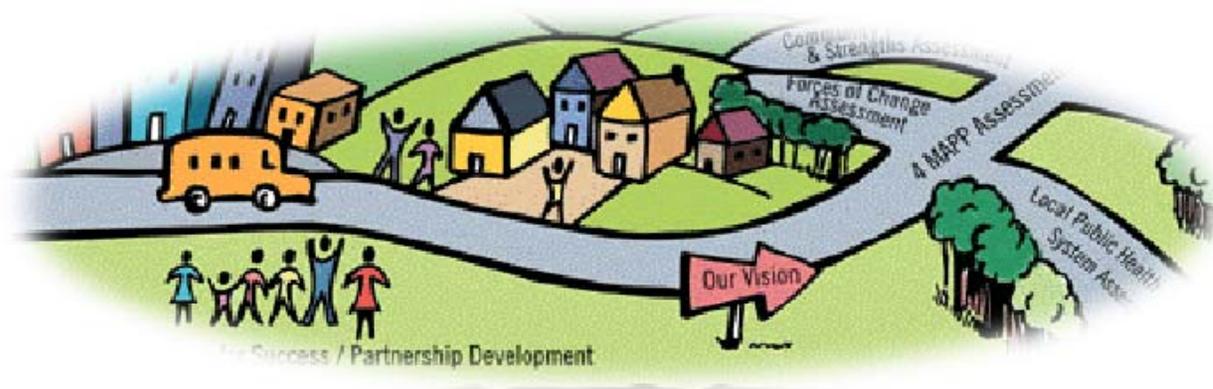


CHIPs and SHIPs: Using MAPP as a Planning Framework

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November 10, 2010



Topics for this Session

- MAPP as a vehicle for long-term, system-wide change in public health practice;
- MAPP community health improvement concepts and philosophy;
- How to use MAPP as a framework for CHIP/SHIP;
- Overview of the phases of MAPP





Health is...

- ...a dynamic state of complete **physical, mental, spiritual and social well-being** and not merely the absence of disease or infirmity. (WHO 1998) *and...*
- Public health is “what we as a society do **collectively** to **assure the conditions** in which people can be healthy.” (IOM 1988)

Developing a healthy community...



Involves **planning** & **collective action** to generate solutions to community problems.

Developing a healthy community should be:

- a long-term endeavour,
- well planned,
- inclusive and equitable,
- holistic and integrated into the bigger picture,
- initiated and supported by community members,
- of benefit to the community, and
- grounded in experience that leads to best practice.

Developing a healthy community...



...requires and helps build community capacity

- to address issues
- to take advantage of opportunities
- to find common ground, and
- to balance competing interests.

It does not just happen—it requires both a conscious and a conscientious effort to do something (or many things) to improve the community.



MAPP provides...

- a framework,
- guidance,
- structure, and
- best practices...

for developing healthy communities.

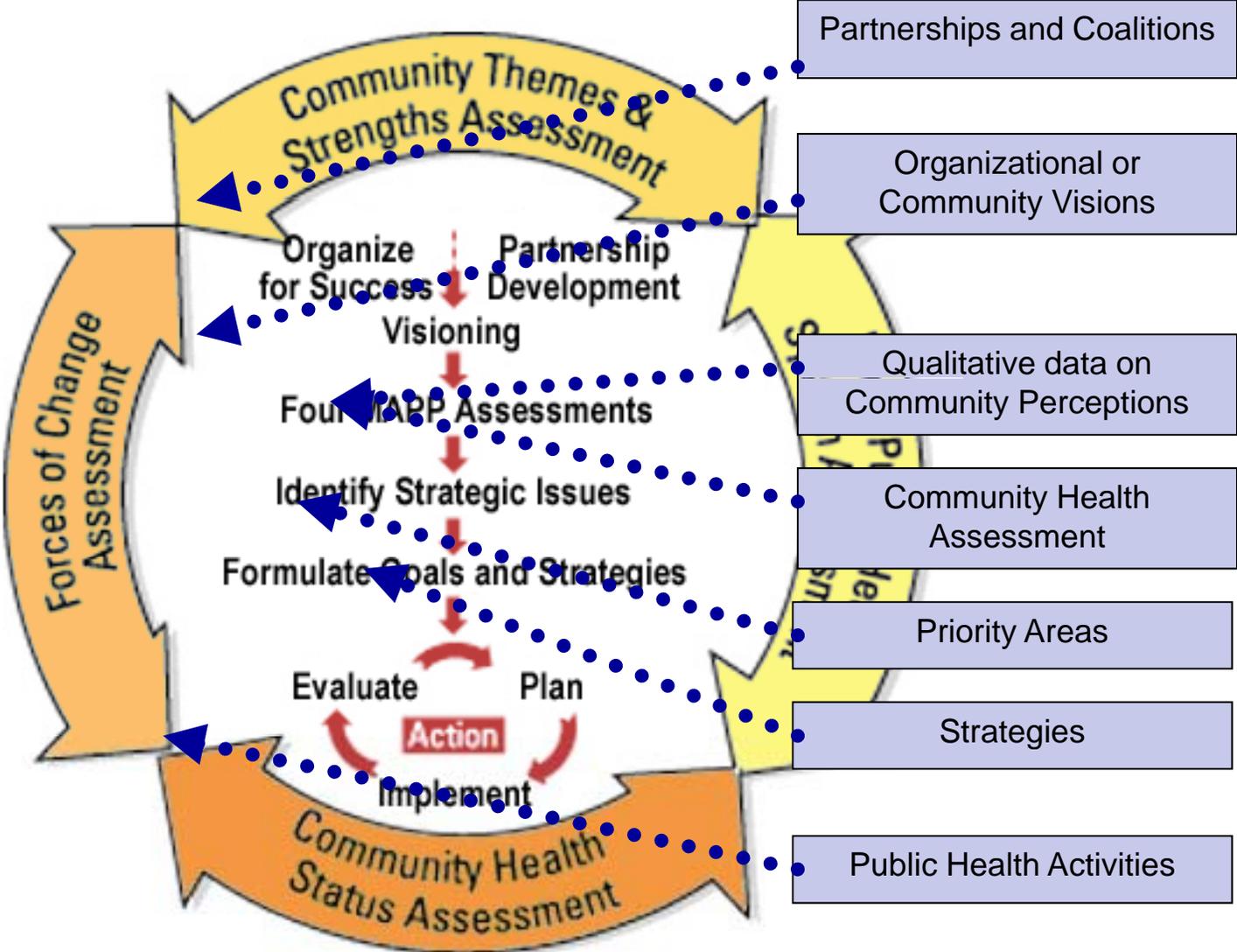


MAPP is:

- **A community-wide strategic planning process** for improving public health.
- **A method to help communities prioritize** public health issues, identify resources for addressing them, and take action.



MAPP as a Framework



The MAPP Paradigm Shift

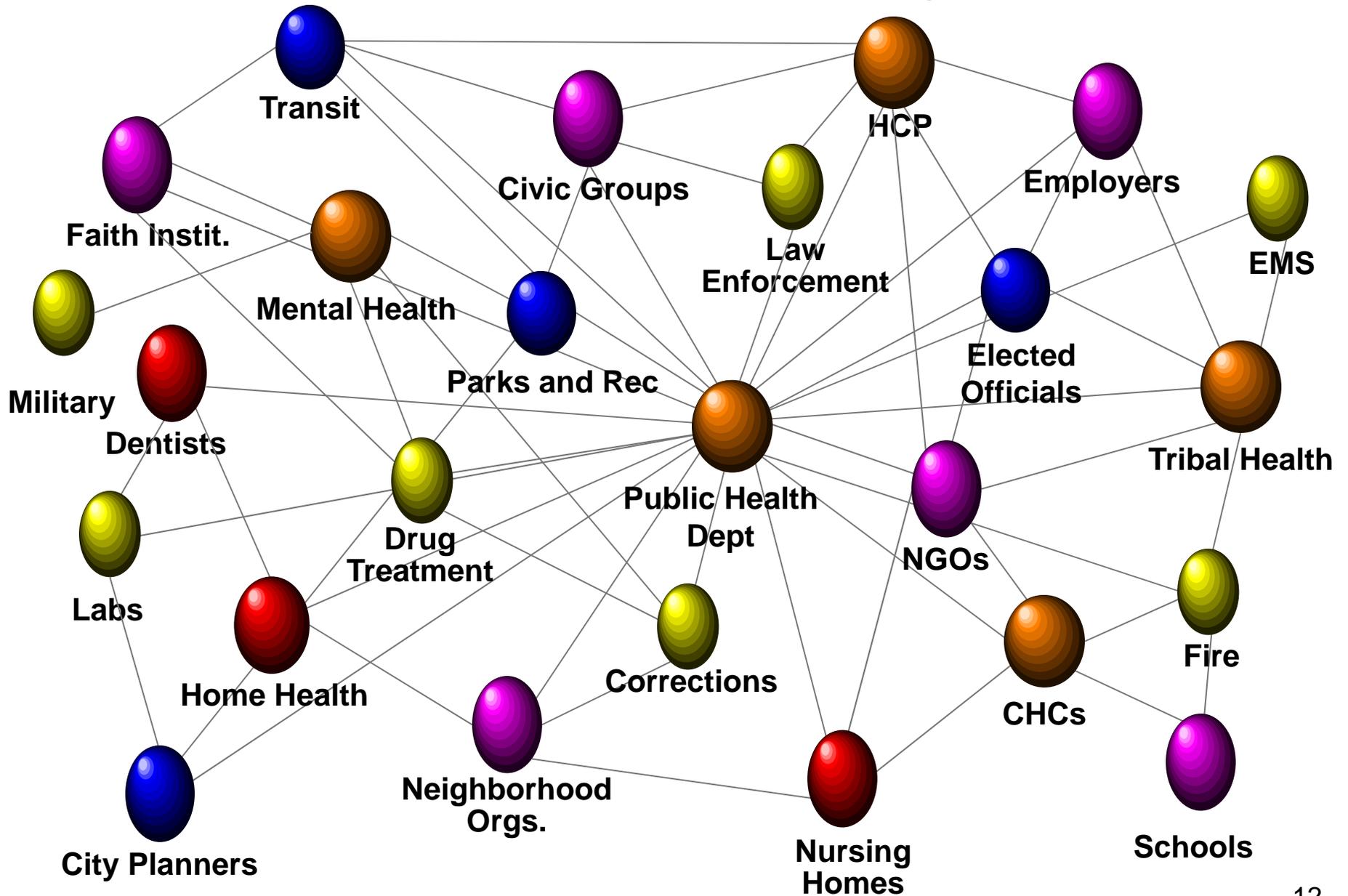
FROM	TO
Operational planning	Strategic Planning
Focus on the agency	Focus on community & entire public health system
Needs assessment	Emphasis on assets and resources
Medically oriented model	Broad definition of health
Agency knows all	Everyone knows something

Partnership Development



- Community Driven Process
- Focus on the Local (or State) Public Health System
- Strategic Planning at the Community Level

Local Public Health System



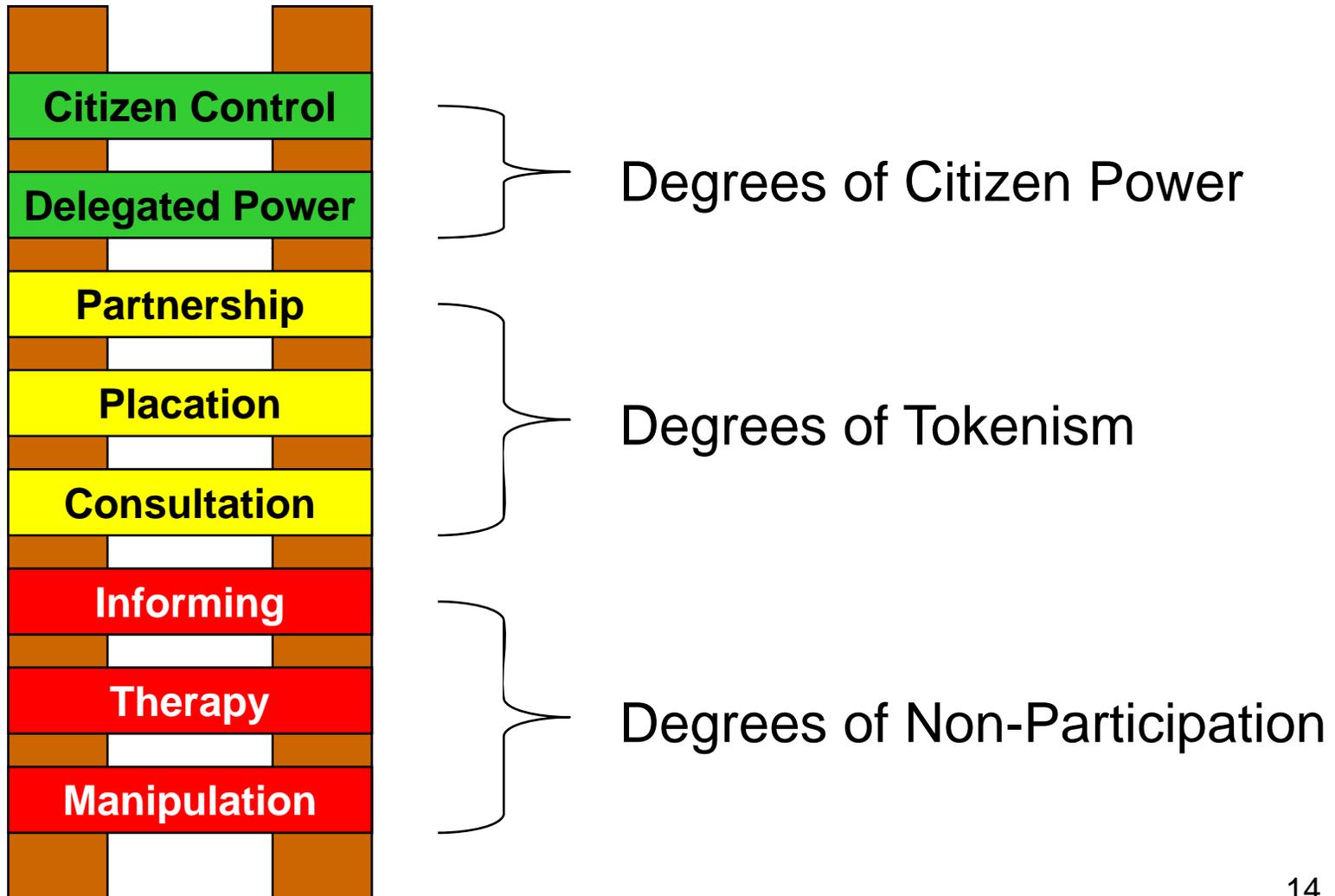
What Does a Community-Driven Process Look Like?



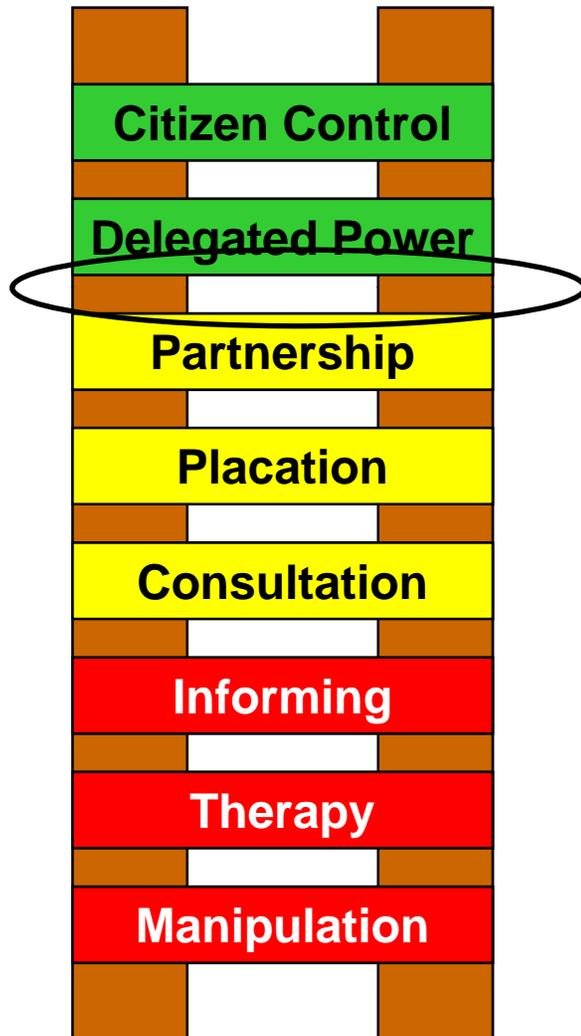
“There is a critical difference between going through the empty ritual of participation and having the real power needed to affect the outcome of the process.”

(Sherry Arnstein, 1969: “A Ladder of Citizen Participation,” pg. 1)

A Ladder of Citizen Participation



A Ladder of Citizen Participation



Partnership/Delegated Power:

Power is redistributed among citizens and powerholders and decisions are made in partnership. Citizens can achieve dominant decision making authority over a particular plan or program.

Bringing Local Initiatives Together



Willingness to Collaborate

- **Commit to be a collaborator within the community and a leader**
- **Understand the assumptions we make about our partners and a community-driven process**
- **Need to acknowledge History, Turf, Existing Relationships**
 1. Assurances to Existing Partners
 2. Clarity with New Partners around Goals, Process, and Leadership
 3. Acknowledge and be Eager to Integrate Previous Planning and Assessment Efforts
 4. Go slow now, to go faster later

**Organizing for
Success**

**MAPP Steering
Committee**

Visioning

LPHS Partners & Greater Community

Assessments

**LPHSA
Sub-
committee**

**CHSA
Sub-
committee**

**CTSA
Sub-
committee**

**FOCA
Sub-
committee**

**Identify Strategic
Issues**

Steering Committee, LPHS Partners, Greater Community

**Formulate Goals
and Strategies**

**Goal 1
Sub-
committee**

**Goal 2
Sub-
committee**

**Goal 3
Sub-
committee**

**Goal 4
Sub-
committee**

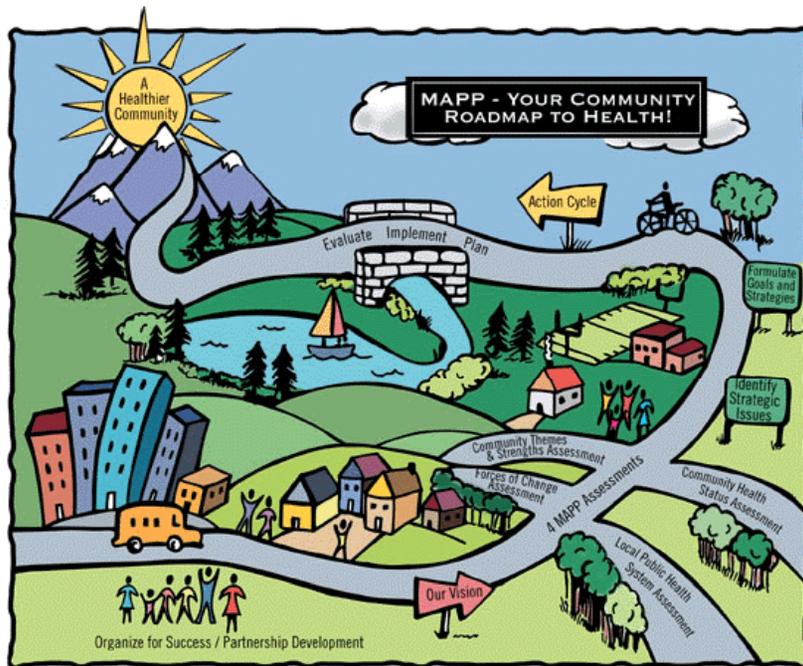
**Goal 5
Sub-
committee**

Action Cycle

MAPP Overview



Visioning



Vision and values statements provide

- focus
- shared purpose
- direction

Steps in Visioning Process



- Identify other visioning efforts
- Design the visioning process
- Conduct the visioning process
- Formulate the vision statement and common values
- Keep the vision and values statements alive

Vision Brainstorm



- What does a healthy community mean to you?
- What are important characteristics of a healthy community for all who live, work, and play here?
- How do you envision the local public health system in the next five or ten years?

Values Brainstorm



- Taking into consideration the vision, what key behaviors will be required from the LPHS partners, the community, and others in the next 5-10 years to realize the vision?
- What type of working environment or climate will be necessary to support these behaviors and achieve the vision?

MAPP Visions

“A responsive, sustainable public health system that, through cooperative efforts, planning and policy development, a broad focus on health promotion and disease prevention, and shared leadership and accountability, is positioned to respond to current and future public health challenges, and protects and promotes the health and well-being of all Chicago communities, residents and visitors, particularly the most disadvantaged”

- Chicago, IL

“All stakeholders in East Tennessee will be engaged in creating conditions for improved health and quality of life.”

- East Tennessee Regional Health Council

MAPP Value Statements

Excerpts from Camden County's (NJ) Value Statements

“Partnerships and collaborations, dialogue and information-sharing efforts between/among local public health system partners and county residents demonstrate that everyone has a role to play in helping to improve health and quality of life in our community.”

“Local public health system partners are open and transparent with respect to their programs and funding and are held accountable both by one another and county residents.”

Visioning Discussion

Goal: To create a shared vision that provides an overarching goal for the community.

Keep in mind:

- **Look 5-10 years into the future**
- **Think about an *ideal* picture of your community**



The Four Assessments

- Forces of Change
- Local Public Health System (NPHPSP)
- Community Themes and Strengths
- Community Health Status

Traditional Data & Intervention

- DATA: Sixty-four percent of adults are overweight or obese.
- INTERVENTION: New worksite education programs to help employees improve diet and physical activity behaviors

MAPP Assessment Data & More Focused Intervention

- CHSA: Obesity increasing in adults and kids
- CTSA: There are sidewalks and bike paths throughout the community, but residents do not feel safe using them.
- LPHSA: The public health system is strong in monitoring health and health education but weak in mobilizing the community and developing improvement plans.
- FOCA: New federal legislation may increase opportunities for economic development.

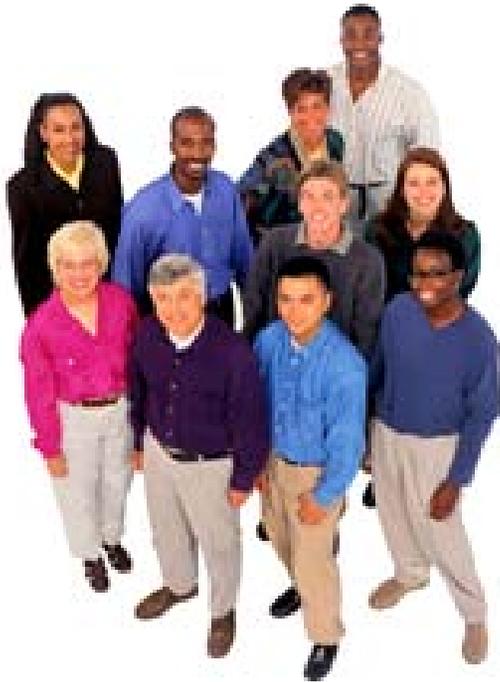
Focused Intervention: Community coalition secure stimulus dollars and work with residents to improve the safety and accessibility of public parks and recreation facilities

Forces of Change Assessment



Identifies forces that are occurring or will occur that will affect the community or the local public health system

Forces of Change Assessment



Focuses on issues broader than the community including:

- External factors that impact the environment in which the LPHS operates
- Socioeconomic trends, new laws, funding shifts, technology
- Forces, threats, opportunities

CHIP Teams' Assessments Similar to FOCA

- Grays Harbor –
- Kitsap – RWJF project for health information exchange, with shared vision
- Walla Walla – has done FOCA

Local Public Health System Assessment

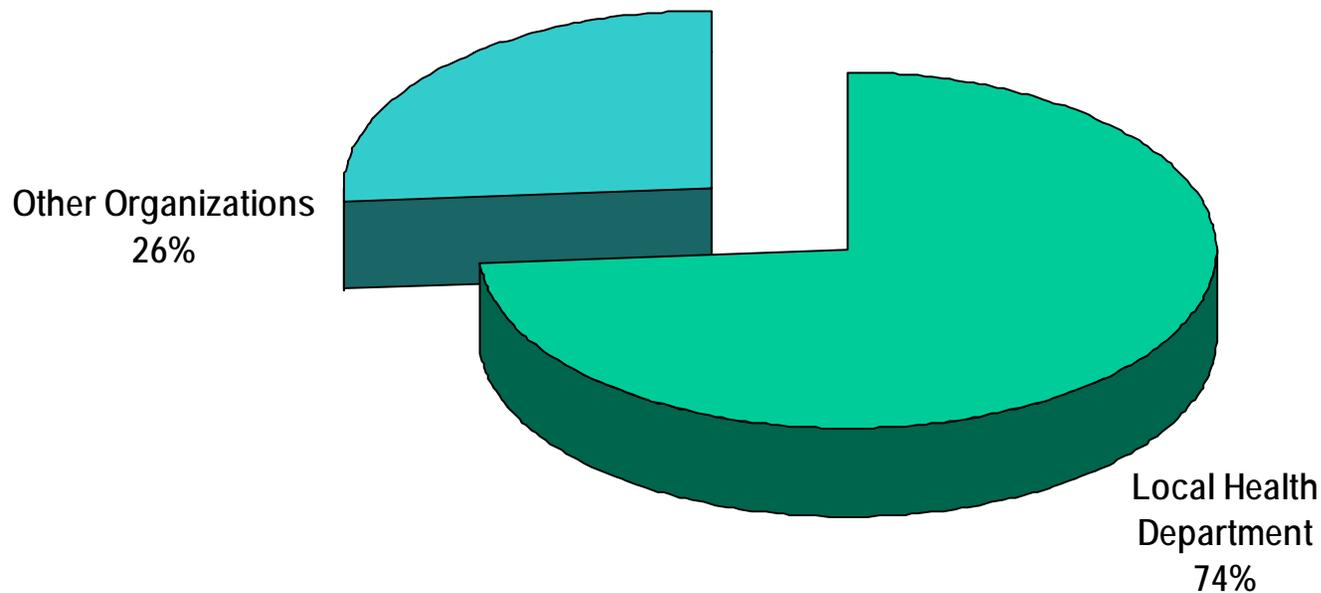


Measures the capacity of the local public health system to conduct essential public health services

LPHSA = WA Standards for PH (2008 Results) or NPHPS

What Constitutes a Public Health System?

Proportion of Local Public Health Effort Contributed by LHDs and Other Organizations, 1996



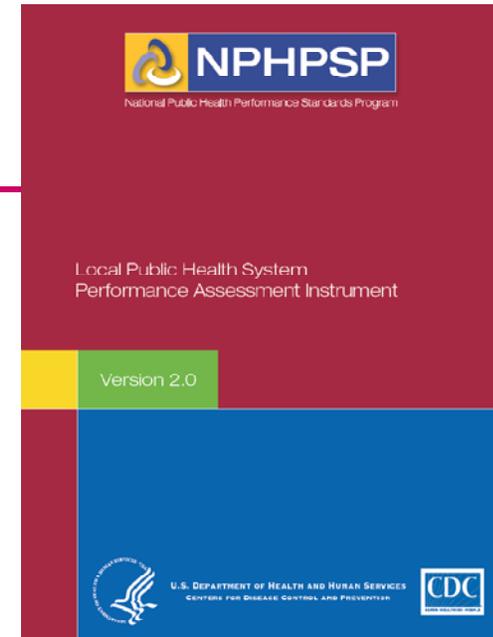
Halverson et al. 1996

NPHPSP Resources

Online Toolkit

www.cdc.gov/od/ocphp/nphpsp

- Participant Selection Table
- Recruitment / Invitation Letters
- Preparations Checklists
- Pre-Assessment Press Releases
- Orientation Meeting Agendas
- Assessment Agendas
- Facilitator's Guide
- Ground Rules
- Voting Cards
- Score Sheets
- Evaluation Forms



CHIP Teams' LPHS Assessments

- All LHDs have 2008 WA Standards Assessment Results
- Other important agency performance assessments?
 - Grays Harbor
 - Kitsap
 - Walla Walla

Community Themes and Strengths Assessment



Identifies

- Themes that interest and engage the community
- Insights about quality of life
- Community assets

Community Themes and Strengths Assessment



Collect community input via:

- Focus groups
- Surveys
- Key informant interviews
- Windshield surveys
- Special issue reports
- Town hall meetings
- Informal discussions with community

Important Tip: Have community members participate on planning committees

Community Themes and Strengths Assessment



Focus on Assets

- Opportunities vs. problems
- Partners vs. “clients”

Use Reflective Listening

- Stop Talking
- Listen Carefully
- Repeat Back
- Ask Questions to Probe for How's and Why's
- Listen Again

Community Themes and Strengths Assessment



Three levels of information gathering can occur during the CTSA:

- Open discussion to elicit community concerns, opinions, and comments in an unstructured way (e.g. community dialogues)
- Insights regarding community quality of life – questions about quality of life in the community can identify specific concerns
- A map of community assets. Asset Mapping is the process by which the capacities of individuals, civic associations, and local institutions are inventoried



Warren County, NJ



CHIP Teams' CTS Assessments

- Grays Harbor –
- Kitsap – RWJF work and Regional Early Learning Partnership Assessment
- Walla Walla – has CTSA completed

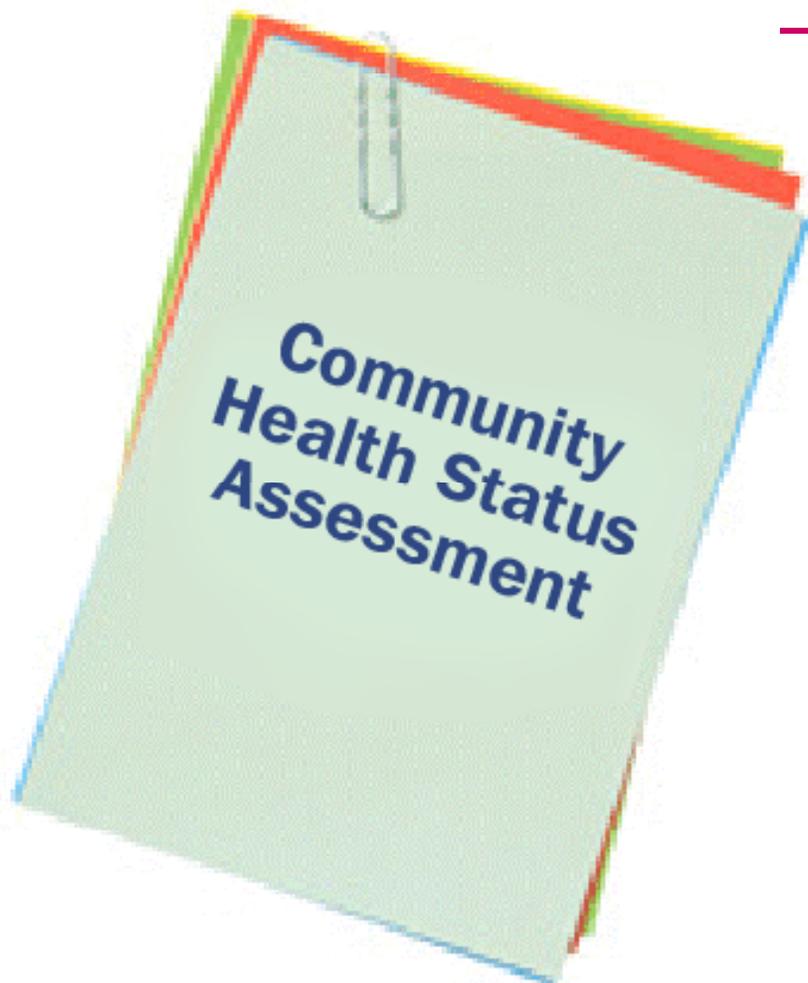
Community Health Status Assessment



Analyzes Data about

- Health status
- Quality of life
- Risk factors

Community Health Status Assessment



11 Categories of Data

- Demographic Characteristics
- Socioeconomic Characteristics
- Health Resource Availability
- Quality of Life
- Behavioral Risk Factors
- Environmental Health Indicators
- Social and Mental Health
- Maternal and Child Health
- Death, Illness and Injury
- Infectious Disease
- Sentinel Events

CHIP Teams' CHS Assessments

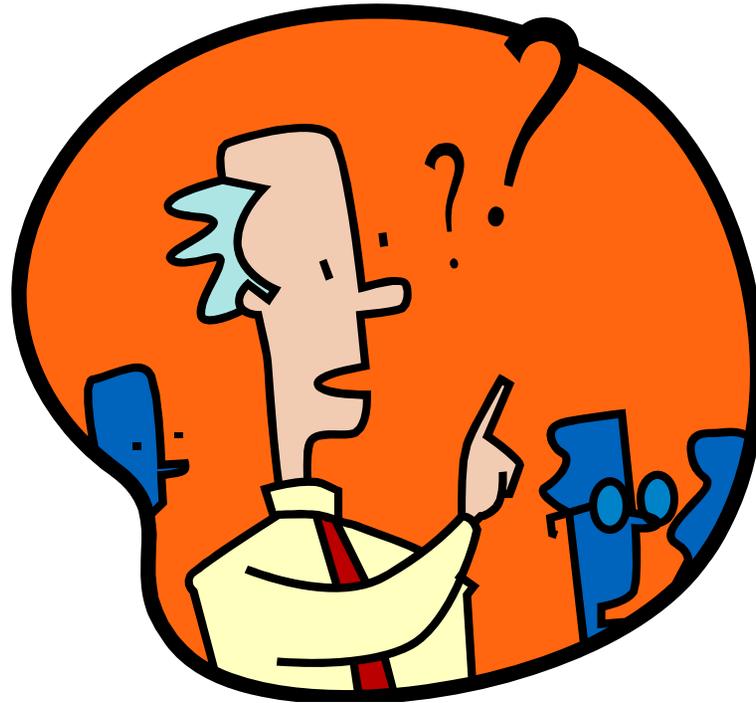
- All LHDs have Community Health Assessments
- Other important health data?
 - Grays Harbor –
 - Kitsap – 2009 Core Public Health Indicators Report
 - Walla Walla – Survey data from Fair and other events

Collectively, the Four Assessments



- Provide insight on the gaps between current circumstances and vision.
- Serve as the source of information from which the strategic issues, strategies, and goals are built.

What Questions Do You Have?



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.

Identify Strategic Issues

CHSA

The community has high rates of crime, teenage pregnancy, and domestic violence.

CTSA

The community values strong family life, having a good place to raise children, and religion.

“How do we promote a sense of community?”

FOC

Residents and businesses are leaving the downtown area of the city for the suburbs.

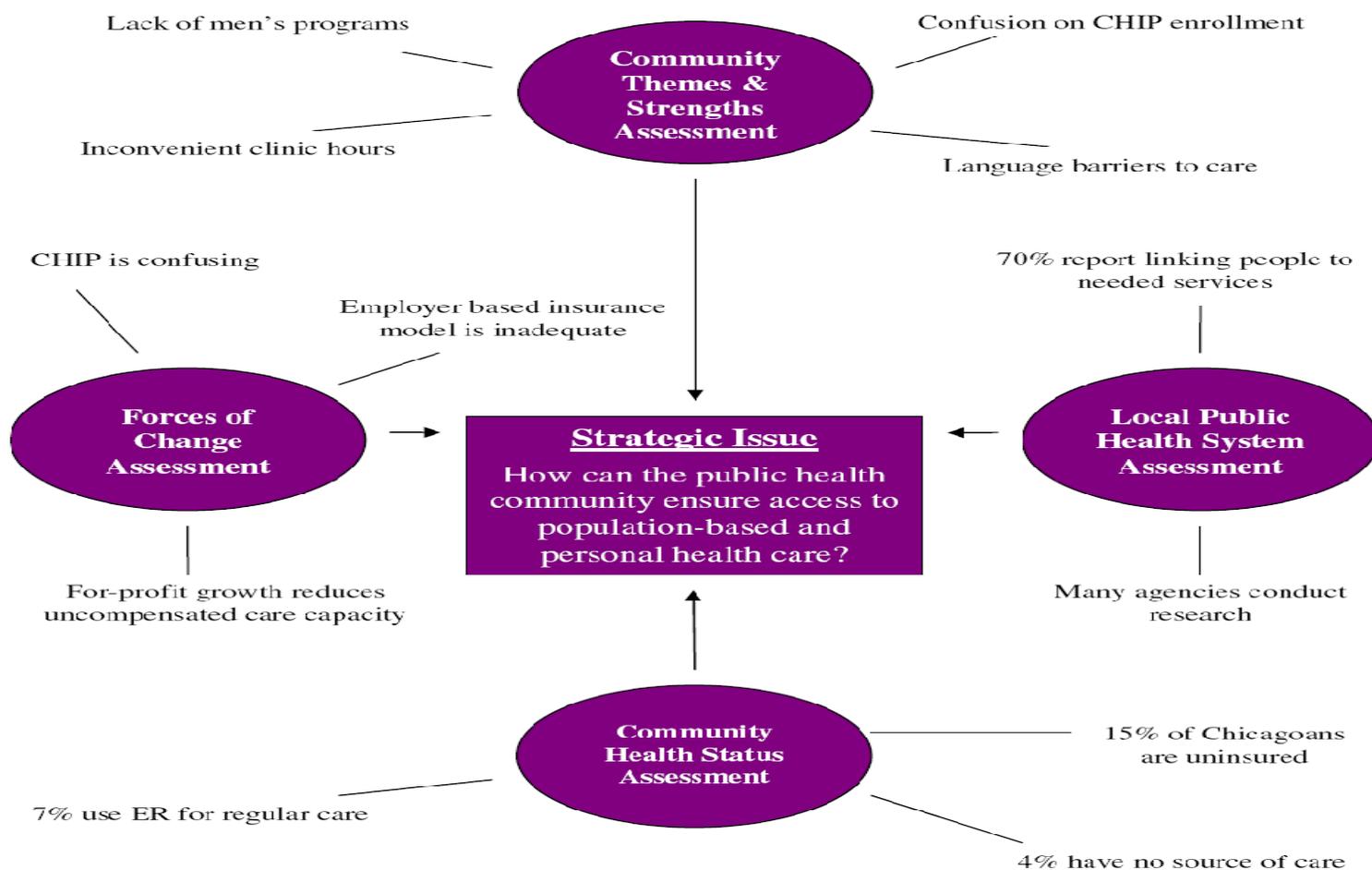
LPHSA

The system needs to improve on its efforts to mobilize the community.

Relationship to Vision: A safe, healthy and educated community in which all individuals can achieve their optimum health...

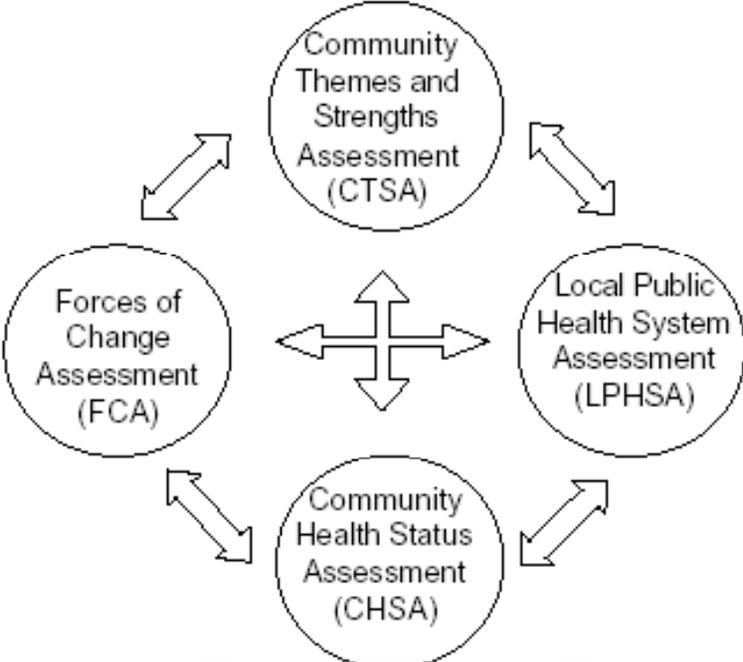
Strategic Issues Relationship Diagram

Relationship to Vision: Accessible Services



Four MAPP Assessments Flowchart

Four MAPP Assessments



Outcomes:
a list of challenges and opportunities from each assessment

FCA
↓
What is occurring or might occur that will affect the LPHS or the community?

CTSA
↓
What is important to our community? Perceptions about quality of life? What assets do we have?

CHSA
↓
What does our health status look like? How healthy are our residents?

LPHSA
↓
What are the activities, competencies, and capacities of our LPHS?

Master list of all challenges and opportunities

Identify and select strategic issues

San Antonio Strategic Issues



How do we....

1. How do we affect public policy?
2. How do we track change?
3. How do we encourage healthy lifestyles?
4. How do we promote a sense of community?
5. How do we assure access to care?
6. How do we provide a safe environment?

The Process



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

Formulate Goals and Strategies



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

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:**
Create a network of reduced cost primary care providers.
Provide free or reduced cost transportation services to care site.

How to....



1. Determine how goals and strategies will be developed

2. Develop goals

- Reference vision statement and strategic issues

3. Generate a variety of strategies

- Resist pressures to settle for an obvious or comfortable strategy
- Reference MAPP assessment data

How to Continued....

4. Brainstorm barriers to implementation

Think about...

- Resources
- Community support
- Legal or policy impediments to authority
- Technological difficulties
- Limited organizational or management capacity

5. Draft implementation details

Consider...

- What specific actions need to take place?
- What is a reasonable timeline?
- Which organizations and individuals should be involved?
- What resources are required and where will they come from?

The Action Cycle



- Plan
- Implement
- Evaluate

Planning



- What will be done?
- Who will do it and when?
- How will it be done?

Evaluation



- Evaluating progress
- Celebrating success
- Feeding information back into the action cycle
- Evaluation should occur throughout the process!

A Few Tips...



1. Give MAPP time and space to work
2. Trust the wisdom of your partnership
3. Cultivate a sense of shared fate among your partners
4. Tools exist to help you, use them!

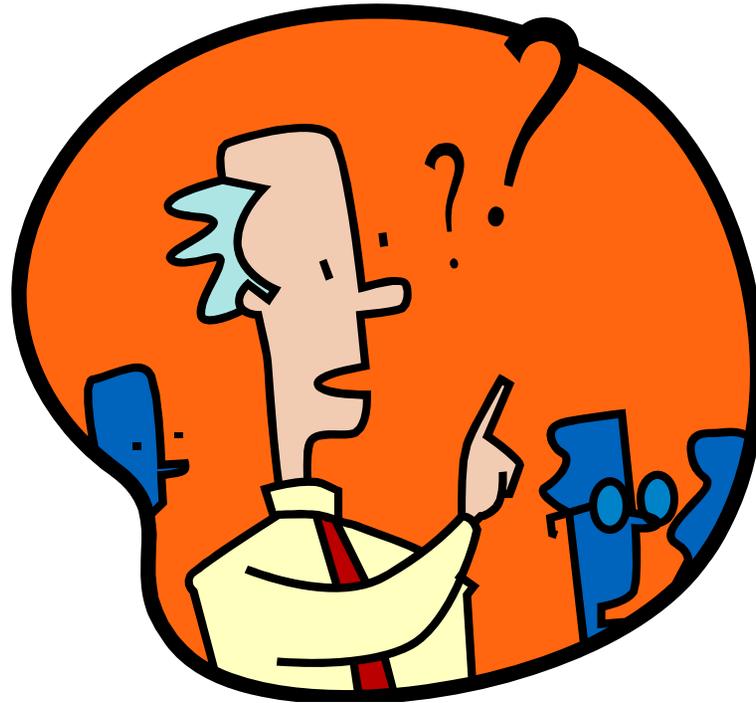
www.naccho.org/mapp

Benefits of MAPP and Health Improvement Plans



- **Increases visibility of public health**
- **Creates advocates** for public health
- **Creates a healthy community** and better quality of life.
- Anticipates and **manages change**
- Creates a **stronger public health infrastructure**
- Builds **stronger** partnerships
- **Builds public health leadership**
- **Cuts across silos**

What Questions Do You Have?



Team Activity:

Identify Strategic Issues

Identifying Strategic Issues

—Report Back—

- What are your group's strategic issue?
- What were your challenges in identifying the strategic issue?
- What were some of the contradictions that you noticed between some of the assessments?

Northern Kentucky's Strategic Issues

1. How do we recognize and meet needs of diverse population?
2. How do we gather, analyze, use and share data?
3. How do we impact fragmented healthcare services?
4. How do we leverage educational opportunities?

Team Activity:

Organizing for Success:
Draft Timeline / Workplan



Organize Your CHIP or SHIP Process

Example Timeline/Workplan for the MAPP Process

The example timeline/workplan below uses a 18-month timeframe. The activities included under each phase are examples of activities that could be conducted. As emphasized throughout the MAPP guidance, communities should implement each phase in the way that best meets their community characteristics and needs. The schedule focuses on the planning aspect of MAPP; the implementation and evaluation activities (the Action Cycle) should be sustained long after the MAPP activities below end.

MAPP Phase / Description of Activity	Months (using a 18 year timeline)																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Organize for Successful Partnership Development																		
• Determine why the MAPP process is needed																		
• Identify, organize, and recruit participants																		
• Design the planning process																		
• Assess resource needs																		
• Conduct a readiness assessment																		
• Develop a workplan, schedule, and deliverables																		
Initiating																		
• Prepare for and design the matching process																		
• Hold matching sessions																		
• Celebrate successes and achieve next-to-do																		
MAPP Assessments																		
Community Themes and Strengths Assessment																		
• Identify accommodations, approaches, and resources																		
• Hold community dialogues and focus groups																		
• Develop plans and/or collect a community survey																		
• Conduct interviews with residents / key leaders																		
• Compile results/identify challenges and opportunities																		
Local Public Health System Assessment																		
• Prepare for the LPHSA/ establish accommodations																		
• Discuss the Essential Services Identify Org. activities																		
• Report on the performance measures identified																		
• Discuss real-time identify challenges and opportunities																		

- What will the process entail?
- How long will it take?
- What results are we seeking?
- How will we know we are finished?
- Who will do the work?

Translating MAPP into a Framework for CHIP / SHIP: Team Discussion

<p><i>Elements of MAPP</i></p>	<p><i>Part 1: List any current or previous activities, skills, and products that sound similar to components in MAPP. How could they be incorporated into your CHIP / SHIP framework?</i></p>	<p><i>Part 2: In incorporating these activities, skills, and products into the CHIP / SHIP framework, how would you ensure improvements in the way your agency does business?</i></p>
<p>Phase 1: Organizing for Success & Partnership Development</p> <p><i>Does your community or state partnership represent the key organizational players engaged in improving the public's health?</i></p>		
<p>Phase 2: Visioning</p> <p><i>Is there a vision statement developed by your partnership group?</i></p>		
<p>Phase 3: Four Assessments:</p> <p>Community / Statewide Themes & Strengths Assessment</p> <p><i>Is there a summary of cross-cutting themes?</i></p>		

Team Reports and Wrap-Up Discussion:

Outstanding Issues