



iNJIA Accelerator Toolkit



Table of Contents

Introduction	1
Accelerator Innovations	2
Cervical Cancer Innovations	8
Leadership and Innovation Tools	14





Introduction

Since 2015, NJIA has brought together leaders from F. Hoffman La Roche AG (Roche), NGOs, Governments and the wider healthcare ecosystems in Tanzania, Uganda and India to strengthen cross-sector collaboration and address the burden of cervical cancer. Combining leadership development with social impact, NJIA cohorts work together to develop and test low-cost innovations, looking for opportunities for scale and sustainability. When COVID-19 brought the world to a halt, NJIA didn't stop - it became iNJIA, continuing to build collaboration among leaders through virtual programmes.

In the first section of this booklet, we showcase nine of the best innovations developed by the virtual iNJIA cohorts that will be presented at the Accelerator event. In the second section, we

have shared some of the most impactful ideas from the 2015-2020 NJIA programmes. Finally, in the third section, we have included some leadership tools that we hope you may find useful in your existing work.

This booklet highlights just a few of the low-cost, effective innovations that can be used to increase awareness, prevention and treatment of cervical cancer. However, there are many more ideas from NJIA and beyond which you can find on our website www.cervicalcancerresources.org. If your organisation has initiatives that you would like us to include on the website, let us know!

Thank you for reading, and thank you to all iNJIA partners for their support in making these innovations possible!



Accelerator Innovations



#01

TEAM MULEBA (Cohort 2) Changing Binti's Chances

GOAL: What if girls and their families were educated about cervical cancer prevention and screening at school?

What if they then received both doses of the HPV vaccine, to protect them from cervical cancer?

PROJECT

A school-based campaign to educate girls and boys, teachers and parents on cervical cancer prevention and screening, and offering screening and vaccination services to the community.



IMPACT

- The project was implemented across 3 schools
- The team screened 356 women, educated 2,081 pupils and vaccinated 543 girls



MOVING FORWARD

We hope to continue educating teachers and mothers to support HPV vaccinations, address the knowledge gap, and to partner with district health facilities to increase funds for school-based programmes. To ensure **sustainability** and enable **local ownership**, we would explore setting up an income generating activity to produce a revenue stream and ensure the continuation of school based campaigns.

#02

TEAM RWENZORI (Cohort 4) A Champion's Approach

GOAL: What if cervical cancer screening was the norm, and women were welcomed to health facilities by trained peers to help them navigate integrated services?



PROJECT

Train women who have experienced cervical cancer as 'champions', to support and inspire other women coming to the facility for HIV and post-natal appointments.

IMPACT



6 champions trained



122 women screened



6 women treated

The innovative use of champions helped reach women that were already accessing services, therefore maximizing women's time spent at facilities, and reaching women who were at higher risk for cervical cancer, such as those living with HIV

MOVING FORWARD

Moving forward we hope to multiply our innovation by onboarding more facilities under the Regional Referral Hospital, so that champions inspire even more women. We hope to extend it, by sharing our experience and ensure that it becomes a best-practice policy in cervical cancer integrated services in Uganda.



#03

TEAM NGARA (Cohort 6) Mobile Outreach Screening

GOAL: What if women in Tanzania were inspired to screen for cervical cancer without fear or having to travel long distances?

PROJECT

A mobile outreach screening campaign to provide services to the women of Ngara, focusing on five villages and leveraging existing screening campaigns.



IMPACT



5 villages



640 women screened



10 cases of **cervical cancer** prevented

Mobile outreach campaigns served as an innovative way to leverage existing resources, and reaching women where they were, reducing barriers to screening, such as transport costs and distance. Taking services to the community works!



MOVING FORWARD

Women who have been screened, will share their experience and knowledge with women living in other villages. **Awareness can be raised exponentially** and will lead to successful further campaigns.

#04

TEAM FORT PORTAL (Cohort 7) Reaching Current Generations & Impacting Future Generations

GOAL: To reach every girl in Uganda with information about the importance of cervical cancer prevention, and encourage them to help educate their families.

PROJECT

School-based education sessions about cervical cancer and the importance of HPV vaccination and regular screening, targeting 13-15 year old's through **peer leaders**. Ambassadors recruited from across schools to be trained, deliver sessions, and act as champions for cervical cancer awareness.

IMPACT

SCAN ME



8 public schools targeted and ambassadors identified, trained and provided with t-shirts. Attendees at the education sessions provided with bracelets and screening vouchers to bring back to their families. *Using peer education, along with targeting young people helps address cervical cancer before it starts!!*

MOVING FORWARD

Every student ambassador is trained by our team to be an advocate with all their peers = exponential reach!

Every participant receives a series of 6 messages over the course of a year = increased retention through repetition and increased likelihood of action!

A close-up photograph of a white t-shirt. The text on the shirt is printed in black and reads: 'Do you want to know about Cervical Screening® or family planning? Ask me'.

Do you want to know
about Cervical Screening[®]
or family planning?
Ask me

#05

TEAM MKURANGA (Cohort 4) Mobilizing the community through Vikoba and Kahawa

GOAL: What if community leaders had access to the right cervical cancer information? What if they inspired women to screen for cervical cancer and vaccinate their daughters against HPV?



PROJECT

Using traditional community meetings to mobilise community leaders, build momentum, increase connection and champion eradication of cervical cancer

IMPACT



Over 30 meetings attended (Kahawa, VIKOBA & village meetings)



800+ community members sensitised



900% increase in women screened in Pinjuna (from 20 per year average to 267 after 6 months)

MOVING FORWARD

We would like to train surrounding health facilities to foster **local footprint**, focus on closing patient pathways and improving referrals, and work with partner NGOs to expand the screening offer in other parts of Mkuranga.



#06 TEAM BUNYORO (Cohort 4) 500% increase in cervical cancer screening through Ekyootos!

GOAL: What if women in Uganda were inspired to screen for cervical cancer by their trusted and caring healthcare workers, champions, and family members?

PROJECT

We held 3 **Ekyootos** (ancient fireside gatherings where elders educated the youth in the community) to educate healthcare workers on cervical cancer at Hoima Regional Hospital.



IMPACT



65 healthcare workers educated as cervical cancer champions



530% increase in screening against baseline (November 2021 versus May 2021)



31 women with precancerous lesions **treated** at the facility

MOVING FORWARD

We know our **simple, low-cost** approach can be easily scaled up to cover 222 Health Centre IVs and **181** Hospitals in Uganda, helping us reach over 20,205 healthcare workers.

Our goal is to make this a reality!



#07

TEAM KIBAHA (Cohort 4) A Birthday Calendar to prevent HPV!

GOAL: That the vaccinated 14-year-old of today will be the healthy 24-year-old woman of tomorrow! 100% uptake of the HPV vaccination to prevent cervical cancer across Kibaha

PROJECT

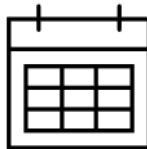
A birthday calendar designed to help girls and their teachers track birthdays to calculate eligibility, coupled with a vaccination outreach campaign in Kibaha.



IMPACT



683 girls vaccinated



Birthday Calendar distributed across 18 schools



Commitment from RMO & DRCHO to fund logistics for second dose



MOVING FORWARD

We hope to expand the birthday calendars to an additional 54 public schools and expand to private school. In addition, we want to work with district leadership to ensure that girls get their second dose and are fully vaccinated against HPV

Sharing impactful ideas from NJIA





USING DATA TO IMPROVE CERVICAL CANCER SERVICES



CONTEXT AND AIMS

NJIA leaders observed that cervical cancer screening providers collect a large quantity of data and report their results to their District Health Management Teams (DHMT). However, the data itself was rarely used for health facilities to assess their performance. The NJIA team's innovation aimed to support health facilities and DHMTs to learn and create simple ways to analyse performance and use this data to improve the quality of cervical cancer screening services.

- Securing support from DHMT to provide mentoring to low performing facilities.

IMPACT

All cervical cancer screening sites in Biharamulo district, Kagera, received training on data-use for decision-making, resulting in a 24% increase in VIA positive cases identified between 2018 and 2019. National Trainers and the DRCHo also continued to develop ways to support facilities to improve data entry and analysis moving forward.

WHAT WAS IMPLEMENTED?

- Training cervical cancer screening providers, health facility staff, and district Reproductive Child Health Coordinator on using simple performance analysis tools
- Quarterly review of data to understand cervical cancer service performance



CLOSING THE TREATMENT GAP: ROTATIONAL TREATMENT INITIATIVE

CONTEXT AND AIMS

In 2019, in Kagera region, only 54% of women diagnosed with pre-cancerous lesions received treatment, as only 1/3 of Kagera's cervical cancer screening sites (CCS) were equipped with cryotherapy machines. Challenges to accessing gas cylinders to power the machines further exacerbated the treatment gap. So, in 2020, in collaboration with the Regional Health Management Team, three thermocoagulation machines were acquired and rotations implemented to transport them between treatment sites.

WHAT WAS IMPLEMENTED?

Thermocoagulation machines, which are more portable than traditional cryotherapy machines, were rotated between cervical cancer screening sites, improving access to immediate treatment and maximising use of treatment devices. In addition, healthcare

staff received mentorship on the use of the thermocoagulators, in a train the trainer approach.

IMPACT

During the April 2021-February 2022 project, 533 women were screened, and 29 treated on the same day, and facilities experienced an 11.5% increase in the number of women screened for cervical cancer throughout the project. Finally, 24 cervical cancer providers were trained on use of the new devices and data management, with a particular focus on patient contact information with the aim of improving patient follow-up.





NJIA CERVICAL CANCER SENSITISATION VIDEO



CONTEXT AND AIMS

In many communities, there is an information gap about cervical cancer, and myths are often shared. Many health facilities in Kagera have TV screens in the waiting areas which are used to play health education videos. In 2018, NJIA participants identified an opportunity to address cervical cancer myths through a video, to raise awareness of cervical cancer, and in particular, the importance of early detection.

WHAT WAS IMPLEMENTED?

In collaboration with the RHMT of Kagera, a video was developed, featuring testimonials from cervical cancer patients, their relatives and frontline health workers. The video featured a call to action from the Regional Reproductive and Child Health Coordinator inviting women to get screened.

IMPACT

The video was distributed via WhatsApp through health workers who had participated in the NJIA programme. In October 2020, the video was also distributed to health facilities across four districts in Kagera to be shown in the health facilities' waiting areas.





INTEGRATED VACCINATION AND CERVICAL CANCER SCREENING CAMPAIGNS



benefit of the HPV vaccination for girls under the age of 14. Consequently, cervical cancer prevention services were under-utilized. So the NJIA team used an integrated approach to close the knowledge gap, and increase uptake of services.

WHAT WAS IMPLEMENTED?

In collaboration with the District Health Management Team NJIA leaders created educational campaigns, inviting students and their mothers to schools in three districts of Kagera.

CONTEXT AND AIMS

In 2019, NJIA leaders identified low uptake of CECAP services across Kagera region, as a key challenge to preventative services. Women were largely unaware of the screening services available to them, and there was also a lack of education about the

IMPACT

The campaign educated **927 students** on cervical cancer, and **277 14-year old girls** received the HPV vaccine between March and September 2019.

NJIA MOBILE HIV TESTING & CECAP

CONTEXT AND AIMS

Women living with HIV are 6 times more likely to develop cervical cancer than their HIV-negative peers, but in Kagera region, only 26% of health facilities provide cervical cancer screening services. In 2018, the NGO ICAP established community-based HIV testing and linkage services, and NJIA leaders saw this as opportunity to integrate cervical cancer prevention and treatment services, aiming to reducing barriers to cervical cancer screening, while bringing services closer to the community.

WHAT WAS IMPLEMENTED?

Leveraging on ICAPs' initiative, NJIA leaders organised mobile tents and transport for cancer screen and treat provision. Working closely with the DHMT, NJIA leaders and ICAP colleagues organised five HIV testing and cervical cancer screen and treat cam-

paigns in remote areas of the district.

IMPACT

481 women were screened with visual inspection with acetic acid (VIA) and 13 VIA positive women were identified and treated with cryotherapy during the same visit. 1 woman was identified as HIV positive and provided with the appropriate counselling and treatment. Five known clients living with HIV also attended the screening campaign, and one was identified as VIA positive and received cryotherapy treatment in the same visit.





Leadership Tools





Leadership Tools



The following section provides some leadership tools that are used throughout the iNJIA programme, and we have found to be useful when thinking about empowering leaders and supporting the leadership development of all individuals, regardless of their experience or role.

ICS Connect

The ICS connect is a psychometric tool that supports self-awareness and allows individuals to consider what their energy and/or strengths are, as well as what role they take within a team. It also allows teams to consider how they work together, leveraging their strengths to achieve the best outcomes.

Read more at: <https://ics-connect.com/>

Daily Double

The Daily double is a quick reflection tool that allows participants, in small groups, to reflect on or discuss their reaction to a particular meeting a session. It is guided through a specific question, and is a great way to wrap up a session.

The Coaching Habit: 7 Great Questions

The Coaching Habit is a coaching theory by Michael Stanier that aims to support people to coach their colleagues, teams and direct reports, through a number of simple questions.

Read more at: <https://boxofcrayons.com/the-coaching-habit-book/>

ICS Connect

INTRODUCTION

Developed in 1990, the ICS is a leadership tool designed to help teams connect with each other and in turn connect with their leaders. It helps leaders understand how their leadership preferences on how they see the world around them, and how they choose to interact with it. Successful leaders are able to express themselves differently based on the situation, and the ICS Connect helps identify the catalyst for that expression.

WHAT IS IT?

Drawing on Carl Jung's theory of psychologies, the ICS Connect divides a leader's ability to interact with their ecosystem into four colour energies. Increased awareness of a leader's different energies, and their willingness to adapt and connect significantly increases their chances at success. It is important to remember that leaders do not fall in one energy or another, but lie in a spectrum of all energies.

It takes all the colours to get things done!

?	+	Well-being	+	Possibility	+	Action	Erratic results, false starts
Data	+	?	+	Possibility	+	Action	Good first results, eventual burnout
Data	+	Well-being	+	?	+	Action	Results plateau
Data	+	Well-being	+	Possibility	+	?	Poor results
Data	+	Well-being	+	Possibility	+	Action	Sustainable, extraordinary results

ICS TOOLKIT

Green Energy

Data, Questioning,
Deliberate,
Precise, Detailed,
Cautious.

“Let’s do it right”

Blue Energy

Well-Being, Caring,
Sharing, Relaxed,
Encouraging,
Patient.

“Let’s do it together”

Yellow Energy

Possibility, Dynamic,
Demonstrative,
Persuasive,
Enthusiastic.

“Let’s do it
creatively”

Red Energy

Action,
Determined,
Competitive,
Purposeful, Strong-
willed, Demanding.

“Let’s do it now”

ICS: HOW PEOPLE'S ENERGIES SHOW UP ON GOOD AND BAD DAYS



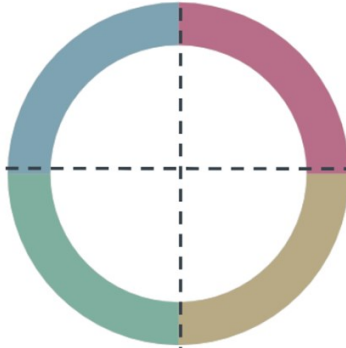
On a Good Day

Wants process
Precise
Deliberate
Questioning
Formal

Competitive
Demanding
Determined
Strong-willed
Purposeful

Caring
Encouraging
Sharing
Patient
Relaxed

Sociable
Dynamic
Demonstrative
Enthusiastic
Persuasive



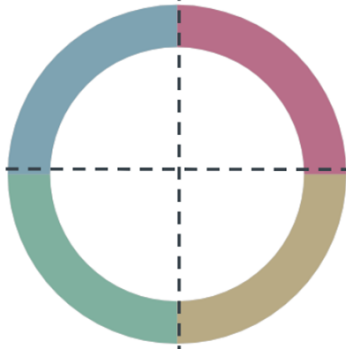
On a Bad Day

Indecisive
Suspicious
Cold
Reserved

Aggressive
Controlling
Overbearing
Intolerant

Docile
Slow moving
Reliant
Stubborn

Excitable
Emotional
Indiscreet
Hasty



DAILY DOUBLE

WHAT IS A DAILY DOUBLE?

A Daily double is five minute session at the end of a meeting where participants, in pairs, reflect on how they are feeling or what they have learned in that session. The daily double questions can reflect on any aspect of the session, the broader work environment, or an individuals' development, the important thing is making time for everyone to have

a reflective space at the end of a session.

WHY IS IT HELPFUL?

The daily double time to reflect on their own thoughts and feelings, think about how their current emotions are impacting their leadership, and share their reflections in a safe space with their colleague, allowing them to build stronger, trusting relationships with one another.

SAMPLE QUESTIONS

What was my best leadership moment this week?

What did I enjoy most about the session today? What could be improved for our next meeting?

What was uncomfortable or challenging for you to today?



THE COACHING HABIT: SAY LESS, ASK MORE

WHAT IS THE COACHING HABIT?

The Coaching Habit, a book on coaching theory by Michael Stagner, is a simple coaching habit that allows leaders to develop coaching methods that support their teams and produce great results, by using seven questions for coaching.

The author builds his theory based on the fact that coaching should be a regular, informal process that helps create an independent but connected team. He suggests using these questions for 10 minutes a day or less, to help dig into the seven great questions that helps leaders increase their impact as coaches. Try using these questions with your team to see how you can support their development.

THE 7 QUESTIONS

1. What's on your Mind?

A question to open a conversation that is open and focused

2. And what else?

This question works as a way to dig deeper into what your colleague is facing, and helps reinforce curiosity

3. What's the real challenge for you?

This question starts to focus in on what is troubling your colleague, or what they want support with?

4. What do you want?

This question is a follow-on, it helps bring you to the heart of the matter, so you focus on what is really wanted

5. How can I help?

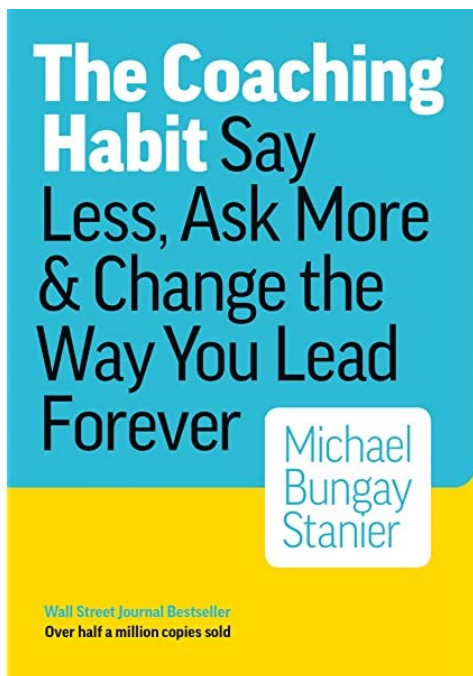
By asking this, you can learn what your colleague wants your role to be? Do they want you to listen? Encourage? Support?

6. If you're saying Yes to this, what are you saying NO to?

This question encourages your colleague to take a decision more slowly, consider their biases, and think about all of the other options.

7. What was most useful for you?

This helps you wrap up the conversation and reflect on what you have discussed with your colleague. Similar to a daily double, you have the opportunity to reflect, on what worked well, and how you can improve your conversations in the future.



Scan the QR code to
read the book!





Find out more
[Cervicalcancerresources.org](https://www.cervicalcancerresources.org)

