



JOHN SNOW, INC.



IMPACT Team Networks: Empowering People with Data

Countries have made significant investments in building and automating health logistics management information systems (LMIS) and training staff at different levels of the system to report to these systems. This has resulted in increased availability of real-time data about supplies. However, data availability alone is not enough for supply chains to perform and get critical health products into the hands of clients. In addition to building robust information systems, creating a “data culture” by empowering and training staff to analyze and use data for decision making is key to improving supply chain performance.

What Is an IMPACT Team Network?

The Information Mobilized for Performance Analysis and Continuous Transformation (IMPACT) Team Network is a people-centered approach to strengthening the supply chain. The IMPACT teams have a shared goal of improving product availability and a collective responsibility to identify and implement solutions to supply chain problems. The teams meet regularly and use a quality improvement approach to interpret data (review), prioritize problems and find solutions (innovate), and take actions (do) to improve performance.

The IMPACT teams serve as the foundation for the continuous improvement culture that is needed for a responsive, customer-oriented supply chain. Teams reinforce the correct and consistent use of supply chain procedures, create transparency and accountability, improve coordination and communication and foster trust and collaboration between supply chain staff.

Core Features of IMPACT Team Networks

- Information management systems** that produce real-time visualized supply chain data for performance management
- Common goal** of improving supply chain performance and product availability
- Leadership** at national and sub-national levels that coach and support teams to overcome complex problems
- Performance monitoring** using data to identify problems and monitor progress toward targets
- Recognition** and peer-to-peer learning for motivation
- Problem solving** using structured approaches to identify root causes and local solutions
- Action planning** that tracks the outcomes of meetings, actions to be taken, and persons responsible
- IMPACT team meetings** held regularly that connect staff from different levels in the supply chain

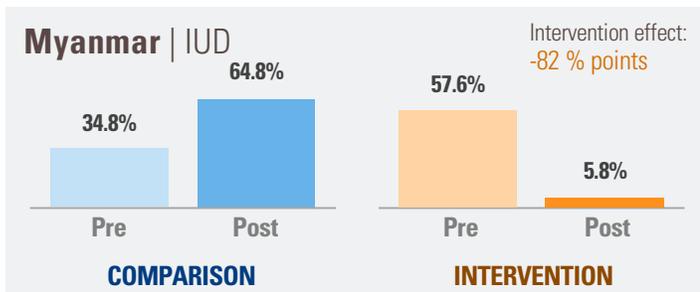
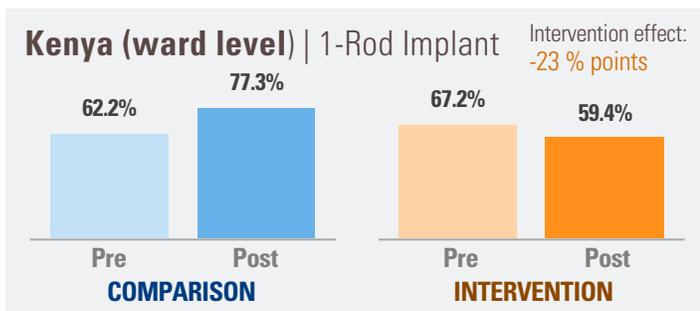
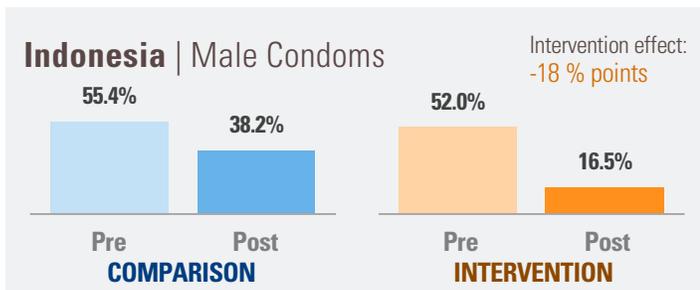
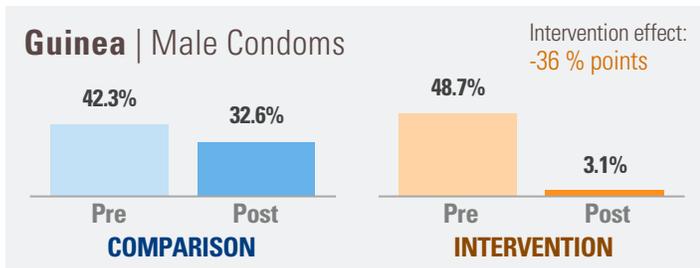
Information Mobilized for Performance Analysis and Continuous Transformation (IMPACT) Team Network Approach



Implementation and Results

Since 2010, JSI and our affiliate, inSupply Health have supported 10 countries to employ IMPACT Teams empowering staff to analyze, use and transform data to improve the performance of their health supply chains. The teams have been implemented across programs and health system levels.

In 2018, a study using a pre-post intervention and comparison panel showed significant effects from IMPACT teams. Results show that IMPACT Teams improve performance, including reducing stockouts and improving supply reliability and reporting thereby helping to ensure family planning products reach women when and where they need them. Below are the **strongest results for product stock-outs** in four countries with their corresponding intervention effect percentage points:



*All data in graphs above are adjusted percentages

Benefits

IMPACT Team dashboards have **increased data analytic capacity and data use**.

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

IMPACT Teams have **created innovative solutions for solving supply chain challenges**.

- SDPs with over stock have been identified and the district facilitated redistribution to reduce overstock **(Indonesia)**
- Provinces have increased their budgets for SCM related activities as a result of IMPACT Teams **(Indonesia)**
- IMPACT Teams operating at the subnational level developed innovative solutions to SC problems, including using WhatsApp for reporting and coordination **(Kenya and Indonesia)**

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

“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)**

What's next for IMPACT Teams?

- Using **human centered design as an ingredient** to create different prototypes for IMPACT Teams across a variety of settings;
- **Implementing IMPACT Team approach and using adaptive learning** in Kenya, Tanzania and various settings;
- Continuing to **scale up** in Myanmar and Indonesia.

