



**GLOBAL  
HEALTH**  
SUPPLY CHAIN SUMMIT

---

# Supply chain performance improvement through data use, innovation and empowerment

---

**Matiko Machagge**

John Snow, Inc.

*November 2017*





# What are IMPACT teams?

A system of interconnected teams, made up of people across functions and disciplines who are:

- **Trained** to set targets for and interpret key indicators, such as stockout rates,
- **Encouraged** to follow a problem-solving process
- **Empowered** to use their data to make operational *and* strategic decisions

...with the goal of: continually improving the performance of their supply chain.

---

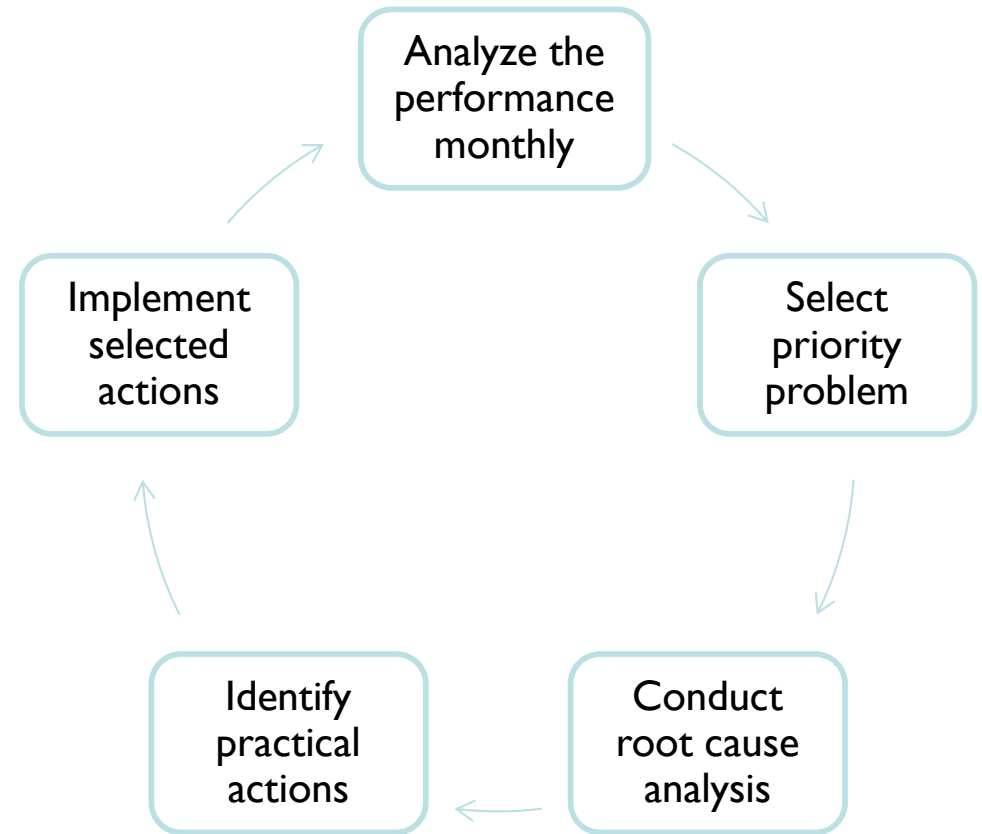
*Empowering  
people with data*

---

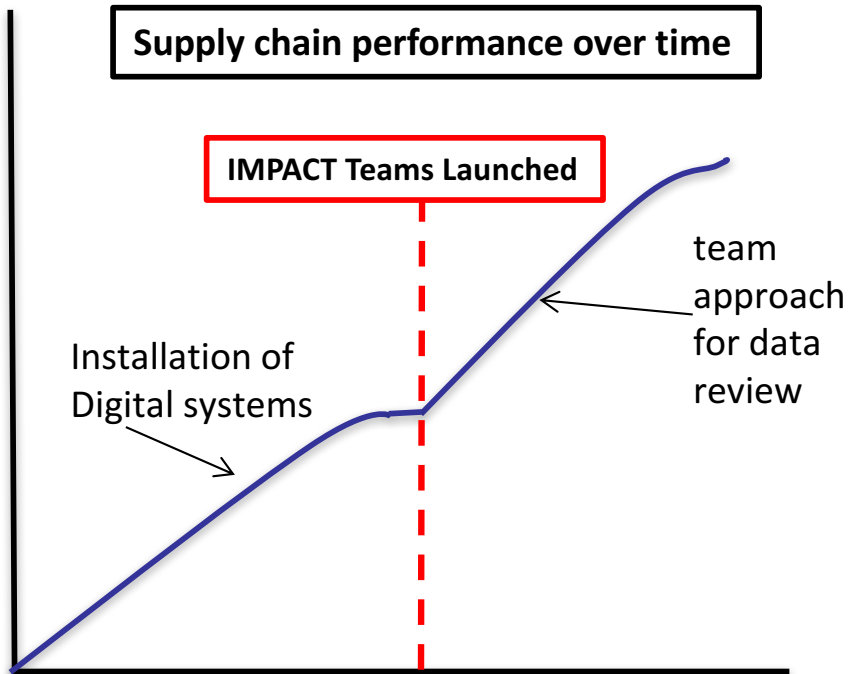
# IMPACT teams in action



IMPACT Team meetings follow a standard agenda and use a structured approach to institutionalize a data use culture



# Research shows link between data review teams and performance



IMPACT teams paired with data visibility have a greater impact on supply chain performance than data visibility alone

We have seen this in our 8 country implementations

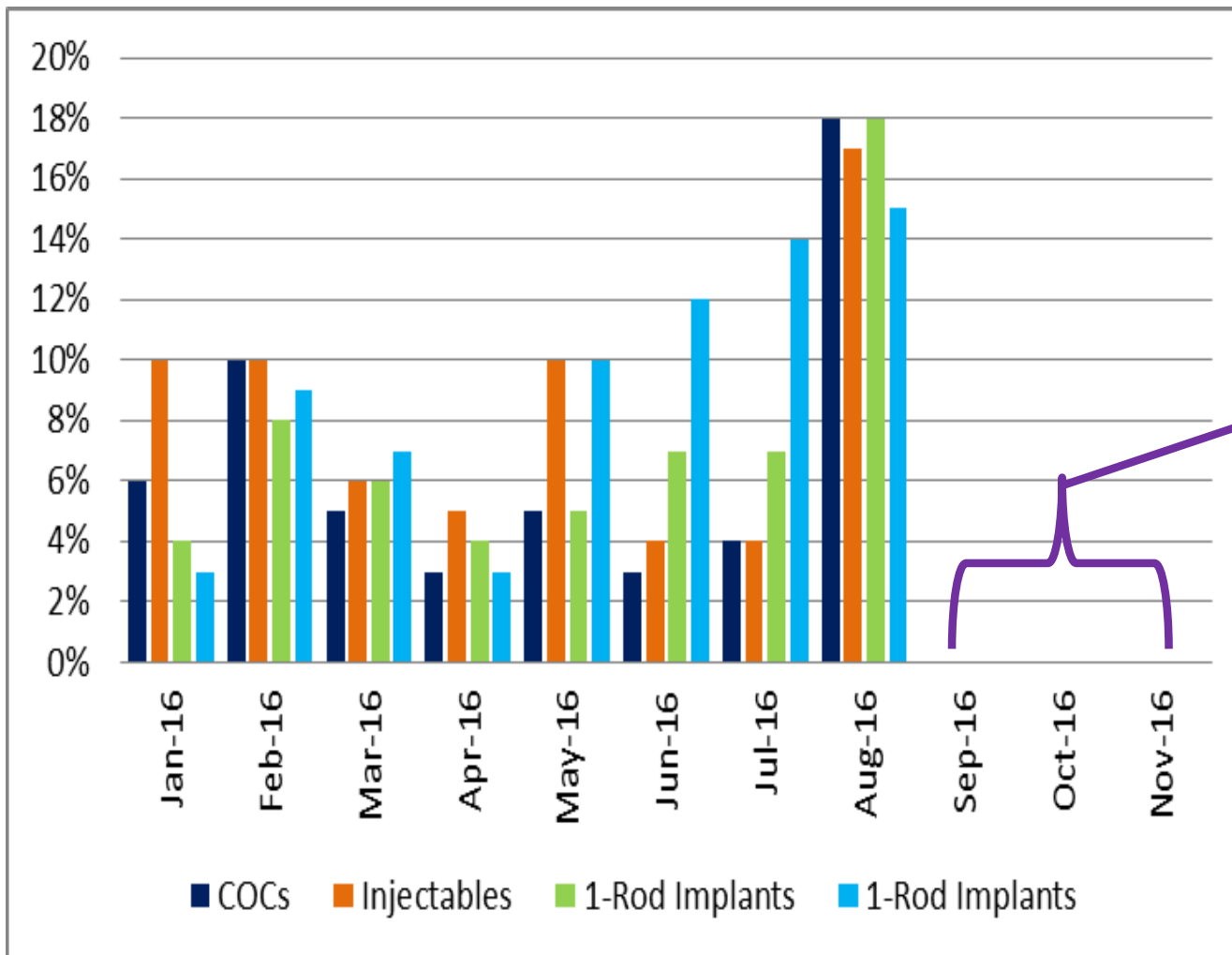




# Results from Kenya IMPACT teams

## Getting to no stock outs: An example from Nandi County, Kenya

% of facilities stocked out



The county was able to reduce to three straight months of no stock outs from September 2016 through November 2016 for all FP products

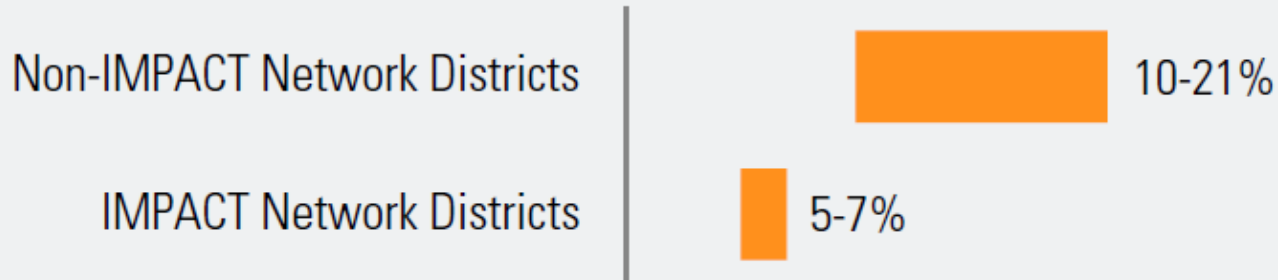
This was done through consistent data use by facilities to redistribute overstocks and improve data accuracy



# Other country implementations also show improvements in product availability

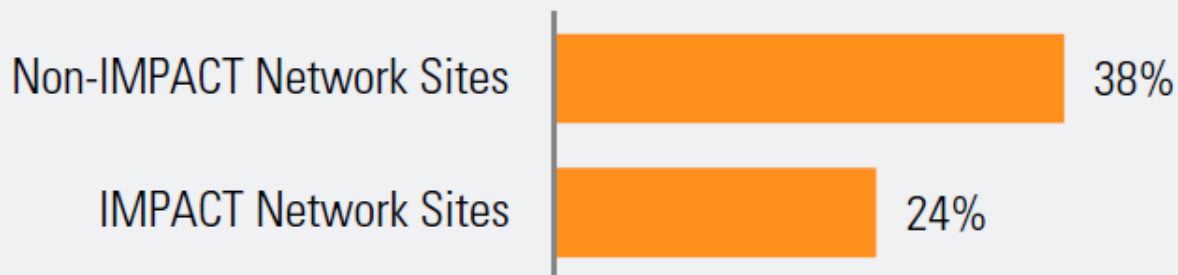
## Pilot Results Malawi

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



## 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.



IMPACT teams have demonstrated **significant increases in product availability or reduction in stock outs** in all programs with which JSI has partnered.

# How to Implement IMPACT teams



**Select and design a network of interconnected teams**



**Train users in data analysis, root cause analysis, and continuous improvement process**



**Power meetings with data and celebrate small and big wins**



**Facilitate culture of continuous improvement based on local solutions**

Our lessons learned for IMPACT teams are outlined in JSI's recent article published in Devex:

***“How to create a data culture for your supply chain”***



# Lesson 1:

## Make data uncomplicated and actionable

### Do!

- Create visualizations using iterative, human-centered design
- Routinely check that visualizations meet IMPACT team needs

### Don't!

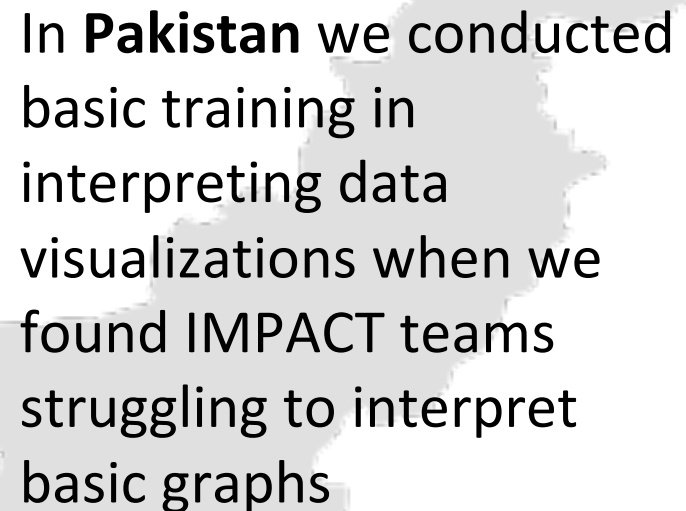
- Be tempted by fancy graphics and animations that are difficult to interpret, cannot be used for root case analysis and are not actionable



## Lesson 2: Offer basic training in data interpretation

### The Challenge

- Many health staff have limited experience in data mining and interpretation, problem identification, and root-cause analysis.
- They require support to build these skills.



In **Pakistan** we conducted basic training in interpreting data visualizations when we found IMPACT teams struggling to interpret basic graphs



# Lesson 3: Develop and strengthen leadership

## Why leadership?

- IMPACT teams flourish with strong, effective leaders who can serve as change agents
- Folding leadership and change management into our IMPACT design fosters deliberate support of culture change rather than waiting for natural leaders to emerge

In **Kenya**, inSupply has implemented a leadership initiative that:

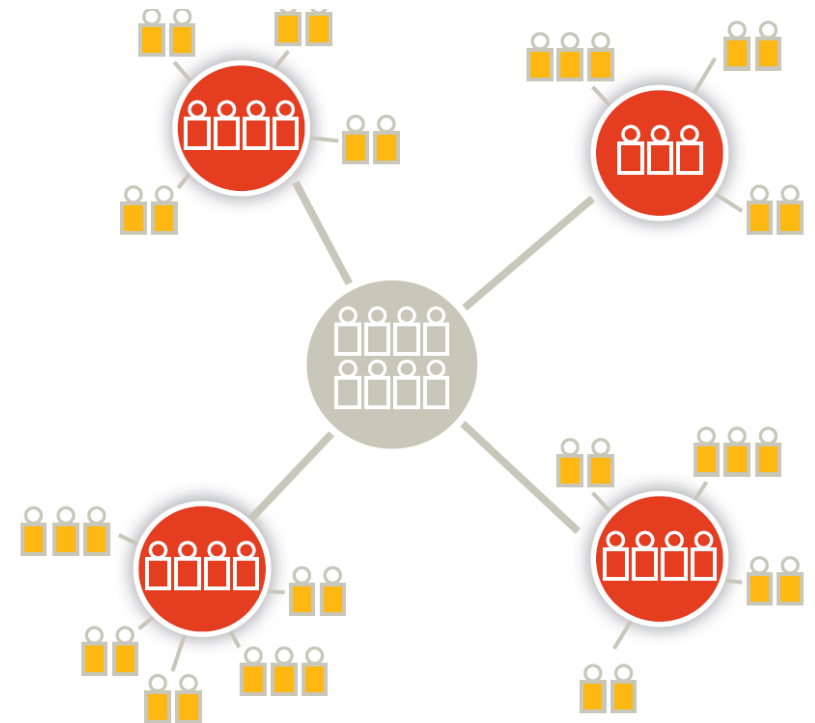
- Teaches key individuals leadership, change management skills
- Connects them for peer-to-peer learning.

## Lesson 4:

# Create networks across teams and levels

### Why IMPACT Teams should be part of a network:

- Connecting otherwise siloed teams supports information sharing, collaborative problem solving, and coordinated action
- Allows issues to be elevated, when teams either don't have enough information or authority to take decisions





# Lesson 5: Recognize and celebrate progress to build and maintain momentum

Recognition plays a role to help the team stay:

- Motivated by celebrating process change even as outputs and outcomes show no change
- create a sense of friendly competition
- and encourage teams to persist in new behaviors

Examples of recognition, include:

- Standing ovations
- Verbal recognition by leaders
- Staff of the month boards
- Facebook posts
- Certificates and trophies
- Small gifts, such as t-shirts or notebooks



# Lesson 6: Lay the foundation for sustainability from the start through the design

Our guiding principles for sustainability

01

Align meetings with existing structures

02

Build team member skills to follow a structured approach for the meetings. Institutionalize skills by practicing on a routine basis

03

Ensure progressive leadership and ownership of the approach and outcomes

04

Develop a transition plan early which includes enough time to execute the transition



Thank you!



# Thanks to our generous sponsors

