

CHA/CHIP Demonstration Sites Strategy-Sharing Call #2

Monitoring, Evaluating, and Reporting on CHIP Implementation

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Call Topic: Your Requests

PHAB measurement and evaluation requirements

CHIP monitoring and evaluation focused on PHAB requirements

Monitoring data

Reporting system for CHIP implementation

CHIP reporting and tracking of performance measures; what to focus on to share results with community; how to explain to community lack of change in health status indicators in short period of time

Sustaining momentum

Success stories with lessons learned

How has project impacted other aspects of accreditation preparation

CHIP implementation structure

PHAB Requirements: CHIP Monitoring and Evaluation

**Be sure to review the standards listed below to identify the measures and required documentation that PHAB seeks related to developing a CHIP.*

Standard 5.2: Conduct a comprehensive planning process resulting in a tribal/state/community health improvement plan

PHAB Requirements: CHIP Monitoring and Evaluation

Measure 5.2.2L: Produce a community health improvement plan as a result of the community health improvement process.

Required documentation: CHIP dated within the last five years that includes

- 1a: Community health priorities, measurable objectives, improvement strategies and performance measures with measurable and time-framed targets;
- 1b. Policy changes needed to accomplish health objectives;
- 1c. Individuals and organizations that have accepted responsibility for implementing strategies;
- 1d. Measurable health outcomes or indicators to monitor progress; and
- 1e. Alignment between the CHIP and the state and national priorities.

PHAB Requirements: CHIP Monitoring and Evaluation

Measure 5.2.3 A: Implement elements and strategies of the health improvement plan, in partnership with others.

Required Documentation:

1. Reports of actions taken related to implementing strategies to improve health
2. Examples of how the plan was implemented

[Guidance: The health department must provide reports showing implementation of the plan.

Documentation must specify the strategies being used, the partners involved, and the status or results of the actions taken. The report could be a work plan for the community health improvement plan showing timelines and progress. This could be in narrative or a table format.]

[Guidance: The health department must provide two examples of how the plan was implemented by the health department and/or its partners.]

PHAB Requirements: CHIP Implementation

Measure 5.2.4A: Monitor progress on implementation of strategies in the CHIP in collaboration with broad participation from stakeholders and partners

Required documentation:

1. Evaluation reports on progress made in implementing strategies in the CHIP including:
 - 1a. Monitoring of performance measures and
 - 1b. Progress related to health improvement indicators

[Guidance: Description of progress made on health indicators as defined in the plan...]; and Revised health improvement plan based on evaluation results

[Guidance: ...must show that the health improvement plan has been revised based on the evaluation listed in 1 above...]

Sustaining Momentum & Monitoring and Evaluation

- Data collected routinely can be utilized to mobilize community to action and for evaluation
- Celebrate small wins!
- Re-visit process and strategies
- Re-evaluate context in which you're working; gather new information that might be important
- Have partners and community members participate in monitoring and evaluation activities (e.g. invite them to review data, share information to the community, etc.)
- Build upon partner strengths and what is valuable to them (e.g. universities assist in complex analyses)



Why CHIP evaluation?

Evaluation can measure how well you implement actions (process evaluation) and whether your actions have an impact (outcome evaluation).

When evaluating your CHIP, you are measuring how well you implemented your plan (process evaluation) and whether your actions improved health in your community (outcome evaluation).



Community Health Improvement Plan



What evaluation aims to answer?



What evaluation aims to answer?



Are we doing what we said we would do?

Vision: A community where people are mentally and physically healthy throughout the life cycle.

Strategic Issue: How can we ensure that our youth reach their full potential in life?

Goal: Reduce the use of marijuana and alcohol use by youth.

- Objectives:**
- a) Decrease the percentage of youth using marijuana from 20% to 15% by 2014.
 - b) Decrease the percentage of youth drinking alcohol from 50% to 30% by 2014.

- Outcome Indicators:**
- a) Percentage of middle and high school students indicating that they use marijuana.
 - b) Percentage of middle and high school students indicating that they drink alcohol.

- Strategies:**
- a) Provide information to youth about the dangers and consequences of using marijuana and alcohol.
 - b) Build the skills of parents and other adults to talk with their children about the dangers and consequences of using marijuana and alcohol.
 - c) Reduce the access of marijuana and alcohol in the community.

- Tactics:**
- a) Provide marijuana and alcohol awareness programs to youth in middle and high schools.
 - b) Provide workshops for parents and create parent chat groups
 - c) Work with law enforcement to do local vendor compliance checks on alcohol sales to minors.
 - d) Set up a tip line on marijuana sales.

- Performance Indicators:**
- a) Pre- and post test results of youth participating in awareness programs.
 - b) Number of parents attending workshops.
 - c) Number of parents participating in chat groups.
 - d) Number of vendors who pass alcohol compliance checks.
 - e) Number of calls to the tip line.

Methods for process evaluation

Strategies:

- a) Provide information to youth about the dangers and consequences of using marijuana and alcohol.
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Methods for outcome evaluation

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Strategies:

- a) Provide information to youth about the dangers and consequences of using marijuana and alcohol.
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Creating an Evaluation Plan

- Purpose and focus of evaluation (should be practical, doable, and reflect evaluation priorities)
- Evaluation questions
- Schematic (e.g. logic model)
- Methods
- Workplan & timeline
- Participants
- Resources
- Methods for monitoring results
- How and when information will be applied

Remember:

- ✓ *You don't have to evaluate everything.*
- ✓ *A subcommittee can take on this task.*
- ✓ *Enlist students to help create a plan.*
- ✓ *Identify a partner who can take ownership of activities*

Performance Management System



Source: Turning Point Performance Management Collaborative, 2003.

Considerations for Developing & Updating a Monitoring System



- Who?
 - Identify roles and responsibilities of partners in monitoring and updating system
 - Role of Health Department given PHAB requirements?
- When?
 - Identify frequency of monitoring and updating activities
- How?
 - Identify methods for monitoring and updating
 - Documentation
 - Spreadsheets
 - Dashboards
 - Balanced Score Cards
 - Assessment data collection system (e.g. Healthy Communities Institute, Network of Care)

Considerations for Developing & Updating a Monitoring System (cont'd)

What?

- Centralized vs. Decentralized
- Quantitative and qualitative data

Why?

- Specific to community health improvement process vs. embedded within or related to a performance management system

Monitoring Systems Examples

****Note: Each community should consider it's own needs and resources when considering the different systems. This is not a comprehensive listing; it is meant to indicate a few possibilities that are available.***

Community Balanced Scorecard: “Map strategies based on cause & effect assumptions across multiple performance perspectives or “views” that relate to strategy; strategic alignment of a community-wide system

Web-based Dashboards (and more): Can be useful and easy to maintain; are often costly to set-up and then potential for high maintenance costs; want to ensure that have some ability to customize indicators. (e.g. San Francisco Health Matters <http://www.healthmattersinsf.org/>, Network of Care)

PARTNER Tool: Social Network Analysis Tool <http://www.partnertool.net/> (e.g. New Orleans)

Databases-Microsoft Excel and Access, SQL, etc.

Software: Lyon Software, CBISA, WePlanWell (Sedgwick County Health Department), etc.

Considerations in Designing or Purchasing Monitoring Systems for Health Improvement Plans (and More)

- [Agency] Vision, Goals, and Performance Measures
 - e.g. How will system fit with or enhance existing systems?
- Stakeholders and Governance
 - e.g. Who is charged with system accountability? Who will populate the system?
- Value and Program Benefits
 - e.g. How often is data updated? From what sources? Sub-population data?
- Project Management and Risk Management
 - e.g. what are the potential negative impacts? How will these be mitigated?
- Financial Considerations
 - e.g. what is initial development cost, if any? What is cost to update and maintain? At what frequency? Financial sustainability?

Source: NACCHO and Public Health Informatics Institute. <http://www.naccho.org/toolbox/tool.cfm?id=790>



Considerations in Designing or Purchasing Monitoring Systems: An Initial Planning Checklist

An initial planning checklist	
Project component	Questions
Agency Vision, Goals, and Performance Measures	<ul style="list-style-type: none"> <input type="checkbox"/> What is the purpose or impetus for change? <input type="checkbox"/> What needs will be addressed? <input type="checkbox"/> How will the proposed system fit with the agency's vision for the future, especially in terms of improving service and health outcomes for the community? <input type="checkbox"/> How will the proposed system fit with—or enhance—existing systems? <input type="checkbox"/> Will the system meet required and recommended data standards? <input type="checkbox"/> Will the system adequately protect data security and client confidentiality? <input type="checkbox"/> What measures or indicators will show how well the system performs its intended functions?
Stakeholders and Governance	<ul style="list-style-type: none"> <input type="checkbox"/> Who are the new system's stakeholders, including executive sponsors, funders and supporters, system users (internal and external), contributors of information, individuals/families, and other people and organizations that will interact with the system or benefit from it? <input type="checkbox"/> What is the communication plan for involving stakeholders in the new information system? <input type="checkbox"/> How will you define roles and request participation from the stakeholders? <input type="checkbox"/> How will the governance structure be defined, explained to each stakeholder, and agreed on?
Value and Program Benefits	<ul style="list-style-type: none"> <input type="checkbox"/> What benefits are expected—tangible and intangible, short-term and long-term? <input type="checkbox"/> What efficiencies will be gained (e.g., increased accuracy and timeliness of data, better program management and evaluation, increased efficiency, improved security, ability to serve more clients, improved client coverage, improved coordination of services)? <input type="checkbox"/> What are the desired significant benefits or changes in individual and aggregate (community) health outcomes? <input type="checkbox"/> How will the agency measure how effectively the system contributes to improving health outcomes? <input type="checkbox"/> What is the plan for tracking health outcome goals on a timeline or deadline basis? <input type="checkbox"/> Who will benefit from the implementation of the new or enhanced system?
Project Management and Risk Management	<ul style="list-style-type: none"> <input type="checkbox"/> What is the high-level plan for the system's implementation, including timeline, milestones, and roles and responsibilities? <input type="checkbox"/> How will adequate working resources be made available (people with the right skills, equipment, organizational support)? <input type="checkbox"/> How will change management be accommodated while keeping the project within scope and budget? <input type="checkbox"/> What are the consequences of not addressing the agency's vision and goals with the proposed new system? That is, what would happen if the present system stays "as is"? <input type="checkbox"/> What are the potentially negative impacts on stakeholders, data contributors, and clients (including time and costs), and how will they be managed or mitigated?
Financial Considerations	<ul style="list-style-type: none"> <input type="checkbox"/> What are the overall project costs, including equipment purchases, development, operations, required modifications, training for staff and system users, license fees, and maintenance agreements? <input type="checkbox"/> What is the plan for funding these costs? <input type="checkbox"/> After implementation, who will pay for the long-term operating and maintenance expenses (public health budgets, physicians, health plans, families)? <input type="checkbox"/> Will costs change over time? How much will they go up or down?

Source: All -Systems-Go Resource Sheet , NACCHO and Public Health Informatics Institute

<http://www.naccho.org/toolbox/tool.cfm?id=790>



Performance Management System Resources

- Performance Management Self-Assessment Tool:
http://www.collaborativeleadership.org/pages/pdfs/CL_self-assessments_lores.pdf
- Turning Point Resources:
<http://www.turningpointprogram.org/Pages/perfmgt.html>
- PHF's Performance Management & QI Website:
<http://www.phf.org/focusareas/PMQI/Pages/default.aspx>
- Public Health Performance Management Centers for Excellence:
- Developing, Monitoring, and Using Performance Measures:
http://www.doh.wa.gov/PHIP/perfmgtcenters/modules/Year2/11-09-11_PerfMeas_public_main.htm



Community Reporting



- Format (e.g. oral, written)
- Frequency
- Who will be the lead? Are multiple leads helpful?
- Involve community members and partner organizations
- Managing Expectations
 - Consider in CHIP rollout and in implementing strategies
 - What is your hypothesis for how your strategies will lead to change?
 - Illustrating how short, intermediate, and long-term objectives and goals relate to each other and how each are important
 - Don't make annual report the first time they hear about the goals and objectives and performance measures
 - Involve community members and partner organization in efforts to improve credibility
 - Consider delivery: presentation methods (e.g., oral, written; context; who is the “voice” of the information?)

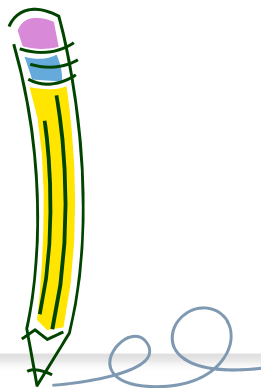
Revising the CHIP Based on Monitoring and Evaluation Efforts

Set criteria ahead of time for when you'll make revisions

- Will it solely be based on numeric information or also on feedback ? (Feedback is a two-way street)
- Broad-scale changes (e.g. Healthy People 2020)
 - Only annually or will you consider in shorter time frame?
 - Who will need to approve? How will you announce?

What will you change?

- Objectives—actual aim, or just number you were trying to reach?
- Strategies—if what you're doing isn't working, will you change it?
- Indicators—will you change indicators if you realize that it is not measurable or indicator is not appropriate?



Reaching Out to Other Communities

CHA/CHIP Demonstration Sites Google Group or E-mail sites directly:
For more information contact Reena at rchudgar@naccho.org

MAPP Network: <http://mappnetwork.naccho.org/>

NACCHO Accreditation Support Initiative (ASI) sites: Forthcoming
performance management system information and lessons

QUESTIONS AND DISCUSSION

