

WELCOME

Mobilizing for Action through Planning and Partnerships

NACCHO

National Association of County & City Health Officials

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Training Team

In alphabetical order...

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

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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"

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## Goal

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



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## 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;



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## 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.



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## MAPP - What and Why?



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### 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) *and...*
- Public health is "what we as a society do **collectively** to **assure the conditions** in which people can be healthy." (IOM 1988)

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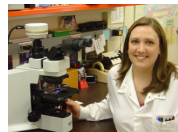
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### Developing a healthy community...

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.

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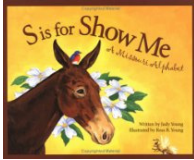
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## Developing a healthy community...

...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.

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## MAPP provides...



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

for developing healthy communities.

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## 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.



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## 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

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## MAPP Overview




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## 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.

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## The MAPP Paradigm Shift

FROM	TO
Operational planning	Strategic Planning
Focus on the agency	Focus on community & entire public health system
Needs assessment	Emphasis on assets and resources
Medically oriented model	Broad definition of health
Agency knows all	Everyone knows something

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## Three Keys to MAPP



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

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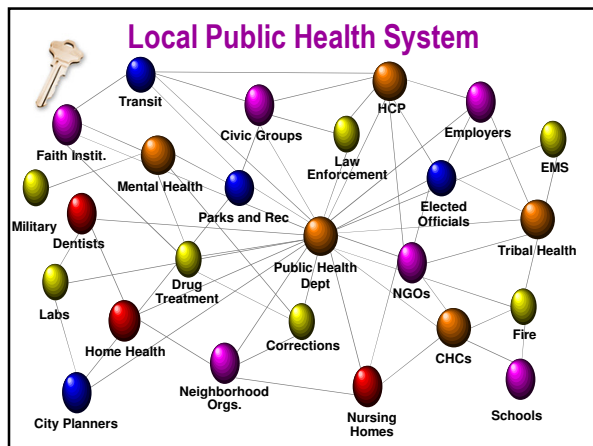
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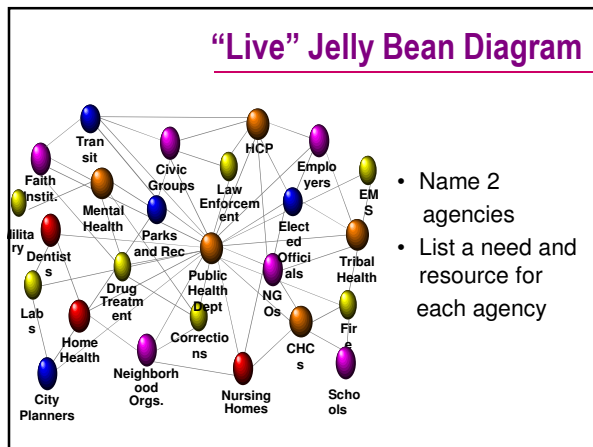
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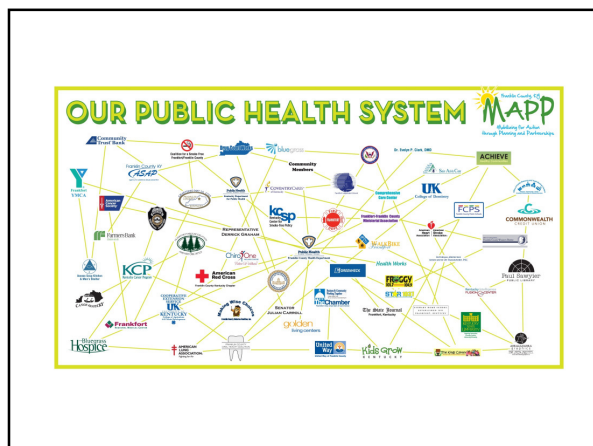
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## Strategic Thinking

- 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



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## Community Driven

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



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## 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)



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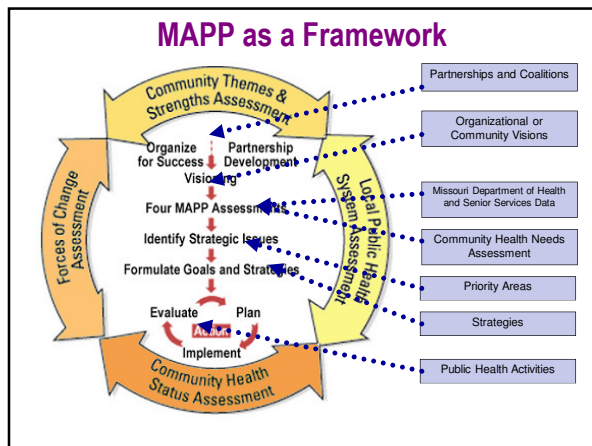
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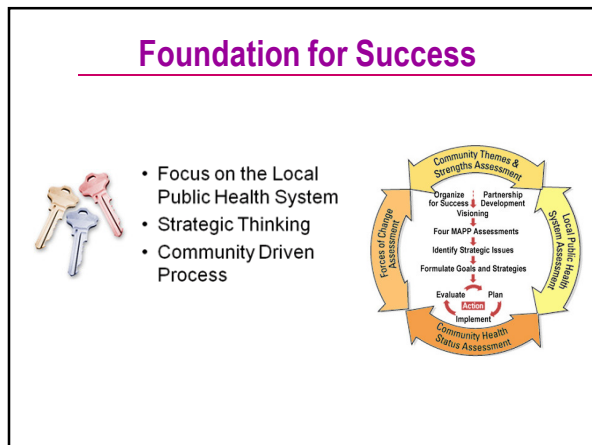
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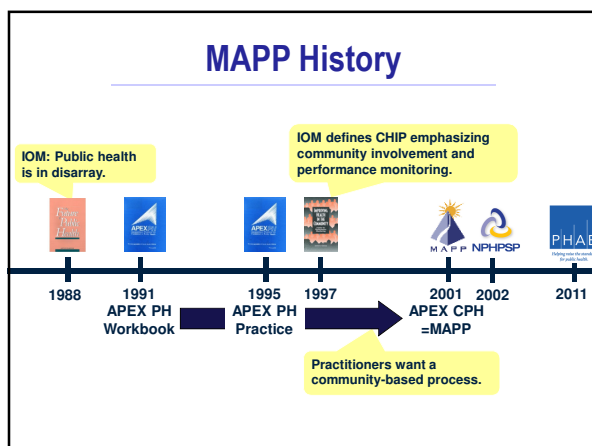
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## Benefits of MAPP



- **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



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## Clark County, KY

- Bluegrass Region
- Main city: Winchester



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## 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



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## ***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)

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## ***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**

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## ***Partnership History***

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



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### ***Challenges & Strengths***

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

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### ***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

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### ***Catalyst for MAPP***

- Recent sale of non-profit hospital to a for-profit hospital system
  - Created 2<sup>nd</sup> 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

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### ***MY Preparation***

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



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### ***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



A Project of the Clark CO Activity Coalition

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### **MAPP - Nuts and Bolts**



Getting Started:  
Organize for Success

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## Beginning the Process




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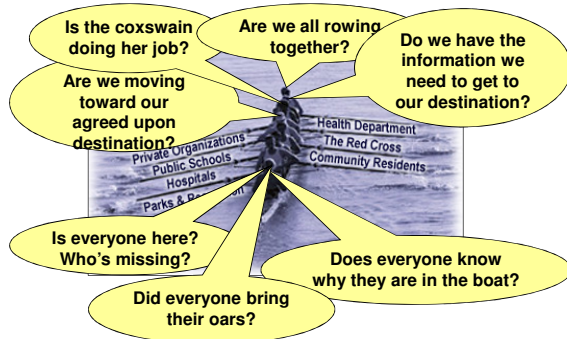
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## Bringing Local Initiatives Together




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## 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?

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## 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

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## 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

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## Engaging Community Members



Before

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## Make it Fun

After

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## 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.




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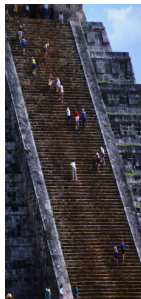
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## Phase 1 Process Evaluation



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.

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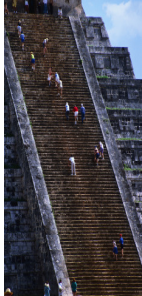
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## Phase 1 Process Evaluation



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

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## 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?




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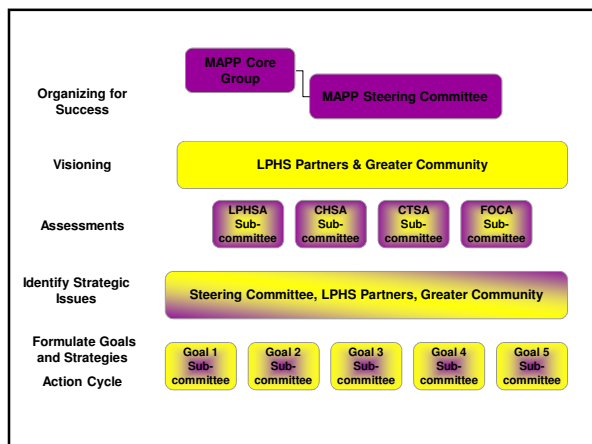
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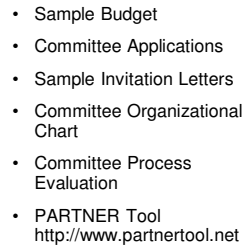
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The diagram illustrates the four phases of the Public Health System Assessment (PHSA) process, arranged in a circle around a central flow of activities. The phases are represented by colored arrows pointing clockwise: yellow for 'Community Themes & Strengths Assessment', yellow for 'Local Public Health System Assessment', orange for 'Community Health Status Assessment', and blue for 'Forces of Change Assessment'. The central flow of activities is as follows: 'Organize : Partnership for Success : Development' (with 'Visioning' highlighted in a red box), 'Four MAPP Assessments', 'Identify Strategic Issues', 'Formulate Goals and Strategies', 'Evaluate', 'Plan', 'Action' (highlighted in a red box), and 'Implement'.

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## Phase 2: Visioning



### Vision and values statements provide

- focus
- purpose
- direction

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## 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

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## 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

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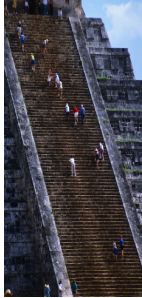
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## Phase 2 Process Evaluation



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?

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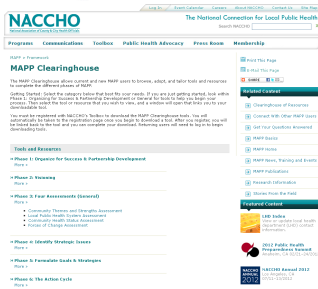
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## Clearinghouse Tools



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

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There's little worse than doing  
the wrong thing better and  
better.

- John C. Johnson

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Story from the Field: Clark County, KY

## ORGANIZING FOR SUCCESS & VISIONING



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### 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)



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### ***Facilitation Decision***

- **Choose outside facilitation**
  - Organizing for Success
  - Visioning
- **Did not use them after Visioning Phase**

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### ***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



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### ***"Our Healthy MAPP Community"***

**Get involved!** It will take all of us working together to improve health in our community. Please let us know how you or your organization would like to be involved.

- ☐ I am able to commit on behalf of my organization.
- ☐ I am not able to make commitments on behalf of my organization.  
You need to contact: \_\_\_\_\_
- ☐ I do not represent an organization. My participation is as a valuable individual community member!

**Please check all that apply:**

- ☐ I would like to receive regular updates and announcements from "Our Healthy MAPP Community", and will share as appropriate with my organization.
- ☐ I would like to be a member of the "Our Healthy MAPP Community" Partnership. The Partnership will participate in developing a coordinated action plan to address Clark County's health priorities. Partnership members may be listed in "Our Healthy MAPP Community" publications, and will be invited to attend meetings and events. Partnership members may also volunteer their time, expertise, or other resources on behalf of themselves and/or their organization. Please explain below how you would like to be involved.  
\_\_\_\_\_
- ☐ I would like to be considered for service on the Steering Committee of the "Our Healthy MAPP Community" Partnership. The Steering Committee will provide direction and coordination for "Our Healthy MAPP Community" by meeting monthly over the next twelve months. Responsibilities will include making decisions about priority setting, action planning, and building relationships with other key partners in

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## ***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

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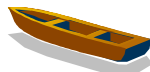
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## ***Active Partners***

- 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)




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## ***Visioning***

- **Launched directly into visioning**
  - Gathered partner input
  - Users of services
- **Subcommittee developed vision**
  - 11 partners



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## ***OUR SHARED VISION***

***The Clark County community will  
work together to improve our  
health and wellness through  
education, communication and  
accessibility.***

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## MAPP - Nuts and Bolts



The Four Assessments

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### Objective:



Describe how to conduct the four MAPP assessments and explain their importance

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### 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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## The Four Assessments

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



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## Community Themes and Strengths Assessment



### Identifies

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

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## Community Themes and Strengths Assessment

### Steps

- Establish a subcommittee
- Implement activities to identify community themes & strengths
- Compile the results
- Sustain community involvement



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## 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

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## Community Themes and Strengths Assessment



### 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

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## Warren County, NJ




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## Forces of Change Assessment



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

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## 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.

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## 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

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## Local Public Health System Assessment



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

**LPHSA = NPHPSP Local Instrument**

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## My Dog is Mad Don't Ever Let an Event Rise.

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

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## 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**




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**Essential Service**

**Model Standard**

**LPHS Essential Service 1: Monitor health status to identify community health problems**

*What is going on in our community?  
Do we know how healthy we are?*

Monitoring health status to identify community health problems encompasses the following:

- Accurate, ongoing assessment of the community's health status.
- Identification of threats to health.
- Determination of health service needs.
- Attention to the health needs of groups that are at higher risk than the total population.
- Identification of community assets and resources that support the public health system in promoting health and improving quality of life.
- Use of appropriate methods and technology to interpret and communicate data to diverse audiences.
- Collaboration with other stakeholders, including private providers and health benefit plans, to manage multi-sectoral integrated information systems.

**LPHS Model Standards 1.1: Population-Based Community Health Assessment (CHA)**

The local public health system (LPHS) develops a detailed community health assessment (CHA) to allow an overall look at the community's health. A CHA identifies and describes factors that affect the health of a population, and factors that determine the availability of resources within the community to adequately address health concerns. This provides the foundation for improving and promoting the health of the community and should be completed at least every 3 years. Data included in the community health assessment are accurate, reliable, and interpreted according to the evidence base for public health practice. CHA data and information are shared, displayed, and updated in a continuous and ongoing fashion according to the needs of the community.

With a CHA, a community receives an in-depth picture or understanding of the health of the community. From the CHA, the community can identify the most at-risk populations and related health inequities, prioritize health issues, identify best practices to address health issues, put resources where they are most needed, and provide a basis for collaborative efforts to promote the public's health. The CHA also tracks the health of a community over time and compares local measures to other local, state, and national benchmarks.

To accomplish this, members of the LPHS work together to:

- Conduct regular community health assessment.
- Continuously update the community health assessment with current information.
- Promote the use of the community health assessment among community members and partners.

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## National Public Health Performance Standards Version 3

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

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## Community Health Status Assessment

**Analyzes Data about**

- Health status
- Quality of life
- Risk factors

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## 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

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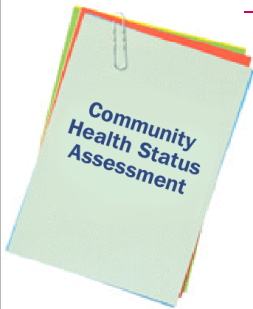
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## Community Health Status Assessment



### 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

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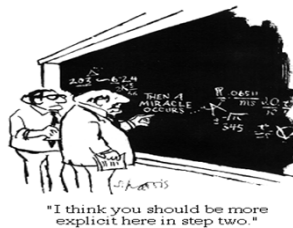
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## Getting Organized for Assessment

### 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!



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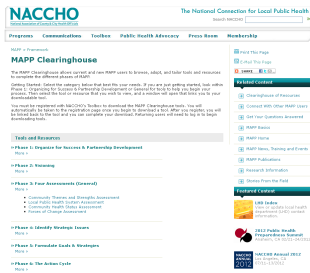
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## Clearinghouse Tools



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

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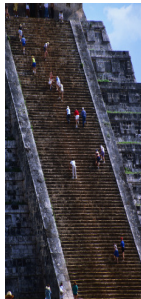
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## Phase 3 Process Evaluation



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?

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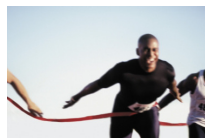
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## Preparing for Outcome Evaluation

- 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



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## 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?

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## Subcommittee Membership

	CHSA	CTSA	LPHSA	FOCA
<b>Members</b>	Epidemiologists, Data Enthusiasts & Data Collectors	LPHS Partners, Community Residents, Health Educators, Public Health Nurses	LPHS Partners	Leaders in the Community "Movers & Shakers"
<b>Knowledge</b>	Data management, analysis, reporting, technology, validation	Community assets, resident issues, quality of life, Qualitative methods	Distribution and use of local public health services, Facilitation skills	Major local, state & national policy issues, demographic trends, future events

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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.

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New Day, New Seats.  
Sit with Someone New



**NACCHO**  
National Association of County & City Health Officials

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Story from the Field: Clark County, KY

**DATA COLLECTION**



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**Overview**

- Describe implementation of assessments
  - Why choose to do all 4?
- Describe how data from each assessment was informed by other data



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### ***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**



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### ***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**



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### ***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**

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

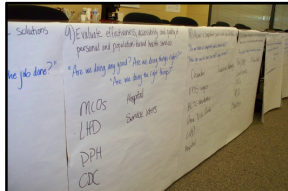


- **Community Surveys:** 1082 (394 needed)
- **Focus Groups:** 4
  - Senior Citizens
  - Uninsured
  - Female Incarcerated population
  - Service providers (Elderly and Aging)
- **Key Informant Interviews:** 12
  - Leaders in community
- **Wailing Walls:** 6+
  - Relay for Life, Juneteenth Celebration

[illegible]

## ***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**



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## ***FOCA***

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



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## ***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



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## 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

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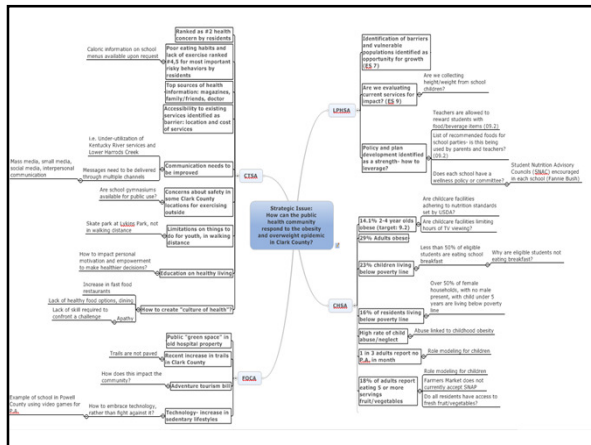
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## MAPP Assessment Benefits

- Data for grant writing
- Data for program planning
- Creates data tracking system
- Helps balance perception with reality
  - Both are important




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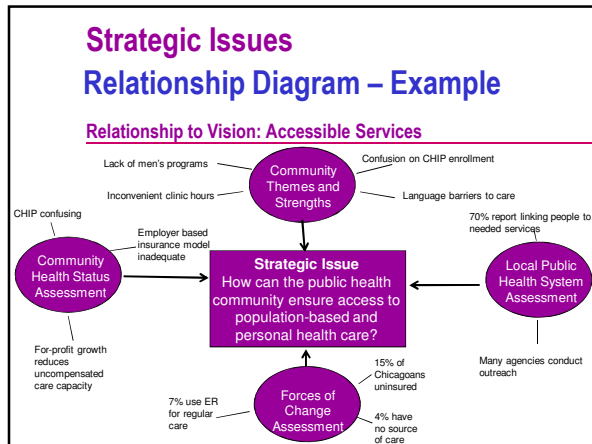
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## The Process



- 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

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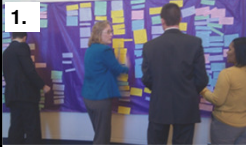
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## Knox County, TN

**1.**




- 10 pairs
- 180 data points on colorful paper
- Group sorting
- Category naming
- Community meeting

**2.**



**3.**



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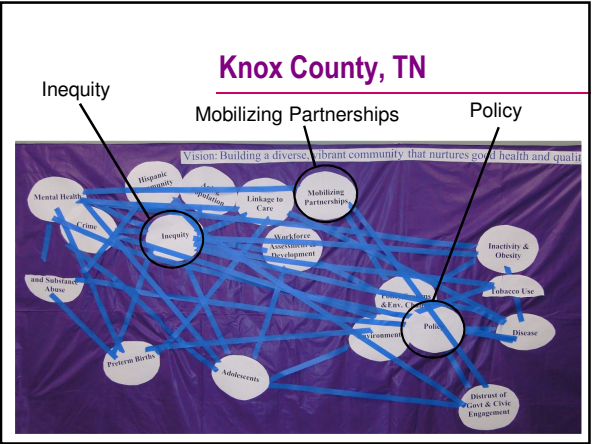
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- Strategic Issues**
1. How can we create a sustainable network of partnerships that effectively contributes to improved community health?
  2. How can we achieve equitable health outcomes for all community members?
  3. How can we position health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

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**Clearinghouse Tools**

- Example Process Description
- Outline of Committee Duties and Responsibilities

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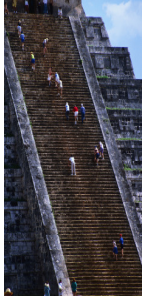
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## Phase 4 Process Evaluation

### 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?

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## Formulate Goals and Strategies



- Form goal statements related to strategic issues
- Identify strategies for achieving goals

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## 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).

[http://city.milwaukee.gov/ImageLibrary/Groups/health/Authors/MAPP/PDFs/MAPP\\_policy\\_full.pdf](http://city.milwaukee.gov/ImageLibrary/Groups/health/Authors/MAPP/PDFs/MAPP_policy_full.pdf)

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## Steps



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

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## Steps continued



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

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## 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

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## Steps continued

### 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?

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## 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

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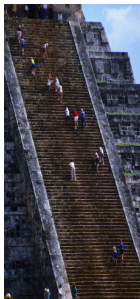
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## Phase 5 Process Evaluation

### 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?

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## 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.



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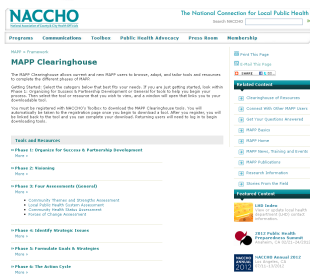
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## Clearinghouse Tools



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

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## MAPP - Nuts and Bolts



Exercise: Data Points

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## The Action Cycle



- Plan
- Implement
- Evaluate

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## 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




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90-day implementation steps worksheet

Strategic direction		Accomplishment title (what)		
Intent (why)	Start date:	End date:		
Implementation steps (how)		Who	When	Where
1.				
2.				
3.				
4.				
5.				
6.				
Coordinator	Collaborators/partners	Evaluation measures	Budget	Next meeting date
Team members				

From The Institute of Cultural Affairs Technology of Participation

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## Action Cycle Resources



- Quality Improvement
- Community Balanced Score Card (<http://www.rtmteam.net>)
- UNC Management Academy Business Planning (<http://www.maph.unc.edu>)
- Evidence based practices: the Community Guide (<http://www.cdc.gov/Features/CommunityGuide/> )
- National Registry of Evidence Based Programs and Practices: <http://nrepp.samhsa.gov/>

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## 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)

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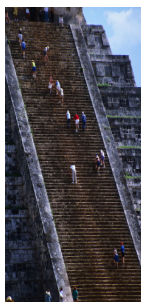
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## Phase 6 Process Evaluation

### 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?

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## 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?



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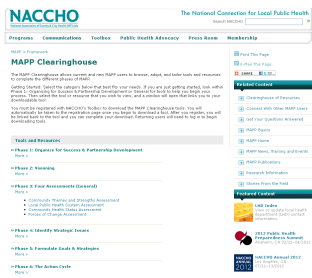
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## Clearinghouse Tools



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

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Story from the Field

## BEST PRACTICES



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## Overview

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



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## Skills

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



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## 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...**

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## ***Tools***

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



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## ***Tools***

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



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## ***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

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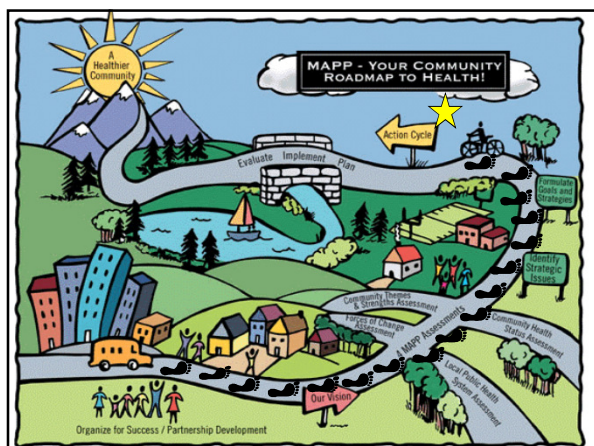
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**THANK YOU!**

Beth Willett  
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@CCHealthDept

Follow us on FB!

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