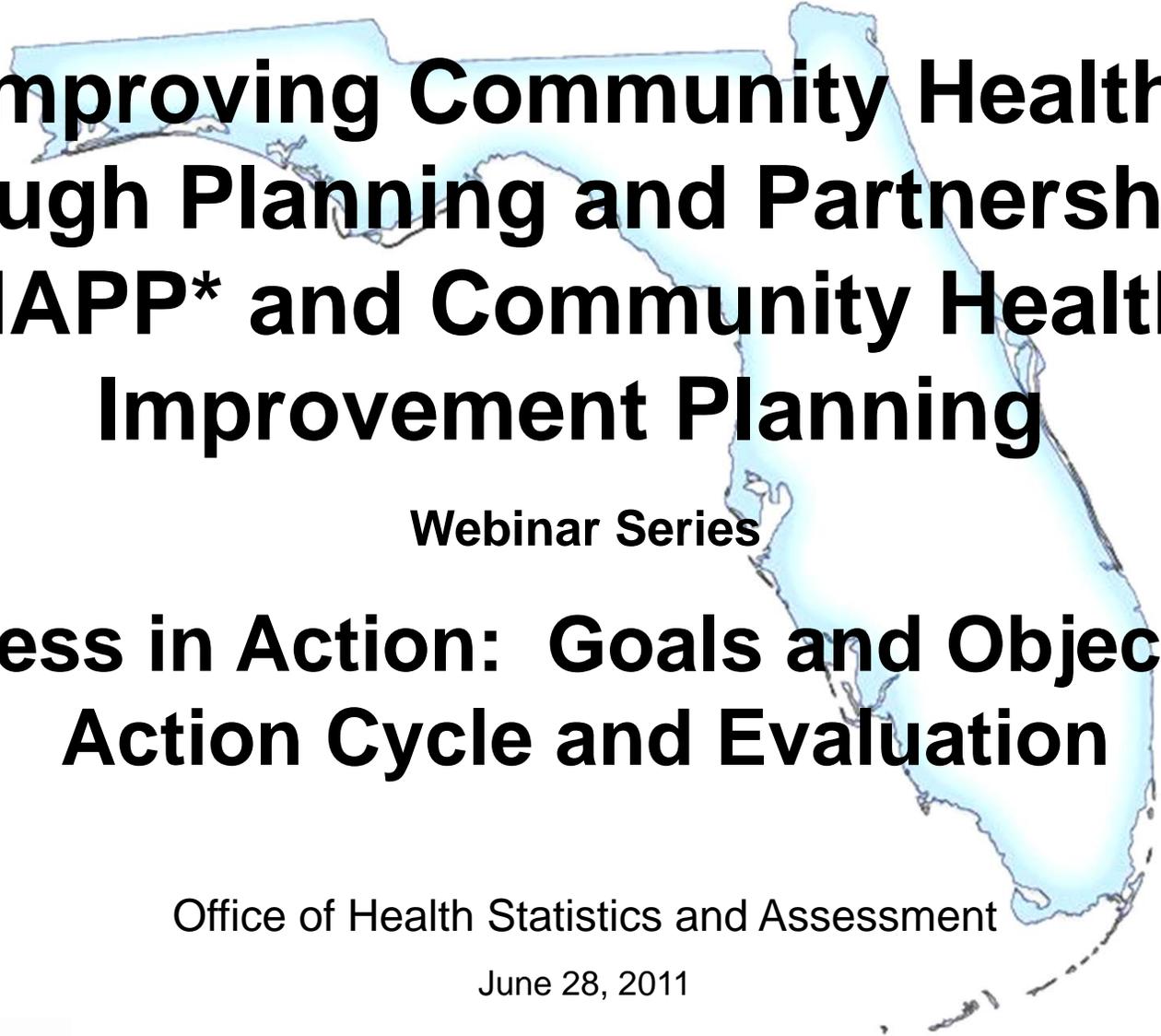


*Mobilizing for Action through Planning and Partnerships



Improving Community Health through Planning and Partnerships: MAPP* and Community Health Improvement Planning

Webinar Series

Success in Action: Goals and Objectives, Action Cycle and Evaluation

Office of Health Statistics and Assessment

June 28, 2011



Today's Topic

Success in Action: Goals and Objectives, the Action Cycle and Evaluation

- Series goal: strengthen abilities to conduct community health assessments and engage in community health improvement planning using a MAPP-based approach
- Last in a series of six modules

Objectives

- Be familiar with components of an action plan
- Assess and select evaluation strategies
- Understand the importance of sharing lessons learned and celebrating success

Review of MAPP

Six phases

- **Organize for Success and Partnership Development**
- **Visioning**
- **Four MAPP Assessments**
 - Community Themes and Strengths
 - Local Public Health System
 - Community Health Status
 - Forces of Change
- **Identify Strategic Issues**
- **Formulate Goals and Strategies**
- **Action Cycle**
 - Plan
 - Implement
 - Evaluate



Review of Community Themes and Strengths Assessment

- Gather community input
 - Focus groups, surveys, town hall meetings, etc
 - Use open discussion
- Quality of life perceptions
- Map community assets
- Compile challenges and opportunities

**Assessment results answer the questions:
What is important to our community?
How is quality of life perceived in our community?**

Review of Forces of Change Assessment

- Prepare for the assessment
- Convene brainstorming session to identify forces of change
- Identify potential threats and opportunities

Assessment results answer the question:

What is occurring or might occur that affects the health of our community or local public health system?

Review of Local Public Health System Assessment

- Establish a subcommittee
- Review Essential Services
- Complete performance measures instrument
- Develop list of challenges and opportunities



Assessment results answer the question:
How are the essential services being provided in
our community?

Review of Community Health Status Assessment



- Organize workgroup
- Review data available on www.floridacharts.com and other pertinent data
- Compile a community health status profile report
- Establish process to monitor over time
- Develop list of challenges and opportunities related to health status

Assessment results answer the questions:
How healthy are our residents?
What does the health status of our
community look like?

Review of Identifying Strategic Issues

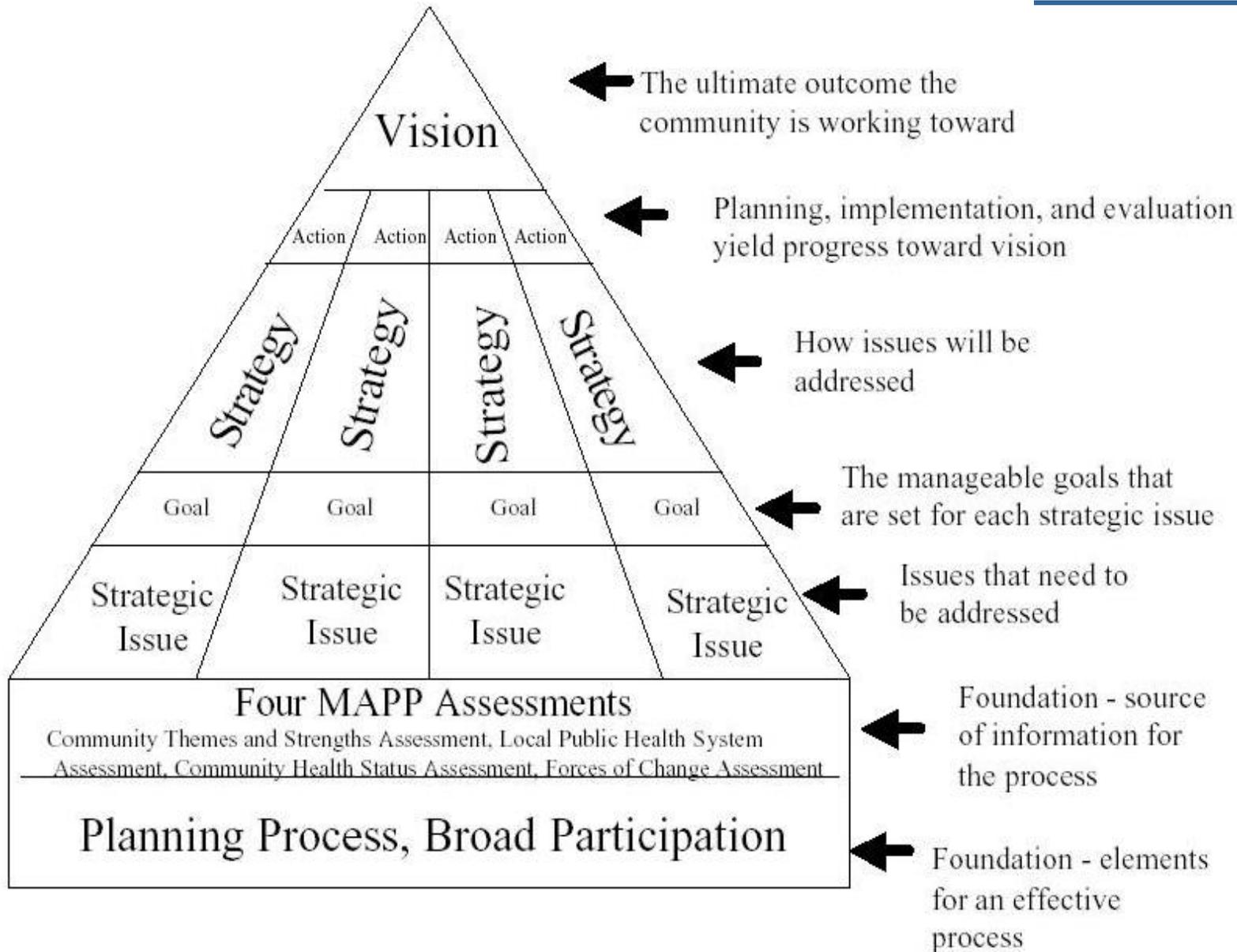
- Determine method for completing this phase
- Present summary of all four assessments
- Brainstorm potential strategic issues
- Understand why an issue is strategic
- Consolidate overlapping or related issues
- Arrange in ordered list
- Disseminate results
- Evaluate the process



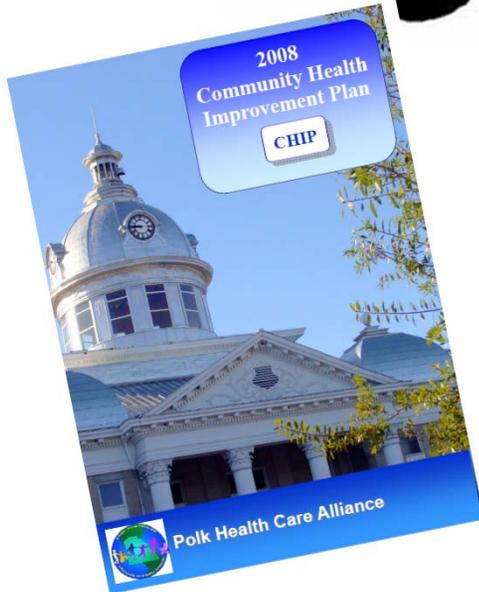
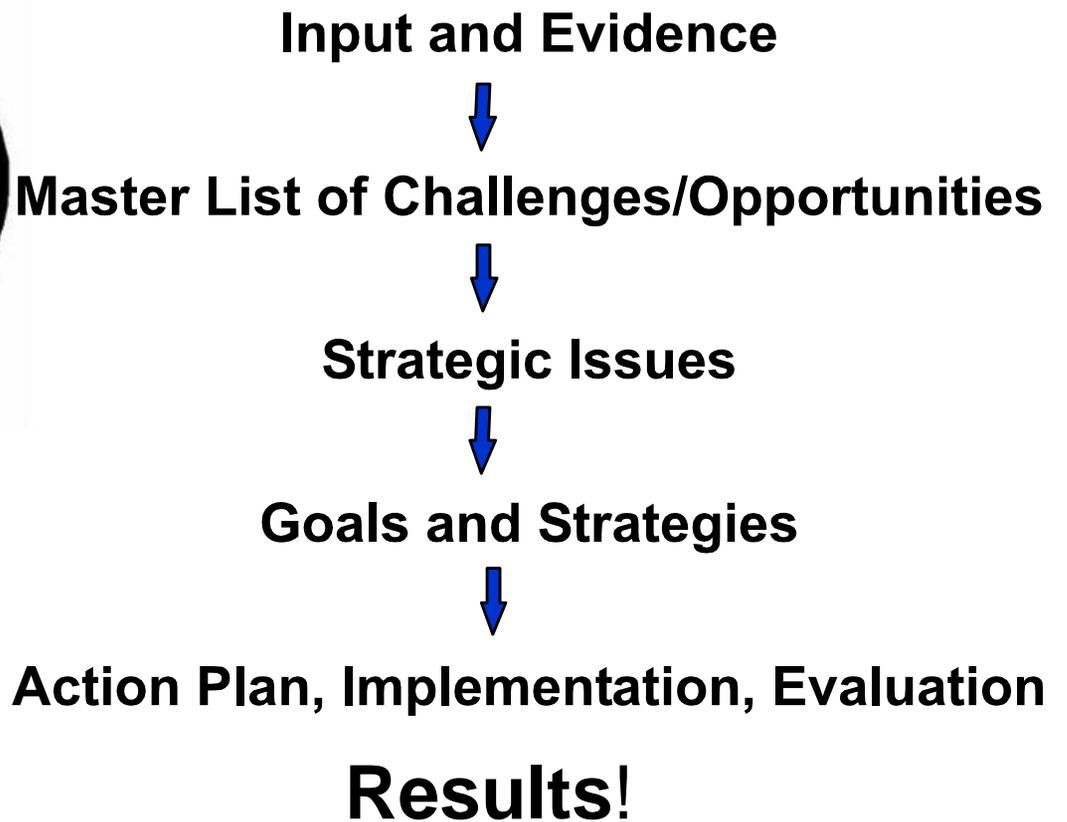
Review of Goals and Strategies

- Goals answer the question
 - “What do we want to achieve by addressing this strategic issue?”
- Strategies answer the questions
 - “How do we want to achieve it? What action is needed?”
- Goals and strategies provide a connection between current reality and vision

Another View



From Strategies to Action to Results



The Action Cycle



- Plan
- Implement
- Evaluate

The Action Cycle



- **Planning**
 - What will be done?
 - Who will do it?
 - How will it be done?
- **Implementation**
 - Carrying out activities
- **Evaluation**
 - What has been accomplished?

Planning for Action

- Organize for action
 - Are the right people involved?
 - How can we facilitate accountability?
 - Create a group that will be responsible to sustain work
 - Should committees be convened?
 - Small subgroups around each goal
- Develop Measurable Objectives
 - Who? What? How much? By when?
 - SMART
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Timed

By June 1, 2012, 75% of public schools in Happy County will implement the “Heart Smart” program.

Planning for Action

- Establish accountability for achieving objectives
 - Identify
 - a plan for accountability
 - linkages, address gaps and ensure small groups are working effectively
- Develop action plans
- Review action plans for opportunities for coordination

Each organization should identify how the goals, strategies, and outcome objectives can be incorporated into their organizational mission statements and plans.

Action Plans

- Develop Action Plans
 - Activities
 - Implementers
 - Timeframes
 - Resources
 - Evidence of success
 - Evaluation process

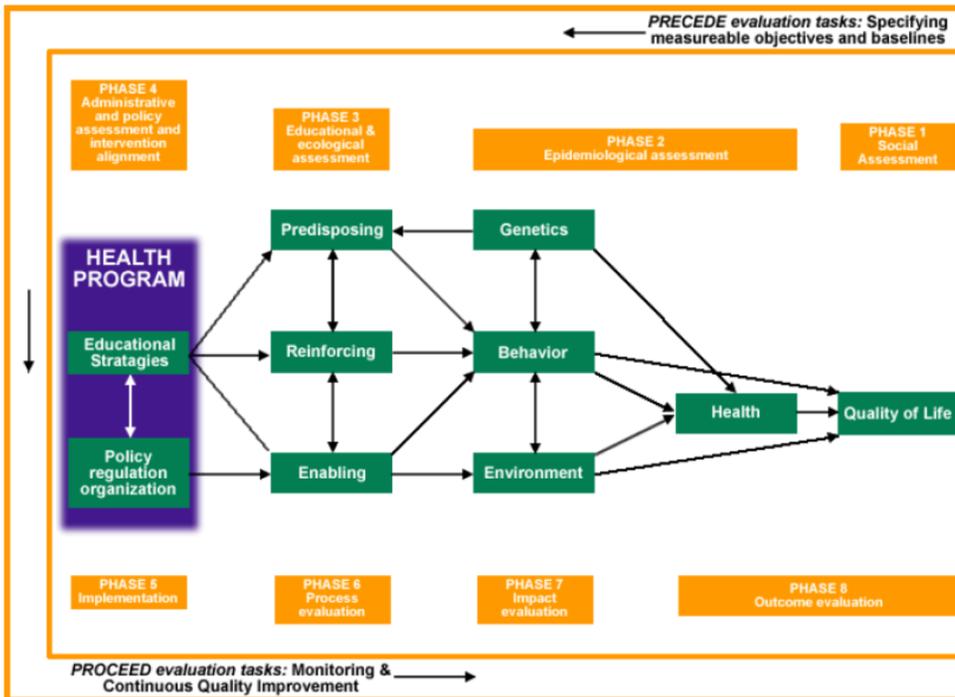
Action Plan Template

Strategic Priority:			
Goal:			
Strategies:			
Outcome Objective(s):			
Impact Objective(s):			
Process Objective(s):			
Tasks/Action Steps <i>What will be done?</i>	Responsibilities <i>Who will do it?</i>	Resources <i>Funding/time/people/materials</i>	Timeline <i>By when? Month/day/yr</i>
1.	1.	1.	1.
2.	2.	2.	2.
3.	3.	3.	3.
4.	4.	4.	4.
5.	5.	5.	5.
Evidence of Success <i>(How will you know that you are making progress? What are your benchmarks?)</i>			
Evaluation Process <i>(How will you determine that the goal has been reached? What are your measures?)</i>			

Additional Tools for Action Planning

- **Precede/Proceed model**

- **Logic Models**



Resources	Activities	Outputs	Short & Long-Term Outcomes	Impact
In order to accomplish our set of activities we will need the following:	In order to address our problem or assume we will conduct the following activities:	We expect that once completed or underway these activities will produce the following evidence of service delivery.	We expect that if completed or ongoing these activities will lead to the following changes in 1-3 then 4-6 years:	We expect that if completed these activities will lead to the following changes in 7-10 years:

www.wkcf.org/knowledge-center/resources/2006/02/WK-Kellogg-Foundation-Logic-Model-Development-Guide.aspx

http://ctb.ku.edu/en/tablecontents/sub_section_main_1008.aspx

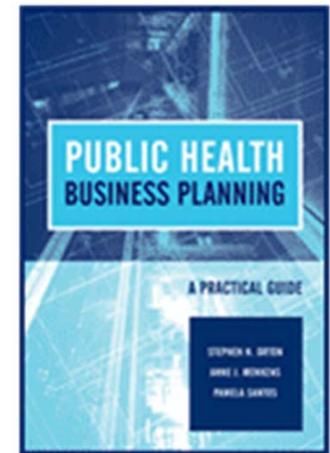
Additional Tools for Action Planning

- ***The Community Guide*** - evidence-based practices



[www.cdc.gov/Features/
CommunityGuide/](http://www.cdc.gov/Features/CommunityGuide/)

- **Public Health Business Planning for Community Health Improvement Projects**



[www.maph.unc.edu/
phbp.htm](http://www.maph.unc.edu/phbp.htm)

Implementation

- Review action plans
 - Opportunities for coordination
 - Identify duplicative activities
- Implement and monitor action plans
 - MAPP participants should be involved in implementing at least one strategy
 - Consider bringing on board individuals or groups who are effective implementers



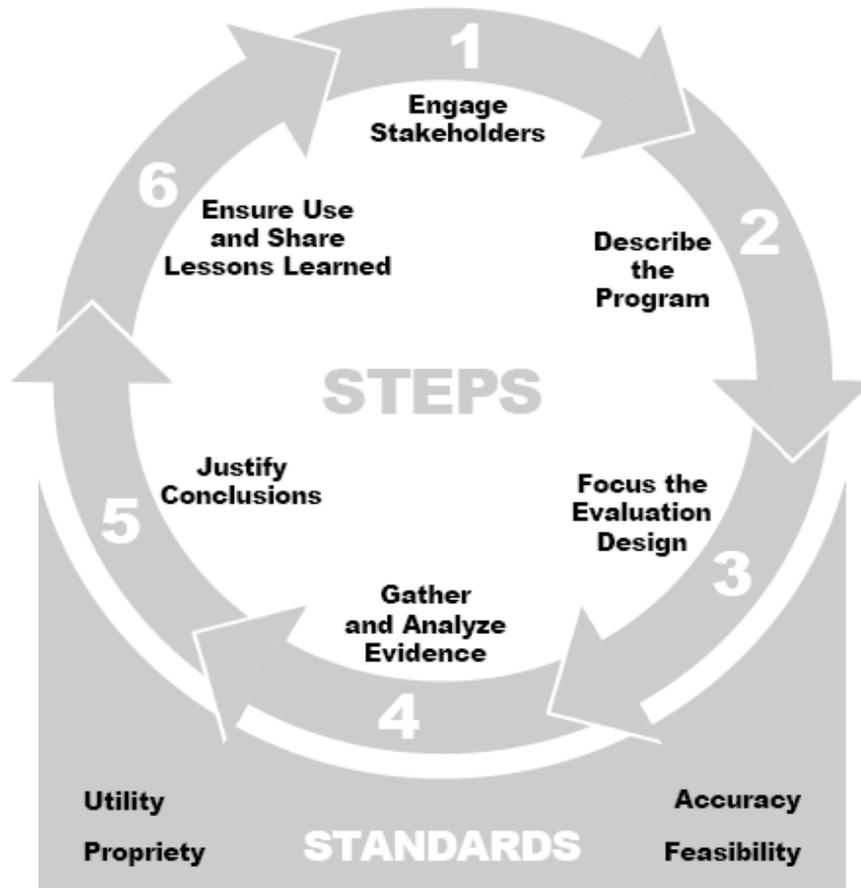
Evaluation

- Evaluate
 - Entire MAPP process
 - Each phase
 - Each strategy



- Standards for effective evaluation:
 - Utility
 - Is it useful?
 - Feasibility
 - Is it viable and practical?
 - Propriety
 - Is it ethical?
 - Accuracy
 - Is it technically correct?

Steps in Program Evaluation



www.cdc.gov/eval/framework.htm
www.cdc.gov/eval/evalcbph.pdf

Evaluation

Guiding Questions/Steps

- **Who** is the evaluation for?
- **What program** are we evaluating?
- **What methods** will we use?
- **How will we gather** and analyze information that is credible
- **How will we justify** our conclusions?
- **How** can we assure that what we learn will be **used**?

Evaluation

Who is the evaluation for?

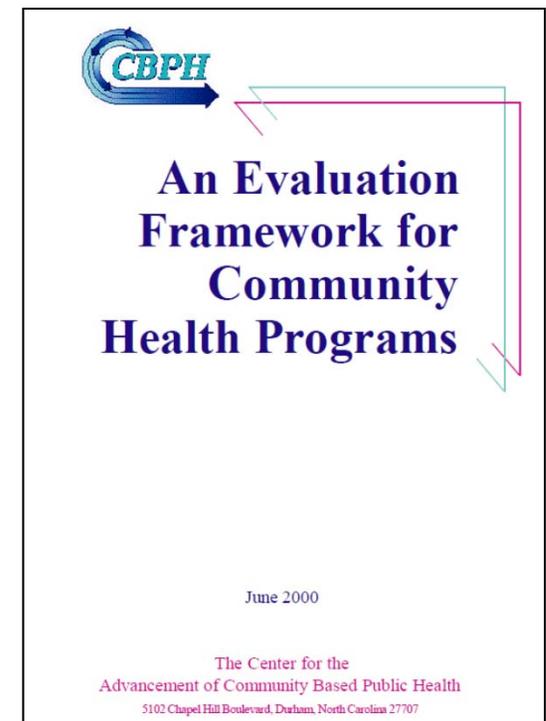
- Those involved in program operations
- Those served or affected by the program
- Users of the evaluation

What program are we evaluating?

- Program description

What methods will we use?

- Focus the evaluation design
 - Questions the evaluation will answer
 - Process for answering these questions
 - Methodology to be used to collect answers
 - Plan for carrying out the activities
 - Strategy for reporting the results



Evaluation

- **How will we gather and analyze** information that is credible?
 - Use multiple procedures for gathering, analyzing and interpreting data
 - Perception of credibility
 - Indicators, sources of evidence, quantity and quality, and logistics
- **How will we justify** our conclusions?
 - Linked to evidence and measured against standards



Evaluation

- **How** can we assure that what we learn will be **used**?
 - Deliberate effort to share with community
 - Promote use and prevent misuse
 - Factors influencing appropriate use:
 - Evaluator credibility
 - Report clarity
 - Timeliness
 - Impartiality
 - Changes in program/organization as a result



Evaluation of Action Cycle Process

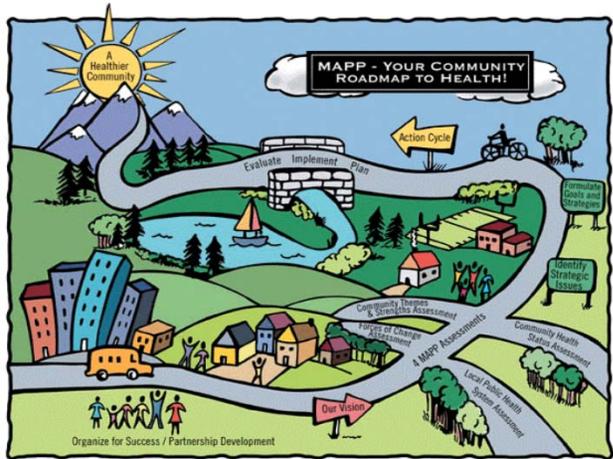
Did we...

- 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 the organizing and planning phase?





MAPP Outcome Evaluation

Things to remember:

- Evaluation planning starts at the beginning of the MAPP process.
- Logic models help articulate why a MAPP process should result in improvement and provide a framework for process and outcome evaluations.

Celebrate Success

- Recognize and reward participants, volunteers, community
- Develop resource “pool”
- Invite the media
- Positive thinking and momentum help sustain process





Tools and Tip Sheets

- Strategy Development Worksheet
- Strategy Development Matrix
- PEARL test checklist
- Example process from Duval Cour Delaware County (Ohio)
- http://ctb.ku.edu/en/tablecontents/sub_section_main_1008.aspx



www.doh.state.fl.us/COMPASS

www.naccho.org

For More Information

- Visit COMPASS website
www.doh.state.fl.us/COMPASS
- Visit www.floridacharts.com
- Contact DOH Office of Health Statistics and Assessment
 - Christine Abarca at 850-245-4444 ext 2071, e-mail: Christine_Abarca@doh.state.fl.us
 - Daphne Holden at 850-245-4444 ext. 2036, e-mail: Daphne_Holden@doh.state.fl.us