

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

## What are IMPACT teams?

IMPACT (Information Mobilized for Performance Analysis and Continuous Transformation) teams provide a structured and rigorous quality improvement process for supply chain.

It is 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



"We established the IMPACT teams and we were able to look at our problems and come up with a root cause analysis of what was causing the low reporting rates and also the timeliness. We came up with a roadmap and actionable activities at the county level and we were able to improve our reporting rates."  
Hanif Jin, Mombasa County Pharmacist

"[IMPACT teams] gave us a chance to use data for decision making."  
Ona Panga, Regional laboratory scientist, Geita, Tanzania

## Core steps of implementing IMPACT teams

- 


**1. Deliberate Design**  
Designing & co-creating IMPACT teams
- 

**2. Assess**  
Teams undertaking the role profile assessments to understand the IMPACT team competencies
- 

**3. Train**  
Training and rolling out IMPACT teams
- 

**4. Analyze & visualize**  
Teams using decision support tools to visualize analytics for KPIs that support root cause analysis
- 

**5. Learning Packages**  
Teams fostering team and individual learning, using Learning Packages
- 

**6. Cross Learning Workshops**  
Hosting cross learning workshops for peer to peer learning (encouraged not required)
- 

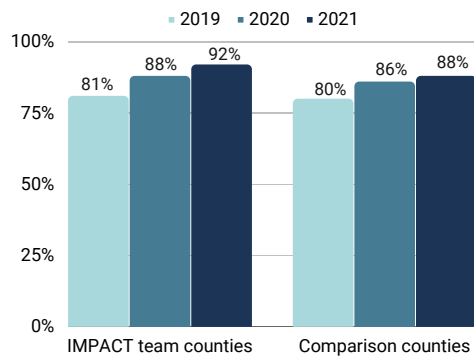
**7. Rewards & Recognition**  
Helping implement systems for recognizing and rewarding improved performance
- 

**8. Sustainability**  
Planning for sustainability

## Family Planning Related Results

A matching criterion was used to pair Kenyan counties of Mombasa, Nairobi, Nyeri and Trans Nzoia with Kilifi, Kiambu, Kirinyaga and Uasin Gishu.

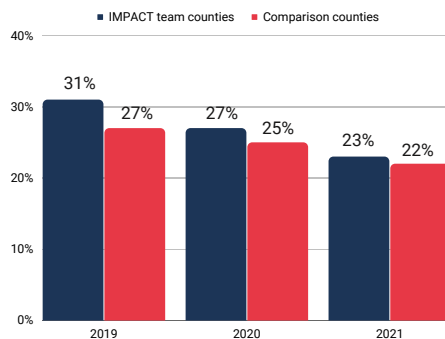
IMPACT team counties demonstrated higher on-time reporting rates for FP across all years (81%, 88%, 92%) compared to comparison counties (80%, 86%, 88%). There was a larger increase in reporting rates for IMPACT team counties between 2019 and 2021 (11%), compared to comparison counties (8%).



Annual reporting rates for IMPACT team counties and Comparison Counties

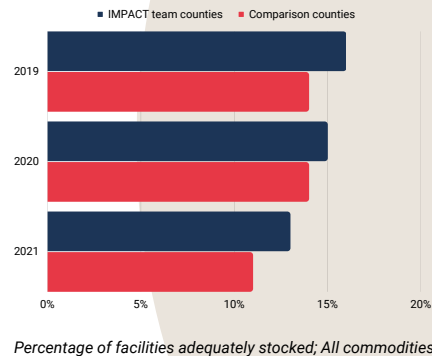
**Reporting rates** - Measures the % of facilities that complete and submit reports as per defined schedule. Answers whether information is available and timely to support decision making.

The quality of reporting also improved in the IMPACT team counties based on the performance in the absolute percentage indicator. Facilities expected to maintain minimal to no variances (below 10%).



Percent of facilities with APD less than 10%

**Absolute Percent Difference (APD)** - Compares any difference between recorded ending and beginning balances.



Percentage of facilities adequately stocked; All commodities

Amidst national shortage and pandemic related challenges, the IMPACT team counties had a larger percentage of facilities adequately stocked than comparison counties for each year. The IMPACT team counties almost consistently demonstrate 2%+ facilities with adequate stock across commodities and over time.

**Stocked According To Plan** - measures the proportion of facilities whose current stock status is within the recommended range.

## Use Cases

The IMPACT teams approach was applied in different countries for different use cases.

- The main use case was applied in Kenya and Tanzania where inSupply implemented "facility level" IMPACT teams. These IMPACT teams monitored the supply chain performance of healthcare facilities under their jurisdiction. inSupply also implemented "community level" IMPACT teams in hard-to-reach, marginalized communities in arid and semi arid lands (ASAL) of Kenya.
- Another use case was a Technical Assistance for HIV supply chains in Sierra Leone where the team adapted IMPACT approach and tools to address supply chain capacity issues at district levels. Four months after we introduced the IMPACT teams and the Indicator Tracking Tool in Sierra Leone, the Port Loko District has reached its target reporting rate of 95%, the first time any program/district has reached/exceeded a 90% reporting rate.
- inSupply also applied IMPACT team approach in collaboration with other organizations. Following a successful supply chain assessment of the FP Program in Uganda, the team co-designed and implemented the approach at the district level in Mayuge, Kamuli, and Kayunga in collaboration with PATH Uganda and PSI Uganda.