Capturing the process

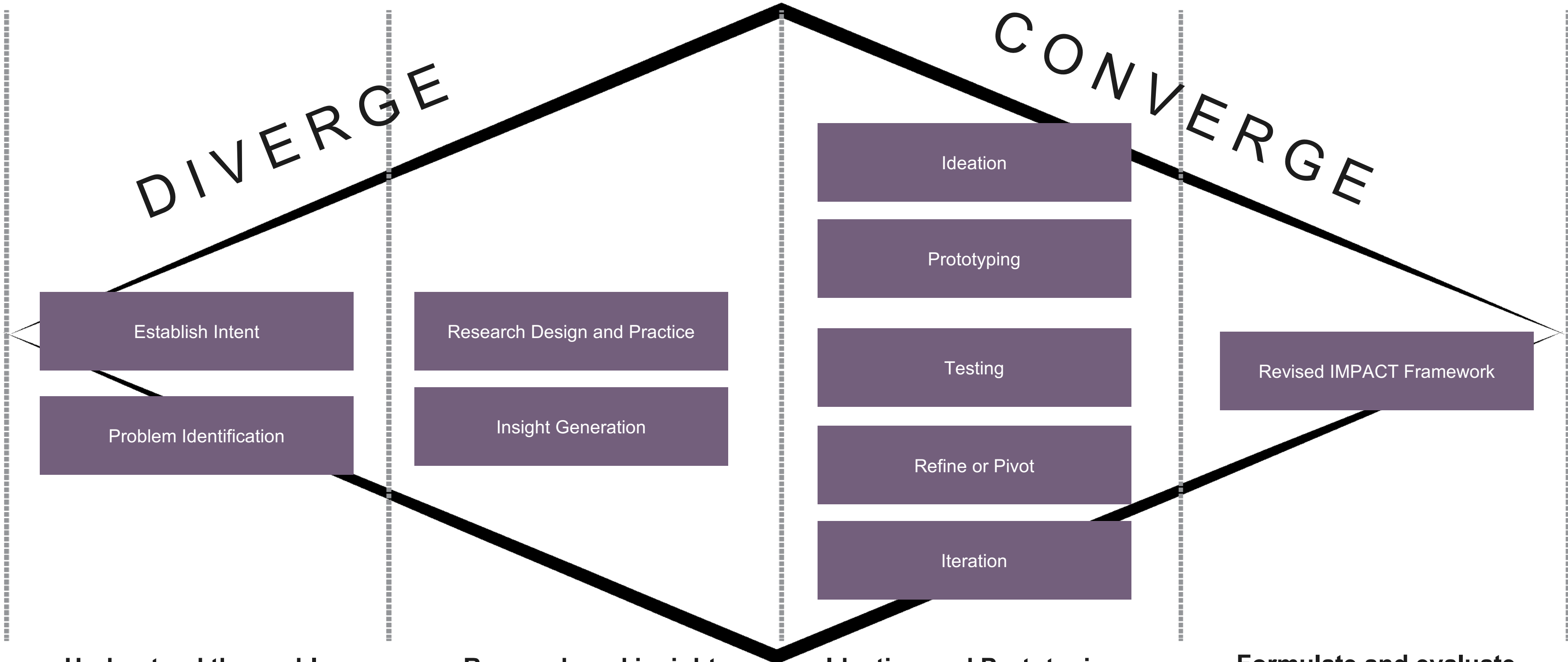
Redesigning the IMPACT Team approach and building internal HCD capability

JSI inSupply HCD Capability Building

Problem Definition,
Research Design and Practice

Using a Human-Centred Design Approach

To tackle our focusing question, we used a human-centred design approach. We sought to put the user at the centre of our design process- first by understanding the problem space and ending with presenting and evaluating a solution/s.



Understand the problem

This phase is about jumping in the deep end of a complex problem, trying to understand its parameters and opportunities and establishing the intent of the project. It is important to focus on the right bit of the problem and to recognise what is possible including time constraints.

Research and insights

Phase two is about immersing yourself in the real problem to understand it from different perspectives. This is the time to get your research kit together and get out of the studio and onto the street to observe and meet the people who engage with this design problem every day.

Then you bring your research together and make sense of it.

Ideation and Prototyping

Phase three is about taking what you have learnt and generating ideas and solutions to address it.

Here, we seek to give coherence to your research, make some very rough prototypes of possible solutions and seek the users feedback and input early.

Formulate and evaluate

Phase four is about making some decisions and pulling a solution together so it can be communicated and evaluated. It requires making a commitment to an idea and developing it into a presentable solution in the available time.

If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions
– Albert Einstein

Understanding the problem

Building on the successful experience of IMPACT Teams to date, inSupply seeks to understand how this approach can be adapted to a variety of contexts, supply chain maturity levels and by a variety of partners to achieve improved supply chain performance and efficiency. Our focusing question was:

"How do we increase efficiency and performance in the health supply chain by redesigning our IMPACT team approach?"

We learnt about research and insight methods

We created user personas to empathise with our research cohorts

Based on that we created questions that needed answering, capturing them in interview guides.

18-20 interviews were conducted

We interviewed industry experts, leadership and meeting members

We used a variety of methods and through a variety of mediums: Semi-structured interviewing and observation, in person and via calls.

We delved into key thematic areas: Data Analysis and Usage, Leadership, Professional and Personal Motivations, Challenges for the Users- all to identify opportunity spaces for intervention.


MCH
ANDERSON BUILDING

Insights

What is an insight?

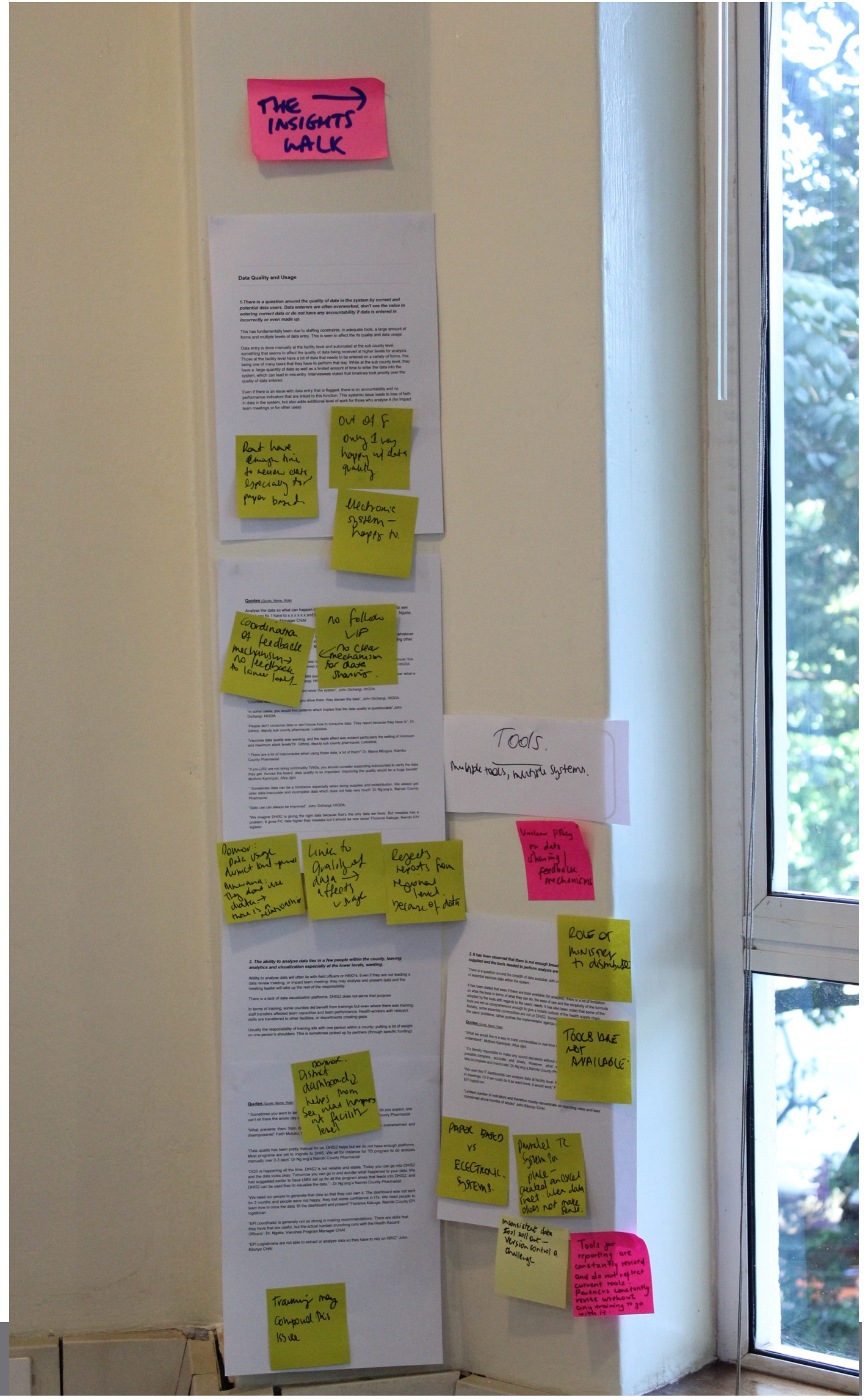
“An insight is a clear, deep, and sometimes sudden understanding of a complicated problem or situation.”

An **insight** is a set of data that **clusters** to an observation that gives a new perspective on the system.

To cluster, is the process of bringing together like things: in this case insights. It’s about finding the **patterns** within the insights by grouping similar insights together.

A cluster of insights then creates **themes**.

This new perspective points to a **design question/s** to provoke innovation.



Why do we generate insights?

We identify insights in a co-design project to succinctly and powerfully communicate the key things that we have found out through our research.

Co-design research insights should tell us about the **current state situation**, in particular people's experience of the service, product or system. Insights should tell us about people's:

Words	What did users say?
Behaviours	What do users currently do?
Interactions	What are their interactions with the service, product or system? How do they connect?
Perceptions	What do people believe about the service, product or system? This is often not what the service provider or client expects and might be 'wrong' in their eyes, however it is what the user believes.
Feelings	How does their experience make them feel? How does interacting with the service, product or system make them feel?
Thoughts	What do users think about the service, product or system? What are they thinking when they use it?

Insights help us define the problem

Insights should:

- Describes the **current state** (not a ‘should’ or a ‘could’). At this stage it is really important to describe the **current problem** not possible solutions. If we talk about what we *could* or *should* do or what we think users need at this stage it may limit creativity when we’re developing solution ideas.

- Tells us what people say, think, feel, believe, understand, do. Describe the problem from the user’s perspective. This might be “wrong” in the eyes of our client (the organisation providing the service or product) but it is what the user experiences.

Insights might also:

- Tell us **why** this has happened – what has caused the current situation e.g. ***this is because…***

- What are the further reaching **effects** e.g. ***which means that…***

- Raise more questions, such as challenge or design questions e.g. ***what if we…?, how might we…? But we will do these after we go through our insight generation process).***

- Include supporting quotes from the research

How do we generate insights?

1. Go through the your interview notes. Highlight the quotes, thoughts etc that you think are important and provide light on the problem you are trying to solve.

2. Document each quote, thought etc on a separate post it. Give everyone time to go through their notes and be thoughtful- everyone should be given time to remember.

3. Everyone will bring their post it notes to a blank wall or walls. One person will read out their post it. Then if someone had heard something similar, they should be clustered together.

4. Is there something that is being said over and over again (maybe in different ways)? Cluster them into groups and generate higher level insights/themes from that cluster. What is the higher level point that the user is trying to make?

5. Use the insight development template on the next page to creature a structure in a google document that represents it. Document the insights in the google document and see what patterns are formed both across Kenya and Tanzania. It’s a live document. New insights can be added with supporting quotes as the insight generations sessions progress.

Insight development template

Insight name……………………………………………….………

(1- 2 word description of what the insight is about)

Description

(what has been confirmed for you or what is something new that the research has uncovered?)
(remember to describe the current state – no "we should" or "we could" – these are solution ideas)

Supporting quotes

(what did people say that supports / reinforces this insight?)

How often should we synthesise?

Synthesis is a key component of a discovery research project. It is important that you synthesise the interview shortly after you have completed it so that it is fresh in your mind.

Immediately after the interview, the observer and interviewer should independently fill out an insights debrief template. The team does this separately so that they don't influence each other's observations.

Then the team discusses and synthesises key points, creating a summary, pulling out the main pain points and the top insights.

At the end of the day you should aim to collaboratively capture the themes across the whole day, discuss insights and revisit questions for the next day.

During the interview

During the interview the observer will take prolific notes using the participants' language and capturing direct quotes and other observations. The interviewer will take basic notes.

Immediately after the interview

Both the observer and the interviewer will independently capture key insights-capturing the key observations and quotes from the interview. Do this separately first, so that you don't influence each others' observations. Then you can discuss and debrief as a pair and see if there are any other key points of interest to capture.

At the end of the day

In a team do a rapid synthesis up to 30 minutes at the end of each day. What were our big aha moments? What patterns did we hear?

Every 2-3 days and at the end of the sprint

Work through the key insights with the other field teams. This is an opportunity to learn from the other teams, reiterate common themes and hear the recounted experience of other users. We start to pull together the key themes, pain points, opportunities and insights.

Our system archetypes

We found that there were three key archetypes that reflect the various characteristics of leaders, resources, capability and human resources etc in the system and how evolved they are in the IMPACT Team Approach. One represented the “Simplified State”, characterized by a large amount of barriers and challenges to uptake of the IMPACT team approach and who represented the majority of the system, those who were more advanced we termed the “Standard State” and then, those who were more engaged and tended to hold more meetings, we called “Advanced State”.


Medium Stake
LEADERSHIP
ACCOUNTABILITY
TIME
WE HAVE TIME FOR IT MEETINGS BUT WE JUST DON'T PRIORITISE IT
LEADERSHIP
RESOURCES
RESOURCES
WE REGULARLY DON'T HAVE ACCESS TO RESOURCES (COMMODITIES, TRANSPORT) TO FOLLOW THROUGH ON OUR ACTION PLANS
PARTNERS
OUR PARTNERS FUND, BUT DO NOT DICTATE OUR MEETINGS
DATA
WE HAVE DATA ANALYTICS SKILLS IN HOUSE
PARTNERS
RELEVANCY

System Archetype One: Simplified State

DATA
WE DON'T HAVE ADEQUATE TOOLS TO VISUALISE OUR DATA

DATA
WE ARE NOT MOTIVATED TO ENTER IN QUALITY DATA (WE DON'T UNDERSTAND IMPORTANCE, IT DOESN'T AFFECT MY DAY TO DAY ETC)

DATA
WE ARE OVERWOKRED AND DON'T HAVE TIME TO ENSURE QUALITY OF DATA ENTERING THE SYSTEM

LEADERSHIP
WE HAVE DISENGAGED COUNTY LEADERSHIP WHO DON'T ATTEND MEETINGS OR SEND REPRESENTATIVES

LEADERSHIP
THE PERSON LEADING THE MEETINGS IS NOT SEEN AS HAVING AUHORITY (IN THE HEIRACHY)

LEADERSHIP
WE HAVE POTENTIALLY ENGAGED SUB COUNTY LEADERSHIP WHO MAY HAVE SKILLS BUT ARE NOT INCLUDED

DATA
WE DON'T HAVE ANY ACCESS TO VISUALISATION SKILLS

DATA
WE HAVE NO ACCESS TO DATA ANALYSIS

TIME
REALISTICALLY WE HAVE ABOUT 30 MINUTES TO CONDUCT AN **IT** MEETING

RESOURCES
WE REGULARY DON'T HAVE ACCESS TO RESOURCES (COMMODITIES, TRANSPORT) TO FOLLOW THROUGH ON OUR ACTION PLANS

RESOURCES
WE REGULARLY RELY ON PARTNERS TO PROVIDE THE RESOURCES TO FOLLOW THROUGH ON OUR ACTION PLANS

RELEVANCY
WE SEE **IT** MEETINGS AS RELEVANT, USEFUL AND NECCESSARY

TIME
WE ARE TIME POOR, OVERWORKED AND DON'T PRIORITISE **IT** MEETINGS

TIME
WE HAVE TIME FOR **IT** MEETINGS BUT WE JUST DON'T PRIORITISE IT

TIME
REALISTICALLY WE HAVE ABOUT 2 HOURS TO CONDUCT AN **IT** MEETING

ACCOUNTABILITY
IT IS NOT PART OF OUR PERFORMANCE INDICATORS TO BE PART OF, ATTEND AND FOLLOW THROUGH WITH ACTIONS ON IMPACT TEAM MEETINGS

ACCOUNTABILITY
WE ARE NOT HELD ACCOUNTABLE FOR FOLLOWING THROUGH WITH ACTION PLANS

RELEVANCY
WE THINK THE TIME SPENT ON **IT** MEETINGS COULD BE BETTER USED DOING OUR EVERYDAY TASKS AS WE ARE ALREADY OVERBURDENED

PARTNERS
OUR PARTNERS DICTATE THE AGENDA OF OUR MEETINGS

PARTNERS
OUR MEETINGS ARE DEPENDANT ON PARTNER INVOLVEMENT

TOOLS
LACK OF UPDATED TOOLS ACROSS ALL LEVELS

TRAINING
MOSTLY DONE BY PARTNERS

TRAINING
TRAINING AFFECTED BY HEALTH WORKERS TRANSFER

TRAINING
TRAINING LIMITED TO ONE INSTITUTION. DHIS-2 SPECIFICALLY

FUNDING
WE HAVE A BUDGET ALLOCATED BUT ACCESSING THE FUNDS IS A CHALLENGE

FUNDING
WE DON'T HAVE FUNDING TO HAVE OUR MEETINGS (AT ALL)

TOOLS
MULTIPLICITY OF TOOLS

System Archetype Two: Standard State

LEADERSHIP
THE PERSON LEADING OUR MEETING IS SEEN AS HAVING AUTHORITY (IN THE HEIRACHY)

LEADERSHIP
WE HAVE ENGAGED COUNTY LEADERSHIP WHO SOMETIMES ATTEND MEETINGS AND/ OR ENGAGE WITH REPORTS (IF THEY HAVE TIME) AND ACTIONS

LEADERSHIP
WE HAVE ENGAGED SUB COUNTY LEADERSHIP WITHOUT THE SKILLS NEED TO RUN MEETINGS

RESOURCES
WE REGULARLY RELY ON PARTNERS TO PROVIDE THE RESOURCES TO FOLLOW THROUGH ON OUR ACTION PLANS

RESOURCES
WE REGULARY DON'T HAVE ACCESS TO RESOURCES (COMMODITIES, TRANSPORT) TO FOLLOW THROUGH ON OUR ACTION PLANS

RESOURCES
WE SOLVE OUR OWN RESOURCING ISSUES (COMMODITIES, TRANSPORT) OUTSIDE OF THE SYSTEM

ACCOUNTABILITY
WE ARE HELD ACCOUNTABLE FOR FOLLOWING THROUGH WITH ACTION PLANS

ACCOUNTABILITY
IT IS NOT PART OF OUR PERFORMANCE INDICATORS TO BE PART OF, ATTEND AND FOLLOW THROUGH WITH ACTIONS ON IMPACT TEAM MEETINGS

TIME
WE HAVE TIME FOR **IT** MEETINGS BUT WE JUST DON'T PRIORITISE IT

PARTNERS
OUR PARTNERS FUND, BUT DO NOT DICTATE OUR MEETINGS

PARTNERS
OUR MEETINGS ARE DEPENDENT ON PARTNER INVOLVEMENT

TIME
REALISTICALLY WE HAVE ABOUT 2 HOURS TO CONDUCT AN **IT** MEETING

DATA
WE HAVE DATA ANALYTICS SKILLS IN HOUSE

DATA
WE OUTSOURCE THE VISUALIZATION OF OUR DATA

System Archetype Three: Advanced State

RESOURCES
WE HAVE ACCESS TO RESOURCES TO FOLLOW THROUGH ON OUR ACTION PLANS (COMMODITIES, TRANSPORT)

RESOURCES
WE SOLVE OUR OWN RESOURCING ISSUES (COMMODITIES, TRANSPORT) OUTSIDE OF THE SYSTEM

DATA
WE DON'T HAVE ACCESS TO BREADTH OF DATA THAT IS RELEVANT TO ALL MY CHALLENGES

ACCOUNTABILITY
IT IS PART OF OUR PERFORMANCE INDICATORS TO BE PART OF, ATTEND AND FOLLOW THROUGH WITH ACTIONS ON IMPACT TEAM MEETINGS

DATA
WE HAVE TIME TO THOROUGHLY CHECK OUR DATA BEFORE ITS ENTERED INTO THE SYSTEM

DATA
WE HAVE THE SKILLS IN HOUSE TO VISUALISE OUR DATA

DATA
WE HAVE VISUALIZATION TOOLS THAT CAN BE ADAPTED TO DIFFERENT COMMODITIES AND DIFFERENT LEVELS

DATA
WE HAVE THE TOOLS TO VISUALISE OUR DATA

PARTNERS
OUR MEETINGS ARE NOT DEPENDANT ON PARTNER INVOLVEMENT

PARTNERS
OUR PARTNERS FUND, BUT DO NOT DICTATE OUR MEETINGS

LEADERSHIP
WE HAVE ENGAGED SUB COUNTY LEADERSHIP WITH THE SKILLS TO RUN MEETINGS

LEADERSHIP
WE HAVE FULLY ENGAGED COUNTY LEADERSHIP WHO PRIORITISE THE MEETINGS AND ARE COMMITED

RELEVANCY
WE SEE **IT** MEETINGS AS RELEVANT, USEFUL AND NECCESSARY

TIME
WE HAVE 4 HOURS TO DEDICATE FOR AN **IT** MEETING

TIME
WE HAVE TIME FOR **IT** MEETINGS AND WE PRIORTISE HAVING THEM

RELEVANCY
IT MEETINGS ARE INCLUDED IN OUR COUNTY AND SUB COUNTY ANNUAL WORK PLANS

ACCOUNTABILITY
WE ARE NOT HELD ACCOUNTABLE FOR FOLLOWING THROUGH WITH ACTION PLANS

FUNDING
BUGET IS ALLOCATED AND WE CAN ACCESS FUNDS

FUNDING
WE HAVE FUNDING (OUTSIDE OF PARTNERS) TO HOLD OUR MEETINGS

Insight Theme:

Data quality and usage

Insight One: There is a question around the quality of data in the system by current and potential data users. Data enterers are often overworked, don't see the value in entering correct data or do not have any accountability if data is entered in incorrectly or even made up.

There is a huge burden of data entry at district/subcounty level which takes away time for reviewing performance and action planning. Electronic systems favour data use but parallel reporting tools cause additional data burden to already overworked subnational staff who are also in charge of distribution of commodities(takes 1 to 2 weeks). There is little time left for data quality checks and monitoring performance. Staff are happy if they succeed in submitting reports on time

This has fundamentally been due to staffing constraints, in adequate tools, a large amount of forms and multiple levels of data entry. This is seen to affect the its quality and data usage.

Data entry is done manually at the facility level and automated at the sub county level, something that seems to affect the quality of data being received at higher levels for analysis. Those at the facility level have a lot of data that needs to be entered on a variety of forms, this being one of many tasks that they have to perform that day. While at the sub county level, they have a large quantity of data as well as a limited amount of time to enter the data into the system, which can lead to mis-entry. Interviewees stated that timelines took priority over the quality of data entered.

Even if there is an issue with data entry that is flagged, there is no accountability and no performance indicators that are linked to this function. This systemic issue leads to loss of faith in data in the system, but also adds additional level of work for those who analyse it (for IMPACT team meetings or for other uses).

There is link between quality of data and the usage. The higher the quality the greater the interest. Poor quality data can be quite demotivating. Usage is also affected by data policies and feedback. If there are no proper feedback mechanism then usage wil consequently be low. It was noted that there is neither data sharing policy nor data sharing mechanism across the different levels and that there is no data feedback to the lower levels due to poor coordination.

Insight One: There is a question around the quality of data in the system by current and potential data users. Data enterers are often overworked, don't see the value in entering correct data or do not have any accountability if data is entered in incorrectly or even made up.

“DHIS2 data is perceived as national data rather than performance metric, there is need to promote ‘this is my data’ attitude so as to create interest around quality of what is captured”, John Gichangi, HIGDA

“Reporting rates are contributing to data quality issues, the obsession is ‘we have to report’ never ‘what is it’ that is being reported”, John Gichangi, HIGDA

“Data quality comes from people and never the system”, John Gichangi, HIGDA.

“Counties feed in data but when you show them, they disown the data”, John Gichangi, HIGDA.

“In some cases, you would find patterns which implies that the data quality is questionable”,John Gichangi, HIGDA.

“People don’t consume data or don’t know how to consume data. They report because they have to”, Dr. Githinji, deputy sub county pharmacist, Loitokitok.

“Vaccines data quality was wanting, and the ripple effect was evident particularly the setting of minimum and maximum stock levels”Dr. Githinji, deputy sub county pharmacist, Loitokitok.

" There are a lot of inaccuracies when using these data, a lot of them!" Dr. Maina Mbugua, Kiambu County Pharmacist

“If you (JSI) are not doing commodity TWGs, you should consider supporting subcounties to verify the data they get. Across the board, data quality is so important. Improving the quality would be a huge benefit” Muthoni Kaminjuki, Afya Jijini

“ Sometimes data can be a hindrance especially when doing supplies and redistribution. We always get older data, inaccurate and incomplete data which does not help very much” Dr Ng’ang’a, Nairobi County Pharmacist

“Data use can always be improved”, John Gichangi, HIGDA.

“We imagine DHIS2 is giving the right data because that’s the only data we have. But measles has a problem. It gives FIC data higher than measles but it should be vice versa” Florence Kabuga, Nairobi EPI logistician

“Lastly, there are multiple reporting channels - paper based and electronic such as DVDMT, SMT, VIMS, TIMR, and DHIS2” -Paul Mageni- RIVO

Insight Two: The ability to analyse data lies in a few people within the county, leaving analytics and visualization especially at the lower levels, wanting.

Ability to analyse data will often lie with field officers or HRIO’s. Even if they are not leading a data review meeting, or IMPACT team meeting- they may analyse and present data and the meeting leader will take up the rest of the responsibility.

There is a lack of data visualization platforms. DHIS2 does not serve that purpose

In terms of training, some counties did benefit from trainings but even where there was training, staff transfers affected team capacities and team performance. Health workers with relevant skills are transferred to other facilities, or departments creating gaps.

Usually the responsibility of training sits with one person within a county- putting a lot of weight on one person's shoulders. This is sometimes picked up by partners (through specific funding).

Insight Two: The ability to analyse data lies in a few people within the county, leaving analytics and visualization especially at the lower levels, wanting.

" Sometimes you want to be strict and tough on data but she is alone, what do you expect, she can't sit there the whole day doing the work." Dr. Maina Mbugua, Kiambu County Pharmacist

“What prevents them from doing anything with the data is that they are overwhelmed and disempowered” Faith Mutuku, CHAI

“Data quality has been pretty manual for us. DHIS2 helps but we do not have enough platforms. Most programs are yet to migrate to DHIS. We sit for instance for TB program to do analysis manually over 2-3 days” Dr Ng’ang’a Nairobi County Pharmacist

“DQS is happening all the time. DHIS2 is not reliable and stable. Today you can go into DHIS2 and the data looks okay. Tomorrow you can go in and wonder what happened to your data. We had suggested earlier to have LMIS set up for all the program areas that feeds into DHIS2, and DHIS2 can be used then to visualize the data.” - Dr Ng’ang’a Nairobi County Pharmacist

“We need our people to generate that data so that they can own it. The dashboard was not sent for 2 months and people were not happy, they lost some confidence in ITs. We need people to learn how to mine the data, fill the dashboard and present” Florence Kabuga, Nairobi County EPI logistician

“EPI coordinator is generally not as strong in making recommendations. There are skills that they have that are useful, but the actual number crunching runs with the Health Record Officers”. Dr. Ngatia, Vaccines Program Manager CHAI

“EPI Logisticians are not able to extract or analyze data so they have to rely on HRIO” John Kitonyo CHAI

“We dont ask them to analyse the data, we provide a template and ask them to provide the data, we then review the data together during the meeting hand help them make sense of the data’’ Maembe-CHAI

“There was no prior training on data analytics and use, we provided templates which were self explanatory” Maembe-CHAI

Insight Three: It has been observed that there is not enough breadth of data that is being supplied and the tools needed to perform analysis are inadequate.

There is a question around the breadth of data available, with interviewees mentioning the lack of essential services data within the system.

It has been stated that even if there are tools available (for analysis), there is a lot of limitation on what the tools in terms of what they can do, the ease of use and the simplicity of the formula adopted by the tools with regards to the users' needs. It has also been noted that some of the tools are not as comprehensive enough to give a holistic outlook of the health supply chain.

Notably, some essential commodities are not on DHIS2. Some tools do not necessarily solve the users' problems, rather pushes the implementers' agenda.[SH2]

Insight Three: It has been observed that there is not enough breadth of data that is being supplied and the tools needed to perform analysis are inadequate.

“What we would like is a way to track commodities in real time with formulas that we understand”, Muthoni Kaminjuki, Afya Jijini.

“ It’s literally impossible to make any sound decisions without data. Data has to be as recent as possible,complete, accurate and timely. However, what we receive is usually reported late, incomplete and inaccurate” Dr Ng’ang’a, Nairobi County Pharmacist

“We wish the IT dashboards can analyse data at facility level. It would be more inspiring to them in meetings. Or if we could do it as ward level, it would work” Florence Kabuga, Nairobi County EPI logistician

“Limited number of indicators and therefore mostly concentrate on reporting rates and less concerned about months of stocks” John Kitonyo CHAI

“Challenge is some information that we review is on service delivery and is not routinely collected by systems. Data presented may be unreallistic, there are times when someone can present the same information from previous meeting” Maembe-CHAI

“There is a disconnect between MOH and county. MOH was in charge of tools review but no persons is responsible for printing and distribution of those tools” Mercy Lutukai, inSupply

“Whenever there is a roll out, there is no training so usage and reporting is done oblivious of the significance”, Zoya Mohamed,

inSupply

Insight Theme:

Lack of access to resources

Insight Four: The IMPACT team approach is seen as useful however lack of access to resources to follow through on action plans leads to demotivation and lack of faith in the meetings effectiveness.

With the ultimate power to allocate resources being held at the county level, the ability to follow through on action plans from Impact and Data Review meetings often rests with management who were not part of the meetings in the first place. Considering that sub county teams don't have direct authority to these resources prioritization remains a challenge. Delays in the release of those resources, further complicate the issues like for example delays in contractual payments may attract losses with higher interests.
There is lack of follow through at all levels due to budget constraints which consequently de-motivates participants.

Staff often refer to lack of resources as a setback to improving their performance e.g. lack of Fuel for transportation of vaccines. But it is also clear that they lack ability to present their issues effectively to higher leadership.

Distribution challenges were sighted in both Chamwino and Ukerewe.

Insight Four: The IMPACT team approach is seen as useful however lack of access to resources to follow through on action plans leads to demotivation and lack of faith in the meetings effectiveness.

If one is to play 3 or 4 roles and one's capacity is to do 2, then the other two will suffer the right attention", Dr. Githinji, deputy sub county pharmacist, Loitokitok.

"At times we experience delays in procurement process, IFMIS LPO sometimes have technical issues and use of manual LPO is prohibited", Dr. Githinji, deputy sub county pharmacist, Loitokitok.

"Resources are never released on time", Dr. Githinji, deputy sub county pharmacist, Loitokitok.

"You need buy in from the county directors to allocate money for these meetings" Faith Mutuku, CHAI

"In Lindi with our help, DIVO linked poor immunization performance as the cause of an outbreak, the District Executive officer took action to make sure transport was available for distribution of vaccines, he also demanded weekly updates'' Maembe-CHAI

"We always know what we want as a county, but because of constraints of funds, we are not able to reach what we need" Dr. Maina, Kiambu County Pharmacist

" The Quantification meeting for me was not successful because the funds were not enough." Dr. Maina, Kiambu County Pharmacist

" Go get the money and come conduct those meetings. If we can go back there it would be nice. Maybe we can bring other forgotten areas like child health." Dr Ng'ang'a, Nairobi County Pharmacist

"We have competing interests. Health is just another item on the agenda with roads, security, garbage collection. Unless we have someone who drives the agenda then it becomes difficult for health to be prioritized. We prioritize health and get biggest al location for health commodities. The challenge is accessing the funds." Dr. Ng'ang'a, Nairobi County Pharmacist

"Because health commodities are consumables, it is like a pit that never fills up, unlike building a health centre that can be seen even 5 years later. Politicians like investing in things that can be seen." Dr. Ng'ang'a, Nairobi County Pharmacist

"Money becomes blind noise- money is available but the meetings are not happening. I am not sure why?" Dr. Ngatia, Vaccines Program Manager CHAI

To do list (action plan) had to 20-60 tasks on it (and it goes to county). The implementation rate went up when we prioritized those tasks to what's really important. When we do plans, when you have money. What is the most impactful things you can do? Dr. Ngatia, Vaccines Program Manager CHAI

Insight Five: However, at lower levels staff are already creating solutions to their own problems by crowdsourcing resources including commodities, transport and skills

There seems to be a trend for health workers to come together and co-design and create solutions to their own problems (e.g. having a WhatsApp group to communicate regarding commodities and transport solutions that are easily accessible). They usually leverage meetings that are already taking place to swap and barter commodities to solve shortages, or relieve excess stock.

This is also true of transport- sending out a call for unutilized transport, when the system they work within has failed them.

“We share what resources that are available through WhatsApp. Then we find a way to get it to each other. They design their own solutions using a meet and swap method. They coordinate to bring their excess to a meeting that is already prescribed”, Lucy Kanja, Sub County Depot Manager, Nairobi

“...given at least 60% of resources, one can be efficient”, Dr. Githinji, deputy sub county pharmacist, Loitokitok.

“Encourage them to use forums that are already bringing people in” Faith Mutuku, CHAI

Insight Theme:

The power of partners

Insight Six: Often, whether or not an IMPACT meetings takes place is dependent on funding from a partner, who often control the agenda and outputs

When partners are engaged to support some of the meetings, most of them tend to take over the meeting and change the agenda hence affecting the real issues that need to be discussed. The roles of these partners also vary from simply facilitating to focusing majorly on own agenda at the expense of the users' pain points.

Partners play a huge role in facilitation including bookings, securing venue, hospitality arrangements, transport, and accommodation reimbursement. They also play a big part in setting the agenda. There is also the problem of the scope where partners may be pursuing the same programs for example FP programs leaving out other critical areas.

While they control the meetings themselves, partners support is invaluable and highly required in the actioning of action plans because of lack of resources. Partners offer supportive supervision, are engaged in capacity building and often fill in the gaps of resourcing.

Subnational levels are used to and expect that partners have funds to support meeting logistics. At the same time subnational levels usually budget for review meetings or similar meetings. In some instances like Bahi district in Dodoma they have budgeted for quarterly meetings with health facility incharges. In some cases health facilities have put in budgets for transport once in a month or quarterly for submission of reports.

Insight Six: Often, whether or not an IMPACT meetings takes place is dependent on funding from a partner, who often control the agenda and outputs

“One should never go to users with final product but rather support the users in understanding the problems, through ideation to final health product. This builds on ownership and also sustainability”, John Gichangi, HIGDA.

“Support their interest as a priority then leverage on their passion to include your deliverables”, John Gichangi, HIGDA.

“If you give transport reimbursement and venue (conference package) then you will be embraced”, Muthoni Kaminjuki, Afya Jijini.

“There is a lot of power in partners hands about whether or not IMPACT meetings take place”, Lucy Kanja, Sub County Depot Manager, Nairobi

“We give transport reimbursement and conference package for the meetings” Faith Mutuku, CHAI

“Trainings usually are partner supported.” Dr Ng’ang’a, Nairobi County Pharmacist

‘’When funds are low we depend on partners to support for resources and technical staff.’’ Dr. Maina, Kiambu County Pharmacist

“We have depended on partners for these meetings. If HIV has money, they will support the meeting with their agenda and leave out the initial immunization agenda” Florence Kabuga, Nairobi County EPI logistician

“Bahi district have budgeted for quarterly meetings with health facility incharges to discuss WHO indicators’’

“Unlike Kenya, in Indonesia there is less dependency on partners, there is no talk about hospitality for the meeting”, Anne-Marie Yongho, JSI

“There is bias for people to go for meetings because there is per diem”, Yasmin Chandani, inSupply

“There is need to get around the problem; tackling dependency on partners for IT meetings to take place”, Sarah Andersson, JSI

Insight Theme:

Leadership and ownership

Insight Seven: While, The IT approach has worked well- staff attribute lack of success of the meetings and the implementation of the actions, on the engagement and ownership of the process from higher levels of management

As an approach, IT is highly valued throughout the system, but when the counties are not engaged from the beginning of the process, there is a lack of ownership and buy-in from higher levels that becomes a challenge to the implementation of action plans.

Generally, the less engagement from the top, the less support the IMPACT Teams have to follow through. This lack of buy-in is coupled with the large amount of responsibilities already being held at a county level. Leaders are ever busy, sometimes show up late or just make technical appearances. More often than not, leaders send their representatives who are not privy of the agenda or may not necessary contribute as much. They usually play the role of the influencer but are not usually available which puts to question how much they respect the IMPACT team meetings.

While workload is a barrier, a specific County head in Kilifi was mentioned to be both engaged and supportive, while holding the usual responsibilities.

While it is important to have high level participation in data review meetings, there are some positives and negatives. The high leadership are have very busy schedules and competing interests. Technical staff tend to be scared to present data in front of their bosses and usually fake results.

Higher leadership are busy and want a summary of performance linked to bigger goals so they can relate to and a summary of what is needed from them to achieve the goals. While, district Medical officers (DMOs) play a key role for success of IMPACT Teams and for actions to be taken by health care workers in the lower levels. We found that engaging other members of regional & council health management teams is important and should be part of IMPACT team or aware of IMPACT team interventions so they can support, making multilevel meetings are important (CHMT+DMO+Facility Incharge)

Insight Seven: While, The IT approach has worked well- staff attribute lack of success of the meetings and the implementation of the actions, on the engagement and ownership of the process from higher levels of management

“There are many conflicting activities so getting county appointments is hard”, John Gichangi, HIGDA.

" I don't think there is a day that can go without me having a meeting." Dr. Maina, Kiambu County Pharmacist

“Ownership is key. Whatever you do from the onset, get them on board. Get a representative from the office of the county pharmacist because this is considered weighty.” Muthoni Kaminjuki, Afya Jijini.

“The county role is so critical because they are considered authority. As a partner you are an outsider. If the county says something, then it happens”. Muthoni Kaminjuki, Afya Jijini.

“CDH and county leadership play a part. They need to know what the immunisation program is doing as well as what the implementing partners are doing to” “In Kilifi the CDH attends meetings and it has made a difference” Faith Mutuku, CHAI

“You need buy in from the county directors to allocate money for these meetings” Faith Mutuku, CHAI

“Makueni send a monthly routine report to the county leaders and from that they (leaders) know about the routine indicators, this is what we need to do to change these numbers. If you send 12 monthly reports and they see 6, it’s still ok. If you don’t send the report, they (leaders) ask you were it is”.

We are thinking of having the higher leadership participate on the just one day and the technical team can remain and continue to discuss issues -Maembe-CHAI

Insight Eight: Leaders are seen as people who have higher level authority. At the sub county level, leadership are passionate, engaged and consistent, but are limited in terms of authority to action.

For an the IT approach to be successful, leaders are seen as those in authority, who are more often that not, not as engaged. Good leaders are characterised as loving their jobs, having experience, people skills and being educated.

However, most of the champions of the approach, those at the sub-county level, are conversant with actual situation on the ground and are cognizant of the existing hurdles with the top level management. Leaders at the sub county level are passionate about supply chain and they use their position to motivate and advocate for the IT approach.

While the availability of key stakeholders especially the county team in attending these meetings is not consistent, there seems to be a larger pool amongst the sub- county level who both attend regularly and are engaged.

While the sub-county are more engaged, their task levels remain high, which slow down the ability of IMPACT team members to be available and perform certain tasks. For example, many reports are supposed to be submitted and usually the first week of every month is very busy.

At the lower level, staff are most likely to comply with directives from the county top level management. It seems however that some leaders censor reports which do not favor their performance or those they think would injure their reputation. [SH3]

Insight Eight: Leaders are seen as people who have higher level authority. At the sub county level, leadership are passionate, engaged and consistent, but are limited in terms of authority to action.

“The county role is so critical because they are considered authority. As a partner you are an outsider. If the county says something, then it happens”, Muthoni Kaminjuki, Afya Jijini.

“We might not have all the resources but there is need for quality at time you stay late like upto midnight doing reports”, Dr. Githinji, deputy sub county pharmacist, Loitokitok.

“Sometimes political interference has negative impact”, Dr. Githinji, deputy sub county pharmacist, Loitokitok.

‘There is one meeting that I’d rather not miss, that is EEC meeting. This is where resources are allocated as funds come in from the county, or NHIF reimbursements, probably every quarter or bi-annually”, Dr. Githinji, deputy sub county pharmacist, Loitokitok.

“Facilities would be better to work at. Having facility level engagement, doing data quality audits and engaging at the level that change is needed. “Facilities is a good level to work at, they will show up. At sub-county level, you have to look for them because there are many other partners looking for them”, Muthoni Kaminjuki, Afya Jijini.

" I can send someone to attend these other meetings, but i cannot miss the meetings where i seat in the committee, like the CHMT or Training committee." Dr. Maina, Kiambu County Pharmacist

"Over the years i have worked in government, there is the reality and then there is the ideal. For example, if something comes up and it was not in the budget, it does not matter how big the issue is, how good looking it is, if its not in the budget its not in the budget. It has to wait for next year." Dr. Maina Kiambu County Pharmacist.

"If we escalate issues and they respond to them fine, if they dont, thats also fine. There is nothing more we can do" Dr. Maina,
Kiambu County Pharmacist

“A leader is supposed to follow. A leader does not necessarily mean that you are the one in front but rather making sure no o ne is being left behind. A leader should be sensitive, flexible, a person of integrity and be very informed at least to show and guide towards vision” Dr Ng’ang’a, Nairobi County Pharmacist

“At the IT introduction, the data/records dept was absent and ownership for data at county was not there initially. If the records person doesn’t take it up, then it’s hard to implement at lower levels. At subcounty level it’s been taken up but they need their boss to communicate to them” Florence Kabuga, Nairobi county EPI logistician

Ideation

What is ideation and prototyping?

By this stage, we harvested information through research and gained insights that led us to questions that seek to provoke innovation. These questions are called ”***challenge questions”.*** We used these during ideation, to give us a jumping board to create and push our thinking.

When we ***ideate***, we come up with half baked **solutions** based on what we have learnt and our challenge questions. What ideas can we produce to address them? We cluster our like ideas, and we take the most innovative, desirable and feasible clusters to turn into prototypes.

Prototyping, the process of making our ideas tangible, then enabled us to turn our ideas into real life innovative concepts that we are able to test with users. Rapid prototyping allows us to ***see what works and doesn't, early and with little resource investment***. This allows for more iterations before solutions are chosen to pilot or implement. Always having the user at the centre- designing with and for them.

We held an Ideation and Prototyping Workshop where 20 JSI staff from 3 countries came together to create solutions. Our mindset during ideation and prototyping was to:

- **Tolerate ambiguity**
- **Defer judgment**
- **Encourage wild ideas**
- **Build on the ideas of others**
- **Stay focused on topic**
- **Have one conversation at a time**
- **Be visual**
- **Go for quantity not just quality**

What were our design challenge questions?

Funding and Partners

1. How do we fund IT meetings outside of traditional structures (like partners and reliance on county level patronage)

2. How do we decrease the power of partners in funding, setting the agenda of the meetings?

Resources and Time

1. How do we reduce the reliance on partners for filling the gaps around resources?

2. How do we maximise 30 min -2 hour time slots to produce the best outcomes in the time that is available?

Data Entry, Analysis and Visualisation

1. How do we increase skills in data entry, data analysis and visualisation in a system where there is high levels of movement and lack of dedicated human resources (for training)?

2. How do we remove/reduce the burden of multiple, confusing and inadequate tools in the system? (data entry, visualisation

3. How do we increase data quality in the system?

4. How do we increase the breadth of data in the system to increase relevance of having the meetings and their outputs

Leadership and Governance

1.How do we get county leadership to be engaged and become an advocate of IT meetings to increase ownership and unlock budgets and resources?

2. How do we leverage the air of competition, of seeing others doing better, to increase action on plans?

3. How do we increase accountability to follow through with action plans?

What ideas did we generate?

During our workshop, we generated over 200 ideas to address our challenge questions. They can be found here.

CATEGORY	IDEA	DESCRIPTION	CHALLENGE
Piggybacking/Attachement	Integrate IT in routine meetings	Have clear rules, responsibilities, and job	Funding
	The attachment	Build IT on the existing meetings	Funding
	Part of their routine	Make IT meeting a routine meeting	Funding
	Integrate	Integrate IT meetings in routine meetings	Funding
	Existing structures	Use existing meetings or forums that	Funding
	Leverage	Use existing structures or meetings	Funding
	Internal	Use existing/internal meetings	Funding
Segragation of duties	Process decentralisation	Have different jobs assigned to individual	Transfer
Trainings	TOP on IT	Train the partners on IT	Decrease the power of partners
	Capacity building	Train the members on how to set the	Decrease the power of partners
Changing culture	Self reliance	Motivating supply chain champions so as	Decrease the power of partners
	Institutionalization	Ensure meetings become part of structure	Funding
Linked multi-level meetings	Standing facility level and data review	Get the county government to issue a	Funding
	Piggybacking on facility in charges monthly	Get organizers to give first 30 minutes of	Funding for IT at sub county level
Rebrand	Messaging IT from meetings to an approach	Restructure messaging of IT from meetings	Decrease the power of partners
	The Pitch	sell the idea from the start as a no cost	Funding
Meetings in the work place	Meetings in the work place	IT meetings don't have to happenin hotels	Funding
	Home ground	Consider a team membership that reduces	Funding
	Home ground	Meet within work space	Funding
	Change of location	Hold the IT meetings in the facilities and	Funding
	Adoption	Use available resources; schedule, facility,	Funding
	Smaller IT sub groups	Smaller IT sub groups focusing on specific	Resources and Time
Having IT meetings adopted into the budgets thereby motivating	Government/counties councils do it on	This is for councils to fund itself	IP funding and setting the agenda
	Putting IT in their yearly budget	This isto budget the meeting within	Funding
	Institutionalize	Embed IT meetings/activities in county	Funding/Decrease the power of partners
	Motivation	Find a way of motivating the members only	Funding/Decrease the power of partners
	Joint budgeting and tracking of budget	Budget togetherwith the IT members and	Funding
	Match	Have counties budget for data review	Funding
Virtual meetings	Virtual meetings	Hold Virtual meetings	Funding
	Virtual meetings	Hold Virtual IT meetings that do not	Funding
Advocate to political leadership for funding	Advocate to decision makers - sensitization	Leaders give support when they understand	Funding
Invite Anyone who wants to fund it	Philantropy	Identify werll-wisher to fund	Funding
County leaders set agenda aligning data	County leaders set agenda aligning data	Advocate for leaders to have only 2 data	Funding
	Aligning their priorities	This is to make counties and councils	Power of IP in funding and setting agenda
	Partner coordination and planning	Hold a stakeholder meeting during the	Power of partners
	Partner engagement	Having a meeting forum where partners	Partners and funding
	County coordination of partners	Create a joint agenda with the partners and	Power of partners
Increasing scope of IT approach (Not just supply chain)	Multi program IT	Not focus on supply chain only but health	Funding
	Expand the pool of stakeholders interested	Get more stakeholders on board	Breadth of data


FUNDING
TRAINING
"SELF" FUNDING
VIRTUAL MEETINGS
MEETINGS IN THE WORKPLACE
ATTACH TO ALREADY EXISTING MEETING
ALIGN PRIORITIES
COUNTY LEADERS SET AGENDA ALIGNING DATA
ADVOCATE TO POLITICAL LEADERSHIP FOR FUNDING
LINKED MULTI-LEVEL MEETINGS
ANYONE WHO WANTS TO FUND IT
TRAIN THE PARTNERS
INCREASING SCOPE OF IT APPROACH (NOT JUST SC)
PRE-SERVICE + MENTORSHIP
DATA QUALITY
Automate data collection
· POS
· Registries

Prototyping and Testing

What is prototyping?

Prototypes are turning a hypotheses into an actual. Instead of us discussing what may or may not work, we create low-high fidelity actuals. This is a tangible example of our solution, that can be tested, proved or disproved and iterated upon and developed.

Using our prototype model worksheet, we started by mapping out what it was, what it was meant to do and how we could do it.

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CREATE A SNAPSHOT OF YOUR MODEL: EG 1. AGENDA SETTING, 2.
FUNDING, LEADERSHIP ETC
MODEL NAME:

Why do we test our prototypes?

Why?

Gathering feedback is a crucial element in the Design Thinking process – and in all other human-centred design processes. In order to maximise the benefits of gathering feedback, however, you need to be purposeful about it. We test to:

- **Learn more** about your users
- **Refine prototypes and solutions**
- **Refine** your design challenges
- **Fully critique** your prototype for learning

What do I need to get in place?

- Create the prototype for those tasks
- Create the discussion guide
- Run through the tasks in the guide using the prototype to ensure that everything works correctly
- Test internally
- Make any necessary revisions to the prototype and the discussion guide

What do you need to remember when testing?

- **It's about listening** – listen for new insight. Don't try to validate your opinions
- It's **critical to show, don't tell**
- You can set the context e.g. start with a **scenario or task.** A direct task is one that is strictly instructional (e.g. "Open up the link we have sent you via email") while a scenario task comes with context ("You want to look at data for the month of January- where would you go?"). Direct tasks work best if you're testing technical data, while scenario tasks are better in all other cases.
- **Don't defend your prototype** - see every feedback, negative or positive, as a positive thing
- **Watch (or identify)** how your user uses and/or mis-uses it
- **Always run through your prototypes internally**: This will allow you to see if any problems exist. You may find anything from spelling errors right through to prototype issues.
- **Explain to users why a prototype is low fidelity**: Participants need to have their expectations properly set and even if the rationale is obvious, you should still explain simply and clearly what a prototype is and how it is different to the live product
- **Don't use Lorem Ipsum Text:** Every time Lorem Ipsum text appears in a prototype, at least one participant will ask "Why is this in Spanish?"
- **Don't use unrealistic data:** Participants notice the smallest details and get hung up on unrealistic data. It's ok to use placeholder data as long as the content is realistic and doesn't distract participants or give them the wrong impression.
- **Be careful with fake names:** Don't use the names of well-known celebrities or characters in your prototypes. It may seem logical, but you don't want your participants to be distracted by thinking about a celebrity/movie.
- **No placeholder images or icons:** Boxes with Xs may work during wireframing, but not in testing. Images and icons play a large role in testing, so these should be implemented by testing time, even if only with temporary sketches.
- **Limit your tests to 5 tasks (if it requires them to do something) and 7 thematic questions (you can of course have probing questions during it):** Having too many tasks and questions is a classic sign that you are either trying to do too much in the one test, or you do not have a clear focus on what you trying to discover.

What do you need to remember when testing?

<table>
<tr><th>What to do?</th><th>What to avoid?</th></tr>
<tr><td>Ask them to “think out loud”, for example if they are reading your content, ask them what they are thinking as they read it</td><td rowspan="3">Avoid asking them their opinion
“Do you like my prototype?”
“Do you think it’s a good idea to send videos like X or Y?”</td></tr>
<tr><td>Ask them what they would do
“What would you do if you got an email from JSI like this?”</td></tr>
<tr><td>Ask them how they feel
“If you saw a text message/video like this, what would you be feeling?”</td></tr>
<tr><td rowspan="3">Ask open questions
“How would you react to this poster?”
“When you received this email, what did you do next?”</td><td>Avoid leading questions
“Is something missing from this particular sentence?”</td></tr>
<tr><td>Avoid hypotheticals
“Would you do more IMPACT meetings because of this?”</td></tr>
<tr><td>Avoid asking them for the solution
“How would you design this?”</td></tr>
<tr><td>Watch their reactions</td><td>Don’t just believe what they say</td></tr>
<tr><td>Ask why
“You said you were confused here, why is that?”</td><td>Avoid answering their questions
“The reason we created it is to motivate you….”</td></tr>
</table>

What are some methods?

ASK

- In this method, we ask questions in a semi structured qualitative interview about their interaction, thoughts of and experience with the prototype
- Depending on the prototype, you can also send out surveys, although this takes away the human element of a HCD process

OBSERVE

- In this method, we don't ask questions but merely observe people's behavior, whether changed or unchanged in relation to our prototype
- How do our assumptions become challenged or validated based on our users interaction with our prototype?

SCENARIO TEST

- This method, it's a combination of observation and questioning based on scenarios that we set.
- Let's say you need to find and visualize data for immunizations performed in the January 2019 in your county. What would you do?

What testing tools did you use?

Testing Plan

Which hypothesis are you testing?

Who are you going to talk to?

How many people are you going to speak to?

How long will your test last?

Where will your test take place?

What will you need? What type of prototype will you be testing? (script, storyboard, etc.)

What testing tools did you use?

Scenario and Question Guide

Scene setting

Thank you for meeting with us. We're moving on to the next phase now of our work on redesigning the IMPACT Team approach. We've developed some rough prototypes and we'd like to get your feedback on them.

You may have received content from JSI recently, which was one of our prototypes. We are here to get your feedback and test concepts and structures early in the design process to see how users like yourself respond to them. Based on yours and others' feedback, we might go in a different direction entirely.

So please remember there are no right or wrong answers. We won't take this feedback personally. We just want your candid comments because it will help us make our approach better down the road.

Questions:

- Remember the last time you needed to access and use data. What did you use?
- Was the data visualised?
- How do you access data that is visualised?
- Have you recently received an email from JSI about our IMPACT teams?
- What did it say? What did that mean to you?
- After your received the email, what did you do?
- Where you able to access the link? (Connectivity, technical capability)
- What happened next?
- Did you use the data? Why or why not?
- Are you able to show me the email? (its ok if you can't)

How did we synthesise feedback?

This method is called a “Feedback Capture Grid”. This is a structured way of organizing feedback that is gathered from your testing sessions. You can use it during the test, as a way for you to capture feedback from your users systematically, or after the test, when you need help organizing the various feedback you have gathered.

Protect (What did the user enjoy? What worked well?)	**Rediscover** (What did else did we hear that may not be related to the prototype but that has given us insight into other problems?
Challenge (What must be improved for the user? What did not work well)	**Refine/Ideas** (What ideas did the user suggest/what are our ideas to solve the challenges?)

Prototypes

And Results

What were our prototypes for our system archetypes?

Simplified State Interventions

Adaptable Agendas

Online ITTs

Standard State Interventions

Rebranding ITTs

Increasing Capability

With our particular system archetypes in mind, these prototypes were designed to target the specific problems for that particular system archetype.

We sought to test with that archetype, with the goal of moving them along the spectrum: from a Simplified State and ultimately, to arrive at an Advanced State, through our interventions and ultimately, the engagement package that would be derived using our learnings.

Advanced State Intervention

Reward and Recognition

What was our testing plan?

Bucket	Prototype	Test deployment			Evaluation (when, how)
		When	Where	By who	
Majority (Zoya, Wambui, Gertrude)	Online ITTs	14th Jan 17th Jan	Internally (DONE) Kirinyaga, Kwale (DONE)	Gertrude Wambui	15th Jan for internal test (face to face interviews) DONE 23-25th Jan (phone interviews), schedule a trip to Kirinyaga to observe DONE Refine, retest, re-evaluate by Feb 8
	Adaptable agendas	14th Jan 15th Jan	Internally (DONE) Nairobi, Nyamira (DONE)	Wambui Wambui and Eric	17-18th Jan (face to face, phone interviews) (DONE) Refine, retest, re-evaluate by Feb 8
Medium (Mercy, Daniel, Judy)	Rebranding the IT approach (video on WhatsApp)	18th Jan 21st Jan	Internally (DONE) Kajiado, Isiolo RTM WhatsApp groups	Mercy (creating video and sending)	Engagement on WhatsApp group (DONE) 24th Jan (phone interviews) (Some done, Nairobi to be conducted) Refine, retest, re-evaluate by Feb 8
Medium (Harrison, Catherine, Matiko)	Data analytics and viz skills building (2-hour workshop)	21st Jan 31st Jan	Internally Send tools to colleagues and gather feedback (Path and IMPACT Teams in Dodoma)	Catherine Harrison	4th and 5th of February (face to face, phone interviews) to gather feedback Team call with Sarah on Feb 6
Best so far (Yasmin, Eric, Leo, Harrison)	Reward/recognition (people/subcounty of the month using WhatsApp)	14th - 17th Jan 18th Jan	Internally (DONE) Ugunja and Bondo cStock WhatsApp groups (DONE)	Eric Eric	Engagement on WhatsApp group 21st-23rd Jan (face to face, phone interviews) (DONE) Overall success!

Adaptable Agendas

30 MINUTES AGENDA FOR IMPACT TEAM MEETING

This agenda is mainly to include the IMPACT Team approach piece into a pre-existing meeting
of the agenda items will be covered in the main meeting.

AGENDA ITEM	TIME (min)	Notes
Review of last IMPACT Team action plan	10	*Send this to members before the meeting so th can read through and prepare*
Review current performance • Review data (Indicator Tracking Tool dashboard) of the problem/indicator of interest • Root cause analysis • Identify solutions • Update action plan	20	*IT leaders would have reviewed all the data bef meeting and identified the problem indicator (at indicators). This is what the team will focus on. leaders will also acknowledge, recogniz achievements to keep the team motivated*

Prototype One: Snapshot

Adaptable Agendas

Problem Definition

We found that there is limited time for IMPACT team meetings, people are also overworked and don’t prioritise them.

What is our resulting prototype?

We sought through this prototype, to decrease the amount of time it takes to plan and set up a meeting for a leader, allowing them to conduct an IT meeting irrespective of the time.

We sent out multiple agendas ahead of time that are tailored to the leaders and meeting members in the majority group. We broke them out into time elements- 30 min, 1 hour and 2 hours via email with an SMS reminder alert.

Our hypotheses is this should help the team members better prepare for the meetings if the agenda is sent to them in advance. The result in the long-term, will increase uptake of meetings using the shorter timed agendas, which are added onto existing meetings that are already being conducted.

Assumptions

- Sending an agenda and data before a meeting will allow for meeting to be shorter and still effective
- Sending it via a medium they trust (email) will ensure uptake
- Using reminders will increase uptake
- Meetings are more likely to happen if the preparation time is reduced for all leaders

Key Variables

- Time increments (30 mins, 1 hour and 2 hours)
- Content of the agendas
- Method of communication (email and SMS)
- Time of distribution
- Sharing with multiple leaders vs individually
- Source of distribution
- Reminders as a push tool

Prototype One: Results

Adaptable Agendas

Testing

We created an email blurb, 3 different agendas in 30min, 1 hour and 2 hour time increments. We first did an internal test within JSI, to receive feedback and iterate. We then sent out a live test, to leaders of IMPACT teams. This was sent via email and was followed up with an SMS reminder.

We sent it to 8 leaders via email and sent an SMS reminder. We conducted 5 interviews via phone calls.

Results

What worked

- Recipients did confirm that efficiency when having IMPACT teams was important
- “It would help our meetings not go too long”
- “its Important to seek effectiveness because its partner driven and we don’t have much time”
- The recipient from the advanced archetype, would probably the only person to use an agenda, who were not even the target audience

What didn’t work

- Most recipients interviewed ignored the email or said they didn’t receive it. When asked to open during interview, 1 person interviewed opened the 30 minute agenda, 1 person opened all of them, 2 people opened the 1 hour agenda and 1 person wasn’t responsive
- 2 people acknowledged the SMS reminder alert but we don’t believe it lead to more engagement with the email
- Recipients confirmed that even though it’s a good idea, they don’t have resources to run IMPACT meetings without partner involvement and they set the agenda

Idea for refinement

- This prototype needs to be pivoted to be targeted to advanced system archetypes as too much reliance on partners and lack of drive to use this in the simplified and standard archetypes
- The email needs to be sent from a trusted source. When interviews were to be conducted, recipients responded better to a person they knew that didn’t know within the team
- Retesting to be done to a vocal member of the advanced system archetype and revisit results

Final Recommendations

This prototype would work better targeted to a standard or Advanced State archetype. There were too many of our already identified characteristics, that prevented this prototype of being successful in targeting Simplified State. We believe that while it should be still available to all, take up will happen in Advanced State.

Online

ITTs

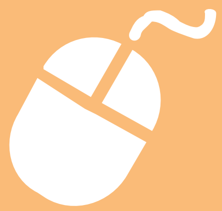
Excel Online - Read-Only

OneDrive County ITT

Percentage Difference between COC Balances	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Q1 (Jan-Mar)	Q2 (Ap Jur
Nyamira North	2%	1%	5%	12%	8%	27%	6%	6%	15%	
Borabu	5%	19%	11%	5%	8%	2%	6%	6%	16%	
Masaba North	6%	34%	4%	4%	5%	2%	20%	1%	17%	
Nyamira	15%	20%	0%	7%	5%	7%	6%	3%	1%	8
Manga	0%	0%	4%	3%	35%	5%	39%	1%	2%	3
Nyamira County	4%	5%	1%	2%	8%	0%	2%	2%	7%	21

Percentage Difference between 1-Rod Implant Balances	2015				2016					
	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Q1 (Jan-Mar)	Q2 (Ap Jur
Nyamira North	20%	2%	3%	3%	6%	6%	26%	3%	72%	
Borabu	4%	25%	53%	11%	4%	34%	34%	1%	59%	1
Masaba North	31%	3%	2%	12%	18%	0%	16%	7%	19%	1
Nyamira	28%	0%	9%	12%	1%	5%	0%	13%	3%	1
Manga	1%	18%	1%	0%	13%	13%	3%	1%	2%	2
Nyamira County	14%	1%	9%	3%	6%	2%	5%	1%	7%	3%

Prototype Two: Snapshot



Online

ITTs

Problem Definition

We found that members in the system have said they don't have adequate tools to visualize their data. However, they do have access to our ITT.

What is our resulting prototype?

We sought through this prototype, to improve access to the latest version of our ITT, by putting it online.

By putting it online, The IMPACT Team will have access to it throughout the month and will not have to rely on inSupply to send out the manual (offline) ITT by email every month. Also, the online ITT will be sent to the entire team and not only the leaders as previously done.

Assumptions

- Having an online ITT will increase visibility and accessibility
- Having an online ITT will increase use of data for decision making
- Having an online ITT will reduce the dissemination time for the inSupply team
- Having an online ITT will be easier to use and acceptable

Key Variables

- Acceptability of online vs offline
- Accessibility
- Ease of use
- Feasibility
- Uptake

Prototype Two: Results

Online

ITTs

Testing

We put the ITT online via Microsoft Excel. We sent it via to 38 recipients, 21 in Kwale and 17 in Kirinyaga. We conducted 3 phone interviews (all of which yielded no data) and 7 face to face interviews, which yielded significant insights. While 4 people had confirmed receipt of the interview, during the interviews we ascertained that they hadn't opened it. During interviews, we guided respondents to open and then provide feedback.

Results

What worked

- Most of the respondents loved the download feature since it means they could access it offline once they downloaded.
- Some also liked the sharing feature and the ability to comment, however the sharing feature was not accessible to them and they wanted that fixed
- Even without internet connectivity, some respondents downloaded with their own mobile data by hotspotting their computer

What didn't work

- Internet connectivity was a challenge for all respondents. Some used their phones to hotspot while those that had LAN connection, graphs were taking too long to load and navigation was challenging.
- Some graphs were either not displaying the correct data(Vaccine wastage rates: doses used vs doses administered) or could not display at all (vaccine stock status)
- The reporting rates bar graphs were a challenge across the board for respondents to interpret
- They could not change the periods in color-coded tables since it was read-only.
- The visuals were big, they had to zoom out to see one complete visual. There was also a challenge when moving from visual to another, it would move to another location.
- Confusion around the data, as data displayed was for 2017 which was not the latest data, but it was not obvious to the users to switch to 2018

Idea for refinement

- Enable the share button
- Widen rows and to hide tabs that will confuse users
- We can also move the tabs and put the dashboard first, so it's the first thing that they see
- In the future, create a training module for online ITTs including interpretation of graphs
- Make sure that the ITT opens up on the latest data
- Online ITT will be refined and resent to leaders
- This is to be followed by a reminder email

Final Recommendations

Acknowledging receipt of the email does not translate them actually reading it and taking action. While, it does increase access to data- we believe that this increase of access came not through the online medium, but the increase in the amount of recipients. In terms of effectiveness, it does not add negative factors into the system, but is not an innovation that has pushed boundaries.

Increasing Capability

Session : Data Analytics and Visualization

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Session Objectives:

By the end of the session participants will be able to:

1. Introduce teams to basic data analytics techniques and best practices
2. Train and empower teams and managers to routinely analyses data and identify areas for supply chain improvement
3. Practically guiding participants on Steps by Steps on how to extract data and visualize information from EIS.

Time: 200 minutes

Presentation Slides:

Materials:

1. Reports extracted from EIS
2. Excel File For Practice

Flipchart:

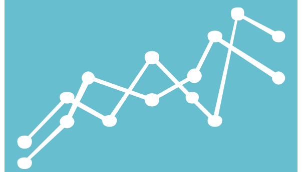
Handouts:

- Best Practices/Tips 1 Pager

Trainer Preparation:

- ✓ Review the power point to be familiar with it.
- ✓ Review Reports from EIS
- ✓ Navigate through EIS on how to exports the reports to the excel sheet
- ✓ How to Extract and Prepare Charts

Prototype Three: Snapshot



Increasing Capability

Problem Definition

There is a skills gap when it comes to the capability to analyse and visualize data in the system which leads to the delay of IMPACT team meetings, or may be the reason why a meeting doesn't happen at all.

What is our resulting prototype?

To address this, we created a training module for a 2 hour training session.

We developed content on how to extract, clean and analyse data. This included a facilitator's guide, participant's job aids, PowerPoint deck and 1 pager with key takeaways to support capacity building. We developed a pre and post evaluation to assess learners retention of the information and efficacy of test.

The job aid developed and templates will help to provide guidance to whoever person will be tasked to do data analytics and training content will be shared to teams at regional or council level they can organize on-the-job training for their new staff.

Assumptions

- Increasing data visualisation and analytical skills will result in more interaction and understanding of the data
- Increase of IT meetings because the skills are more widely available for data to analysed and then visualised

Key Variables

- Pre and post training knowledge (using exams)
- Mode of training (face to face works better than an online training course)
- Time allocation (Was the time enough)
- Content (is the content needed and engaging to participants)
- Location (Are the participants more likely to attend trainings at a MOH central location instead of them having to travel for it?) Should we add it on to already existing training?
- Follow on use (Have the participants used their training in the days/week following the training?)

Prototype Three: Results

Increasing Capability

Testing

After internal testing, the initial test was set to be that training content was to be added to a session in the EIS training in Mwanza (21st - 25th Jan, 19) and for the training to be conducted. However, it was not possible to conduct the test due to the time constraints. The team instead sent the training package to partners for review including PATH and other IMPACT team members who are ToTs in other areas. A facilitator guide, presentation and an excel tool for practice were sent. In total it was sent to 3 IMPACT team members, and 3 PATH representatives. 2 phone interviews have been conducted with the IMPACT team so far.

Results

What worked

- The presentation was presented well
- Materials in general were informative, it enabled them to learn how to analyse the data and visualise it
- When we do the actual training, its important to have someone who is engaging, and knows the content
- They appreciated the simplicity of the presentation and the facilitators guide

What didn’t work

- The time allocation was too limited- 2 hours is too limited.
- Limit the theory, put more time for the practical. Currently, its one hour for the practical, one hour theory.
- Pre and post test, training a new user, it would demoralise them to then do a test in the beginning. That would be a challenge. They would block their minds and would not get any knowledge from that.
- There is no materials to take home with you, with step by step instructions on how to do it on your own

Idea for refinement

- Increase the time of the training: One said they wanted at least 4 hours and the other said at least 2 days. Change the amount to around 3-4 hours. Practical element to increase.
- Adapt the facilitators guide and turn it into a step by step or how to guide for the users to take home with them
- Create a Pre exam that can either be done online before the training OR it can be done using a quiz website that allows you to play a game, or conduct an activity that doesn’t show someone’s name but allows us to mine individual data in the background

Final Recommendations

The team created a second iteration on the training package based on feedback. New elements were created and existing ones redesigned. Notable changes were that the session was extended to at least 3 hours and 20 minutes, a user guide was created showing the step by step procedure of extracting data which is found in the facilitators guide. We created an online pre-test using the mentimeter, however we could not go beyond 3 questions since we are using the free version. This is a well rounded prototype that will benefit from more testing, namely running the sessions and refining.

Rebranding the IT Approach

inSupplyHealth
An affiliate of JSI Research & Training Institute, Inc.

Impact teams approach

Promoting a strong data culture to transform health supply chain at all levels

AN AFFILIATE OF JSI JOHN SNOW, INC.

Prototype Four: Snapshot

Rebranding the IT Approach

Problem Definition

We found that people are time poor and already hold significant amount of meetings. So when they hear the word meeting, there is negative prejudice. There is a notion that meetings are time consuming, so there is need to replace that messaging with a more positive outlook.

What is our resulting prototype?

We sought through this prototype, to change the thinking and messaging around IMPACT teams. We wanted people to not see it as just another meeting but an approach and methodology on how they do business and save lives.

We created a video of approximately one minute, that sought to use real people, touting the benefits of the IMPACT team “approach”. It was supposed to be short, sharp and to the point.

This video was to be sent via WhatsApp to IMPACT team members in Kajiado, Nairobi and Isiolo.

Assumptions

- Using a medium that they enjoy and trust will allow users to engage with content
- Selling the approach as a problem solver will promote buy-in
- Promoting interest will translate to more attendance and consistency of the meetings
- Meetings are more likely to happen if they are embedded in the organization culture

Key Variables

- Time (sent and duration)
- Medium (Video)
- Content of the video
- Method of communication (WhatsApp)
- Sharing with multiple leaders vs individually

Prototype Four: Results

Rebranding the IT Approach

Testing

After internal testing and iteration, we sent the video to people in the Kajiado, Nairobi, Isiolo WhatsApp group and did follow up 8 phone interviews as well as watched and documented people's engagement on WhatsApp.

Results

What worked

- No one left the group that the video was sent in
- There was limited engagement through emoticons such as thumbs up symbols

What didn't work

- When interviewed people didn't know what the video was for
- Instead of asking questions in the group, 2 people called and asked more about the purpose of the video- indicating their reluctance to use the WhatsApp medium for questions
- It seems the video was lost in the group, amongst other messages
- Some people did not use WhatsApp, so it could not go through
- Even if people saw it, they didn't see it as a priority to watch it

Idea for refinement

- The video will be sent on email, which allows the users to download it
- This also solves any issues on connectivity as they will download it at work
- We will rework the video to include an intro blurb within the video, which people are more likely to see and understand the intent of the video

Final Recommendations

The video was reworked to include the intro blurb into the video. The video was to be sent out on email, but we ran into problems with the size of the video. The clip has to be converted since its larger than 25 MB which again could be a deterrent for most of the team members just because it is not 'Click and Play'. The revised video was then sent again via WhatsApp in the interim. For further testing, the medium of this video is the most important variable- if users do not have enough connectivity or inclination to download- maybe it can be used as an onboarding tool or shown at major conferences.

Recognition through Social Media

Prototype Five: Snapshot

Recognition through Social Media

Problem Definition

We wanted to leverage on the positive behavior in advanced archetypes, to be motivated to stay on top of routine supply chain tasks (e.g. reporting), and to continue to make good supply chain decisions (inventory management, minimizing stockouts).

What is our resulting prototype?

We sought through this prototype, to appreciate and recognise best performing IMPACT team individuals in an effort to motivate other members to do well and embrace best practices in SC management.

We created a prototype that rewarded and recognized these individuals through social media, by presenting a certificate.

We also created an ongoing Recognition Plan including recipient criteria. The idea is that not only would individual CHVs be recognized but also CHAs and Sub-Counties.

In this test, the certificate is sent to their team WhatsApp group, and is prefaced with a blurb introducing the ”competition”. This competition will run for a year, and at the end of the year the person or unit with the best results will be recognised.

Assumptions

- Recognition will lead to continued motivation around SC tasks and results (criteria)
- Recognition will lead to adoption of best practices
- Recognition will motivate low performers to be more innovative and drive performance
- Leaders will motivate lower level staff by offering congratulations

Key Variables

- Method of Recognition (Certificate and Intro Blurb)
- Medium of Dissemination (Social Media-WhatsApp)
- Gamification (Element of Competition)
- Sharing with group vs individually

Prototype Five: Results

Recognition through Social Media

Testing

We tested our certificates via the Ugunja and Bondo CHA WhatsApp groups. We tested the certificate and wording internally before deployment. We sent the certificates on a Sunday, to the two WhatsApp groups. In Bondo, 13 out of 19 recipients had viewed the certificate, with 12 actively engaging and making comments. In the Ugunja group, 9 out of 15 participants had viewed with 4 people commenting.

Results

What worked

- The participants like the wording of the certificates
- The introduction blurb didn't give too much away, so it led participants to open and view the certificate
- Cathy, a recipient of the certificate, wanted to print it
- One person from Ugunja said that would add to their CV, which shows its worth and the importance of tangibility

What didn't work

- Participants had not clearly understood the recognition criteria
- Criteria didn't allow for system complexity ie A CHA with two CU's one that performed at 100% and one that performed below average. The criteria took into account the CHA's aggregate and not individual records
- Connectivity was an issue in viewing and downloading
- Many participants were not engaged on the Sunday, but viewed the following days

Idea for refinement

- As part of the recognition, we will inform the county team via email about who has performed well
- This can be done when we send an email copy also to the person being recognized, so they can keep on file and print
- We will encourage those who are recognized to share tips and secrets to success, to encourage others to strive for a certificate in future

Final Recommendations

This prototype was one of the most successful we tested. It had active engagement, viewing and considerable feedback. It is recommended to continue to test, using the refinements identified. It can be easily implemented with little investment.

What’s next?

We challenged our assumptions, and are creating our packages

Adaptable Agendas

Rebranding ITTs

During testing, we found ourselves testing, unknowingly, across multiple archetypes. While we had designed with a specific archetype in mind- these prototypes can work across the spectrum. The goal is that these prototypes, working in a systemic way, can increase the value of the IMPACT team approach as well as increase capability, and overall long term effectiveness. Most will form part of each IMPACT Team package that are currently being created by the team, which will be tested in our next phase and iterated upon.

Online ITTs

Increasing Capability

Reward and Recognition

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