



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

Webinar Series

Organizing for Success, Partnership Building and Visioning



Office of Health Statistics and Assessment

June 15, 2011



Today's Topic

“Organizing for Success, Partnership Building and Visioning”

- Purpose: to provide the information and tools to lay a solid foundation for community-based health planning using a MAPP-based approach
- Second in a series of six modules

Objectives

- Recognize steps in organizing for a successful assessment/planning process
- Gain skills in identifying partners, and building community partnerships
- Learn about techniques and tools to manage the MAPP process
- Become familiar with steps in visioning
- Identify key elements of vision statements

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



Foundational Steps



- **Organize for Success and Partnership Development**
 - Core team
 - Process plan or work plan
 - Timeline
 - MAPP committee or team
 - Community partners identified
 - Readiness assessment
- **Visioning**
 - Vision statement

Laying the Foundation

- Sends signal that time will be used wisely
- Ensures broad community representation
- Clarifies roles and responsibilities
- Sets tone of openness and sustained commitment
- Makes the process more manageable
- Results in a realistic plan that can be implemented

Organize for Success and Partnership Development

Two key interrelated activities:

- **Organize for Success**
 - Decision made to do MAPP or related process
 - Outline planning process
- **Partnership Development**
 - Identify and recruit partners
 - Form MAPP Committee

Steps to Organize for Success

- Determine the importance and need
- Identify and organize participants
- Design the planning process
- Assess resource availability
- Conduct readiness assessment
- Determine how the process will be managed
- Develop an evaluation strategy

Step 1 – Understand Importance and Necessity

Organizing the Planning Effort: Reasons, Benefits, and Sponsorship Worksheet

1 Why are you conducting planning process? What crucial issues do you hope to address?

2 What benefits and results do you expect to achieve?

3 Who is sponsoring the process? What forms will sponsorship take?

- Why do a community health assessment or MAPP process?
- Who is driving it?
- What do we want to get out of it?
- What might get in our way?

Step 3 – Design Planning Process

Example Timeline for a 12-Month MAPP-based Process

The activities included under each phase are examples of activities that could be conducted. However, your community should implement each phase in the way that best meets the community characteristics and needs. The timeline focuses on the planning aspect of MAPP; the implementation and evaluation activities (the Action Cycle) should be sustained long after the MAPP timeline below ends. Corollary processes and products include an agency strategic plan, agency quality improvement plan and community health improvement plan.

The darker shading shows the timeline for each entire phase; the lighter shading underneath shows the timeline for various activities within each phase.

Phase/Description of Activity	Month (using a 12 month timeline)											
	1	2	3	4	5	6	7	8	9	10	11	12
Organize for Success/Partnership Development												
• Determine process purpose, need												
• Identify, organize and recruit participants												
• Design planning process												
• Assess resource needs												
• Conduct readiness assessment												
• Develop <u>workplan</u> , timeline, other tools												
Products: work plan, partner contact/distribution list												
Visioning												
• Prepare for and design visioning process												
• Hold visioning sessions												
Product: vision statement												
Four Assessments												
Community Themes and Strengths Assessment												
• Determine approaches, identify subcommittee, resources												
Products: qualitative data report, asset map, list of challenges/opportunities												

- What will the process entail?
- How long will it take?
- How will we know we are finished?
- Who will do the work?

Model Practice – Work Plan and Timeline

Work Plan and Timeline for Leon County MAPP Process

This timeline is to serve as a guide throughout the planning process, but adjustments in timing and scope may be made to accommodate the fluid process that is inherent in working with communities. The darker shading shows the timeline for each entire phase; the lighter shading underneath shows the timeline for various activities within each phase. Key meetings are color-coded.

Acronyms include: LCH=Leon County Health Department, BBHC=Big Bend Health Council, HPC=Health Planning Council of Northeast Florida.

	<i>(months)</i>	May				Jun				Jul				Aug				Sep				Oct				Nov				Dec				Jan				Feb				Mar	
		<i>(weeks)</i>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			
Community Meetings										1				2				3				4				5				6				7				8				9	
Core Team Meetings / Calls				A				B				C				D				E				F				G				H				I				J			
MAPP Phase / Description of Activity	Lead																																										
Organize for Success / Partnership Development																																											
Develop detailed work plan for MAPP assessment	HPC			A																																							
Identify Core Team to assist with process	LCHD																																										
Identify participants and contact information	LCHD			A																																							
Draft invite letter / send via US Post and email	LCHD																																										
Follow-up with email and phone calls	LCHD																																										
Determine regular mtg dates	LCHD			A						1																																	
Develop a Vision																																											
Determine date, time and venue for kick-off	LCHD																																										
Coordinate logistics for kick-off	HPC								B																																		
Prepare content / design visioning process	HPC			A				B																																			
Hold kick-off and visioning event	All									1																																	
Community Health Status Assessment																																											
Conduct data collection of core indicators	BBHC								B																																		
Analyze the data / create a health profile	BBHC												C																														
Present health profile at meeting	BBHC													2																													
Incorporate community feedback	BBHC																																										
Community Themes and Strengths Assessment																																											
Identify subcommittee, approaches, and resources	HPC								B	1		C	2																														
Hold community dialogues and focus groups	HPC																																										
Conduct interviews with residents / key leaders	HPC																																										
Develop/disseminate/collect a community survey	HPC																D																										
Analyze data and present findings	HPC																																										

Developed by Virginia Holland, Health Council of Northeast Florida, Jacksonville

Step 4 – Assess Resources

**Mobilizing for Action through Planning and Partnerships (MAPP)
County Readiness Assessment**

Community Health Status Assessment	Local Public Health System Assessment
<p>Asks: How healthy are our residents? What does the health status of our community look like?</p> <p>Resources Currently Available:</p> <ul style="list-style-type: none">> County Health Profile Report> Florida CHARTS, County level data>	<p>Asks: What are the activities, competencies and capacities of our local public health system? How are essential services being provided to our community?</p> <p>Resources Currently Available:</p> <ul style="list-style-type: none">> National Public Health Performance Standards Program> 2005 Local Public Health System Assessment Results>
Community Themes & Strengths Assessment	Forces of Change Assessment
<p>Asks: What is important to our community? How is quality of life perceived by our community? What assets do we have that can be used to improve community health?</p> <p>Resources Currently Available:</p> <ul style="list-style-type: none">>	<p>Asks: What is occurring or might occur that affects the health of our community and/or the local public health system? What specific threats or opportunities exist or might exist? What are the factors that enhance or inhibit change in our community?</p> <p>Resources Currently Available:</p> <ul style="list-style-type: none">>

- Staffing
- Meeting space
- Refreshments
- Supplies
- Postage
- Printing
- Training materials
- Existing assessment reports, results, plans

*Form developed by Consortium for a Healthier Miami-Dade

Inventory of Information Resources – Glades County Health Department



Community Health Status Assessment	Local Public Health System Assessment
<p>Answers the questions: <i>How healthy are our residents? What does the health status of our community look like?</i></p> <p>Resources currently available:</p> <ul style="list-style-type: none"> • County Health Profile Report, www.floridacharts.com • County Health Status Summary Report, www.floridacharts.com • County Chronic Disease Profile Report, www.floridacharts.com • Community Health Profile, Glades County, Health Planning Council of Southwest Florida http://www.charityadvantage.com/Health_Planning_Council_of_Southwest_FloridaQOITQJ/GladesProfileR1.pdf • District 8 Health Plan, 2003-2006, Health Planning Council of Southwest Florida, http://www.charityadvantage.com/Health_Planning_Council_of_Southwest_FloridaQOITQJ/D8HP20032006.pdf 	<p>Answers the questions: <i>What are the activities, competencies, and capacities of our local public health system? How are Essential Services being provided to our community?</i></p> <ul style="list-style-type: none"> • National Public Health Performance Standards Program, Local Public Health System Assessment Results, 2005, accessible at http://www.doh.state.fl.us/planning_eval/CHAI/Training/CoreFunctionsMAPP/Assessment/LPHSARresults.htm
Community Themes and Strengths Assessment	Forces of Change Assessment
<p>Answers the questions: <i>What is important to our community? How is quality of life perceived by our community? What assets do we have that can be used to improve community health?</i></p> <ul style="list-style-type: none"> • CHD Snapshot Report, accessible at http://cor.sharepoint.doh.ad.state.fl.us/HPI/QI/default.aspx • CHD Strategic Plan • Glades County Healthy Living Survey, 2006 	<p>Answers the questions: <i>What is occurring or might occur that affects the health of our community and/or the local public health system? What specific threats or opportunities exist or might exist? What are the factors that enhance or inhibit change in our community?</i></p> <ul style="list-style-type: none"> • Florida Health Policy Center's newsletter, <i>Florida Health News</i>, accessible at http://www.floridahealthnews.org/

Model Practice – Assessment Inventory

*Form developed by Consortium for a Healthier Miami-Dade

Karen Weller,
Chair

Step 5 – Assess Readiness

Readiness Assessment , Worksheet

Critical Elements:

	Yes	No
Process has enough sponsors	—	—
Process has sufficient resources	—	—
Support organizations are engaged	—	—
Key resources are budgeted	—	—
Core processes are well understood	—	—
There is general agreement on purpose and outcomes	—	—
There is general agreement on how to proceed	—	—
Scope of deployment effort is reasonable	—	—
Sufficient external support has been identified	—	—

Desired Elements:

Purpose and benefits are well understood	—	—
Processes understood through planning	—	—
All critical resources are in place	—	—
Outside external resources have been lined up	—	—
Resources and organizational resources are clear	—	—
Roles and responsibilities are clear	—	—
A planning process has been started	—	—

- Are we really ready?
- Do we have all the critical elements in place?
- What will it take to get ready?
- Do we need to change the scope?

Step 6 – Determine How the Process will be Managed

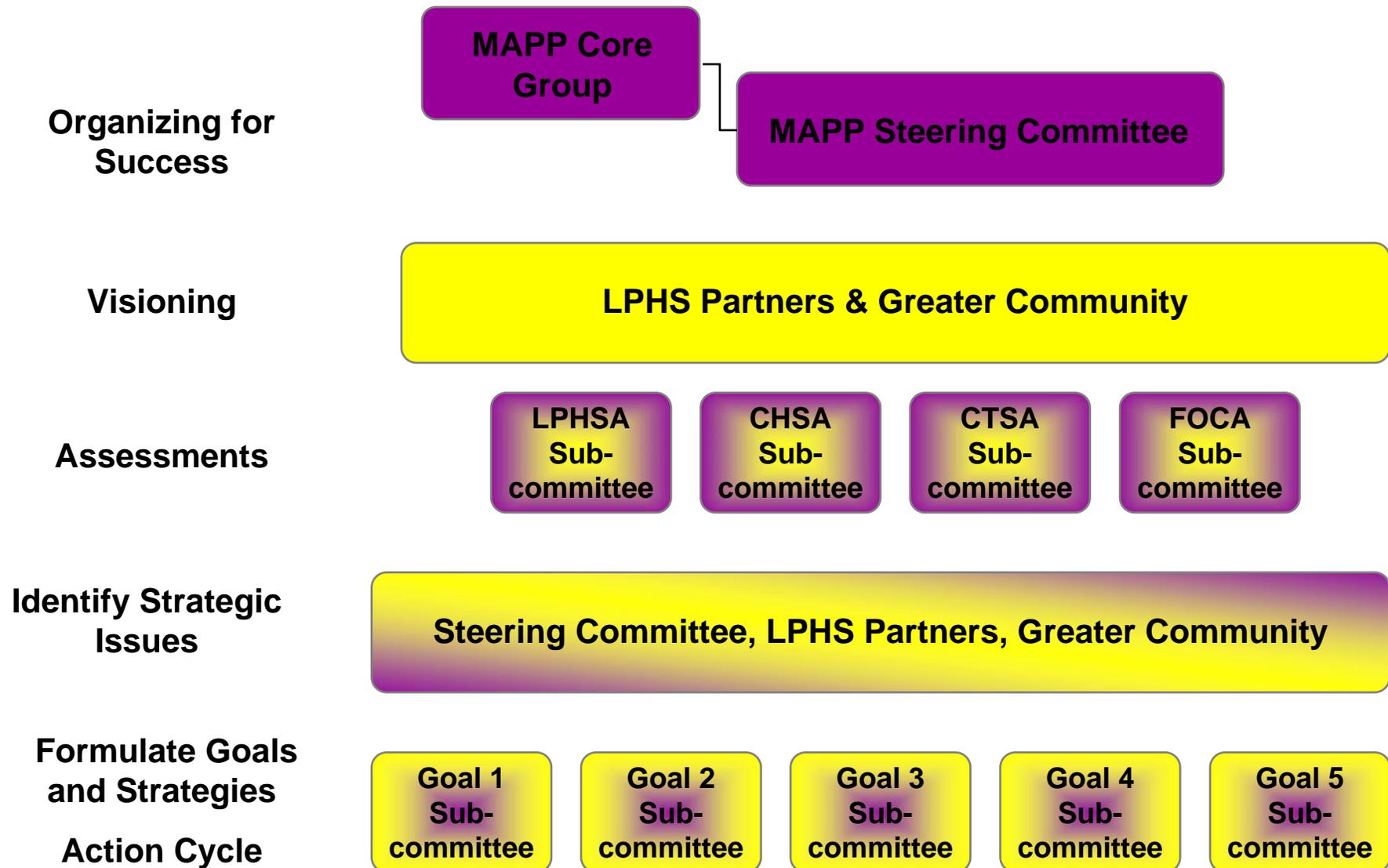
Matrix of Organized Participation and Roles within Each Phase of MAPP

Below is a matrix that depicts the type of participation recommended for each phase of MAPP. The following terms are used:

- **Core Support Team** — a small group of individuals from the lead agencies that are responsible for organizing the process and moving it forward. Often this includes the primary individuals that provide staff support to the committee, the facilitator, and the committee chair.
- **MAPP Committee** — the committee that provides guidance throughout the entire process. This should be a broad group comprised of representatives from many sectors, including community residents. It is recommended that this be comprised of 15-20 individuals, although many committees have successfully convened committees of up to 30 individuals.
- **Subcommittees** — for several phases of MAPP, specifically the MAPP Assessments, it is recommended that subcommittees be designated to oversee the work that is being done. The subcommittee should include representation from the MAPP committee. Other individuals from outside the MAPP Committee may be recruited for their expertise, skills, or knowledge. Generally, subcommittees are comprised of 5-8 individuals, but some phases (such as the MAPP Assessments) may require larger membership.
- **Community** — broad community participation is a vital concept throughout the MAPP process. While residents should be recruited to participate on the MAPP Committee, phase activities should include ways of gaining broader community participation. This will ensure that the community's input is a driving factor throughout the MAPP process and that the community ultimately feels ownership in the final results.

MAPP Phase	Organization and Roles in Each Phase			
	Core Support Team	MAPP Committee	Subcommittees	Community
Organize for Success/ Partnership Development	<ul style="list-style-type: none"> • Get the process "off the ground" • Organize and plan the process • Identify resources • Conduct readiness assessment • Recruit membership for the committee 	<ul style="list-style-type: none"> • Committee is convened during this phase • Members provide input into other activities • Approve plan for MAPP process (as determined by Core Support Team) • Identify additional resources 	None recommended.	<ul style="list-style-type: none"> • Community residents should be recruited to participate in committee. • Broader community should be made aware of the new initiative.
Visioning	<ul style="list-style-type: none"> • Plan visioning activities • Recruit facilitator and work with the facilitator to prepare • Disseminate the results of the visioning • Draft vision and values statement 	<ul style="list-style-type: none"> • Oversee and participate in the visioning phase • Develop a plan for gaining broad community participation and identify committee representatives 	None recommended, however, some committees may want to designate a subcommittee to conduct the activities identified for the core support team.	<ul style="list-style-type: none"> • Broad community participation is essential. • Assessment centers should be used broadly through community meetings (and/or, etc.). • Visioning session logistics

- Participation and Roles
- Project Proposal
- Master calendar
- Meeting agendas



Step 7: 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:

- 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?



Tools and Tip Sheets

- Guidance for Participant Identification
- Participant Selection Worksheet
- Participation and Roles Matrix
- Example Timeline for the MAPP Process
- Organizing the Planning Effort: Reasons, Benefits and Sponsorship
- Organizing the Planning Effort: Barriers
- Readiness Assessment Worksheet

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Steps in Partnership Development

- Identify potential partners
- Recruit and retain partners
- Determine role of partners
- Maintain active involvement
- Evaluate the partnership
- Celebrate successes

Steps 1 and 2 – Identify and Recruit Partners

- Who needs to be at the table?
- What are their expectations?
- What is our mission and vision?
- What are our goals and objectives?
- What they can expect? How long will the partnership last?

Identifying and Recruiting Partners



Activity

Identify Your Community Partners

After brainstorming, list the partners you would include in a community health assessment process. List by agency/organization (not the name of the person).

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____

What do we have to offer potential partners?

- What value or benefit can we offer potential partners?
- Do we have expertise or resources that would be useful to others?
- Are we trying to reach the same clients or potential partners?

Steps 3 and 4 – Determine Roles and Maintain Active Involvement

Potential Roles – Do you have a partner who can

- Evaluate components of the partnership
- Manage partner database and meeting notifications
- Provide guidance for policy development and program planning
- Collect and analyze data; conduct community assessments
- Develop Social Networking tools for the partnership
- Develop and present education and training programs for partners
- Educate elected officials and policy makers on health issues
- Market the partnership
- Monitor/analyze health-related legislation (Legislative issues)

Partner Skill/Expertise Inventory

Use the grid below to indicate the skills or areas of expertise you bring to the partnership.

Skill or Area of Expertise	Possess	Can link to others with skill/expertise
Budget management		
Communications (technical writing, working with media)		
Community organizing		
Data analysis		
Data collection		
Data interpretation		
Designing educational materials, activities		
Evaluation		
Grant writing		
Health content area specialist		
Health literacy		
Identifying, reaching target populations		
Implementing educational programs, activities		
Legislative advocacy		
Marketing		
Meeting, event planner		
Monitor/analyze health-related legislation		
Operational planning		
Performance improvement		
Policy development		
Public relations		
Social marketing		
Social media		
Strategic planning		
Worksite wellness		
Other skills/expertise you possess (list below)		

- Tool to ascertain skills, expertise of partnership members
- Use inventory results as a guide in assigning roles
- Helps maintain active involvement

Partner Roles and Skills/Expertise Checklist

Use this grid to identify partnership roles, skills needed for those roles, and if you need/have a person in that role.

Roles	Skill or Area of Expertise Needed	Need	Have	Who?
•Partnership Management	Program management skills, social networking skills			
•Fiscal manager	Budget management			
•Meeting planner	Event planning			
•Meeting facilitator	Facilitative leadership expertise			
•Recorder	Writing skills			
•Membership coordinator	Database management			
•Planners	Strategic planning			
	Action planning			
•Program Planning	Design educational materials, activities			
	Implement educational materials, activities			
•Evaluator	Evaluation			
•Goals, objectives	Writing measurable goals, objectives			
•Quality assurance	Performance improvement			
•Communication	Public speaking, working with media			
•Marketing	Public relations			
	Social marketing			
•Spokesperson	Public speaking			
•IT	Social media			
•Policy	Policy development			
•Health Content Specialist	Trainers, educators, public health professionals			
•Health status	Data analysis, interpretation			

Step 5 – Evaluate Partnerships

- Annual assessment of partnership
 - Maintain focus
 - Ensure skills, expertise needed to accomplish goals
 - Develop mutually beneficial relationships
- At a minimum, should answer these questions
 - What is the purpose of the partnership?
 - What does (or will) success look like? What are our measurable objectives?
 - What resources or skills are needed to ensure success?
- Resources for Community Partnership building at
 - http://www.doh.state.fl.us/COMPASS/partnerships_training.htm

Model Practice - Partnership Evaluation Using PARTNER

- Bay, Highlands and Jefferson CHDs

The screenshot shows the PARTNER website interface. The header features a globe icon and the text "PARTNER Program to Analyze, Record, and Track Networks to Enhance Relationships". Navigation links include HOME, ABOUT, TESTIMONIALS, RESOURCES, F.A.Q., ANALYSIS TOOL, SURVEY, and CONTACT. The main content area includes a title "PARTNER is a Free Tool to Collect, Analyze, & Interpret Network Data to Improve Collaboration with the Public Health System - WWW.PARTNERTOOL.NET" and a list of links: "To get started, register here", "To learn how to use PARTNER, click here", and "Click here to see a 5 minute video introducing PARTNER". Below this is a section titled "The Need for Tools to Assess Partnerships/Collaboration" with a paragraph of text and a "PARTNER" description. A "Using PARTNER, you will be able to analyze relationships in three ways:" section follows, with two numbered points. To the right, a network diagram shows a central pink node labeled "Public Health" connected to various other nodes: "Salvation Army", "Homeless Shelter", "Catholic Charities", "Drug/Alcohol Clinic", "Politician", "Job Training Program", "Dept of Housing", and "Law Enforcement". A "Business Owner" node is also present. A "KEY:" box defines "Nodes" as colored circles and "Relationships" as lines. Four callout boxes provide instructions: "See which organizations are connected to each other." (pointing to the network), "Identify how the health department is embedded in the community." (pointing to the Public Health node), "Measure the quality of these connections." (pointing to a connection), and "Strategize how to strengthen ties, fill gaps, and increase efficiency." (pointing to a gap in the network).

Projects

Web Demos: Using PARTNER

Upcoming Demos

Live PARTNER Demos are available to help you get started in taking advantage of the PARTNER tool.

June 22nd at 10amPT/11amMT/1pmET
To RSVP, [click here](#).

Meet Danielle Varda

The PARTNER tool was developed

- Program to Analyze, Record, and Track Networks to Enhance Relationships www.partnertool.net

Visioning

Vision and value statements provide

- Focus
- Purpose
- Direction



- Mission statement – Why do we exist now?
- **Vision statement – Where should we be headed?**
- Strategic plan – How do we plan to get there?

Benefits to a Community

- Incentive to mobilize assets across sectors and boundaries
- Communicates goals
- Generates enthusiasm and excitement
- Unites participants
- Shows common ground for those with conflicting viewpoints
- Fosters creativity through collaborative thinking

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

Step 1 – Identify other Visioning Efforts and Make Connections

- Identify other visioning efforts in community
- Create links with MAPP
- Combine on-going processes



Step 2 – Design the Process and Select a Facilitator

- Community visioning
 - Broad-based
 - 40-100 participants
- Advisory Committee/Key Leadership visioning
 - MAPP Committee and key leaders



Step 3 – Conduct the Visioning Process

- What does a healthy Florida community mean to you?
- What are important characteristics of a healthy community for all who live, work and play here?
- How do you envision the local public health system in the next five years? Ten years?



Step 4 – Formulate Vision and Values Statements

- Final statement prepared by small task force based on outcomes of visioning sessions
- Vision statement should be
 - Easy to read
 - Easy to understand
 - Easy to remember
 - Compelling, inspirational
 - Speak to entire community
- Major milestone and should be celebrated

Step 5 – Keep the Vision Alive throughout the Process

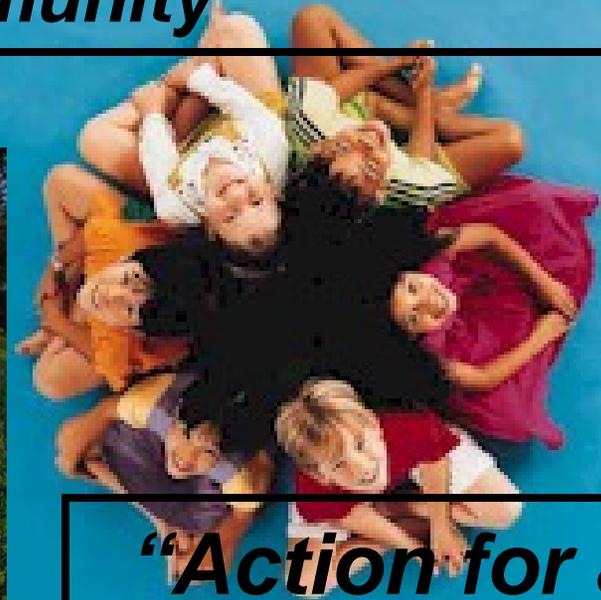
“Thriving People Living Healthy Lifestyles in a Vibrant Community”



“The Healthiest County in Florida”



“Action for a Better Life”



Tools and Tip Sheets

- A Step-by-Step Process for Visioning Tip Sheet
- Engaging the Community Tip Sheet
- Facilitation in the MAPP Process Tip Sheet

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Need More Information?

- COMPASS website
www.doh.state.fl.us/COMPASS
- CHARTS www.floridacharts.com
- NACCHO's website www.naccho.org
- 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

Coming Attractions

- ***The MAPP Assessments: Forces of Change, Community Themes and Strengths and Local Public Health System Assessment***
 - Webinar on Thursday, June 16 from 3 – 4 pm ET
 - Some of the topics to be covered:
 - methods of soliciting community input
 - categories of potential forces of change agents
 - local public health system