

Visioning At-A-Glance

The second phase of MAPP — Visioning — guides the community through a collaborative and creative process that leads to a shared community vision and common values.

Vision and values statements provide focus, purpose, and direction to the MAPP process so that participants collectively achieve a shared vision of the future. A *shared community vision* provides an overarching goal for the community — a statement of what the ideal future looks like. *Values* are the fundamental principles and beliefs that guide a community-driven planning process.

Because visioning is done at the beginning of the MAPP process, it offers a useful mechanism for convening the community and building enthusiasm for the process, setting the stage for planning, and providing a common framework throughout subsequent phases.

Recommended Participants and Roles:

- ?? Core Support Team or subcommittee — designs the visioning process, works with the facilitator, prepares for the visioning sessions, records the results of the session, and drafts the resulting vision and values statements.
- ?? MAPP Committee — oversees the visioning process and solicits community participation.
- ?? Broad Community Involvement — is included in the visioning sessions. This sets the tone for broad participation throughout the MAPP process.

A Step-by-Step Overview of the Visioning Phase

1. Identify other visioning efforts by revisiting the inventory of earlier community initiatives. Make connections as needed.
2. Design the visioning process and select a facilitator. The facilitator should possess strong facilitation skills and be perceived as neutral and fair.
3. Conduct the visioning process. Participants should identify their shared vision by looking 5-10 years into the future. Also address the identification of common values.
4. Formulate the vision statement and common values based on the results of the sessions.
5. Keep the vision and values statements alive throughout the MAPP process. Refine both as needed.

Visioning

What is Visioning?

Through the visioning process, the community develops a shared vision and common values. A vision is a compelling and inspiring image of a desired and possible future that a community seeks to achieve.¹ “Health visions state the ideal, establish a ‘stretch,’ link explicitly to strategies, inspire commitment, and draw out community values.”² A vision expresses goals that are worth striving for and appeals to ideals and values that are shared throughout the local public health system. Having a vision can show how all of the pieces fit together. Like the picture on a jigsaw puzzle box, it is easier to assemble the puzzle when you can see the box cover.

A vision provides a picture of the long-range results of the planning process and what will be accomplished when the strategies developed are implemented. It illustrates what community health will look like when a successful public health system is in place.

Visions may be easily confused with mission statements and strategic plans. The following questions may help to better distinguish them:

- Mission Statement — Why do we exist now?
- Vision Statement — Where should we be headed?
- Strategic Plan — How do we plan to get there?

During the visioning process, the MAPP tool recommends developing common values. Values are the fundamental principles and beliefs that guide a community-driven process. These are the central concepts that define how community members aspire to interact. The values provide a basis for action and communicate expectations for community participation throughout the process. The focus of the values should be on the community, and not on how the committee operates.

The following are examples of community values:

- ?? *Mutual Respect* — “We believe that all community residents should be treated with courtesy and respect.”
- ?? *Commitment* — “We are dedicated to fulfilling our shared vision while embracing the challenges of the future to assure the public's health.”
- ?? *Teamwork* — “We believe that a community working together toward a common goal can achieve better results than individuals can achieve independently.”

How Does Visioning Benefit a Community?

Vision development is an important tool for discovering common values, developing a shared sense of purpose, and fostering communication. It is this shared understanding that provides the foundation for honest, creative interaction.

Conducting a visioning process and establishing a shared vision:

- ?? provides a **focus, purpose, and direction** for the planning process — something the community can “strive” to achieve.

¹ Bezold, Clement, *On Futures Thinking for Health and Health Care: Trends, Scenarios, Visions, and Strategies*. Institute for Alternative Futures, Alexandria, VA: 1991.

² Institute for Alternative Futures and the National Civic League. *Creating Community Health Visions: A Guide for Local Leaders*. Institute for Alternative Futures, Alexandria, VA: 1995

- ?? serves as an **incentive to mobilize assets and resources** across sectors and boundaries toward a shared vision of the future.
- ?? is a powerful method for **convening the community** and mobilizing participation in the MAPP process. A shared vision ensures that the process moves forward in a community-driven fashion.
- ?? **communicates the goals of the MAPP process** and the resulting strategies to organizations within and outside of the community.
- ?? provides a **source of inspiration and motivation** for implementing the plan and for keeping the effort on track.
- ?? **generates enthusiasm and kindles excitement** about the direction the community is heading.
- ?? **unites participants**. A vision can show participants with conflicting viewpoints the common ground that they share, creating a willingness to share resources and overcome turf issues.
- ?? illustrates that there will be a **sustained level of commitment** to the process.
- ?? gives participants the **courage to tackle issues** that seem insurmountable, such as financial barriers or cultural, organizational or personal differences.
- ?? **fosters creativity** by providing the opportunity to think collaboratively in innovative ways.

The development of a common set of values:

- ?? provides a common expectation of **how we treat one another**.
- ?? **establishes the climate** for successful planning.
- ?? **unites individuals** with differing perspectives by focusing on their common beliefs and values.
- ?? establishes a **supportive environment** for working together collaboratively and creatively.
- ?? clarifies what the community **believes to be important**.
- ?? provides a framework for **assuring congruence** between beliefs, plans, and actions.

Visioning as Part of the MAPP Process

Visioning is an instrumental part of MAPP. Developing a shared vision and common values during this early phase helps to move the process forward with energy and enthusiasm.

Visioning can be undertaken in a variety of ways. The recommended approach involves engaging the community broadly by conducting visioning sessions with more than 50 participants. An alternative approach is to conduct visioning with a broad-based advisory committee of key stakeholders, leaders, and community residents, including organizational and unaffiliated members. Either method is effective for developing a shared vision, although the community approach garners broader community support for the vision, as well as for the overall MAPP process.

With either approach, dialogue skills and effective facilitation will serve to enhance the outcome. Dialogue can lead to a better understanding among participants and help identify the linkages that will serve as the foundation for the shared vision and common values. See the [Tip Sheet — Engaging the Community](#) for suggestions on how to incorporate dialogue into the visioning sessions.

How to Conduct the Visioning Phase

As with other phases of the MAPP process, visioning should be customized to fit the needs of the community. Three case examples provide insight into different types of visioning;

one focused on broad community health (Committee Visioning Process— Stratford, CT), one focused on the local public health system (Committee Visioning Process — Chicago, IL), and the third focused on the health care system (Community-Wide Visioning — Miller County, GA).

Step 1 — Identify other visioning efforts and make connections as needed

An inventory of related community efforts was conducted during the Organize for Success/Partnership Development phase of MAPP. At this point, the MAPP Committee should revisit this inventory to see whether or not visioning efforts have already taken place. It is a good idea to rescan community efforts to ensure that similar efforts have not recently emerged.

If a similar visioning process is in progress or has been completed, an attempt should be made to create links with the MAPP process. For example, a visioning process conducted for the education or transportation sectors of the community might be easily adapted to the MAPP process, offering added momentum to both initiatives.

Step 2 — Design the visioning process and select a facilitator

While MAPP strongly recommends the community visioning process, either of the two listed below may be used, depending on the specific needs and capacities of the community.

?? **Community visioning process** — A broad-based community visioning process with 40 – 100 community participants is an effective way to inform the community about MAPP and gain its collective interest. Open invitations may be extended to all community residents through the media. However, if this approach seems too unwieldy, invitations can be extended to diverse groups of residents identified by the MAPP Committee and other key leaders. Community visioning is useful for engaging and mobilizing the broader community and ensures that input is garnered from throughout the community. This type of visioning process is more challenging to manage and requires more resources to implement. (See the Community-Wide Visioning Process — Miller County, GA)

?? **Advisory committee/key leadership visioning process** — Participants include members of the MAPP Committee, as well as other key leaders in the community. This type of visioning process may be easier to manage and requires fewer resources. If the appropriate individuals and organizations are included, the vision generated can provide a good focus for the future. (See the Committee Visioning Process — Stratford, CT or Committee Visioning Process — Chicago, IL)

With either approach, it is useful to have a smaller group (either the Core Support Team or a designated subcommittee) prepare for the visioning sessions, work with the facilitator, record the results of the session, and draft the resulting vision and values statements.

As part of the design of the visioning process, the MAPP Committee selects a facilitator. The facilitator should possess skill in managing a large group process and should be recognized as a neutral or fair individual. A strong facilitator ensures that the final statements are representative of the entire community. All substantive conflicts need to be resolved so that commitment and positive feelings toward the vision and values statements are created.

Selection of the facilitator should be customized to the visioning approach used (i.e., will the facilitator be working with a large group of 40-100 community residents or with a group of key

stakeholders and leaders?). If resources allow, the MAPP Committee may wish to retain a consultant to lead the visioning process. Alternatively, there may be qualified facilitators in neutral organizations within the community, in a neighboring community, or at the state level. (See Tip Sheet — Facilitation within the MAPP Process.)

Once a facilitator is selected, the small group that is preparing for the process will need to work with the facilitator to design the process. The Tip Sheet — A Step-by-Step Process for Visioning outlines a simple approach to visioning. If the MAPP Committee wants to implement a more in-depth approach, references to other visioning processes are included in Visioning References and Resources. When preparing for the process, the following issues should be considered:

1. What kind of introductory information should be presented at the beginning of the session? There should be some time devoted to an introduction to the MAPP process and to the concept of a shared vision and common values. It is especially important that participants understand that they are developing a vision and values for the whole community, and not for one organization.
2. What kind of ice-breaker exercises should be conducted? Creative exercises may ensure that everyone is comfortable and open to the experience.
3. What are the logistics of the visioning sessions? How many should be held? It is suggested that this be done in 1-3 sessions, with follow-up work done by a small group. How long should each session be? Where and at what time should they be scheduled? Consider how logistics might affect the level of participation.
4. Who needs to be involved? Seek a careful balance that includes individuals representative of community members and the various organizational components of the local public health system. The group should not be so large that the process becomes unwieldy.
5. At what point during the session will values be addressed? Should they be addressed before visioning occurs, in the second part of the visioning session, or in a separate session held later? Some communities prefer to address the “what” (vision) before the “how” (values), whereas others choose the reverse order. If values are addressed in a follow-up session, it is recommended that the session be held no more than 2-3 weeks after the vision is developed.

Step 3 — Conduct the visioning process

Once preparations are made, the MAPP Committee should move forward with the visioning process, using the Step-by-Step Process for Visioning or another method. As the process is implemented, ensure that the appropriate people are included and that all participants are contributing fully to the effort.

Regardless of whether a community or committee approach is selected, visioning participants will undergo similar processes. Useful visioning questions might include:

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

Responses to these questions should focus on broad concepts, rather than details. These questions can be answered through written surveys, open brainstorming sessions, or both.

After the vision is brainstormed, common values should be identified. In doing this, participants consider the following questions:

1. Taking into consideration the vision that has been developed, what are the key behaviors that will be required of the local public health system partners, the community, and others in the next five to ten years to achieve the vision?
2. What type of working environment or climate will be necessary to support these behaviors and achieve the vision?

By compiling the most commonly agreed-upon ideas, the community should develop common values that speak to the beliefs of the community. The values should be instrumental in guiding the participants throughout the remainder of the MAPP process.

Step 4 - Formulate vision and values statements

A small task force should formulate the vision and values statements based on the outcomes of the visioning session. A small group can do this most effectively, so that the visioning process does not become a writing exercise. The vision statement should be strong and powerful and represent the ideal future. It should be a statement that has the force to mobilize and energize many organizations and individuals. The values statement should emphasize a positive climate and supportive behaviors that contribute to the achievement of the vision.

As illustrated by the vignettes, the format and length of vision statements can vary widely. There is no “right” way; however, the final statement should be easy to read, easy to understand, and easy to remember. It should also be compelling, motivational, and inspirational. It should speak to the entire community.

One statement can be developed that encompasses both the vision and the values. The values can be included in the vision statement to show they are an intrinsic component of how the vision will be achieved. On the other hand, many communities list the values separately so that they are explicit and strongly promoted. As with other steps of MAPP, development and promotion of the statements should be tailored to the needs of the community.

Identify ways that the creation of the vision and values statements can be celebrated; this is a major milestone for the community and should be recognized as such.

Step 5 - Keep the vision and values alive throughout the MAPP process

The most vital component of visioning is ensuring that the vision statement is not forgotten and that it continues to drive the MAPP effort. The vision statement should be kept at the forefront of the community effort and should drive work towards community health improvement. The vision and values statements can be read at the beginning of each MAPP Committee meeting, or the statements can be included in committee member materials. The MAPP Committee should also consider including the vision and/or values statements in marketing literature and informational materials about the community or about the MAPP process.

Additionally, the statements should be refined as the MAPP Committee progresses through the planning process. As the community conducts the four MAPP assessments, identifies strategic

issues, and develops an action plan for implementation, new information may lead to refinement or adjustment of the vision or values statements.

Community-Wide Visioning Process Miller County, GA, Vignette

Miller County, GA, is a small rural county (population: approximately 6,000) located in the southwestern corner of Georgia. In 1997, a coalition of community organizations and representatives in the county embarked on a community strategic planning process to improve the healthcare system. Several months after a core group of individuals and organizations initiated the process, a community-wide visioning meeting was conducted in a “town hall” style meeting in the high school cafeteria. Invitations were extended to key community leaders and an open invitation was placed in the local newspaper and other visible locations. Approximately 70 individuals participated in the visioning meeting.

During the meeting, participants used a brainstorming process to identify what they perceived as the most important health issues. The goal of the meeting was to address the question: “What do we want for the future of Miller County?” The following three questions were also addressed: 1) “What do you like about the healthcare system in Miller County?” 2) “What problems do you see with the healthcare system in Miller County?” and 3) “What can we do to improve the healthcare system in Miller County?” Participants were also asked to nominate individuals to serve on an Executive Committee that would oversee the process.

After the visioning meeting, a small group of individuals drafted the brainstorming results into a one-page vision statement. The vision statement helped drive the latter steps of the strategic planning process. The vision statement was revisited at later points during the process — such as during a two-day retreat of the Executive Committee — to refresh and update it. The vision focused on the five priorities identified during the brainstorming session — the top priority being the attainment of a modernized, well-equipped emergency center and hospital. (See attached [vision statement](#).)

The visioning meeting resulted in the development of an Executive Committee to oversee the community strategic planning process, enthusiasm throughout the community for the process, and awareness of the issues that the county was facing.

Miller County Vision for the Future Health Care System

The first priority for building a viable health care system in Miller County will be to assure strong leadership. The community envisions a health care system that is governed by a strong Hospital Authority. The Hospital Authority, Board of Health, County Commission, other boards, physicians, and other providers will act in unison guided by a common vision and with collaboration. These leaders will also collaborate with communities outside Miller County to build a strong sustainable system of health care.

The Community envisions a Hospital Authority that: 1) is larger than the current board; 2) includes formal physician representation; 3) has gender diversity; and 4) participates in continuing education so its members are knowledgeable about the changing health care systems and understand how to successfully meet the health needs of local residents.

The Community envisions aggressive hospital management. The management will: 1) be knowledgeable about health care management in the current environment; 2) keep up to date with continuing education; 3) develop a specific strategic plan that will guide the health care system for future success; and 4) collaborate with other providers to form partnerships in the community and with adjacent communities.

The Community envisions a modern health care facility including: 1) a modernized internal and external appearance; 2) an up-to-date Emergency Room; 3) staff that have current knowledge and skills; 4) up-to-date equipment; and 5) services that match the needs of the community.

The Community envisions a health care system that can meet 80% of the health care needs of the local residents. The scope of services will include: primary care, OB, Physical Therapy, Emergency Services, Geriatric services, long term care, and new rehabilitation services.

The Emergency Services in the future health care system will have 24 hour physician coverage, EMS in house, and will competently handle patients requiring transfer to a larger facility.

The Community envisions a health care team which includes a sufficient number of highly qualified family practitioners and medical specialists so that the citizens of Miller County can obtain most of their routine medical care within the community.

The Community envisions a hospital owned clinic which would provide practice space for both community physicians and specialists who may visit periodically.

Committee Visioning Process Town of Stratford, CT, Vignette

The Town of Stratford has 49,389 residents and is located in the southwestern corner of Connecticut, near Bridgeport. The Town of Stratford conducted visioning activities as part of its community planning process. Visioning helped Stratford residents break down barriers by identifying and engaging in a shared “dream” of the future. This shared vision provided a framework from which goals, objectives, and strategies were developed. The visioning process was also instrumental in developing an educated and committed constituency for public health.

The Stratford Advisory Council includes 25 members from various organizations and sectors throughout the community and reflects differences in age, neighborhoods, racial and ethnic groups, and gender. The Advisory Council conducted a visioning process that spanned several months and used both small focus group and large group processes.

During the first visioning session, members brainstormed questions such as, “What does a healthy community look like?” and “Picture a healthy community... What do you see?” Participants were asked to narrow the discussion to issues that affect community health. The health director and the Council’s Executive Committee then developed the comments from the brainstorming discussion into twelve common themes.

The next meeting was kicked off by a values clarification exercise. Participants rated eight values, such as peace, beauty, etc. The opening exercise encouraged the group to think about values that, in this case, did not necessarily relate to public health. Following the exercise, the health director presented the draft vision themes and discussed in more detail the purpose of a vision. The council members then broke into small groups. Each group reviewed two themes and prepared a statement of a few sentences for each theme. All statements were to begin with “A Stratford where...” The statements from this meeting were collected and consolidated into one vision statement. The statements were grouped for similarity and the most poetic wording was chosen. The vision statement was then reviewed, refined, and approved by the health director, Executive Committee, and the Advisory Council. (See attached for Vision Statement.)

After development of the vision statement, the Health Advisory Council concentrated on disseminating the statement and involving the community. The vision statement was read aloud at a town council meeting, at which the media were present. The vision statement also took various printed forms. It was included in a one-page, two-sided document that described the Advisory Council and its mission. It was also included in a booklet prepared for a community event.

The Stratford Vision Statement defines health for this community in its own language. It provided a map to where the community would like to be in the future as well as a focus for the planning process. The visioning process also was an effective method for breaking down barriers among members of the council and creating a cohesive group. The high participation in the process, both among the council members and the broader community, attested to the success of the vision statement in initiating the process.

Town of Stratford, CT, Vision Statement

OUR VISION OF A HEALTHY COMMUNITY IS...

A Stratford where building a sense of community is an everyday activity for each one of us.

A Stratford where an understanding and respect for differences create the Neighborhood of Stratford.

A Stratford where all members of the community feel no fear nor threat to their personal well-being.

A Stratford where there is respect for the environment and our natural resources, in recognition of the connection between environmental health, mental health and physical health.

A Stratford where good health is not taken for granted, but is valued beginning at preconception and continuing throughout the life span...where prevention is the focus, including respect for our bodies, our minds and our souls.

A Stratford where children are valued and nurtured by a strong family and community support system.

A Stratford where each resident has the opportunity to develop and live life to his or her fullest potential with equal opportunities for all.

A Stratford where education is valued as a lifelong process enabling individuals to make informed choices.

A Stratford where alcohol and substance use do not present harmful consequences to the health and well-being of the community.

A Stratford where residents can create and enjoy a positive economic climate and where meaningful employment opportunities are available for all.

A Stratford where there is a commitment from the community to allocate the necessary resources to create a healthy, safe environment.

A Stratford where universal quality health care is accessible for all.

—Town of Stratford, Health Advisory Council, March 1994

Committee Visioning Process Chicago, IL, Vignette

At its second meeting, the Chicago Partnership began to develop its vision of a strengthened local public health system. Members were asked to articulate how Chicago's public health system would look at its best. In doing this, they were asked to consider several factors, including (a) the past public health successes in Chicago's history, (b) the capabilities of their own organization to contribute to public health, (c) the health conditions facing Chicago residents, and (d) the guiding principles and assumptions adopted for the planning process.

While discussion was limited at this meeting, members subsequently provided their responses to project staff who — working with the Advisory Committee — categorized the input into three logical areas:

1. Who would the system serve?
2. What would the system do?
3. How would the system function?

The input was then presented back for discussion at the Partnership's subsequent meeting. Based on that dialogue— which was quite lively and extensive — the Partnership adopted the vision statement and elected to support it with a two-page narrative that further described its key elements. It was agreed that the vision would be revisited periodically and revised as the planning process evolved.

The Chicago Partnership's vision for local public health is:

“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”

The visioning process was facilitated by the senior member of the project staff, the Deputy Commissioner for Planning & Policy, who had extensive experience in managing group processes, particularly those around issues where consensus may not easily be achieved. One outcome of staff assuming this role was that it required a level of neutrality and there was very limited input by the Department of Public Health during the discussion of the vision. Since one of the goals of the planning process was to expand the partners in public health beyond the governmental presence, this limited input may have actually benefited the effort, and in the end resulted in a vision that could be embraced by all partners, including the public health department.

Tip Sheet — A Step-by-Step Process for Visioning

The following is a useful method for structuring community visioning. A similar approach can be used with a committee visioning process. The process details the development of a shared vision, as well as common values.

Preparations

Select a site that can readily accommodate 40-100 persons. Set up the room with participants seated in a circle. This encourages participation by all persons in attendance.

Invitations should be clear and be sent in a timely manner to avoid confusion. Care should be taken to ensure that the time and place facilitate broad attendance. Carefully consider the venue and schedule and how it will accommodate participants with differing schedules or lifestyles.

Key individuals to support the visioning process include: 1) a facilitator who can effectively manage the large group process in a neutral way (see Tip Sheet — Facilitation within the MAPP Process); and 2) one or two note-takers to record the discussion. Recording is a task that should not be assigned or undertaken lightly. The recorder(s) should be skillful at organizing and synthesizing material and should strive to capture the exact wording — to the extent possible — used by participants. You may also want to designate some individuals to act as observers; these individuals can assure everything is on track and can provide suggestions to the facilitator if needed.

Welcome/Introduction

Set the tone of the visioning session by greeting participants when they arrive, arranging for clear signage, and offering light refreshments. Helping people feel comfortable upon arrival and communicating to participants the importance of their presence can go a long way toward building trust and commitment.

The facilitator or a MAPP Committee representative should open the meeting with an explanation of MAPP and why a visioning process is important. The list of benefits cited in the MAPP Visioning guidance can be a useful reference. Be sure to emphasize that the goal is to create a shared vision for the community and not a vision for any one organization.

Building Rapport/Icebreaker

After the introduction, a small amount of time should be dedicated to building rapport among the participants. Everyone in the room should be given a chance to introduce themselves. Consider having participants engage in icebreaker exercises; these can help to ease tension in the room and get everyone comfortable. Icebreaker activities might include the following.

1. As people introduce themselves, ask them to state their expectation for the meeting. They can also be asked to state a “fun fact” about themselves, to help ease the tension.
2. Since all of the participants may not know each other well, participants can be divided into groups of 2-4 to “chat” for 10 minutes, then return to the larger group to introduce each other.

Vision Brainstorming and Development

Once participants are comfortable with the topic and with each other, the dialogue should be moved toward discussing a vision for the community. Questions should be formulated beforehand to drive this discussion. Useful visioning questions might include:

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

Responses to these questions should focus on broad concepts; not details. Responses can be collected through brainstorming activities or by writing ideas down and then sharing them. The group can be organized to gather information through small group processes, or the questions can be addressed by the group as a whole.

Possible approaches for brainstorming include:

- ?? Ask each person to write down what they believe about healthy communities. Then ask participants to pair up, share their thoughts, and develop a joint list. Participants should clarify each other's ideas and discuss any conflicting information. Then each pair can join another pair and repeat the process. The process is repeated until the entire group is back together.
- ?? Ask each participant to write down their ideas. Then, in round-robin fashion, go around the room, posting all ideas on a flip chart (this can be shortened by limiting the number of ideas offered). After all ideas are shared, the group discusses and organizes them.
- ?? Distribute small pieces of paper and ask participants to write down their ideas — one idea on each piece of paper. Then have participants tape their ideas to a wall. A small group then moves the ideas around until common ideas are grouped together. List and discuss the common ideas.

Values Brainstorming and Development

Once many ideas have been gathered and there is consensus about the concepts contained in a community vision, the group can move on to identifying common values (this may be done in the second part of the first session, or during a second session). It is strongly recommended that the actual drafting of the vision statement be done by a small task force or staff group.

The values brainstorming process should be similar and can use the same brainstorming techniques. Questions to elicit thoughts on common values include:

3. Taking into consideration the shared vision that has been developed, what are the key behaviors that will be required of the local public health system partners, the community, and others in the next five to ten years to achieve the vision?
4. What type of working environment or climate is necessary to support participants in performing the above behaviors and in achieving the vision?

Closing the Session /Check-out

At the end of each session, the facilitator should ensure that everyone is comfortable with the results of the session. Give participants a chance to make final comments or express concerns about the results or the process. This helps to ensure that participants leave the session without feeling frustrated and may also improve future group processes. Close the meeting with a

discussion of next steps. Discuss the need for and timing of future meetings. Make sure everyone understands the next steps and how follow-up will occur.

Follow-up to the Session

After the visioning session, a small group should compile the results and draft statements for the shared vision and common values. The draft statements should be presented to the visioning group participants (through a follow-up session or through other mechanisms). Participants should be given a chance to make minor adjustments.

Once everyone is satisfied with the vision and values, each should be formally adopted. The statements should then be kept alive through the remainder of the MAPP process. All MAPP materials, such as brochures, leaflets, and reports, should include the statements. References to vision and values statements should be made at the beginning of each MAPP committee meeting.