# IMPACT teams: Placing People, Data & Processes at the Heart of Supply Chain Improvement

IMPACT teams provide a structured and rigorous process for supply chain problem-solving

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

- Trained to develop, interpret and set targets for key supply chain indicators, and use action oriented dashboards
- Encouraged to follow a structured, problem-solving process
- Empowered to use their data for operational and strategic decisions with ultimate goal of improving the performance of their supply chain
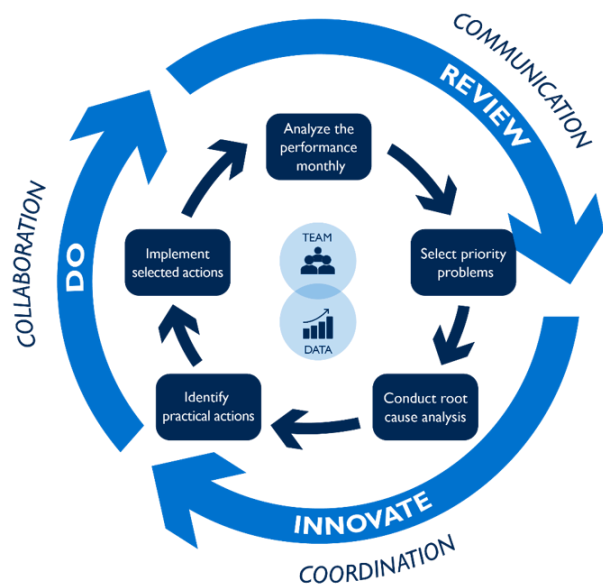
IMPACT teams implemented in 10 countries, across programs and health system levels

Country	Vaccines	FP/RH	TB	HIV	Malaria	MCH
Ethiopia	●	●	●	●	●	●
Guinea	●	●				
Indonesia		●				
Kenya	●	●				●
Malawi		●			●	●
Myanmar		●			●	●
Nigeria		●				
Pakistan	●					
Rwanda		●			●	●
Tanzania	●	●	●	●	●	●

 People: Establish multi-disciplinary, multi-level teams

 Processes: Build on existing mechanisms for sustainability

 Data: Access, enhance existing data, making it visual, easy-to use and actionable

GOAL: To build on previous IMPACT team experience to develop adaptable models for operationalizing and scaling the people and process components of the approach.

Evaluate, identify, and document the conditions for success and critical enablers of the IMPACT team and other data use approaches.

Develop implementation packages that can be adapted for different contexts depending on existing capacity and maturity of the system.

Collaborate with a variety of partners to enhance the IMPACT team data use approach.

IMPACT teams implementation progress in Kenya

inSupply implemented IMPACT teams across 10 counties in 2016-2018. A mixed methods study demonstrated IMPACT teams were effective in improving contraceptive supply chain inventory management processes and availability outcomes, with significant positive changes seen in stock status and stockout rates across most products. Currently, the IMPACT team is implemented across 9 counties in Kenya, focusing on adapting for context and identifying strategies for institutionalizing and sustaining data use teams after projects end.

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

IMPACT teams implementation progress in Tanzania

The IMPACT team approach has been scaled up to 13 regions across Tanzania with support from multiple partners. inSupply Health is supporting the evolution of maturity in three IMPACT teams, using a 3 system archetype framework:

Basic
Limited skills and people to analyze and visualize data; data review meetings not prioritized; limited access to visualizations of key performance data; higher level leadership do not attend meetings

Intermediate
Intermediate skills and adequate people for analyzing data; access to supply chain data; some lower level leadership involvement but limited higher level

""The IMPACT Team approach has been well adopted by the Ministry of Health (MOHCDGEC) & PORALG but questions around monitoring and support remain as the approach is scaled in more countries by different partners." Tanzania

Advanced
Have the necessary skills to visualize and analyze the available data for decision-making; process is self-driven & members held accountable for action plans; the leadership is fully engaged and they prioritize the IMPACT team meetings

Why Human Centered Design and Adaptive Learning?

Institutionalization and sustainability of IMPACT teams are an important challenge. Human Centered Design (HCD) and Adaptive Learning (AL) provided a learning platform to:

- Identify the right composition of the IMPACT team members, their motivation
- Engage leaders to foster and support data use and IMPACT team processes
- Motivate regular meetings and consistent attendance
- Help teams overcome barriers to action and escalation mechanisms for issues outside the IMPACT teams control
- Recognize good performance
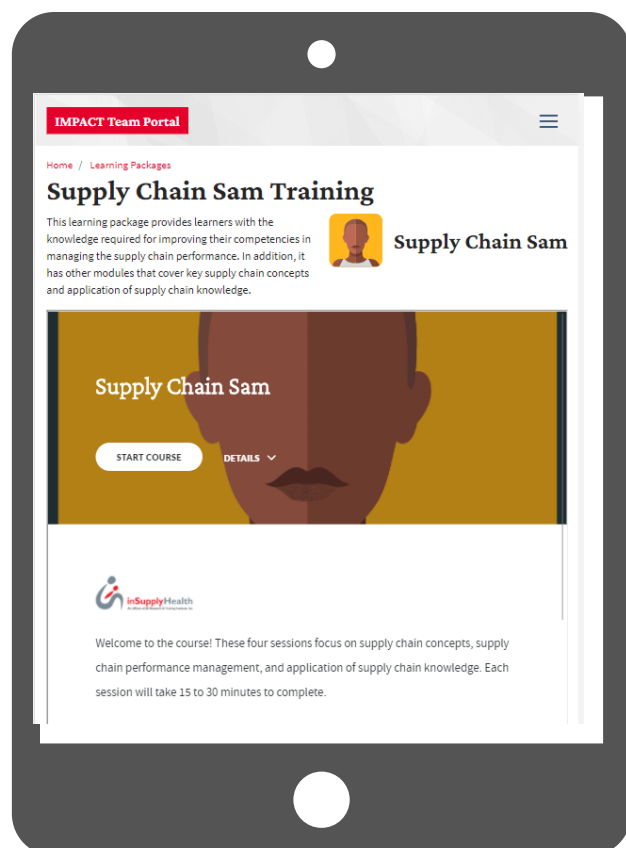
Learning Packages

Self directed online based modular courses designed to meet the needs of teams focused on competency building for the improvement of health supply chains. They are hosted on the IMPACT team portal that can be accessed at any time with any device

By assessing each profile based on key technical competencies, we can target capacity building efforts to build a team with a holistic skill set for creating meaningful change

The 7 Personas for Effective Data Use Teams

Organizing Otto: He calls meetings, ensures logistics are in place, creates agenda and takes notes. People expect to hear from him about how work is delegated.

Peter Problem Solver: He is constantly questioning "but why" when it comes to challenges. He is good at thinking and steering the team towards actionable and practical next steps.

Data Wiz Diana: She understands the indicators and can interpret data for non-data people. She is familiar with SC data sources and can analyze raw data from a spreadsheet and graph trends.

Supply Chain Sam: He has a deep understanding of supply chain processes. When challenges are identified, he can critically analyze the system and suggest SC-specific solutions.

Influencing Irene: She has strong relationships with and easy access to key decision makers and her input holds weight. When she suggests actions, it is taken seriously.
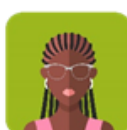
Resource Ritah: She influences the purse strings. She knows what money is available, how to advocate for it and how to present it in a way that can be approved.

Lucy Leader: She holds authority. Everyone knows that if she doesn't endorse or support the meeting, it doesn't happen as planned. She has a big picture view into activities to leverage to carry out solutions.