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

![Strategy Map Diagram](image)

*Figure 5: Identifying Priorities – Basic Framework*
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”
  - Propriety, Economics, Acceptability, Resources, and Legality
- 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

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

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

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

<table>
<thead>
<tr>
<th>Perceived Priority (1-10)</th>
<th>Current Level of Performance (1 – 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td><strong>High Priority</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Low Performance</strong></td>
</tr>
<tr>
<td>Low</td>
<td><strong>Low Priority</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Low Performance</strong></td>
</tr>
</tbody>
</table>

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

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