



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 provide real-time supply chain data for performance monitoring
- | **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 towards 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

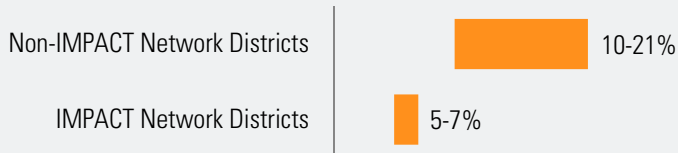
Information Mobilized for Performance Analysis and Continuous Transformation (IMPACT) Team Network Approach



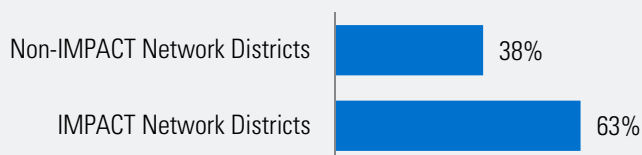
Results

Results have shown in all JSI countries that the benefits derived from the IMPACT Team Networks are rapid, transformative, far-reaching and pervasive.

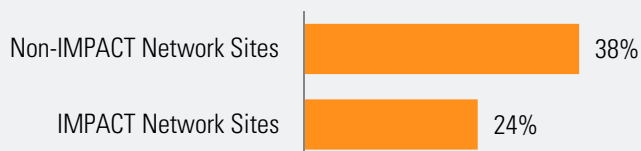
Pilot Results Malawi The range of **stock out** rates in IMPACT team districts are significantly lower than in non-IMPACT team districts ($p < 0.001$).



Pilot Results Rwanda More health workers in IMPACT team districts had all five products **in stock** compared to non-IMPACT team districts.



Monitoring Data Myanmar Preliminary results show that over a seven month period, IMPACT team districts' **stock out** rates for 17 products were lower than non-IMPACT team districts.



Even amidst the known fluctuations in national product availability, IMPACT Networks have shown to better manage and mitigate the effects.

"It usually takes 45-60 minutes but it [benefits us] to manage overstock and out of stock issues." Township Medical Officer from Hpekhon Township, Southern Shan State, Jan 2016

Benefits

Collaboration

"The QI [IMPACT team] meeting is good for us; we interact with HC staff and feel valued compared to before. We no longer feel they are our bosses, and they inform us early so we can attend. And they don't stress us when we have not done well." Senior CHW, Rwanda

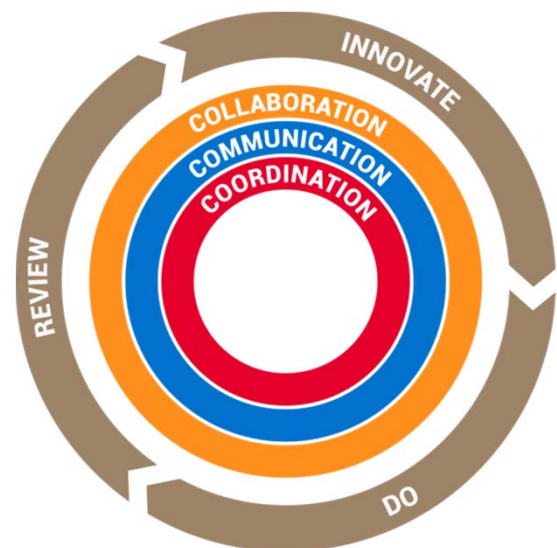
"It's [IMPACT team is] very beneficial because we collectively solve problems. There's a lot of improvement because after our discussion, actions are taken." IMCI Coordinator, District A

Communication

"I can say it generally helped much in improving our relationship with HC staff because we cannot now feel fear to ask any question we need to ask, because we used to be in the same QI [IMPACT team] meeting." Senior CHW, Rwanda

Coordination

"There has been a big impact because of vertical and horizontal coordination of different cadres and receiving help with having problems from coordinators so we come to solution ... Before [IMPACT team] meetings, the district is the one that tells us what to do and I couldn't buy into it. But it is better because we all sit and discuss things together." Supervisor, Malawi



Where are we today?

IMPACT teams have been endorsed for scale up in all three countries by the Ministry of Health. In Malawi national scale up was achieved in 2014. In Rwanda the IMPACT teams are integrated into the training on resupply procedures for CHWs. In Myanmar IMPACT teams are part and parcel of the national scale up of the LMIS. In addition Pakistan, Indonesia and Kenya are in the process of introducing IMPACT teams supported by JSI and inspired by the success of the countries that went before them.