

Improving Public Health:
Exploring Agency, Systems, &
Community Health Improvement
May 10 & 11, 2011

Prioritization: Can't I Just Do What I Want?

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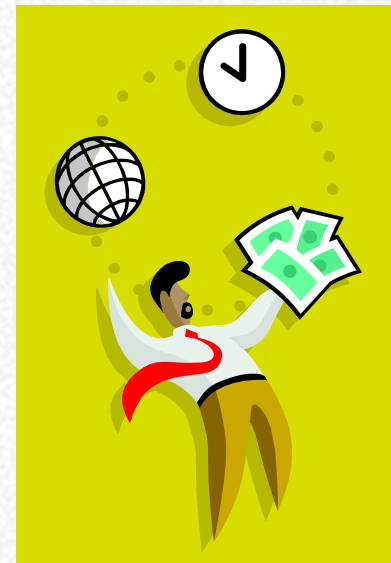
"I hate it when we're not sure we're inoculating against the right strain of flu virus."

Overview

- What, who, why, and when do you prioritize?
- Select a method
 - ▲ Tools
- Have some hands-on fun
- Review NPHPSP example
- Summary/questions

What is Prioritization?

- Placing a number of items in rank order based on perceived or measured importance or significance
- Assists organizations and groups in focusing limited resources



Who Does Priority-Setting?

All of us ... All of the time

Why Prioritize?

- Leadership direction
- Limited resources
- Urgency
- Competing health issues to address
- Program efficiency
- Performance improvement/quality improvement project identification
- Other

When do You do Priority-Setting?

- Prioritization occurs at many stages of program and project planning and implementation
 - ▲ Developing vision, mission, goals, etc.
 - Have you done this before?
 - ▲ In a public health setting?
 - ▲ How different is priority setting for QI vs. other reasons (i.e., assessment and planning)?
 - Examples from the field
-

Selecting a Method

- How objective do you want the process to be?
- What level of participation / number of people is ideal?
 - ▲ Balance high participation / buy-in and manageability
 - ▲ Be aware of biases
- How time-intensive do you want this to be?



Priority-Setting Methods

- ‘Dotmocracy’ method (aka ‘Quick and colorful’ approach)
- Nominal group planning
- Strategy map
- Simplex method
- Hanlon (PEARL) method
- Criteria weighting
- Prioritization matrix



‘Dotmocracy’ (aka ‘Quick and Colorful’)

Method: Nuts and Bolts

- Group voting process
- Options identified and posted on wall, etc.
- Participants get select number of ‘dots’/stickers
- Review criteria for voting with participants
- Participants place ‘dots’ by their choices based on criteria discussed

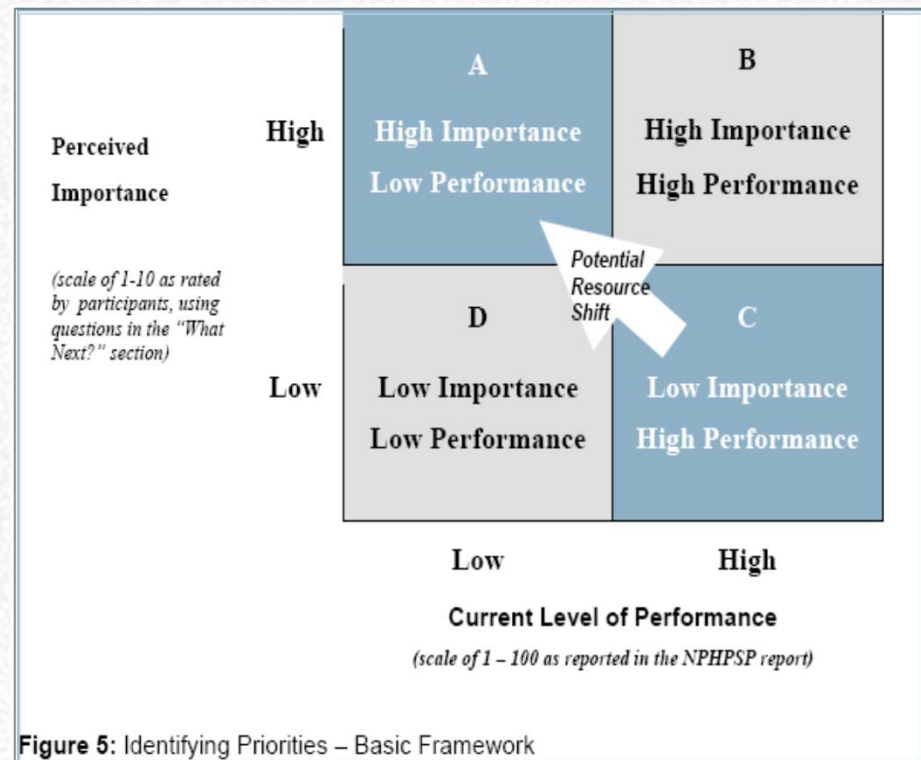
Nominal Group Planning: Nuts and Bolts

- Through group process, brainstorm ideas
- List all items
- Review, organize, categorize, clarify
- Review final list
- Each participant votes or ranks
- Tally the ranking or votes
- Discuss and refine, if needed



Strategy Map: Nuts and Bolts

- Select criteria
- Create a grid with four quadrants
- Label quadrants
- Categorize and prioritize



Simplex Method: Nuts and Bolts

- Develop a small set of close-ended questions
 - Ensure all participants understand the options, the questions, and the process
 - Ask participants to respond to the questions for each problem/intervention
 - Average the responses
 - Rank the items
-



Hanlon Method: Nuts and Bolts

- Rate Item based on:
 - ▲ Size of problem
 - ▲ Seriousness
 - ▲ Effectiveness of available interventions
- Apply “PEARL”
 - ▲ **P**ropriety, **E**conomics, **A**ceptability, **R**esources, and **L**egality
- Calculate Scores
- Rank based on Scores



Criteria Weighting: Nuts and Bolts

- Identify criteria
- Determine significance / value of criteria
- Score issues according to each criteria (e.g., -10 to +10)
- Multiply significance by score
- Sum and divide by number of criteria
- Rank, discuss, and refine



Prioritization Matrix: Nuts and Bolts

- Identify decision criteria
- Weight each criterion against each other
- Compare all options relative to each weighted criterion
 - ▲ Develop a different matrix for each criterion
- Develop a summary matrix
- Compare each option based on all criteria combined.

Prioritization Matrix: Example

	Criterion Weight (1-10)				
Alternatives (1-10)	<u>Cost</u> (8)	<u>Effectiveness</u> (10)	<u>Acceptability</u> (5)	<u>Implement in 12 months</u> (6)	Total
Improve existing playgrounds	6	5	8	2	150
	48	50	40	12	
Remove soda from school vending machines	3	9	3	6	165
	24	90	15	36	
Restrict use of food stamps for unhealthy foods	9	7	2	3	170
	72	70	10	18	
Offer healthy lunch options in schools	7	10	4	4	200
	56	100	20	21	
Increase number of playgrounds from three to five	1	4	5	1	63
	8	40	25	6	

Priority-Setting

- Use priority-setting methods creatively
- Ordering priorities
 - ▲ Logical
 - ▲ Temporal
 - ▲ Impact
- Consider barriers to implementation
- Use data from assessments wisely
- Use within the context of a planning process




Let's Have Some Fun!

- Set-up: 4 groups
- Use of Criteria Weighting Method for priority setting your afternoon in St. Louis!

NPHPSP Example

NPHPSP Reports – Optional Assessments

 National Public Health Performance Standards Program	
Local Public Health System Performance Assessment	
Report of Results	
	Jurisdiction Name
	Date

Optional Priority Rating Results (All 3 Assessments):

What are potential areas for attention, based on the priority ratings and performance scores?

Optional Agency Contribution Results (State and Local only):

How much does the (Local Health Department/State Public Health Agency) contribute to the system's performance, as perceived by assessment participants?

Priority Rating Results (Example)

Table 4:
Model standard
by priority and
performance
score, with areas
for attention

Essential Service	Priority Rating	Performance Score (Level of Activity)
Quadrant I (High Priority/Low Performance) These important activities may need increased attention.		
5.2 Public Health Policy Development	9	25 (Minimal)
5.3 Community Health Improvement Process	10	25 (Minimal)
Quadrant II (High Priority/High Performance) These activities are being done well, and it is important to maintain efforts.		
1.3 Maintenance of Population Health Registries	9	100 (Optimal)
6.3 Enforce Laws, Regulations and Ordinances	9	100 (Optimal)
Quadrant III (Low Priority/High Performance) These activities are being done well, but the system can shift or reduce some resources or attention to focus on higher priority activities.		
3.1 Health Education and Promotion	7	100 (Optimal)
3.3 Risk Communication	6	100 (Optimal)
Quadrant IV (Low Priority/Low Performance) These activities could be improved, but are of low priority. They may need little or no attention at this time.		
8.1 Workforce Assessment, Planning, & Development	4	25 (Minimal)
8.2 Public Health Workforce Standards	6	25 (Minimal)

Priority Rating Results (Example cont.)

- **Quadrant I** (High Priority/Low Performance) — May need increased attention
- **Quadrant II** (High Priority/High Performance) — May be important to maintain efforts
- **Quadrant III** (Low Priority/High Performance) — May shift or reduce some resources or attention to focus on higher priority activities
- **Quadrant IV** (Low Priority/Low Performance) — May need little or no attention at this time

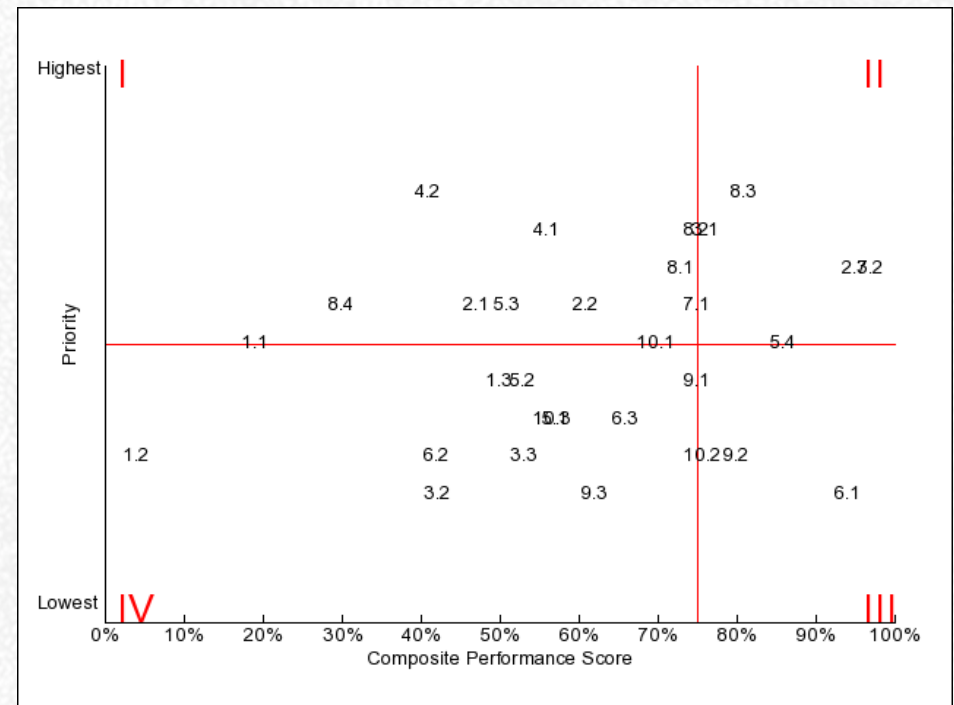



Figure 9: Scatter plot of Model Standard scores and priority ratings

Priority Rating vs. Performance

- **Quadrant I —**
May need increased attention
- **Quadrant II —**
May be important to maintain efforts
- **Quadrant III —**
May shift or reduce some resources or attention to focus on higher priority activities
- **Quadrant IV —**
May need little or no attention at this time

Perceived Priority (1-10)	High	I High Priority Low Performance	II High Priority High Performance
	Low	IV Low Priority Low Performance	III Low Priority High Performance
		Low	High
		Current Level of Performance (1 – 100)	



Source: *NPHPSP User Guide*

Summary Points for Priority Setting

- Collect background data and documentation
 - Clarify goals and objectives
 - Establish criteria for 'judging' potential options
 - Determine participants for the prioritization process
 - Select appropriate method
 - Have needed materials for the prioritization method selected
 - Implement process, follow-up and follow-through!
-

Questions?



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