Developing the Community Health Improvement Plan (CHIP)
January 24, 2012
Johnson County CHA/CHIP Team
As a review of what we covered in the first module, here is a diagram of the phases of MAPP. There are six phases in the MAPP process. The phases of the process are shown in the center of the model, while the four MAPP assessments—the key content areas that drive the process—are shown in the four outer arrows.

To initiate the MAPP process, lead organizations in the community begin by:

- Organizing themselves and preparing to implement MAPP (Organize for Success and Partnership Development). This phase allows you to plan a MAPP process that builds commitment, engages participants, uses their time well, and results in a plan that can be implemented successfully. Community-wide health improvement planning requires a high level of commitment from partners, stakeholders, and the community residents who are recruited to participate.

- The second phase is Visioning. A shared vision and common values provide a framework for pursuing long-range community goals. During this phase, the community answers questions such as “What would we like our community to look like in 10 years?” Because visioning takes place early in the MAPP process, it is a useful mechanism for convening the community and building enthusiasm for the process.

Next, the four MAPP Assessments are conducted, providing critical insights into challenges and opportunities throughout the community:

- The Community Health Status Assessment identifies priority issues related to community health and quality of life. Questions answered during the phase include, “How healthy are our residents?” and “What does the health status of our community look like?” Activities that take place include accessing health data on CHARTS, reviewing and interpreting data and compiling a community health profile report for sharing and presentation.

- The Forces of Change Assessment focuses on the identification of forces such as legislation, technology, and other issues that affect the context in which the community and its public health system operates. This answers the questions, “What is occurring or might occur that affects the health of our community or the local public health system?” and “What specific threats or opportunities are generated by these occurrences?”

- The Community Themes and Strengths Assessment provides a deep understanding of the issues residents feel are important by answering the questions, “What is important to our community?” and “How is quality of life perceived in our community?” and “What assets do we have that can be used to improve community health?”

- The Local Public Health System Assessment is a comprehensive assessment of all of the organizations and entities that contribute to the public’s health. This assessment answers the questions, “What are the activities, competencies, and capacities of our local public health system?” and “How are the Essential Services being Provided to our community?”

Once a list of challenges and opportunities has been generated from each of the four assessments, the next step is to:

- Identify Strategic Issues. During this phase, participants identify linkages between the MAPP assessments to determine the most critical issues that must be addressed for the community to achieve its vision.

- After issues have been identified, participants Formulate Goals and Strategies for addressing each issue. During this phase it is important to look at a range of alternatives strategies and consider barriers to implementation before selecting from among the choices.

- The final phase is the Action Cycle during which participants plan, implement, and evaluate. These activities build upon one another in a continuous and interactive manner and ensure continued success. While this is the last phase, it is not the end. During this phase previous efforts may begin to show results. This can be a challenging phase because it may be difficult to sustain the process over time.
Step 1: Assessing systems

- What organization they work for and what activities they do in that organization that might impact their selected priority area
- What additional activities others in their organization do that might impact their priority area
- Additional potential partners and their relevant activities
October 11, 2011

**Step 2: Assessing the Landscape**
- What has happened or failed to happen
- What do your experience and your research tell you
- What resources are currently being directed toward this problem
- What does the data tell you
- What is the history
October 11, 2011

- **Step 3: Identify Potential Outcomes & Strategies** - What realistic changes do you think your team can accomplish to impact the issue within the next 1-2 years? In the next 5 years?
  - What, if any, additional information do you need?

- **Homework – Setting Priorities**
  - Greatest Opportunities for Impact
  - Potential Strategies
  - Reasoning for each strategy
October 11, 2011

- Plans to send all suggested strategies out for importance and feasibility ratings did not occur due to low response numbers and late timing of responses.
- See written summary of the 6 responses received.
November 15, 2011

- Decisions about leadership and infrastructure of each task group
- Setting priorities - Selection of top 3 strategies by each task group
December Task Group Meetings (optional)

- Refine decisions and begin discussion of possible action steps
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
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
Formulate Goals and Strategies

- Form goal statements related to strategic issues
- Identify strategies for achieving goals
During this phase, participants formulate goals and specific strategies for each of the strategic issues identified in the previous phase.

Goals answer the questions, “What do we want to achieve by addressing this strategic issue?” Strategies answer the questions, “How do we want to achieve it? And What action is needed? Goals and strategies provide a connection between current reality and the vision of what the local public health system and community will look like in the future.
Another way to view the relationship
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 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 Action Steps**

- Select and adopt 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
**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?
The Action Cycle links three key activities—planning, implementation and evaluation. Each of these builds upon each other in a continuous and interactive manner. While the Action Cycle is the final phase of MAPP, it is by no means the “end” of the process. Some community partners may view this as just the beginning, especially those whose energy and expertise is in implementation. During this step, the work of previous phases begin to produce results, as your local public health system partners develop and implement an action plan for addressing priority goals and objectives. This can be one of the most challenging phases, as it may be difficult to sustain the process and continue with implementation over time.

In the previous phases, you and your partners did a lot of work gathering input and other evidence to arrive at a master list of challenges and opportunities. From there, strategic issues were identified followed by the formulation of goals and strategies to address your issues. Now, comes the time to take action toward meeting challenges and making an impact on the quality of life for your community.
Example - Goal Setting and Strategy Selection Process

Goal Statement

1. Communication
   To increase awareness of and accessibility to human and social services for local community residents.

2. Services System
   All people will have access to integrated, broad-based, high quality community services.

3. Affordability
   Families and individuals will have access to a pathway to self-sufficiency.

4. Transportation
   Delaware County residents will have access to appropriate vehicles and accessible transportation.

Vision
A welcoming environment where all residents and visitors feel welcome and physically well being
Example - Goal Setting and Strategy Selection Process

Strategies

- Evaluate current service and population needs of the people served.
- Research existing services and programs to improve services.
- Ensure social network marketing and awareness.
- Enforce organizational values to improve services.

Communication to increase awareness of and accessibility to services for local populations.
Example - Goal Setting and Strategy Selection Process

Strategy “test”

Key SWOT Questions

**STRENGTHS to implement this Strategy**
- What are our specific strengths?
- What strategies do we have?
- Where do we currently stand?

**WEAKNESSES to implement this Strategy**
- What issues do we face?
- What problems do we have?
- What areas need improvement?

**OPPORTUNITIES to implement this Strategy**
- What new opportunities present themselves?
- What trends do we see?
- Are there emerging trends or shifts in our environment?

**THREATS to implement this Strategy**
- What competition is there?
- What risks do we face?
- Are there any new or emerging threats?
Example – Goal Setting and Strategy Selection Process

Goal #1: Communication
Strategy #1: Increase current usage of “people power”
- Target: Increase social media engagement by 25% by the end of the year
- Activities: Create social media campaigns, increase content frequency, and engage with followers

Goal #2: Community
Strategy #2: Improve community involvement
- Target: Increase community participation by 40% by the end of the year
- Activities: Organize community events, increase community outreach, and engage with local businesses

Goal #3: Research
Strategy #3: Enhance data analysis tools
- Target: Increase data accuracy by 30% by the end of the year
- Activities: Implement new data analysis tools, increase data collection, and improve data management

Goal #4: Innovation
Strategy #4: Foster innovation culture
- Target: Increase innovation projects by 20% by the end of the year
- Activities: Encourage employee innovation, increase innovation workshops, and provide resources for innovation
The Action Cycle

- Plan
- Implement
- Evaluate
The Action Cycle can be summarized as follows:
Planning – determining what will be done, who will do it and how it will be done
Implementation – carrying out the activities identified in the planning stage, and
Evaluation – determining what has been accomplished
Through dialogue and consensus, MAPP participants have already selected a limited number of high priority goals and strategies. The next step is to organize for action.

Participants in the Action Cycle should include the participants, organizations and groups that will play a key role in implementing and evaluating strategies. The selection of strategies in the previous phase may have identified necessary players who have, thus far, not been participants. Careful thought should be given to who needs to be included in each strategy and these participants should be recruited. In addition, because organizations will be asked to devote their resources to the action plans, this step should involve individuals who can make budgetary or broad policy commitments for their agencies.

The MAPP Committee should give thought to how implementation activities will be monitored or overseen. Specific organizations will be accountable for each objective, however, there should be an entity responsible for ensuring the process is sustained. This can be accomplished in any number of ways – have the MAPP Committee adopt this role, establish subcommittees (e.g., evaluation subcommittee, implementation subcommittee).

For successful implementation, it is important to know where you are headed, who is responsible for getting you there and how you are going to get there. To accomplish this, the group develops measurable outcome objectives for the identified strategies. Participants then agree on accountability or responsibility for each objective. There are many resources available to help develop measurable objectives. The Community Tool box from the University of Kansas is one good site.
SMART objectives are measurable objectives that
• Are valid and reliable
• Are directly associate with the achievement of the strategy
• Link performance to the expected improvement
• Tighten rather than diffuse accountability
• Are responsible to changes in expected results
• Provide timely feedback at a reasonable cost
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.
### Outcomes-Based Planning Worksheet

**Strategic Area (circle one):**
- Physical Activity/Nutrition
- Access to Care
- Mental Health/Substance Abuse

**SMART Objective:**

<table>
<thead>
<tr>
<th>Target Audience(s)</th>
<th>Strategy &amp; Associated Action (What is the overall strategy and what evidence-based action will be taken?)</th>
<th>Who will do what specific actions/tasks? How much will they do? By when? (Provide the specifics of what will be done, by whom and when)</th>
<th>In Time &amp; Evaluation (What immediate changes/outcomes are expected as a result of this specific action that will contribute to the objective? How will you measure success?)</th>
<th>Resources Needed &amp; Budget (Resources include people, materials, supplies, etc., and money)</th>
</tr>
</thead>
</table>

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Slide 28
Additional Tools for Action Planning

- The Community Guide - evidence-based practices
- Public Health Business Planning for Community Health Improvement Projects

www.cdc.gov/Features/CommunityGuide/

www.maph.unc.edu/phbp.htm
Please work in your task groups on outcomes-based planning worksheets

We will re-convene at 10:10 am
With agree-upon priority goals, related outcome objectives and a system of accountability and your action plans, you are ready to achieve results—that is improvement in the health status of the community and in the performance of the local public health system.

After plans have been developed, the MAPP committee reviews them to identify common or duplicate activities and seek ways to combine or coordinate the use of limited community resources. Do a quick review of the results of the four assessments when considering available resources, strengths and opportunities.

Each MAPP participant should be involved in implementing a minimum of one strategy. Participants should consider bringing on board other organizations or individuals to more effectively implement the strategies. Consider including the target population—clients, community residents—to ensure that action plans are effectively implemented. Key leaders should also be recruited. Make the broader community aware of the strategic goals that are being addressed. Media, such as newspapers, newsletters, radio and television, can be used to educate the community about the strategies and progress that is being made.
Evaluating the implementation of strategies and assessing what was accomplished is an important piece of the Action Cycle. NACCHO bases their guidance for evaluation on the framework developed by the CDC’s Evaluation Working Group. The steps have been adapted for use with MAPP-based processes. Other evaluation frameworks may be used with equal success.

In general with a MAPP-based process, two types of evaluation should take place:

- Evaluation of the entire MAPP process – to identify areas or activities that worked well and those that didn’t. Such an evaluation provides useful input for designing and implementing a second round of the MAPP process or for other community-driven processes.
- Evaluation of each strategy – provides important results that be used for improving and refining action plans.

Using the CDC framework we will look at the steps to an accomplish an effective evaluation process.

In addition, the framework addresses the quality of the evaluation by examining its

- Utility – is it useful to individuals and communities in which the activity is implemented?
- Feasibility – is it realistic, prudent, diplomatic and frugal? Does it use existing resources and expertise?
- Propriety – Are activities ethical and legal and conform to community standards? Is it acceptable to the community?
- Accuracy – Do the results reveal and convey technically accurate information? If the results are questionable or the data gathered inaccurate, the evaluation will be of little value.
The CDC framework that is used here emphasizes program evaluation as a practical and ongoing process that involves program staff, community members, as well as evaluation experts. The overall goal of the framework is to help guide and inform the evaluation process. The document is not a comprehensive manual on how to conduct program evaluation. There are already many excellent resources that meet the technical aspects of program evaluation. Instead, the framework promotes a common understanding of program evaluation. It provides a conceptual roadmap that can be adapted to a variety of settings and within many different groups and communities.

The framework is intended to help those involved in program evaluation address the following six questions:
• Who is the evaluation for? Who needs to be involved?
• What is being evaluated?
• What methods will we use?
• How will we gather and analyze information that is credible?
• How will we justify our conclusions? And lastly,
• 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

Just as partners and stakeholders have been involved in the MAPP-based process, they should be part of the evaluation work. When stakeholders are not involved there is a risk of missing elements of a program’s objectives, operations and outcomes. As a result, the findings might be ignored, criticized or debated. The three principal groups of stakeholders include:

- Those involved in program operations (sponsors, coalition partners, funding organizations, etc.)
- Those served (clients, family and/or community members)
- Evaluations users (decision-makers about the program)

Describing the program, or program elements that are to be evaluated is the next step. The description should convey the program’s mission and objectives, goals and strategies, capacity to accomplish its work, its resources and activities, and how it fits with larger efforts. An effective description helps participants compare this program to similar efforts. Here your logic model will be of tremendous help in focusing on what is being evaluated.

The next step is to design the evaluation. The evaluation team should select

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

Not all evaluation design options are equally well-suited to meeting every program’s information needs. This step guides the evaluation process to be as efficient and effective as possible. After the data collection process begins, changing focus or procedures might be difficult. Developing a plan helps avoid these difficulties.
Stakeholders should view the information gathered as believable, trustworthy, and relevant to their questions. Credibility is based on the questions asked at the beginning of the evaluation process and stakeholders’ motives for asking them. In other words, standards of credibility depend on the questions asked. Having credible evidence strengthens evaluation results as well as the recommendations that follow from them. Recognizing that all types of data have limitations, you can strengthen the credibility of an evaluation design by using multiple procedures for gathering, analyzing and interpreting data. Increased up-front participation by stakeholders also enhances credibility because they will be more likely to accept the evaluation’s conclusions and act on its recommendations. An essential part of a good evaluation is a review of what is known, what has been done before and what has been done elsewhere. Reviewing published literature and unpublished documents can help strengthen the process of designing an evaluation. Program participants and other stakeholders also can be important sources of background information. Familiarity with other evaluations or research on similar interventions (or different interventions designed to address the same problem) can help you develop criteria for judging your own program. Aspects of evidence gathering can affect perceptions of credibility include

- **Indicators, Sources of evidence, Quality, Quantity, Logistics**

Evaluation conclusions are justified when they are linked to the evidence gathered and judged against agree-upon values or standards. Justification also means that the recommendations and implications of the evaluation are based on analysis of the information gathered, not the team’s opinions or feelings about how the activity was implemented.
It is naive to assume that lessons learned in an evaluation will necessarily be used in decision-making and subsequent action. Evaluation participants must make a deliberate effort to promote use of the evaluation findings. They also have a responsibility to prevent misuse of findings. Factors that influence whether results are used appropriately include: evaluator credibility; report clarity, timeliness, and impartiality; and changes in the program or organization context. Ensuring use requires thinking strategically from the earliest stages of the evaluation, as well as diligently looking for opportunities to communicate results and influence program decisions and/or policy makers.
Next Steps

- Each task group should finalize action plans for 1-3 strategies that will contribute to achieving outcomes they have defined.
- All task groups should share their plans with the entire CHA/CHIP teams for input.
- Implementation and evaluation plans should be fully articulated.
- Report of all CHA/CHIP work should be developed.
- A Logic Model should be developed incorporating all the plans as an illustration of the overall plan of action.
- Plans should be reviewed regularly, success reported and celebrated, and challenges addressed through plan revisions.
Thank you for all your hard work! I wish you continued success!

Judy Johnston
jjohnsto@kumc.edu