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By management

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July 16, 2020

**Policy vs Practice:** Two modes that reflect decision-making in the Kenyan health system

## Vx Data Insights Mini Webinar Series



### SPEAKERS:



#### **Isaac Mugoya**

*Senior Technical Officer, Kenya -  
Immunization Center, JSI*

Isaac has been working in immunization for more than three decades, supporting the Kenyan Ministry of Health in monitoring immunization programs, introducing new vaccines, and applying best practices.



#### **Emilia Klimiuk**

*Project Lead, Sonder Design  
Collective*

Based in Lagos, Nigeria, Emilia is a designer and researcher specializing in applying Human-Centered Design methods to the health, microfinance, and agriculture sectors in low resource settings.



#### **Wendy Prosser**

*Senior Technical Officer - Supply  
Chain, Immunization Center, JSI*

Wendy provides technical assistance and strategic guidance on the immunization supply chain across JSI's country teams to improve the design and management of the supply chain, create processes for data use for decision making, and apply global best practices to the country context.

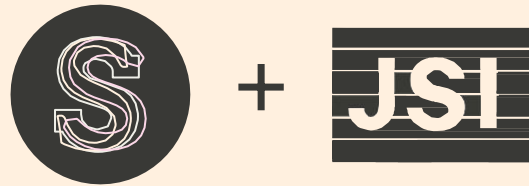


#### **Sarah Hassanen**

*Kenya Lead, Sonder Design  
Collective*

Based in Nairobi, Kenya, Sarah practices Human-Centred Design with a focus on health across multiple continents including Africa, Europe and the Middle East

**Vx Data Insights**  
Mini Webinar Series



The **Vx Data Insights study** is a joint research effort between Sonder Collective and John Snow Inc. (JSI) to apply the Human-Centered Design approach in order to uncover data specific painpoints and challenges that healthcare workers and managers at all levels within a country encounter in delivering immunization services in Kenya, the Democratic Republic of the Congo, and Mozambique.

Note that today's discussion will be based on our conversations with nurses, EPI managers, and other decision-makers at all levels of the healthcare system in Kenya in early 2020. We conducted research in 3 Counties / 12 Sub Counties / 13 Facilities. We spoke to a total of 84 participants.

We observed **two different decision-making modes** that help us understand how decisions are made & executed within the immunization program in Kenya

# Policy

Formal, data-driven  
planning processes  
which rarely reflect the  
reality on the ground

# Practice

Quick judgement calls  
grounded in local  
context, but rarely  
based on available data

# **Policy:** Formal, data-driven planning



- Strategic & proactive
- Data-driven
- Achieves team consensus



- Group activities that require substantial effort & funds to organize (so they often don't happen on time)
- Often fail to reflect the reality on the ground due to inaccurate data
- Planned for funds/resources hardly materialize on time or in full.

# Practice: Quick judgement calls



- Quick, efficiently addresses the issue at hand
- Reflects reality
- Forces innovation



- Rushed
- Not strategic & reactive
- Rarely relies on data
- Doesn't contribute to the overall system

# National



- Spends a lot of time on chasing data
- Often uses estimates rather than actuals for stock planning



# Sub National



- Planning processes (ex. target setting) are time consuming and require resources which are not always available causing delays
- Often receives inadequate stock numbers needed for the County
- Spends time recalculating and managing last minute logistics

# Facility



- Target population is incorrect
- Doesn't always get the ordered stock amounts and schedules immunization days around stock levels
- Expenditures are reactive based on when funds are available, not necessarily on the budget

Healthcare workers create **workarounds** that are **more responsive and agile** to address policy short-falls, such as inaccurate target populations and static annual workplans. These workarounds **still respect standard policies while adapting to fit the specific context.**

Let's use this energy to support and recognize the decisions with real impact — the responsive decision-making that may depend more on intuition and agility than on the protocols/policies informed by inaccurate data.



## NEXT WEBINAR:

**4**

**July 30, 2020**

9:30 a.m. EDT / 3:30 p.m. CEST

**How WhatsApp is transforming  
communications within the Kenyan  
healthcare system**

## RESOURCES:

- Download the [Initial Kenya Insights Report](#)
- Read the [Blog Series](#)