Best Practices for Community Health Needs Assessment and Implementation Strategy Development: Prioritization

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Emory Conference Center
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Treasury Dept.-IRS Notice 2011-52

- Notice and Request for Comments Regarding the Community Health Needs Assessment Requirements for Tax-exempt Hospitals
SECTION 3. ANTICIPATED REGULATORY PROVISIONS

3.08 Implementation Strategy

- Implementation strategy must be adopted
- Written plan
- Address health needs identified via CHA
- Plan may incl. collaboration with others
- Prioritization??
PHAB Prerequisites

- Community Health Assessment
- Community Health Improvement Plan
- Agency Strategic Plan

See [www.PHABBoard.org](http://www.PHABBoard.org)
Public Health CHA/CHIPs

- PHAB beta test
- ASTHO survey
- NACCHO profile
- Opportunities for synergy/collaboration
Overview

■ What, who, why, and when do you prioritize?
■ Select a method
  ▲ Tools
  ▲ Examples
■ Summary/questions
CHA and Prioritization

- Health should be defined broadly
  - WHO
  - IOM
  - Not merely absence of disease
- Method(s) less critical than process
- Meaningful community engagement/involvement critical
- Meaningful community collaboration
  - Public health system
The Public Health System

Assuring the Conditions for Population Health

- Community
- Health care delivery system
- Employers and Business
- Academia
- The Media
- Governmental Public Health Infrastructure

(IOM, 2003)
What is Prioritization?

■ Placing a number of items in rank order based on perceived or measured importance or significance
■ Assists organizations and groups in focusing limited resources
■ We all do priority setting routinely (even if we do call it that)
■ If everything is a priority, then…
Why Prioritize?

- Leadership direction
- Limited resources
- Urgency
- Competing health issues to address
- Program effectiveness/efficacy
- Program efficiency
- Performance improvement/quality improvement project identification
When Do You Do Priority-Setting?

- Prioritization occurs at many stages of program and project planning and implementation
  - Developing vision, mission, goals, etc.
- Have you done this before?
  - In a public health setting?
  - How different is priority setting for QI vs. other reasons (i.e., assessment and planning)?
Selecting a Method

■ How rigorously objective do you want the process to be?

■ What level of participation/number of participants is ideal?
  ▲ Balance high participation / buy-in with manageability
  ▲ Maintain awareness of biases

■ How time/energy-intensive a process are you committed to?
Priority-Setting Methods

- ‘Dotmocracy’ method (aka ‘Quick and colorful’ approach)
- Nominal group planning
- Strategy map
- Simplex method
- Hanlon (PEARL) method
- Criteria weighting
- Prioritization matrix
‘Dotmocracy’ (aka ‘Quick and Colorful’) Method: Nuts and Bolts

- Group voting process
- Options identified and posted on wall, etc.
- Participants get selected number of votes (‘dots’/stickers)
- Review criteria for voting with participants
- Participants place ‘dots’ by their choices based on criteria discussed
Nominal Group Planning: Nuts and Bolts

- Through facilitated group process, brainstorm ideas
- List all items
- Review, organize, categorize, clarify
- Review final list
- Each participant votes or ranks
- Tally the ranking or votes
- Discuss and refine, if needed
Strategy Map: Nuts and Bolts

- Select criteria
- Create a grid with four quadrants
- Label quadrants
- Categorize and prioritize
- NPHPSP example

<table>
<thead>
<tr>
<th>Perceived Importance</th>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Importance Low Performance</td>
<td></td>
<td>High Importance High Performance</td>
</tr>
<tr>
<td>Low Importance Low Performance</td>
<td></td>
<td>Low Importance High Performance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Level of Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low (scale of 1 – 100 as reported in the NPHPSP report)</td>
</tr>
</tbody>
</table>

Figure 5: Identifying Priorities – Basic Framework
Simplex Method: Nuts and Bolts

■ Develop a small set of close-ended survey questions
■ Ensure all participants understand the options, the questions, and the process
■ Ask participants to respond to the questions for each problem/intervention
■ Average the responses
■ Rank the items
Hanlon Method: Nuts and Bolts

- Rate Item based on:
  - Magnitude of problem (prevalence)
  - Seriousness of problem
  - Effectiveness of available interventions

- Apply “PEARL”
  - Propriety, Economics, Acceptability, Resources, and Legality

- Calculate Scores
- Rank based on Scores
Criteria Weighting: Nuts and Bolts

- Identify criteria
- Determine significance / value of criteria
- Score issues according to each criteria (e.g., 0-10, or low, med., high)
- Multiply significance by score
- Sum and divide by number of criteria
- Rank, discuss, and refine
Prioritization Matrix: Nuts and Bolts

- Identify decision criteria
- Weight each criterion against others
- Compare all options relative to each weighted criterion
  ▲ Develop a different matrix for each criterion
- Develop a summary matrix
- Compare each option based on all criteria combined.
- For example…
## Prioritization Matrix: Example

<table>
<thead>
<tr>
<th>Alternatives (1-10)</th>
<th>Cost (8)</th>
<th>Effectiveness (10)</th>
<th>Acceptability (5)</th>
<th>Implement in 12 months (6)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve existing playgrounds</td>
<td>6</td>
<td>5</td>
<td>8</td>
<td>2</td>
<td>150</td>
</tr>
<tr>
<td>Remove soda from school vending machines</td>
<td>3</td>
<td>9</td>
<td>3</td>
<td>6</td>
<td>165</td>
</tr>
<tr>
<td>Restrict use of food stamps for unhealthy foods</td>
<td>9</td>
<td>7</td>
<td>2</td>
<td>3</td>
<td>170</td>
</tr>
<tr>
<td>Offer healthy lunch options in schools</td>
<td>7</td>
<td>10</td>
<td>4</td>
<td>4</td>
<td>200</td>
</tr>
<tr>
<td>Increase number of playgrounds from three to five</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>63</td>
</tr>
</tbody>
</table>
Priority-Setting

■ Use priority-setting methods creatively
■ Ordering priorities
  ▲ Logical
  ▲ Temporal
  ▲ Impact
■ Consider barriers to implementation
■ Use data from assessments wisely
■ Use within the context of a planning process
NPHPSP Example
Optional Priority Rating Results (All 3 Assessments):

What are potential areas for attention, based on the priority ratings and performance scores?

Optional Agency Contribution Results (State and Local only):

How much does the (Local Health Department/State Public Health Agency) contribute to the system’s performance, as perceived by assessment participants?
# Priority Rating Results (Example)

## Table 4: Model standard by priority and performance score, with areas for attention

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

- **Quadrant I** (High Priority/Low Performance) — May need increased attention

- **Quadrant II** (High Priority/High Performance) — May be important to maintain efforts

- **Quadrant III** (Low Priority/High Performance) — May shift or reduce some resources or attention to focus on higher priority activities

- **Quadrant IV** (Low Priority/Low Performance) — May need little or no attention at this time

**Figure 9:** Scatter plot of Model Standard scores and priority ratings
## Priority Rating vs. Performance

- **Quadrant I** — May need increased attention
- **Quadrant II** — May be important to maintain efforts
- **Quadrant III** — May shift or reduce some resources or attention to focus on higher priority activities
- **Quadrant IV** — May need little or no attention at this time

### Table: Perceived Priority (1-10) vs. Current Level of Performance (1 – 100)

<table>
<thead>
<tr>
<th>Perceived Priority (1-10)</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Priority Low Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low Priority Low Performance</td>
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<td></td>
</tr>
<tr>
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<td>Low Priority High Performance</td>
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<td></td>
</tr>
</tbody>
</table>

**Source:** *NPHPSP User Guide*
Summary Points for Priority Setting

- Collect background data and documentation
- Clarify goals and objectives at outset
- Establish criteria for ‘judging’ potential options
- Determine participants for the prioritization process
- Select appropriate method
- Have needed materials for the prioritization method selected
- Implement process, follow-up and follow-through!