

*Mobilizing for Action through Planning and Partnerships



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

Webinar Series

Identifying Strategic Issues and Formulating Goals and Strategies

Office of Health Statistics and Assessment

June 27, 2011



Today's Topic

Identifying Strategic Issues and Formulating Goals and Strategies

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

Objectives

- Learn how the results of the four assessments are used to develop strategic issues/priorities
- Differentiate between critical and strategic issues
- Formulate goal 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



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

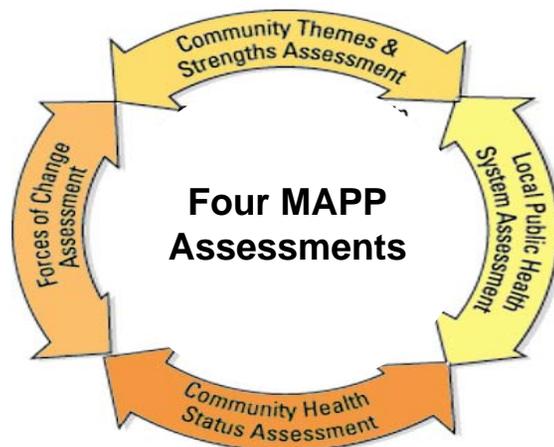


- Establish a subcommittee
- Review data available on www.floridacharts.com and other pertinent data
- Compile a community health status profile report
- Establish process to monitor over time
- Develop list of challenges and opportunities related to health status

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

How are Assessment Results Used?

Outcomes from the Four MAPP Assessments are lists of challenges and opportunities from each assessment



Community Themes and Strengths
What is important to our community? Perceptions about quality of life? What assets do we have?



Local Public Health System
What are the activities, competencies, and capacities of our local public health system?



Community Health Status
What does our health status look like? How healthy are our residents?



Forces of Change
What is occurring or might occur that will affect the LPHS or the community?

Master list of all challenges and opportunities



Identify and select strategic issues

Identify Strategic Issues



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



Example: MAPP Assessment Challenges and Opportunities

Community Themes & Strengths

- Lack of insurance
- Language/cultural barriers
- Need more services for seniors
- Lack of day care
- Inconvenient hours for services

Local Pub Hlth System

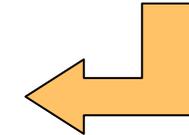
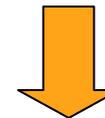
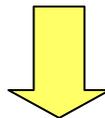
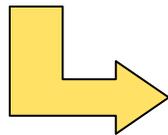
- Good referral mechanisms
- Outreach not targeted

Community Health Status

- Lack of insurance
- High use of ERs
- Need for affordable healthcare
- Chronic disease prevalence
- Poor lifestyle, behavior choices

Forces of Change

- Inadequate insurance coverage
- Disparities exacerbated by racism and barriers



Strategic Issue:

How can the public health community ensure equitable access to healthcare services?



“Health for All”

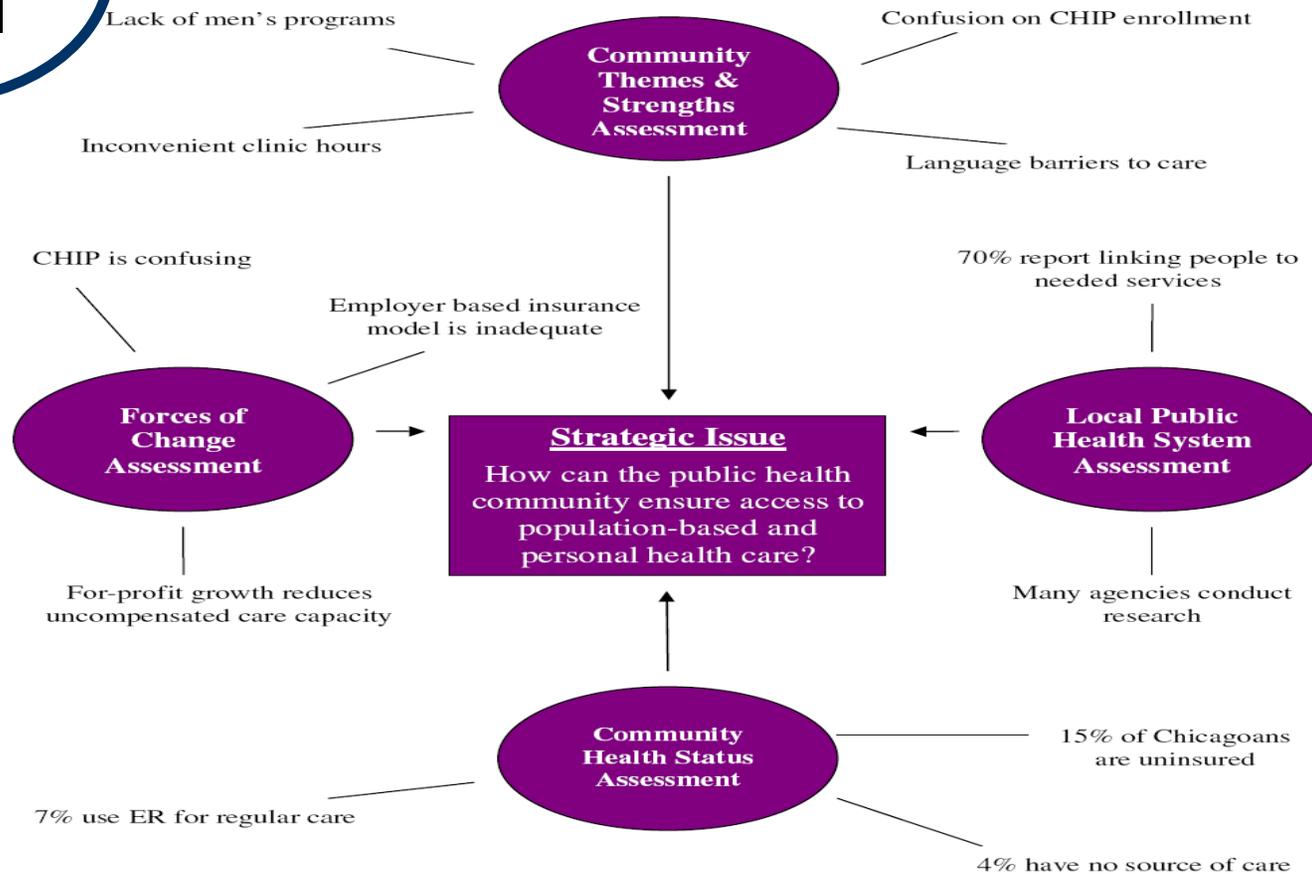
Vision

Strategic Issues

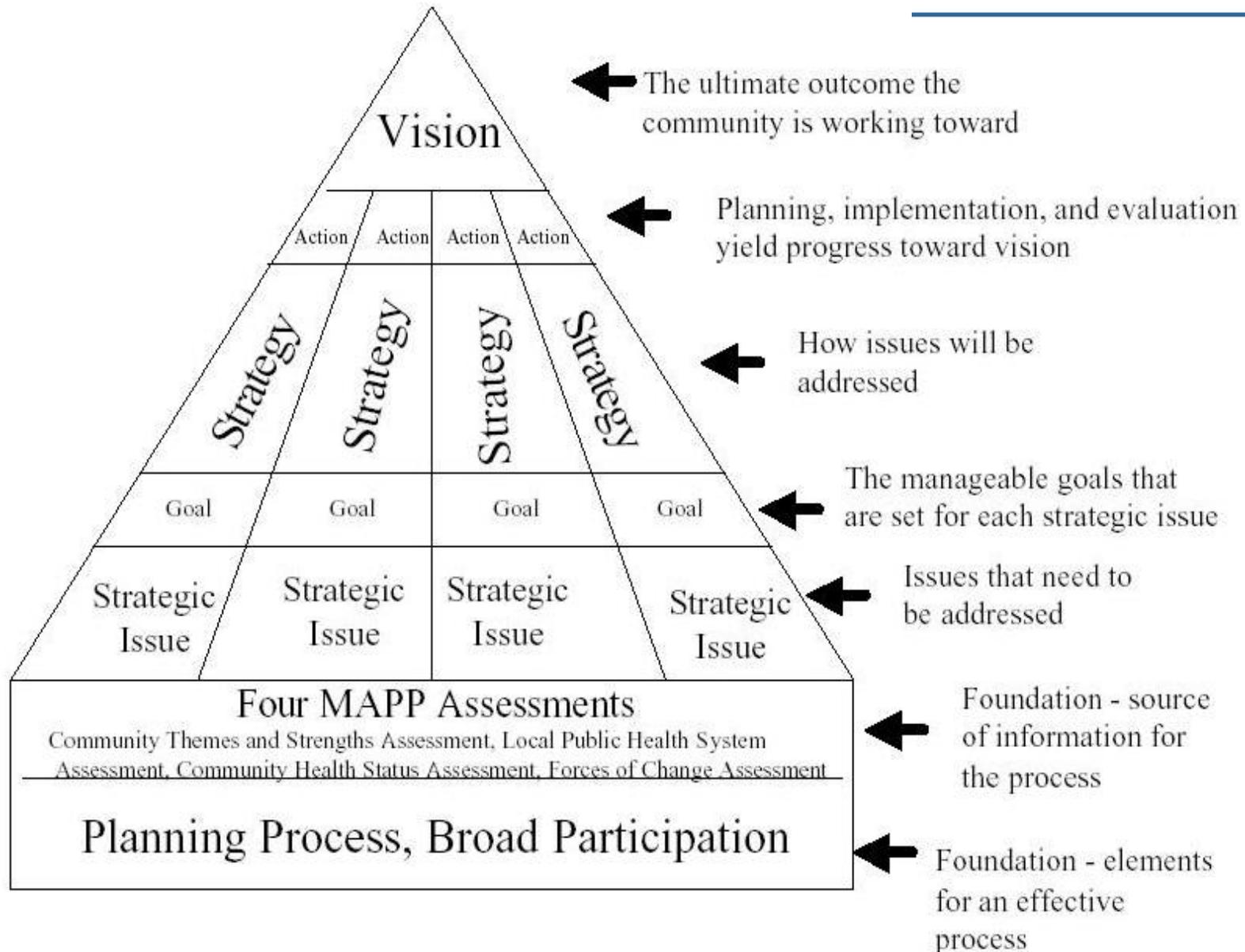
Relationship Diagram – Example

**“Health
for All”**

Relationship to Vision: Accessible Services



Another View





Example Strategic Issues

How do we....

- affect public policy?
- track change?
- encourage healthy lifestyles?
- promote a sense of community?
- assure access to care?
- provide a safe environment?



Steps to Identifying Strategic Issues

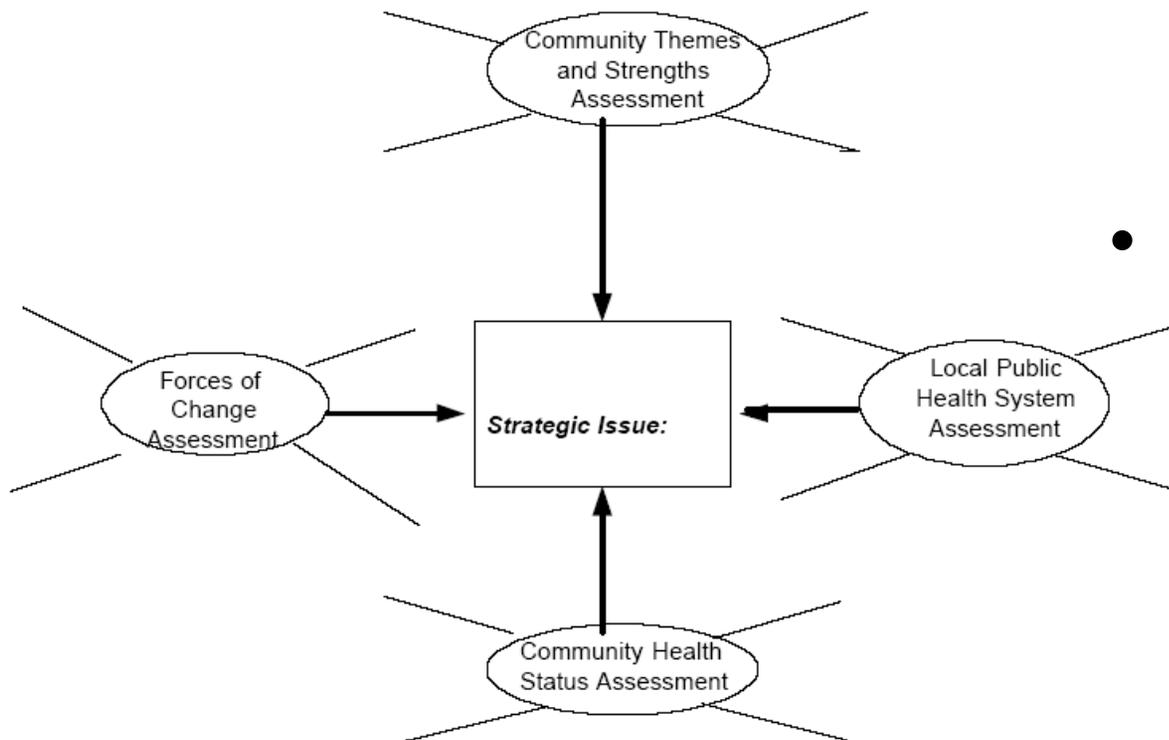
- Determine method for completing this phase
- Present summary of all four assessments
- Brainstorm potential strategic issues
- Understand why an issue is strategic
- Consolidate overlapping or related issues
- Arrange in ordered list
- Disseminate results
- Evaluate the process



Identify Strategic Issues

Strategic Issues Relationship Diagram

Relationship to Vision: _____



- Determine method
 - facilitated process, multi-voting, Core team
- Review shared vision, values and results of four assessments
 - Focus on opportunities, strengths and assets as well as threats
- Brainstorm potential strategic issues

What Makes an Issue “Strategic?”

- Strategic issues are fundamental policy choices or critical challenges that must be addressed in order for a community to achieve its vision.
 - often center around a tension or conflict
 - no obvious best solution
- Critical issues are **important**
- Strategic issues are **important** and **forward-thinking** and seize on current opportunities
 - must be something the public health system can address



Example: Critical vs Strategic

Community Themes & Strengths

- Lack of insurance
- Language/cultural barriers
- Need more services for seniors
- Lack of day care
- Inconvenient hours for services

Local Pub Hlth System

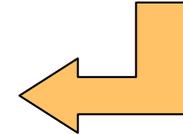
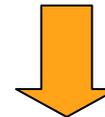
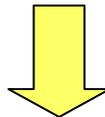
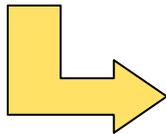
- Good referral mechanisms
- Outreach not targeted

Community Health Status

- Lack of insurance
- High use of ERs
- Need for affordable healthcare
- Chronic disease prevalence
- Poor lifestyle, behavior choices

Forces of Change

- Inadequate insurance coverage
- Disparities exacerbated by racism and barriers



Critical Issue: Addressing cultural and language barriers

Strategic Issue:

How can the public health community ensure equitable access to healthcare services?



**“Health for All”
Vision**

Test for “Strategic” Quality of Issues

- Strategic issues
 - Pose a threat
 - Present an opportunity, or
 - Require significant change
 - Require action by public health system partners
 - Can be a convergence of narrow, single-focus issues
 - Involve conflict or tension between choices
 - Tend to be complex, have more than one solution
 - Involve more than one organization
 - Project well into the future

Determine Consequences of Not Addressing an Issue

- What are the consequences of not addressing this?
- Most issues fall into these categories:
 - No action is required, monitor for future
 - Action can be determined in the planning process
 - Urgent, requires immediate response



Consolidate Overlapping or Related Issues

- Combine, consolidate related issues
 - How are they related?
 - Do they share causes or influences that make them strategic?
 - What are the consequences of not addressing them?
 - Can issues be combined without losing a key perspective?
- No more than 3-5 strategic issues
 - The fewer, the better



Order List and Share Results

Arrange issues in ordered list

- Logical Order
 - In sequence to be addressed
- Impact Order
 - Resolve easier issues
 - Builds momentum, teamwork, and consensus
- Temporal Order
 - According to a timeline
- Clarify meaning of “priority”
 - Importance or order

Share results – list of strategic issues

Evaluation of Process to Identify Strategic Issues

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?

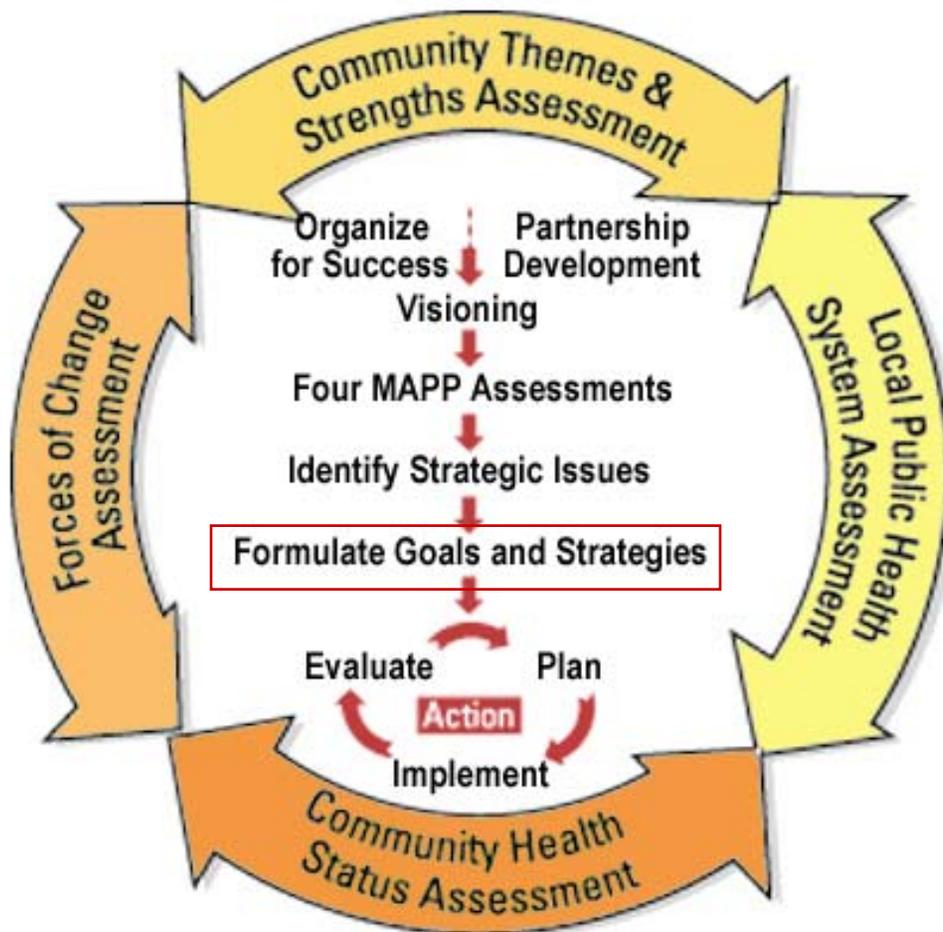
Partnership for a Healthier Duval

Vision: A community of empowered and informed individuals with optimal emotional and physical health supported by an integrated, accessible and inclusive health system founded on the value of compassion, respect and equality for Duval County residents.

**Model
Practice
Example –
Duval
County**



Formulate Goals and Strategies



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

Formulate 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

Example of a Strategic Issue, Goal, Strategy



- **Strategic Issue:**
How can the public health community ensure access to population-based and personal health care services?
- **Goal:**
All persons living in our community will have access to affordable quality health care.
- **Strategy:**
Provide free or reduced cost transportation services to residents for whom transportation is a barrier.

Develop Goals Related to Vision and Strategic Issues

- Determine how goals and strategies will be developed
 - what techniques and who will be involved
 - e.g., standard process for your group?
- Develop goals for each strategic issue
 - number will vary depending on issues, scale and scope of issues and ability to address them

Develop Strategies

- Generate a variety of strategies
 - resist pressure to settle for an obvious or comfortable strategy
 - review MAPP assessment data
- Brainstorm barriers to implementation
 - resources, community support, legal or policy impediments, technological considerations, organizational or management capacity

Develop Strategies

- Draft implementation details
 - timeline
 - actions that need to take place
 - organizations and individual who should be involved
 - resources needed and how to secure them
- Select and adopt strategies

PEARL Test for Strategy Identification

- **Propriety** – Consistent with essential services and public health principles?
- **Economics** – Financially feasible? Make economic sense?
- **Acceptability** – Will stakeholders and community accept the strategy?
- **Resources** – Funding available? Expertise, space?
- **Legality** – Do currently laws allow implementation?

Develop Goals and Strategies

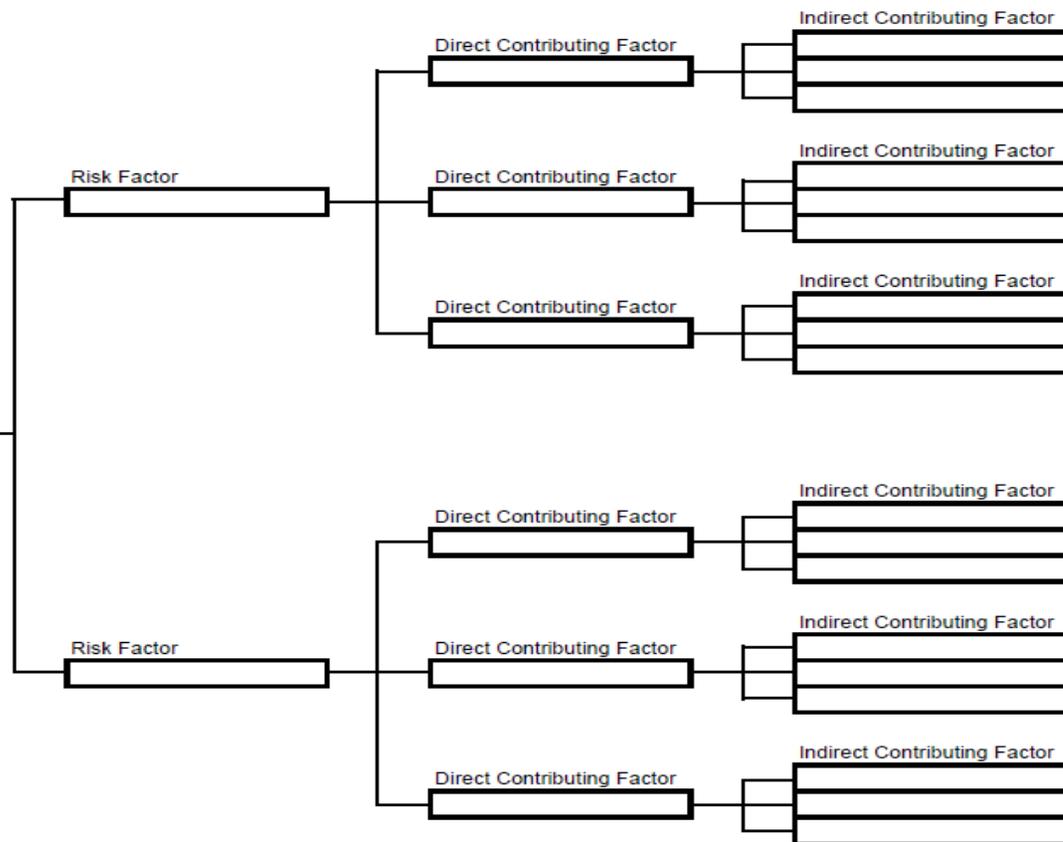
- Written planning report
 - Serves as a reference
 - Tests consensus about agreements
 - Communicates vision, goals and strategies
 - Should be shared widely
 - Signals end of planning process
 - Beginning of Community Health Improvement Plan
- Time to celebrate the hard work

Example - Quality Improvement Tool and Process used with MAPP

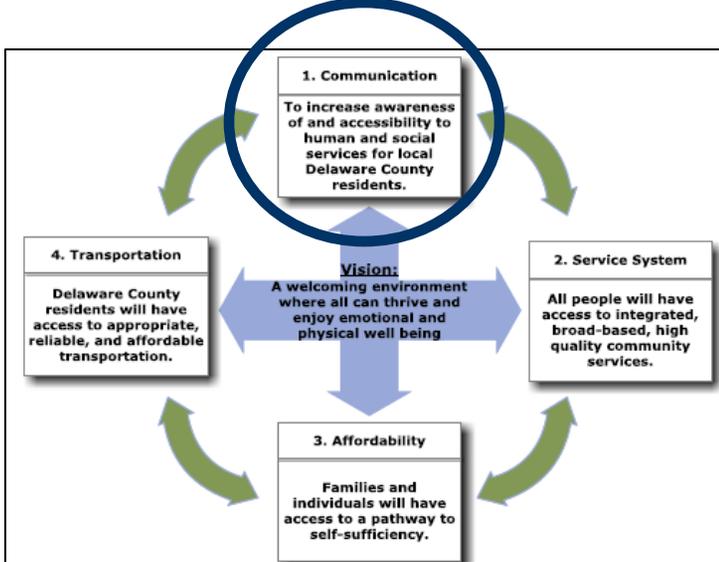
Health Problem Analysis Worksheet

Health Problem

HEALTH PROBLEM ANALYSIS WORKSHEET



Goal Statement



Example - Goal Setting and Strategy Selection Process

Strategy "test"

Key SWOT Questions

STRENGTHS to implement this Strategy

- ☐ What do we do exceptionally well?
- ☐ What advantages do we have?
- ☐ What valuable assets and resources do we have?
- ☐ What do we as partners identify as our strengths?



WEAKNESSES to implement this Strategy

- ☐ What could we do better?
- ☐ What might this strategy receive complaints about?
- ☐ Where are we vulnerable?



OPPORTUNITIES to implement this Strategy

- ☐ What opportunities do we know about, but have not addressed?
- ☐ Are there emerging trends on which we can capitalize?



THREATS to implement this Strategy

- ☐ Are weaknesses likely to make us critically vulnerable?
- ☐ What external roadblocks exist that block our progress?
- ☐ Is there significant change coming in Delaware County?
- ☐ Are economic conditions affecting our financial viability?



Strategies



Example - Goal Setting and Strategy Selection Process

Goal #1 (Communication)

Strategy #1: Evaluate current ways of how "people access"

		INTERNAL	EXTERNAL
P O S I T I V E	Strengths	<ul style="list-style-type: none"> ●Broad based partnering to look at issue ●Centralized gateway - updated 24/7 (211) ●All the colleges now in the county 	<ul style="list-style-type: none"> ●Tap into OWU and other University interns for marketing projects (there is a volunteer/service fair at OWU each year at the beginning of the academic year) ●Potential Helpline Event
	Weaknesses	<ul style="list-style-type: none"> ●Minimal marketing resources 	<ul style="list-style-type: none"> ●Who's gonna do it?
N E G A T I V E			

A blank copy of this diagram is appended to this report

APPROVED

Goal #1 (Communication)

Strategy #2: Research opportunities for cross marketing

		INTERNAL	EXTERNAL
P O S I T I V E	Strengths	<ul style="list-style-type: none"> ●Positive inter-agency relationships ●Helpline - list of all agencies ●currently meetings - opportunity for information sharing 	<ul style="list-style-type: none"> ●Info fair annually for agencies to learn more about each other - "virtual" ●Council Communicator ●Agencies' web sites link to 211
	Weaknesses	<ul style="list-style-type: none"> ●Awareness level of info sharing meetings and venues ●awareness of community calendars 	<ul style="list-style-type: none"> ●time and \$\$\$\$\$ ●building ongoing/institutionalized ways to build awareness
N E G A T I V E			

APPROVED

Goal #1 (Communication)

Strategy #3: Research social marketing tools

		INTERNAL	EXTERNAL
P O S I T I V E	Strengths	<ul style="list-style-type: none"> ●young population is more amenable ●some research has been done 	<ul style="list-style-type: none"> ●there is a target population for this type of marketing
	Weaknesses	<ul style="list-style-type: none"> ●time to monitor ●hard to get people to sign up to be ? 	<ul style="list-style-type: none"> ●is it really utilized for agencies ●how applicable ●more of a social tool
N E G A T I V E			

APPROVED

Goal #1 (Communication)

Strategy #4: Research what works in surrounding counties and other agencies

		INTERNAL	EXTERNAL
P O S I T I V E	Strengths	<ul style="list-style-type: none"> ●statewide assignments ●each agency has their own top 10 list 	<ul style="list-style-type: none"> ●OWU or another college to do research ●determine how people want to access
	Weaknesses	<ul style="list-style-type: none"> ●who will coordinate 	<ul style="list-style-type: none"> ●research could steer us the wrong way ●getting info from other organizations areas ●missing population --> are we asking the right people
N E G A T I V E			

REJECTED

Evaluation of Goal Development and Strategy Selection Process

Did we...

- Use an effective process for formulating our goals and strategies?
- Ensure our goals and strategies reflect what the community collectively wants to achieve?
- Effectively formulate goals and strategies such that we can develop practical work plans?

Preparing for Outcome Evaluation

- **Goals and Strategy Development**
 - provides connection between community's strategic plan and how improvements will be made
 - details how strategies will help reach goals
 - how goals help address strategic issues
 - sets stage for next steps
 - Writing measurable objectives
 - Monitoring and reporting on progress over time



Tools and Tip Sheets

- Strategy Development Worksheet
- Strategy Development Matrix
- PEARL test checklist
- Example process from Duval County and Delaware County (Ohio)



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

Coming Attractions

- ***Success in Action: Goals and Objectives, the Action Cycle and Evaluation***
 - **Tuesday, June 28 from 3 – 4 pm ET**
 - **Some of the topics to be covered:**
 - **Writing feasible, measurable objectives**
 - **Essential elements of action plans**
 - **Evaluation methods**