs- Consistent improvement in FP commodities availability
Stockouts

Instances of stockouts pre and post IMPACT Teams for intervention and comparison facilities/wards, by country, adjusted percentages by country
Stocked according to plan

Instances of products being stocked within min/max levels pre and post IMPACT Teams for intervention and comparison facilities/wards, by country, adjusted percentages

Guinea

Indonesia

Kenya (ward level)

Myanmar

[Bar charts showing stocked products by country and pre/post intervention]
Indonesia “My Choice” Intervention districts have realized reductions in stockouts and better product availability.

15% fewer SDPs stocked out *
21% greater SDPs with adequate stock *
* Average of All Methods
Indonesia: Common actions taken as a result of IMPACT Team Meetings

- Improved Data Quality
- Reducing Overstocking
- Improved Capacity
- Increased Budget
- Enhanced Value for SC
Improvement of Supply Chain Performance Southern Shan State, Myanmar

QUALITY IMPROVEMENT TEAM (QIT) APPROACH
Transferring overstocked products among facilities, Mandalay State, Myanmar

![Graph showing commodities and transactions over time.](image-url)
Additional benefits of IMPACT Teams: team building, and improved coordination and communication across programs and levels in the supply chain.

“We did not apply this just to family planning commodities. It assisted us...in all other indicators like skilled delivery, fourth ANC, first ANC, PMTCT; we assess data...We know whether we are moving up or moving down. So this knowledge from JSI has assisted us in all other fields.” -Kenya

“The diverse membership of IMPACT Teams have increased leadership, collaboration & communication across SC levels, SC functions & health programs

“In the QIT Team, the first one that is involved is the general affairs, personnel unit, because he’s the one who manages the warehouse. Then we from the FP division make the distribution plan. This is the plan for distribution that is made based on the MIM Tool application. Then we give that distribution plan to the warehouse with the knowledge of the secretariat...plus the Head of Planning Sub-Division for budget planning. It’s budgeting for contraceptive distribution to SDPs, also for monitoring...” -Indonesia
“[One] advantage, we give our friends at [IMPACT Teams] an opportunity to innovate. Yes, this is different from the others. If an SOP is already available, then we just need to do it. But in this case they are given the opportunity...so that the supply chain can go well.”

- Indonesia

“One of the ways we recommended for us to get those reports and improve the reporting rates, was for them to take a photo and then when they get to a place with network, they can share the photos via Whatsapp. At the headquarters we key in that data for them.”

- Kenya
Recognition for achievement is a strong motivating factor for IMPACT Team members.
IMPACT Teams are motivated by the desire to achieve, recognition, and peer support.

“[One] motivation is the desire to solve problems, because if not, that problem will continue to appear every month. I think it will then create problems in each person’s task. So with this [IMPACT Team] we work toward a common goal, which is to lighten the load in each of our job.”

-Indonesia
Ethiopia: Motivation

Improvements in some of the KPIs & Data use

Total Score for data use culture before and after IMPACT

IMPACT teams and meetings visa vis data use

Before IMPACT  After IMPACT
## Ethiopia: Motivation

All teams have recognition plan

<table>
<thead>
<tr>
<th>SN</th>
<th>Indicator</th>
<th>Level to recognize</th>
<th>Criteria</th>
<th>Achievement Level</th>
<th>How to recognize</th>
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<tbody>
<tr>
<td>1</td>
<td>Stock out rate</td>
<td>PFSA hub level</td>
<td>Achieving low stock out rate through special support.</td>
<td>&lt;10% stock out for all tracer products</td>
<td>-Award certificate</td>
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<td>-Posting as model employee of the month.</td>
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<tr>
<td>2</td>
<td>On time and in full delivery</td>
<td>PFSA hub level</td>
<td>Delivering all tracer products in full and on time.</td>
<td>Achieving OTIF for &gt; 85% of the tracer products.</td>
<td>-Posting as monthly Hero.</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td>-Celebrating success together.</td>
</tr>
<tr>
<td>3</td>
<td>Overall reporting rate</td>
<td>Woreda health office level</td>
<td>On time reporting of the health facilities under the woreda health offices.</td>
<td>On time reporting all health facilities under the woreda health office for at least three consecutive reporting periods.</td>
<td>-Posting as the best performing woreda of the month.</td>
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<td></td>
<td></td>
<td>-Awarding certificate.</td>
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<td>-Inviting and announcing the name of the woreda health office in regional review meetings.</td>
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Moving forward, what’s next for IMPACT Teams?

- Using human centered design as an ingredient to create different prototypes
- Implementing & supporting implementation and adaptive learning in Kenya, Tanzania, and various settings
- Continuing scale-up in Myanmar
- Indonesia scaling intervention to cover 60% of the population
IMPACT teams beyond 2020

**Information Revolution:** IMPACT teams will take advantage of Ethiopia’s FMOH transformation plan

- **Pillar 1:** Cultural transformation for health data use
- **Pillar 2:** Digitalization and scale-up of priority HIS

The connected Woreda Demonstration projects lead to transformed Woredas, which leads to improved health commodity availability including FP.
IMPACT teams beyond 2020

- IMPACT teams will foster the integration of **people, technology, and process**
- Supply chain systems will be **responsive and predictive**