Training Team

In alphabetical order…

- Mary Kate Allee, NACCHO
- Reena Chudgar, NACCHO
- Deya Greer, NACCHO
- Beth Willett, Clark County, Kentucky

Introduction to the National Association of County and City Health Officials

Who we represent:
- The approximately 2,800 U.S. local health departments
- Health official and program staff

What we do:
- Provide education, information, research, and technical assistance to local health departments
- Facilitate partnerships among local, state, and federal agencies to promote and strengthen public health
  - State-local
  - National organizations and coalitions (program and advocacy)
  - Peer to peer

“The national connection for local public health”
Goal

• Participants will have the knowledge to initiate a MAPP process in their communities.

Objectives

By the end of this training, participants will be able to describe:

• why MAPP is a long-term, system-wide paradigm shift in public health practice;
• how to begin the MAPP process;
• the six phases of MAPP;

Objectives

By the end of this training, participants will be able to describe:

• how to use the NPHPSP within the MAPP process for performance improvement; and
• where to find MAPP resources.
MAPP - What and Why?

Health is…

- …a dynamic state of complete physical, mental, spiritual and social well-being and not merely the absence of disease or infirmity. (WHO 1998)
- Public health is “what we as a society do collectively to assure the conditions in which people can be healthy.” (IOM 1988)

Developing a healthy community...

Involves planning & collective action to generate solutions to community problems.

Developing a healthy community should be:
- a long-term endeavour,
- well planned,
- inclusive and equitable,
- holistic and integrated into the bigger picture,
- initiated and supported by community members,
- of benefit to the community, and
- grounded in experience that leads to best practice.
Developing a healthy community...

...requires and helps build community capacity
• to address issues
• to take advantage of opportunities
• to find common ground, and
• to balance competing interests.

It does not just happen—it requires both a conscious and a conscientious effort to do something (or many things) to improve the community.

MAPP provides...

• a framework,
• guidance,
• structure, and
• best practices...

for developing healthy communities.

MAPP is:

• A community-wide strategic planning process for improving public health.
• A method to help communities prioritize public health issues, identify resources for addressing them, and take action.
M.A.P.P

- Mobilizing: Engaging the community
- Action: Implementing a health improvement plan
- Planning: Applying strategic planning concepts
- Partnerships: Involving local public health system and community partners

MAPP Overview
Paradigm Shift

- MAPP is a journey, not a destination.
- MAPP is a shift in how we think about public health activities and planning with our communities.
- MAPP is a complete, long-term, system-wide PARADIGM SHIFT.

The MAPP Paradigm Shift

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<thead>
<tr>
<th>FROM</th>
<th>TO</th>
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<tbody>
<tr>
<td>Operational planning</td>
<td>Strategic Planning</td>
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<tr>
<td>Focus on the agency</td>
<td>Focus on community &amp; online public health system</td>
</tr>
<tr>
<td>Needs assessment</td>
<td>Emphasis on assets and resources</td>
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<tr>
<td>Medically oriented model</td>
<td>Broad definition of health</td>
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<td>Agency knows all</td>
<td>Everyone knows something</td>
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Three Keys to MAPP

- Focus on the Local Public Health System
- Strategic Thinking
- Community Driven Process
• Name 2 agencies
• List a need and resource for each agency
Strategic Thinking

- Requires broad-scale information gathering
- Encourages exploration of alternatives
- Places emphasis on future implications of present decisions
- Requires communication and participation
- Brings together divergent interests and values

Community Driven

- Mobilizing and engaging the community
- Partnerships to strengthen the community
- Planning driven by the community
- Action with and by the community

What Does a Community-Driven Process Look Like?

“There is a critical difference between going through the empty ritual of participation and having the real power needed to affect the outcome of the process.”

(Sherry Arnstein, 1969: “A Ladder of Citizen Participation,” pg. 1)
MAPP as a Framework

Focuses of Change Assessment

Strategies

Public Health Activities

Organizational or Community Visions

Priority Areas

Community Health Needs Assessment

Measure Department of health and Social Services Data

Community Health Needs Assessment

Public Health Activities

Strategies

Foundation for Success

- Focus on the Local Public Health System
- Strategic Thinking
- Community Driven Process

MAPP History

IOM: Public health is in disarray.

IOM defines CHIP emphasizing community involvement and performance monitoring.

Practitioners want a community-based process.
Benefits of MAPP

- Increases visibility of public health.
- Creates advocates for public health.
- Creates a healthy community and better quality of life.
- Anticipates and manages change.
- Creates a stronger public health infrastructure.
- Builds stronger partnerships.
- Builds public health leadership.

Life is a comedy for those who think and a tragedy for those who feel.
- Horace Walpole

Story from the Field:
Clark County, KY
“Creating a Culture of Health”
Beth Willett
Accreditation/QI/MAPP Coordinator
Clark County Health Department and Home Health Agency
Summer MAPP Training
Jefferson City, MO
July 18-19, 2013
Overview

• Quick story of Clark County
• Answer questions
  – Why MAPP and why now?
  – How has MAPP helped local public health practice in Clark County?
• Q & A

Clark County, KY

• Bluegrass Region
• Main city: Winchester

Demographics

• City: about 17,000
• County: about 18,000
• Total population: 35,446
  – 92.8% Caucasian
  – 5.0% Black or African American
  – 2.4% Hispanic or Latino
  – Less than 1% Asian, American Indian, Alaska Native, Native Hawaiian, and Other Pacific Islander
### Demographics & Social Factors

- 19 years and under: 25.8%
- 65 years and over: 14.1%
- % living below poverty line: 16% (13.8)
- % of children living below poverty line: 23%
- On-time graduation rate: 75% (82.4)

### Overview

- Separate City and County government
  - Mayor
  - Judge Executive
- 30% of health services are provided to clients NOT residing in Clark County
  - One of the largest and closest cities to Appalachia in KY
- Many Clark County residents go to Lexington for services, entertainment, shopping

### Partnership History

- Emergency Management
- Board of Education, School System
  - School Health
- City & County officials work well together
- History of collaboration
- Unique partnerships
  - Walking Trails
**Challenges & Strengths**

- Recognized community champions
- Multiple Foundations
- LHD seen as true community partner
- Religious and racial separations
- Small town—everyone knows history
- Local politics

**Why MAPP? Why NOW?**

- Supportive LHD Director
- LHD true community partner
- Changing economic climate
  - 25% loss of funds since 2008
  - Realigned our priorities
- Gained buy-in from local leaders
- National Accreditation
- Gold standard

**Catalyst for MAPP**

- Recent sale of non-profit hospital to a for-profit hospital system
  - Created 2nd largest foundation in KY
  - Money is only to be used for Clark and Powell Counties
- Leaders in this foundation and hospital board are very proactive and concerned about health
**MY Preparation**

- Attended MAPP training
- Used MAPP clearinghouse
- Talked with MAPP mentors
- Reviewed what had already been done in my county

**LPHS: Benefits of MAPP**

- “Because of MAPP...”
  - Unique partnerships that did not exist formally before implementation
  - Culture of community is shifting
  - Leaders feel time is right for other projects
  - Partners generating new ideas
  - Users of services involved in data collection
    - Empowerment

**MAPP - Nuts and Bolts**

Getting Started:
Organize for Success
Beginning the Process

Bringing Local Initiatives Together

Phase 1: Organize for Success

Or… plan your party.

- Who will make the best guests?
- What should they bring?
- Whom do you have to invite?
- What’s happening during the party?
- What do you want everyone to say after the party?
Phase 1: Organize for Success/Partnership Development

Plan a MAPP process that
- Builds commitment
- Engages participants
- Uses participants’ time well
- Results in a plan that can be implemented successfully

6 Steps to Organize for Success/Partnership Development

- Determine the Need
- Identify and Organize Participants
- Design the Planning Process
- Assess Resource Needs
- Conduct Readiness Assessment
- Determine How the Process Will Be Managed

Engaging Community Members

Before
Make it Fun

Good Evaluation...

- Is not an afterthought or something that is done only if there is extra money.
- Measures progress and identifies reasons for celebration.
- Informs continuous improvements.
- Doesn't have to be difficult.
- Doesn't happen only during the action cycle—evaluation should be considered at every phase of the process.

Phase 1 Process Evaluation

Did we fulfill phase 1 objectives?
Ask the community, did we...
- Ensure that the appropriate participants were included?
- Educate participants on the activities that will be undertaken, their responsibilities, how long it will take, and the results that are expected?

If the community answers no, ask...
- Who else needs to be included?
- What about the process remains unclear?

These questions should be asked and addressed throughout the process.
Phase 1 Process Evaluation

Ask the community, did we...
- Structure a planning process that engages participants as active partners?
- Structure a planning process that uses participants' time well?
- Structure a planning process that builds commitment?
- Set a tone of openness and sustained commitment among participants?
- Structure a planning process that results in a realistic plan?

Continuously assess what can be improved as the community moves forward in the process.

Preparing for Outcome Evaluation

- If we implement MAPP successfully, what will the process look like?
- What do we expect to achieve after one iteration of the MAPP process?
  - Increased community engagement
  - Stronger partnerships
  - Better system efficiency
  - More system resources
  - Less system redundancies
  - Return on investment
  - Improved health
- How will we know we've successfully met our expectations?

Organizing for Success

- Visioning
  - Identify Strategic Issues
  - Formulate Goals and Strategies
- Action Cycle
  - MAPP Core Group
  - MAPP Steering Committee
  - LPHS Partners & Greater Community
  - Steering Committees, LPHS Partners, Greater Community
  - Goal 1 Subcommittee
  - Goal 2 Subcommittee
  - Goal 3 Subcommittee
  - Goal 4 Subcommittee
  - Goal 5 Subcommittee
Clearinghouse Tools

- Sample Budget
- Committee Applications
- Sample Invitation Letters
- Committee Organizational Chart
- Committee Process Evaluation
- PARTNER Tool
  http://www.partnertool.net

MAPP - Nuts and Bolts

Getting Started: Visioning

Visioning
Phase 2: Visioning

Vision and values statements provide
- focus
- purpose
- direction

Steps in Visioning Process
- Identify other visioning efforts
- Design the visioning process
- Conduct the visioning process
- Formulate the vision statement and common values
- Keep the vision and values statements alive

MAPP Visions

“A responsive, sustainable public health system that, through cooperative efforts, planning and policy development, a broad focus on health promotion and disease prevention, and shared leadership and accountability, is positioned to respond to current and future public health challenges, and protects and promotes the health and well-being of all Chicago communities, residents and visitors, particularly the most disadvantaged”
- Chicago, IL

“All stakeholders in East Tennessee will be engaged in creating conditions for improved health and quality of life.”
- East Tennessee Regional Health Council
Phase 2 Process Evaluation

Did we fulfill phase 2 objectives?

Ask the community, did we…

• Guide the community through a collaborative process resulting in a shared vision and values?

If the community answers no,

• Why wasn’t the process collaborative?
• Why isn’t the vision and values shared?
• What could have been improved?
• What will be done in subsequent phases to ensure better collaboration?

Clearinghouse Tools

• Sample Vision Survey
• Invitation to a Visioning Session
• Example Vision & Value Statements

There’s little worse than doing the wrong thing better and better.
- John C. Johnson
**Overview**

- Early buy-in and sustaining momentum
- Visioning
- Skills for successful facilitation of MAPP
- Q & A

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**Early Stage: Gain Buy-In**

- Politicians
- Historically influential leaders
- Chamber of Commerce
- Hospital, other health agencies
- Civic Groups
- Local champions
- School system(s)
**Facilitation Decision**

- Choose outside facilitation
  - Organizing for Success
  - Visioning

- Did not use them after Visioning Phase

**Official Kick-Off Event**

- Morning breakfast and 1 hour meeting
  - Introductions from PH Director and Foundation
  - MAPP Introduction

- Sent out about 370 postcard invitations

- Used community distribution lists
  - Chamber
  - Mayor’s E-line

*Our Healthy MAPP Community*
Sustained Momentum

• “I listened to you…”
• Staying a step or two ahead
• Identified day of week and time of month without conflict
• Wrote newspaper articles
• Regularly attended civic and community meetings
• Active meetings with team-building
• Celebrate successes

Active Partners

• Put in time for education on process
• Tangible outcomes (CHA & CHIP)
  — Rowboat visual
• Videos on MAPP Clearinghouse
• Gained commitment at end of each meeting for next steps
  — “You are the expert!”
• Clear expectations
• Frame messages (ROI)
Visioning

• Launched directly into visioning
  – Gathered partner input
  – Users of services
• Subcommittee developed vision
  – 11 partners

OUR SHARED VISION

The Clark County community will work together to improve our health and wellness through education, communication and accessibility.
Objective:
Describe how to conduct the four MAPP assessments and explain their importance

Traditional Data & Intervention

- **DATA**: Infant mortality is higher among African Americans than whites.
- **INTERVENTION**: Preconception and prenatal health education programs tailored to African American women
The Four Assessments

- Community Health Status
- Community Themes and Strengths
- Local Public Health System (NPHPSP)
- Forces of Change

Community Themes and Strengths Assessment

Identifies
- Themes that interest and engage the community
- Insights about quality of life
- Community assets

Steps
- Establish a subcommittee
- Implement activities to identify community themes & strengths
- Compile the results
- Sustain community involvement
Community Themes and Strengths Assessment

Collect community input via:
- Focus groups
- Surveys
- Brainwriting exercise
- Windshield surveys
- Photovoice
- Town hall meetings
- Informal discussions with community

Important Tip: Have community members participate on planning committees

Focus on Assets
- Opportunities vs. problems
- Partners vs. “clients”

Use Reflective Listening
- Stop Talking
- Listen Carefully
- Repeat Back
- Ask Questions to Probe for How’s and Why’s
- Listen Again

Warren County, NJ
Forces of Change Assessment

Identifies forces that are occurring or will occur that will affect the community or the local public health system.

Forces of Change Assessment

Focuses on issues broader than the community including:
• Uncontrollable factors that impact the environment in which the LPHS operates
• Trends, legislation, funding shifts, politics, etc.

Forces of Change Assessment

Steps
• Identify a facilitator and location and design the session
• Hold a brainstorming session and develop a list of forces of change
• Identify possible impacts for each force
Local Public Health System Assessment

Measures the capacity of the local public health system to conduct essential public health services

LPHSA = NPHPSP Local Instrument

1. Monitor health status
2. Diagnose and investigate health problems
3. Inform, educate and empower people
4. Mobilize communities to address health problems
5. Develop policies and plans
6. Enforce laws and regulations
7. Link people to needed health services
8. Assure a competent workforce - public health and personal care
9. Evaluate health services
10. Conduct research for new innovations

Local Public Health System Assessment Steps

1. Plan your assessment approach
   - Retreat vs. series of meetings
   - Breakout groups vs. everyone together
   - It’s important to think about the number of participants.
2. Invite participants
   - Provide orientation materials, e.g. Model Standards, 10 Essential Public Health Services
3. Complete the assessment
   - Use facilitators and recorders
4. Submit assessment data and obtain your report
Essential Service Model Standard

National Public Health Performance Standards Version 3

- Less jargon
- Fewer questions
- Improved layout
- Same amount of time

Community Health Status Assessment

Analyzes Data about
- Health status
- Quality of life
- Risk factors
Community Health Status Assessment

- Convene a group of diverse community partners
- Review results from other MAPP assessments
- Select indicators of interest
- Identify existing data sources
- List missing data
- Collect data
- Organize and analyze data
- Establish an updatable monitoring system
- Evaluate and improve system

Community Health Status Assessment

11 Categories of Data
- Demographic Characteristics
- Socioeconomic Characteristics
- Health Resource Availability
- Quality of Life
- Behavioral Risk Factors
- Environmental Health Indicators
- Social and Mental Health
- Maternal and Child Health
- Death, Illness and Injury
- Infectious Disease
- Sentinel Events

Getting Organized for Assessment

Steps
- Manage each assessment separately.
- All four can be conducted concurrently, although this can be hard.
- Hard work, but it beats waiting for a miracle!
Clearinghouse Tools

- Data worksheets
- Sample surveys, also in Spanish
- Assessment data presentation
- Examples of CHSA reports

Phase 3 Process Evaluation

Ask the community, did we...

- Include indicators that are important to our community?
- Effectively include the community in the design, implementation, and analysis of assessment data?
- Use the most effective data collection methods?
- Ensure results from one assessment did not overshadow another assessment?

Preparing for Outcome Evaluation

- Reflecting on our vision, did we collect data that will inform whether we moved toward our vision?
- Reflecting on what we want to achieve through the process, will our data help confirm success?
  - Increased community engagement
  - Stronger partnerships
  - Better system efficiency
  - More system resources
  - Less system redundancies
  - Return on investment
  - Improved health
**Traditional Data & Intervention**

- **DATA:** Infant mortality is higher among African Americans than whites.
- **INTERVENTION:** Preconception and prenatal health education programs tailored to African American women

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**MAPP Assessment Data**

- **CHSA:** Infant mortality is higher among African Americans than whites.
- **CTSA:** Literature links chronic stress to poor health outcomes. Participants in the focus group name housing concerns as their top stressor.
- **LPHSA:** The public health system is strong in monitoring health (ES 1) and health education (ES 3) but weak in mobilizing the community (ES 4) and developing policies and plans (ES 5).
- **FOCA:** City policies are leading to gentrification and inadequate high-quality housing stock.

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**MAPP Strategic Issue**

**Strategic Issue:** How can we advocate for and implement policies that contribute to equitable housing conditions?
**Subcommittee Membership**

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<thead>
<tr>
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<th>CHSA</th>
<th>CTSA</th>
<th>LPHSA</th>
<th>FOCA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Members</strong></td>
<td>Epidemiologists, Data Enthusiasts &amp; Data Collectors</td>
<td>LPHS Partners, Community Residents, Health Educators, Public Health Nurses</td>
<td>LPHS Partners</td>
<td>Leaders in the Community “Movers &amp; Shakers”</td>
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<tr>
<td><strong>Knowledge</strong></td>
<td>Data management, analysis, reporting, technology, validation</td>
<td>Community assets, resident issues, quality of life, Qualitative methods</td>
<td>Distribution and use of local public health services, Facilitation skills</td>
<td>Major local, state &amp; national policy issues, demographic trends, future events</td>
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**Collectively, the Four Assessments**

- Provide insight on the gaps between current circumstances and vision.
- Serve as the source of information from which the strategic issues, strategies, and goals are built.
New Day, New Seats. Sit with Someone New

DATA COLLECTION

Story from the Field: Clark County, KY

Overview

• Describe implementation of assessments
  – Why choose to do all 4?
• Describe how data from each assessment was informed by other data
Laying the groundwork

• Partners self-select into subcommittees
• The “hooks”...
  – End point to the commitment
  – “In lieu of large meetings, we will meet in our subcommittees for next several months…”
  – Describe the 4 assessments to them

• All subcommittees had similar beginning meetings

CHSA

• Start early
• Locally appropriate indicators
• Lesson learned: had a subcommittee, but really ended up being myself and 2 students collecting most of the data

Data Categories

Section 1: Community Description
Section 2: Access to Health Care and Coverage
Section 3: Quality of Life
Section 4: Behavioral Risk Factors
Section 5: Environmental Health Indicators
Section 6: Social and Mental Health
Section 7: Maternal and Child Health
Section 8: Death, Illness and Injury
Section 9: Communicable Disease

*We also used the CDC’s Most Frequently Recommended Health Indicators List
CTSA

- Biggest subcommittee (very necessary)
- Education on data collection methods
- Use the trusted leaders in subpopulations
  - Faith groups
  - Minority
  - Incarcerated
  - Youth
  - Uninsured

Our Primary Data Collection

- Community Surveys: 1082 (394 needed)
- Focus Groups: 4
  - Senior Citizens
  - Uninsured
  - Female Incarcerated population
  - Service providers (Elderly and Aging)
- Key Informant Interviews: 12
  - Leaders in community
- Wailing Walls: 6+
  - Relay for Life, Juneteenth Celebration

WHAT DOES HEALTH MEAN TO YOU?
**LPHSA**
- National Public Health Performance Standards
- Day-long event
- Train your facilitators and note-takers
  - If possible, recruit students or fellow colleagues in other counties
- Use CDC resources

**FOCA**
- No subcommittee
- Talked about FOC throughout process
- Officially completed at one of the large meetings

**Tying it all together**
- Allot enough time for data compilation
- Realize data from one assessment may lead to new data collection in another
- Realize that you may have several “versions”
  - General public
  - Partners
  - Strategic planning
  - Funders
Cross Cutting Themes

- Obesity
  - CTSA
    - 2 health concern for residents
    - Concerns about safety for exercising outside
  - FOCA
    - Public green space in old hospital property
    - Technology - increase in sedentary lifestyles
  - LPHSA
    - Are we evaluating current services for impact?
    - Are we leveraging policy and plan development strength?
  - CHSA
    - 14.1% of 2-4 year olds are obese
    - 29% of adults obese
    - 18% report eating 5 or more servings fruits and vegetables
    - 16% live below poverty line

MAPP Assessment Benefits

- Data for grant writing
- Data for program planning
- Creates data tracking system
- Helps balance perception with reality
  - Both are important
“WHAT DO YOU DO TO STAY HEALTHY?”

**MAPP - Nuts and Bolts**

**Exercise: Designing the Assessments**

**Identify Strategic Issues**

Strategic issues are fundamental policy choices or critical challenges that must be addressed in order for a community to achieve its vision.
Strategic Issues
Relationship Diagram – Example

Relationship to Vision: Accessible Services

Community Health Status Assessment

- Lack of men's programs
- Inconvenient clinic hours
- CHIP confusing

Community Forces of Change Assessment

- Language barriers to care
- Many agencies conduct outreach

Community Themes and Strengths

- Employer based insurance model inadequate
- Many agencies conduct outreach
- CHIP confusing

Strategic Issue

How can the public health community ensure access to population-based and personal health care?

Local Public Health System Assessment

- Lack of men's programs
- Inconvenient clinic hours
- Language barriers to care
- Many agencies conduct outreach

The Process

- Determine the method for completing this phase
- Present summary of all four assessments
- Brainstorm potential strategic issues
- Develop an understanding about why an issue is strategic
- Consolidate overlapping or related issues
- Arrange issues into an ordered list
- Disseminate results
- Evaluate the process

Knox County, TN

- 10 pairs
- 180 data points on colorful paper
- Group sorting
- Category naming
- Community meeting
Knox County, TN

Inequity

Mobilizing Partnerships

Policy

Strategic Issues

1. How can we create a sustainable network of partnerships that effectively contributes to improved community health?
2. How can we achieve equitable health outcomes for all community members?
3. How can we position health as a consideration in community policy and planning decisions?

Clearinghouse Tools

- Example Process Description
- Outline of Committee Duties and Responsibilities
Phase 4 Process Evaluation

Did we fulfill phase 4 objectives?

Did we...

• Effectively analyze and synthesize the data from all four MAPP assessments?

• Use an effective process to identify the fundamental policy choices or critical challenges that must be addressed in order for our community to achieve its vision?

• Ensure partners collectively identified and felt ownership of strategic issues?

• Ensure strategic issues were not biased by any one agency’s agenda?

• Ensure our strategic issues resonate with the community?

Formulate Goals and Strategies

• Form goal statements related to strategic issues

• Identify strategies for achieving goals

Example of a Strategic Issue, Goal & Strategy

• Strategic Issue: How can we improve the built and natural environments to foster healthy behaviors and lifestyles?

• Goal: All persons will benefit from the integration of health into built and natural environments.

• Strategy: Ensure that all decisions, programs, and plans take into consideration the impact on health and safety of the community (including proposed development projects).
Steps

1. Determine how goals and strategies will be developed
2. Develop goals
   • Reference vision statement and strategic issues

Steps continued

3. Generate a variety of strategies
   • Resist pressures to settle for an obvious or comfortable strategy
   • Reference MAPP assessment data

Steps continued

4. Brainstorm barriers to implementation
   Think about…
   • Resources
   • Community support
   • Legal or policy impediments to authority
   • Technological difficulties
   • Limited organizational or management capacity
5. Draft implementation details
Consider…
• What specific actions need to take place?
• What is a reasonable timeline?
• Which organizations and individuals should be involved?
• What resources are required and where will they come from?

Steps continued
6. Select strategies
7. Adopt strategies
8. Draft the planning report (Publish a community health improvement plan)
9. Celebrate and share the final plan

Phase 5 Process Evaluation
Did we fulfill phase 5 objectives?
Did we…
• Use an effective process for formulating our goals and strategies?
• Ensure our goals and strategies reflect what the community collectively wants to achieve?
• Effectively formulate goals and strategies such that we can develop practical work plans?
Preparing for Outcome Evaluation

- Phase 5 provides a critical connection between your community’s strategic plan and how public health improvements will be made.
- It is important to explicitly detail how strategies will help reach goals and how goals address strategic issues.

Clearinghouse Tools

- Sample Invitation to Participate in Process
- Outlined Process Goals & Objectives to Share with Participants
- Examples of Community Health Plans
- PEARL Test Checklist

MAPP - Nuts and Bolts

Exercise: Data Points
The Action Cycle

- Plan
- Implement
- Evaluate

Steps in Planning

1. Organize for action
2. Develop Specific, Measurable, Achievable, Realistic, Time specific objectives
3. Establish accountability for achieving objectives
4. Develop action plans
5. Review action plans for opportunities for coordination

90-day implementation steps worksheet

<table>
<thead>
<tr>
<th>Strategic direction</th>
<th>Accomplishment title (what)</th>
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<tbody>
<tr>
<td>Coordinator</td>
<td>Collaboration partners</td>
</tr>
<tr>
<td>Evaluation measures</td>
<td>Budget</td>
</tr>
<tr>
<td>External</td>
<td>Next meeting date</td>
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From The Institute of Cultural Affairs, Technology of Participation
**Action Cycle Resources**

- Quality Improvement
- Community Balanced Score Card (http://www.rtmteam.net)
- UNC Management Academy Business Planning (http://www.maph.unc.edu)
- National Registry of Evidence Based Programs and Practices: http://nrepp.samhsa.gov/

**Business Planning Questions to Consider**

- Who will be the customers for your program?
  - Describe the types of messages that might best reach your target audiences and why.
- In what "industry (ies)" does your program fit?
  - Who do you know who knows this industry?
  - What are the key success factors in this industry?
  - What major trends might affect this industry in the next several years? (economic, demographic, public policy, technology)
- What need do you want to address with this program?
  - How do you know the need exists?
- List the other entities that offer the type of product or service you plan to offer. Which of these might be a potential partner, and what might they offer?
- What specific number of FTEs will be needed for this program?
- What activities will the program involve?
- List at least five (5) things that, if they happen, could cause you to abandon your plan.
- How much will you charge per unit for your product or service?

From Public Health Business Planning: A Practical Guide (Orton, Menkens, Santos)

**Phase 6 Process Evaluation**

**Did we fulfill phase 6 objectives?**

Did we...

- Effectively use assessment data to inform action cycle planning?
- Identify SMART objectives related to each strategy and goal?
- Use an effective division of labor and organizational structure?
- Ensure system partners have ownership of action cycle activities?
- Ensure energy and progress was sustained throughout the action cycle?
- Effectively use evaluation results to improve action cycle activities?
MAPP Outcome Evaluation

• Did we implement action plans that moved us closer to our goals and that addressed our strategic issues?

• Did our iteration of the MAPP process meet our initial expectations identified during phase 1?

Clearinghouse Tools

• Toolkit on Addressing Health Disparities
• Planning Templates
• Flyers
• Agendas
• Progress Report
• Evaluation Tools

BEST PRACTICES

Story from the Field
Overview

- Valuable skills
- Helpful tools
- Challenges encountered
- Q & A

Skills

- Public speaking
- Proficient with Excel and statistical software
- Organization
- Assertiveness
- Facilitation
- Trust-building

Lessons Learned

- Build capacity from very beginning
  - Program design
  - Program evaluation
  - Data-driven decision making
  - QI
- Frame messages appropriately for your audience
- Partner with neighboring counties or entities doing health assessments
- If I could do it all over again...
**Tools**

- MAPP Clearinghouse
  - MAPP Mentors
  - NACCHO staff
- The TEAM Handbook 3rd Ed.
  - Oriel; Peter R. Scholtes, Brian L. Joiner, Barbara J. Streibel
- The Art of Focused Conversation
  - R. Brian Stanfield

**Tools**

- Facilitation at a Glance! Pocket Guide 3rd Ed.
  - Ingrid Bens
- Facilitation training
  - Formal or informal
- Local or regional universities
  - Practicum students
- Public Health Training Center

**Challenges**

- Balancing leaders and agendas
- Engaging major partners
  - Figure out challenging political arenas in your community and start early on engagement
  - If you don’t know, have candid conversations with Director or Health Officer
- Waning levels of engagement
  - Realize not everyone has to be engaged to the level you are!
  - Partners will come back around
  - Sell the concept right, and they will buy-in and be there when you need them
  - Use time very wisely
THANK YOU!

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