

Day 2 – Community Health Improvement Planning



**DAY 1 REFLECTIONS**



Learning Objectives – Day 2

6. Select and apply effective prioritization processes to apply to community health issues and problems.
7. Identify meaningful ways to engage and collaborate with community stakeholders to develop, implement and evaluation plans.
8. Use action planning tools to assist teams in the development of community health improvement plans.
9. Select meaningful process measures to monitor and improve as needed.
10. Develop measurable outcome objectives.



**COMMUNITY HEALTH INPUT DATA ANALYSIS ACTIVITY**



ACTIVITY: Community Health Profile Analysis

Step 4. Review community input data.

Step 5. Identify top community health issues.

- What are the top issues that are emerging?
- How are these issues cross-cutting?
- What else do you need to know?



**COMMUNICATING RESULTS**



### Disseminating and Sharing CHA Results

- This is a **Community** assessment....share the results for all to use.
- Think about the best ways to communicate and convey the results in accessible and user-friendly manner.
- Remember...PHAB Domain 4 – disseminating results of CHA to the community





### How will you share results?

- With system stakeholders?
- With community members?




### Using CHA Results for CHIP

- Informed decision-making
- Community engagement cultivated
- Partnerships developed
- Investment for improving (achieving purpose, vision)
- Comprehensive picture of community in context of state and national benchmarks




## COMMUNITY HEALTH IMPROVEMENT PLANNING




### Community Health Improvement Plan

- A long-term systematic effort to address issues identified by the assessment and community health improvement **process**
- Is broader than the health department and should include partners
- Considered current by PHAB if developed or updated within a **5 year time** period prior to application
- Based on community health assessment
- Relates directly to Domain 5




### Community Health Improvement Plan

*A community health improvement plan is a **long-term, systematic effort** to address public health problems on the **basis of the results of community health assessment** activities and the community health improvement process. This plan is used by health and other governmental education and human service agencies, in collaboration with community partners, **to set priorities and coordinate and target resources**. A community health improvement plan is **critical for developing policies and defining actions** to target efforts that promote health. It should define the **vision for the health of the community** through a **collaborative process** and should address the gamut of strengths, weaknesses, challenges, and opportunities that exist in the community to improve the health status of that community*

(Adapted from: United States Department of Health and Human Services, *Healthy People 2010*. Washington, DC; Centers for Disease Control and Prevention, National Public Health Performance Standards Program, [www.cdc.gov/nphps/FAQ.pdf](http://www.cdc.gov/nphps/FAQ.pdf)). PHAB Acronyms and Glossary of Terms, Version 1.0




### Common Community Health Improvement Process Models/Frameworks

- PRECEDE-PROCEED (1970s)
- Planned Approach to Community Health (PATCH) (1983)
- Healthy Communities (1980s)
- Assessment Protocol for Excellence in Public Health (APEX PH) (1991)
- Protocol for Assessing Community Excellence in Environmental Health (PACE EH) (2000)
- Mobilizing for Action through Planning and Partnerships (MAPP) (2001)
- Association for Community Health Improvement (ACHI) Toolkit
- State-specific models/frameworks





### Common Elements in Health Improvement Process Models

- 1) Prepare and plan
- 2) Engage the community
- 3) Develop a goal or vision\*
- 4) Conduct community health assessment(s)**
- 5) Prioritize health issues
- 6) Develop community health improvement plan**
- 7) Implement community health improvement plan
- 8) Evaluate and monitor outcomes

\*Not a PHAB requirement





### Common Steps in Developing a CHIP

1. Ongoing engagement of community and public health system partners
2. Review findings of CHA
3. Determine health priorities based on CHA findings and community and partner input and how these were chosen
4. CHIP implementation plan/ work plan: develop goals, measurable objectives, strategies, timeline, and organization/persons responsible\* to address each identified health priority [\*not limited to HD responsibility-refer to PHAB CHIP standard/measure language].
5. Devise process for monitoring progress on work plan implementation and meeting goals and objectives
6. Distribute CHIP throughout the community/state
7. Action and monitoring action





### Community Health Improvement Process

An ongoing, collaborative, community-wide effort to identify and address health problems through coordinated activities. It may include environmental, business, economic, housing, land use, and other community issues indirectly affecting the public's health.

(Adapted from National Public Health Performance Standards Program, Acronyms, Glossary, and Reference Terms, CDC, 2007. [www.cdc.gov/nphsp/PDF/Glossary.pdf](http://www.cdc.gov/nphsp/PDF/Glossary.pdf)).





16

### Health Improvement Process Steps

Prepare and Plan  
Engage the Community  
Develop a Vision  
**Conduct Health Assessment(s)**  
Prioritize Health Issues  
**Develop a Health Improvement Plan**  
**Implement Health Improvement Plan**  
Evaluate and Monitor





17

See Resource Packet

## CHIP RESOURCES





## PRIORITIZING COMMUNITY HEALTH ISSUES





### Prioritize Health Issues: Steps

- Review CHA findings
- Engage the community
- Develop criteria to guide prioritization
- Use defined prioritization method





### Prioritize Health Issues: Sample Criteria

|              |                                                  |
|--------------|--------------------------------------------------|
| Size         | How many people are affected?                    |
| Seriousness  | Deaths, hospitalizations, disability             |
| Trends       | Is it getting worse or better?                   |
| Urgency      | Will immediate intervention matter (e.g., H1N1)? |
| Equity       | Are some groups affected more?                   |
| Intervention | Is there a proven strategy?                      |
| Values       | Does our community care about it?                |
| Resources    | Build on current work – available \$?            |
| ROI          | Will addressing this save money?                 |





### Prioritize Health Issues: Techniques

- Nominal Group Technique
- Multi-voting Technique
- Strategy Grids
- Hanlon Method
- Prioritization Matrix





### Nominal Group Technique

**Why use it?**

- Need to generate a lot of ideas in a short amount of time
- Input from multiple individuals needs to be taken into consideration

Often used in conjunction with Multi-Voting Technique.





### Nominal Group Technique

- Step 1: Silent brainstorming
- Step 2: Generate list in round robin fashion
- Step 3: Simplify and clarify. The moderator reads the list aloud and participants condense or group items as well as provide clarification on any issues.
- Step 4: Review final list against any criteria identified at the onset of the process
- Step 5: Anonymous ranking. Participants rank each identified health issue on a set scale. The moderator collects, tallies and calculates total scores.
- Step 6: Repeat voting (if necessary)

• NOTE: Multi-Voting Technique can be used for Steps 5 and 6





## Multi-voting Technique

### Why use it?

- When a long list of health problems must be narrowed down to a top few
- Allows a problem which may not be a top priority of anyone, but is favored by all, to rise to the top



NACCHO  
National Association of County and City Health Officials

## Multi-voting Technique

- Step 1: Participants vote for their highest priority issues—as many as they want (or set a maximum number)
- Step 2: Remove issues that do not have a vote count equivalent to half the number of participants
- Step 3: Participants again vote for their highest priority issues—with a maximum number of votes equal to half the number of issues remaining
- Repeat until the list is narrowed down to the desired number of health priorities.



NACCHO  
National Association of County and City Health Officials

## Multi-voting Technique

| Health Indicator                                                                                                       | Round 1 Vote | Round 2 Vote | Round 3 Vote |
|------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|
| Collect and maintain reliable, comparable, and valid data                                                              | WWW          | W            |              |
| Evaluate public health processes, programs, and interventions                                                          | WWW          | WWW          | WWW          |
| Maintain competent public health workforce                                                                             | W            |              |              |
| Implement quality improvement of public health processes, programs, and interventions                                  | WWW          | W            |              |
| Analyze public health data to identify health problems                                                                 | W            |              |              |
| Conduct timely investigations of health problems in coordination with other governmental agencies and non-governmental | W            |              |              |
| Develop and implement a strategic plan                                                                                 | WWW          | WWW          | W            |
| Provide information on public health issues and functions through multiple methods to a variety of audiences           | W            |              |              |
| Identify and use evidence-based and promising practices                                                                | W            |              |              |
| Conduct and monitor enforcement activities for which the agency has the authority                                      | W            |              |              |
| Conduct a comprehensive planning process resulting in a community health improvement plan                              | WWW          | WWW          | W            |
| Identify and implement strategies to improve access                                                                    | W            | W            |              |



NACCHO  
National Association of County and City Health Officials

## Strategy Grids

### Why use it?

- Limited capacity and want to focus on areas that provide 'the biggest bang for the buck.'



NACCHO  
National Association of County and City Health Officials

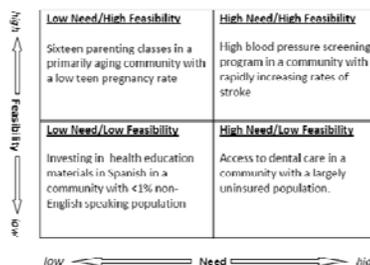
## Strategy Grids

- Step 1: Select Criteria. Choose two broad categories that are most relevant (e.g., cost/impact, need/feasibility, knowledge/control, etc.)
- Step 2: Create a Grid. Set up a grid with four quadrants, assigning one criteria to each axis. Use arrows to indicate high or low
- Step 3: Label quadrants
- Step 4: Categorize & Prioritize. Place issues in the appropriate quadrant and then prioritize



NACCHO  
National Association of County and City Health Officials

## Strategy Grids



NACCHO  
National Association of County and City Health Officials



### Prioritization Matrix

|                  | Criterion 1<br>(Rating X Weight) | Criterion 2<br>(Rating X Weight) | Criterion 3<br>(Rating X Weight) | Priority Score |
|------------------|----------------------------------|----------------------------------|----------------------------------|----------------|
| Health Problem 1 | 2 X 0.5 = 1                      | 1 X .25 = .25                    | 3 X .25 = .75                    | 2              |
| Health Problem 2 | 3 X 0.5 = 1.5                    | 2 X .25 = 0.5                    | 2 X .25 = 0.5                    | 2.5            |
| Health Problem 3 | 1 X 0.5 = 0.5                    | 1 X .25 = .25                    | 1 X .25 = .25                    | 1              |





Assign each table a method to discuss...

Strengths?

Challenges?

Stakeholders to engage?






- ### Prioritization Challenges
- Prioritization skewed by those participating
  - Participants do not like the criteria or process selected
  - Participants do not accept the outcomes of the process
  - New issues discussed even data suggests they are not a significant issue
  - Participants unwilling to make a final decision on top priorities
- 
- 
- 

- ### Community Ownership of Prioritization
- Be strategic about who participates in the prioritization process
  - Set expectations and continuously refer to the objectives and purpose of the process
  - Strike the appropriate balance between having a framework and flexibility
- Participants need to feel as if it is their process, not one that is being forced upon them.**
- 
- 
- 

## PRIORITIZING HEALTH ISSUES ACTIVITY





- ### Prioritization Activity
- Choose a Facilitator Who Represents Public Health
  - Choose a Sector Role to Play (i.e. school, hospital, law enforcement, city planner, etc.)
  - Participate in the prioritization exercise based on the role you have selected.
  - Select the Top 3 Priorities
- 
- 
- 

## STAKEHOLDER ENGAGEMENT AND ACTION TEAM DEVELOPMENT

### Example of Public Sector Map

Bullets refer to examples of organizations and are not a comprehensive listing.

MCCP Healthcare Consulting

### Example of Community-Based Sector Map

Bullets refer to examples of organizations and are not a comprehensive listing.

MCCP Healthcare Consulting

### Partner Worksheet

| Partners Already Engaged | Potential Contributions | Value to Partners | "Rules of Engagement" |
|--------------------------|-------------------------|-------------------|-----------------------|
|                          |                         |                   |                       |
|                          |                         |                   |                       |
|                          |                         |                   |                       |
|                          |                         |                   |                       |
|                          |                         |                   |                       |

Take the time to explore and understand partner needs.

### Partner Worksheet

| Partners Needed to Engage | Potential Contributions | Value to Partners | Engagement Strategies |
|---------------------------|-------------------------|-------------------|-----------------------|
|                           |                         |                   |                       |
|                           |                         |                   |                       |
|                           |                         |                   |                       |
|                           |                         |                   |                       |

Who else is needed? How can they be engaged?

### Challenging Partners to Engage

Let's Brainstorm....

### Community Engagement

Dynamic relationships and dialogue between community members and local health department staff, with varying degrees of community and health department involvement, decision-making and control

Morgan and Lifshay, Community Engagement in Public Health, [http://www.barhii.org/resources/downloads/community\\_engagement.pdf](http://www.barhii.org/resources/downloads/community_engagement.pdf)





### Coalition

A structured arrangement for cooperation and collaboration between otherwise unrelated groups or organizations, in which each group retains its identity but all agree to work together toward a common, mutually agreed-upon goal

MDH, [http://www.health.state.mn.us/divs/hpcd/chp/hpkit/text/team\\_what.htm](http://www.health.state.mn.us/divs/hpcd/chp/hpkit/text/team_what.htm)





### What's the difference?

|                             |                           |
|-----------------------------|---------------------------|
| <u>Community Engagement</u> | <u>Coalition-Building</u> |
| Formal or informal          | Structured arrangement    |
| Separate or together        | Agree to collaborate      |
| Interviews                  | Charter                   |
| Focus groups                | Meetings                  |
| Surveys                     | Consensus                 |
| Meetings                    | Time-limited              |
| Ongoing                     | Specific issue            |
| Broad purpose               |                           |





### Convene the right partners

- Stakeholder representation
- Impacted by the problem or solution
- Diverse perspectives
- Knowledge, skills, and abilities
- Authority to make decisions

*Can change over the lifecycle of the coalition*






### Build relationships

- Make personal connections
- Share perspectives and agendas
- Identify competing priorities
- Talk about culture
- Be honest and open






### Principles of Community Engagement

- Clarity of purpose
- Mutual respect
- Value of diversity
- Ownership for change
- Long-term commitment






### Community Engagement Strategies

Take the time for authentic participation.  
 Expand dialogue within the broader systems and communities served.  
 Create time and place for internal planning and training on community engagement  
 Include adequate time in decision-making processes for organizations to seek input





55

### Community Engagement Strategies

- Plan expanded timelines for orientation of new partners and community members
- Communicate with the community every step of the way.
- Incorporate community engagement principles into contracts





56

### Develop organizational structure

- Identify a leader
- Establish a process for decision-making
- Decide on meeting frequency and schedule
- Set ground rules for meetings
- Consider need for subcommittees or workgroups







57

### Set clear expectations



- Define staff and member roles and responsibilities
- Specify the amount of time members will devote to the coalition
- Establish start and end dates
- Consider the need for term limits





58

### Evaluate

- Establish performance measures
- Monitor your processes and your outcomes on a regular basis
- Use a formal assessment tool
  - For the entire coalition
  - For member effectiveness
- Contract with an external evaluator?






59

### Gantt Chart

| Project Description                                                                                                                                                         | June - Dec 07 | Jan - April 08 | May - Aug 08 | Sept - Dec 08 | Jan - April 09 | May - Aug 09 | Sept - Dec 09 | Jan - April 10 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|--------------|---------------|----------------|--------------|---------------|----------------|
| The development of new models of emergency and short stay care including co-located GP clinic.                                                                              |               |                |              |               |                |              |               |                |
| Develop a low acuity, short stay paediatrics unit as part of a regional service.                                                                                            |               |                |              |               |                |              |               |                |
| Enhance renal dialysis capability for the North West community with additional chairs at Sarnis.                                                                            |               |                |              |               |                |              |               |                |
| Reassess the proposed significant new role for the Mersey as a day only elective surgery unit, in response to the Commonwealth Government take over of the Mersey Hospital. |               |                |              |               |                |              |               |                |





60

**Coalition Charter**

- Mission/Purpose
- Definitions
- Activities
- Membership Commitment/ Expectations
- Timeline

Write it all down  
 Disseminate it to coalition members  
 Review it regularly (e.g. every 2 years)  
 Update and revise it as needed  
 Use it to communicate about your work




61

**Coalition Charter**

- Mission/Purpose
- Definitions
- Activities
- Membership Commitment/ Expectations
- Timeline




62

**Strategies to renew and reinvigorate**

- Look, listen, and act
- Welcome new members
- Set short-term goals
- Celebrate success
- Build skills and introduce new information
- Focus on the people



63

**ACTION PLANNING PROCESS, TERMS AND TOOLS**



64

Priorities were selected based on having a picture of what is...

**Understand and define the current status**

- Scope of the problem
- Impact of the problem
- Most vulnerable populations
- Why it is important to address to achieve vision

Refer to the data related to each Priority Issue.

In some cases, more work on understanding the problem may be necessary.



65

Action planning to address priorities begins with the end in mind...

Current Status of the Priority Issue

↓

What changes need to occur to achieve Vision?

↓

Vision for the Future with Improvements Related to the Priority Issue



66

Desired Changes = Goals/Objectives/Outcomes

What awareness must be created and with whom?  
 What knowledge or skill must be increased and by whom?  
 What behaviors must change? How and by whom?  
 What policies must be changed and/or adopted?  
 What types of system changes are needed?  
 What types of environmental changes are needed?  
 How does health status need to change?

Levels of Goals/Objectives/Outcomes

|                                                                                                                                                                      |                                                                                                                                                                                              |                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Short - Term</b></p> <p>Usually 1-2 years</p> <p>Changes in awareness, knowledge, and attitudes</p> <p>Changes in direct and indirect contributing factors</p> | <p><b>Intermediate</b></p> <p>Usually 3-5 years</p> <p>Changes in skill, behavior, policy and some system changes</p> <p>Changes in risk factors</p> <p>Referred to as Impact Objectives</p> | <p><b>Long - Term</b></p> <p>5 years or greater</p> <p>Changes in health status, systems</p> <p>Referred to as Outcome Objectives</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|

Begin with the end in mind...

Long - Term

Intermediate

Short-Term

Intermediate

Short-Term

Approach: Overarching intention/aspiration for achievement of mission

| Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Initial Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Intermediate Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Long-Term Outcomes                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Inputs:</b></p> <p>A program uses inputs to support activities. Program resources (staff, volunteers, facilities, equipment, supplies, materials, money, etc.) contribute to the program's capacity to deliver value. Strategies, community values, organizational vision, and staff with program goals, community members with resources and skills, and systems or challenges that must be addressed for success. (Community issues, community health, program goals, history of conflict, existing community agencies, institutions, etc.)</p> | <p><b>Strategies:</b></p> <p>General approach to achieving the mission and vision. Strategies are broad, long-term, and high-level. They may include: (a) organizational structure and culture; (b) organizational mission and vision; (c) organizational values and beliefs; (d) organizational goals and objectives; (e) organizational policies and procedures; (f) organizational systems and processes; (g) organizational resources and capabilities; (h) organizational risks and challenges; (i) organizational opportunities and threats; (j) organizational strengths and weaknesses; (k) organizational assets and liabilities; (l) organizational liabilities and obligations; (m) organizational responsibilities and accountability; (n) organizational roles and responsibilities; (o) organizational performance and evaluation; (p) organizational improvement and innovation; (q) organizational sustainability and resilience; (r) organizational governance and leadership; (s) organizational communication and public relations; (t) organizational legal and regulatory compliance; (u) organizational financial and fiscal management; (v) organizational information and technology management; (w) organizational human resources management; (x) organizational risk management; (y) organizational environmental and social responsibility; (z) organizational ethics and integrity.</p> | <p><b>Outcomes:</b></p> <p>Direct results of program activities. A program's activities should produce desired outcomes. They are usually identified in terms of the size and scope of the program and are measurable and attributable to the program. They include: (a) program reach/delivered to; (b) program cost/benefit ratio; (c) program quality/impact; (d) program sustainability; (e) program participation; (f) program satisfaction; (g) program effectiveness; (h) program efficiency; (i) program equity; (j) program transparency; (k) program accountability; (l) program integrity; (m) program resilience; (n) program sustainability; (o) program adaptability; (p) program innovation; (q) program leadership; (r) program governance; (s) program ethics; (t) program integrity; (u) program transparency; (v) program accountability; (w) program effectiveness; (x) program efficiency; (y) program equity; (z) program sustainability.</p> | <p><b>Initial Outcomes:</b></p> <p>Short-term results of program activities. They are usually identified in terms of the size and scope of the program and are measurable and attributable to the program. They include: (a) program reach/delivered to; (b) program cost/benefit ratio; (c) program quality/impact; (d) program sustainability; (e) program participation; (f) program satisfaction; (g) program effectiveness; (h) program efficiency; (i) program equity; (j) program sustainability.</p> | <p><b>Intermediate Outcomes:</b></p> <p>Changes that will occur as a result of program activities. They are usually identified in terms of the size and scope of the program and are measurable and attributable to the program. They include: (a) program reach/delivered to; (b) program cost/benefit ratio; (c) program quality/impact; (d) program sustainability; (e) program participation; (f) program satisfaction; (g) program effectiveness; (h) program efficiency; (i) program equity; (j) program sustainability.</p> | <p><b>Long-Term Outcomes:</b></p> <p>Changes that will occur only after initial and intermediate outcomes are achieved. Changes include expanded health, behavior, and systems level changes which might lead to improved conditions, increased capacity, and/or changes in the policy arena.</p> |

Mission: A statement reflecting why the organization or network exists.  
 Vision: Reflection of an optimistic view of the future.

SMART Objectives

Specific – specify what is to be achieved, by how much, and by when  
 Measurable – make sure that the objective can be measured (i.e., data is or will be available to measure progress)  
 Achievable - set objectives that are feasible for the agency  
 Relevant - align objectives with the mission and vision of the agency  
 Time-oriented - establish a timeframe for achieving the objective

Measure of change, in what, by whom, by when

Degree of Change + Type of Change + Area of Change + Target Population + Time Frame

Long-Term or Outcome Objectives

5 years or greater

Look to HP 2020 Objectives for guidance on establishing measures

Describes the type and degree of change needed to get closer to the vision

Only occur after short-term and intermediate objectives are achieved.

### Intermediate of Impact Objectives

Usually 3-5 years

Change in a direct determinant or reduction in a risk factor.

**Risk factors** are direct causes and determinants which based on scientific evidence or theory, are thought to influence directly the level of a specific strategic issue/health problem.

Only occur after related short-term objectives are achieved.



### Short-Term Objectives

Usually 1-2 years

The result of one or more programs or interventions.

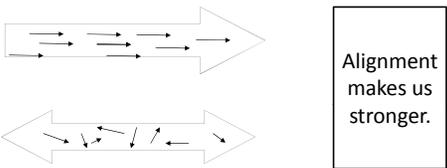
Changes in contributing factors

**Direct contributing factors** – a scientifically established factor that directly affects the level of a risk factor

**Indirect contributing factors** – community-specific factor that directly affects the level of the direct contributing factor



### We seek alignment of activities and action plans...



Alignment makes us stronger.

Relationship, Strategy, Alignment

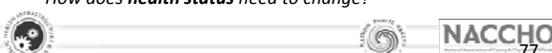


## ACTION PLANNING ACTIVITY



### Desired Changes = Goals/Objectives/Outcomes

- What **awareness** must be created and with whom?
- What **knowledge** or **skill** must be increased and by whom?
- What **behaviors** must change? How and by whom?
- What **risk factors** must be reduced?
- What **policies** must be changed and/or adopted?
- What types of **system changes** are needed?
- What types of **environmental changes** are needed?
- How does **health status** need to change?



### What can be done to create the necessary changes?

- What are the **existing resources, assets and strengths** for this work?
- What are the **barriers**? How can the barriers be overcome?
- What **has worked** elsewhere?
- What are the **evidence-based approaches** to create the change defined?



Only AFTER we are clear about the changes needed...

Identify programs, strategies and interventions to create the desired changes (or achieve objectives).

**Evidence-based strategies** – Strategies to address contributing factors and risk factors to achieve impact and ultimately outcome objectives. At least one proven intervention strategy should be defined for each impact objective.



**Goals, Objectives and Intervention Strategies Template**

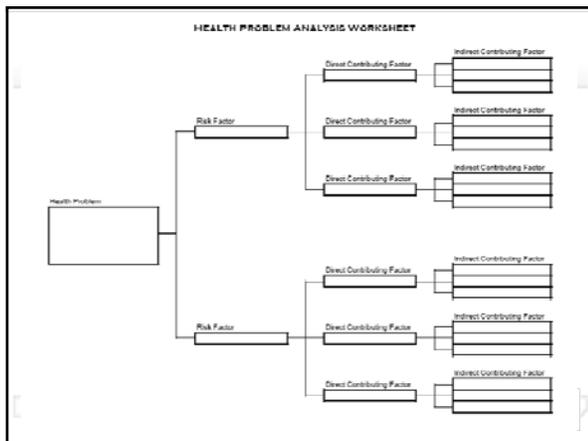
Health Problem:

Define Target Population (Indicate any disparities that need to be addressed):

Complete the Health Problem Analysis Worksheet.

Overarching Goal:

| Outcome Objectives (long-term)<br>(How much and when the program should affect the health priority) | Impact Objectives (1-3 years)<br>(How much and when the program will reduce a direct determinant or risk factor) | Intervention Strategies<br>(Strategies to address the impact objectives [risk and contributing factors]. Include at least 3 proven intervention strategy.) |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| •                                                                                                   | •                                                                                                                | •                                                                                                                                                          |
| •                                                                                                   | •                                                                                                                | •                                                                                                                                                          |
| •                                                                                                   | •                                                                                                                | •                                                                                                                                                          |

**Risk Factor** - Scientifically established factor (determinant) that relates directly to the level of a health problem. A health problem may have any number of risk factors identified.

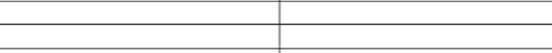
**Direct Contributing Factor** - Scientifically established factors that directly affect the level of a risk factor.

**Indirect Contributing Factors** - community-specific factors that directly affect the level of the direct contributing factors. These factors can vary greatly from community to community.



Intervention Strategies

| Evidence-Based (circle one) YES                                                        | Indicate resources:                                                                                 | NO                                                                           | UNCLEAR                                                                                                                                 |
|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Community Resources that will contribute to implementation of this intervention        | Estimated Funding Needed for implementation                                                         |                                                                              | Anticipated Sources of Funding                                                                                                          |
| <b>Apply the PEARL test (Propriety, Economics, Acceptability, Resources, Legality)</b> |                                                                                                     |                                                                              |                                                                                                                                         |
| Propriety: Is the strategy consistent with the EPHC and public health principles?      | Economics: Is the strategy financially feasible? Does it make economic sense to apply the strategy? | Acceptability: Will the stakeholders and the community accept this strategy? | Resources: Is funding likely available to apply this strategy? Are organizations able to offer resources needed to apply this strategy? |
|                                                                                        |                                                                                                     |                                                                              | Legality: Do present laws allow the strategy to be implemented?                                                                         |
| Potential Barriers to Implementation and Success                                       |                                                                                                     | Suggestions for Overcoming Barriers                                          |                                                                                                                                         |
|                                                                                        |                                                                                                     |                                                                              |                                                                                                                                         |
|                                                                                        |                                                                                                     |                                                                              |                                                                                                                                         |



**Completion of Community Health Plan Worksheet**

Selection and prioritization of long, intermediate and short-term objectives

- Make them measurable with baseline and target defined
- Make them address risk and contributing factors

Identify resources and barriers to this work

Identify potential evidence-based strategies to create change.



See Resource Packet

**PLANNING AND MEASUREMENT  
RESOURCES**



The footer of the slide contains three logos. On the left is the logo for the Department of Health and Human Services, featuring a caduceus and the text 'DEPARTMENT OF HEALTH AND HUMAN SERVICES'. In the center is the logo for the State of Michigan, featuring the state seal and the text 'STATE OF MICHIGAN'. On the right is the logo for NACCHO (National Association of County and City Health Officials), featuring the text 'NACCHO' and 'NATIONAL ASSOCIATION OF COUNTY AND CITY HEALTH OFFICIALS'.