CDC Public Forum:
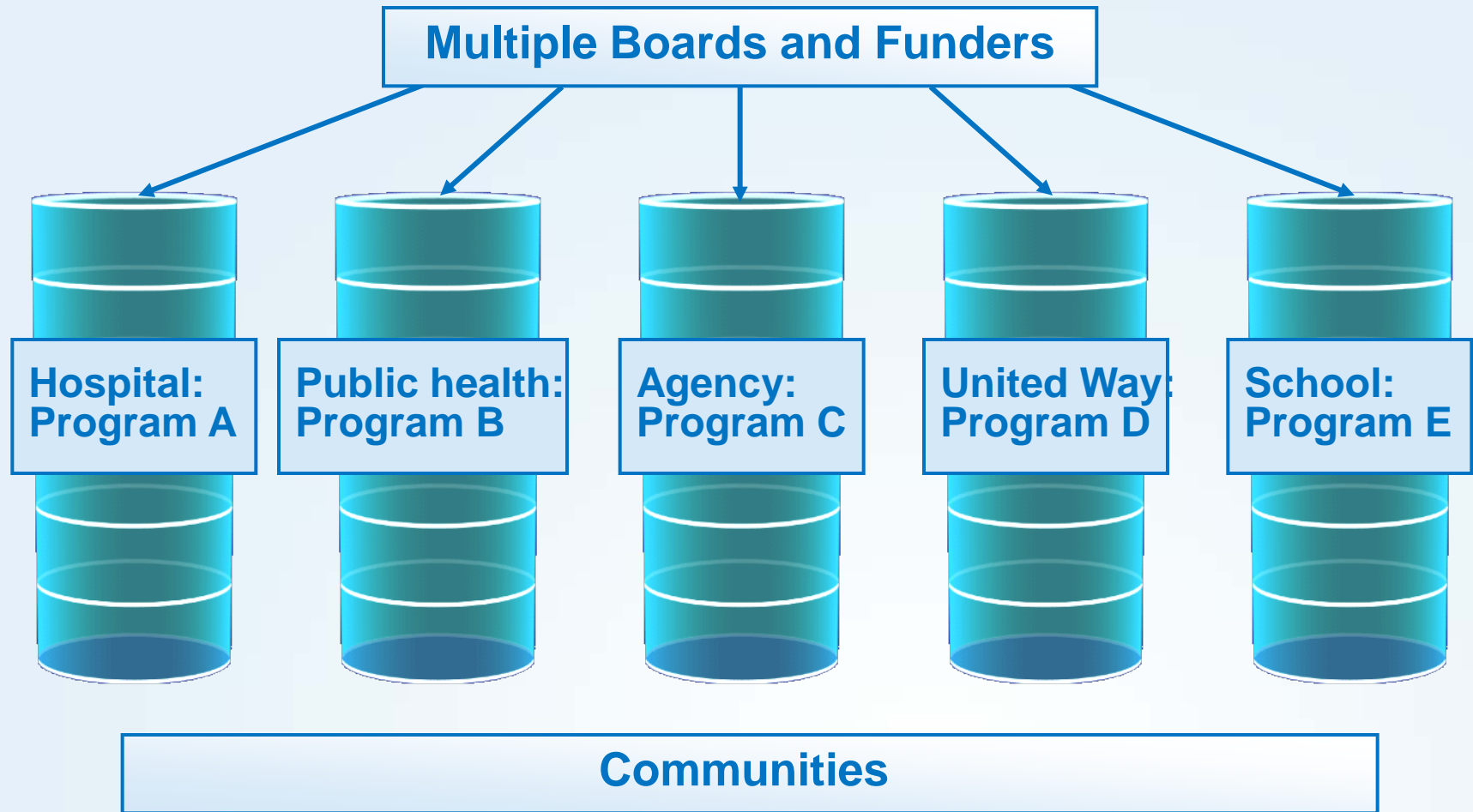
Best Practices for Community Health Needs Assessments and Implementation Strategies: Monitoring and Evaluation

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July 12, 2011

"Silo" perspective of community health initiatives

Multiple Boards and Funders

Hospital: Program A

Public health: Program B

Agency: Program C

United Way: Program D

School: Program E

Communities

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Impact of silo structures on community health monitoring and evaluation

- Multiple measures, with weak data coherence and utility across programs

- Measurement approach and use driven by understanding and perspective of diverse oversight groups
  - Form 990 for NFP hospitals
  - Health care providers and system scorecards
  - State agency reporting systems
  - Local agency boards
  - Local and national funders

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General state of the art: community health monitoring and evaluation

- More inspection than improvement orientation

- Staff competencies and time to use data for improvement very limited

- Retrospective evaluations by outside evaluators, focused on programs' modest process goals

- Weak potential for meta analyses across programs

- Rare involvement of community members in design or review

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Opportunity: intentional paradigm shift from silo programs to outcome-based "virtual systems"

- Bring programs into broader multisector initiatives, focused on specific community health outcomes

- Collaboratively develop shared logic models, engaging hospitals, public health, funders, oversight groups, residents

- Move from inspection to continuous improvement perspective and approaches

- Address significant measurement and data infrastructure gaps
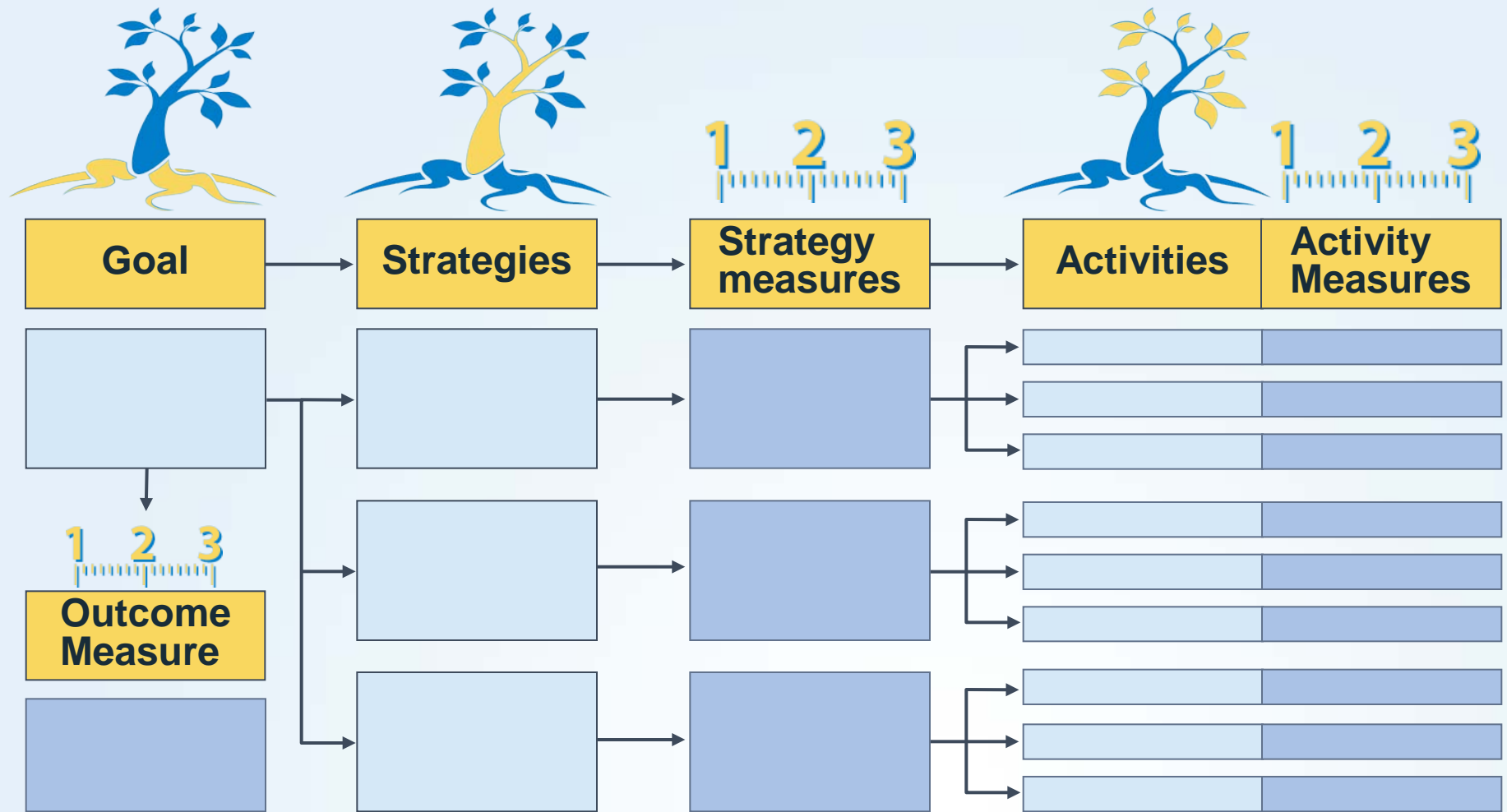
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Necessary step: build readiness for alternative paradigm

- Educate all oversight entities and local stakeholders about limited impacts of individual programs
  - Share best practices and measures of results

- Identify a few topics/areas for a shared pilot across oversight entities

- Include community building as essential foundation work

- Build collaborative governance structures

- Assess specific projects in light of their current or potential contribution to overall outcome

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Necessary step: use outcome-based, collaborative logic models to plan

- Engage all stakeholders at onset in collaborative process
    - Begin with desired long term result
    - Use evidence about "what works"
    - Describe relationship of processes and outcomes
    - Agree on useful and feasible measures to track progress

- Monitoring and program evaluation must be grounded in this logic model and measures

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Tree diagram: a logic model tool for collaboratives (or programs)

Goal	Strategies	Strategy measures	Activities	Activity Measures

Outcome Measure

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Necessary step: embed continuous improvement approach

- Add consistent expectations about improvement and measurement to accountability agenda

- Develop new skills in governance, leadership, and staff
  - Collaborative governance and staffing practices
  - Use of data to guide improvement
  - Reflective learning
  - Realistic target setting
- Establish on line learning communities across sectors and settings

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Necessary step: simplify measurement mechanics

- Select and fund useful measurement tools across sectors
  - Samples adequate for community level analysis
  - Frequent reporting cycles to guide improvement
  - Drill down capability for equity, neighborhood analyses
  - Appropriate for community assessments and ongoing tracking
  - Comparative information available for benchmarking
- Develop and test new measures in key process areas
- Agree on reporting expectations across oversight groups

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