

RECOMMENDATIONS AND LESSONS LEARNED:

BID INITIATIVE BRIEFS

AN OVERVIEW

Routine immunizations and new vaccine introductions are two best buys in global health. While immunization coverage has increased dramatically in the last decade, more must be done to ensure every child is reached. To bridge this gap, we need reliable, easily accessed and actionable data on the barriers impeding immunizations, coupled with trained data users at all levels of the health system.

The BID Initiative is grounded in the belief that better data, plus better decisions will lead to better health outcomes. It was designed in partnership with countries to enhance immunization and overall health service delivery by improving data collection, quality, and use.

Partnering with Tanzania and Zambia, the BID Initiative developed, tested, and rolled out interventions that address some of the most pressing routine immunization service delivery challenges, such as poor visibility into vaccine supplies and difficulty identifying children who default on immunization schedules. Additionally, through the BID Learning Network, many countries across sub-Saharan Africa participated in the design and testing of tools to help ensure that solutions are relevant for and can be adopted by other countries interested in improving their health programs through better data.

These briefs summarize the approaches and interventions that the BID Initiative rolled out in partnership with the governments of Tanzania and Zambia and shares recommendations and lessons learned for others interested in improving immunization data quality and use.

THE CHALLENGE

A major obstacle to improving health and optimizing immunization service delivery is that decision-makers at all levels of the health system are not effectively using data to inform decisions in planning, performance management, and the delivery of services. The use of timely, high-quality data is essential to strengthening health systems and services, but many countries struggle with a lack of information system products to collect and analyze data, coupled with the enabling policies and practices aimed at creating a data-use culture. Interventions designed to improve data quality and use will ensure the right information is in the right hands of people making decisions, eventually leading to improved health outcomes.

THE APPROACH

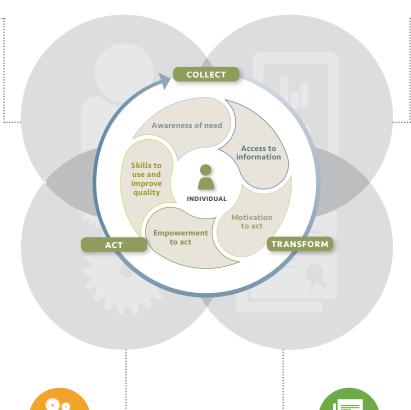
The BID Initiative takes a holistic approach to address immunization data challenges by packaging together information system products, data management policies, evidence-based practices and people who are empowered to improve decision-making, eventually leading to improvements in the health of people around the world.

The Data Use Culture conceptual framework (Figure 1) illustrates the interplay between the various elements of a health system and how the information cycle contributes to a culture where data and evidence-based decision-making are prioritized, encouraged, and ultimately expected.



PEOPLE

In order for data to be in the hands of the right individual, at the right time, the health system and those working within it need to be aligned. The resiliency of a data use culture largely resides in the people who are managing day-today service delivery. The degree to which a health workforce is networked and has the capacity to be data users will influence how effectively and efficiently data is leveraged and used throughout the system.



PRODUCTS

Products enable more efficient and reliable collection, reporting, visibility, and use of data. This may involve modifying existing systems to create additional functionality or newly developed tools. Additionally, products can encompass both digital technologies and improved paper-based solutions. Products must be aligned with national standards and policies and be interoperable to ensure they are part of the larger landscape, and not contributing to silos.



PRACTICES

In order to operationalize policies, appropriate practices must be put in place. These practices help to institutionalize the culture surrounding data use in health service delivery. Performance management and support are integral to curating an enabling environment that can adequately support improved data use.



POLICIES

The management structure and the policies surrounding data generation and use greatly affect the culture around data use. It is critical to cultivate an environment that encourages and rewards data use and evidence-based decision-making.

THE INFORMATION CYCLE: COLLECT. TRANSFORM. ACT.

A well-performing information cycle requires a highly functional and seamlessly linked data system and decision system to progress through the three stages of the information cycle. This continual and seamless cycle between the data system and decision system is what links the individual to the four P's depicted above. The various stages of the information cycle include:

- Collect: Capturing and collecting data related to patient care and the delivery of services can consist of both paper and electronic data entry. Because data entry spans an array of stakeholders from community health workers to facility staff to district information officers, the system's ability to collect and compile complete, timely and accurate data is critical.
- **Transform:** The transformation of raw data to usable information is often done solely to aggregate and report

- data to the next level up in the health system. Rarely does the analyzed and synthesized data return to those who actually collected it. The flow of information must be two-directional and sent back to the data collectors in the form of data visualizations and performance specific metrics so they can use it to improve service delivery.
- Act: The ability for decision-makers to have insight and visibility into performance metrics positions them to act on trends, ideally in real time. These decisions are intended to improve service delivery and identify efficiencies. The ability for individuals to act on the information available to them allows for better decisionmaking and enables the information cycle, which then informs and improves the quality of the data being collected.

