

AMCHP 2007 ANNUAL CONFERENCE

HEALTHY COMMUNITIES

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Title V: Helping to Shape Healthy Communities

HEIDI DEUTCH: Good morning everyone. I'm Heidi Deutch from the National Association of County and City Health Officials. Has anybody had any familiarity with my organization? Oh, one, okay, so we're pretty new. We represent the nearly 3,000 local health departments, not state, but local health departments across the United States. And we really provide services to them to really support their efforts and outreach into the community.

And my specific area of interest and the work that I do is from this program that I'm talking about, but all my history working with this organization is how to engage the health departments and other agencies more directly with the community. And this is why I love this program so much and I'm excited to be able to share it with you. This is going to be very, very big picture. And so I'm going to describe what this program that call MAPP is and why you should all be interested because it's not directly related to Title V but we can talk a little bit about how to integrate what a lot of people have said with what this program is.

But before I tell you what MAPP is I thought that it was probably first important to talk a little bit about what public health is so you can see where this whole MAPP

idea comes from. So some of you might be familiar with this definition of health from the World Health Organization. And what's really important about this definition is that it doesn't just speak about disease. Health isn't just about, you know, getting rid of diseases for people but it's a whole host of things that talks about physical and mental and social well-being.

And given that we have to look at health is then not just provided by a single organization. It's not just health care providers. It's not just the public health department, but there's a wide range of people and organizations and agencies and individuals in the community that really provide this broad definition to us.

And for example, if you're thinking about personal safety, you have to include police departments and fire departments to personal safety. And then traffic safety you not only have the police but as well transportation planners are an important component of transportation safety. Mental health will include social services, services for older adults, school counselors and also the court system. So you have a wide network of people that really are providing all of this health care.

So given that I work in the public health system and this is the public health system, it's all of these different agencies and organizations that contribute to ensuring the public's health. And what's misleading about this is two things. One is, this doesn't represent all of the different agencies and organizations in the

community. That's really going to be community specific and this is just sort of a little sampling. For example, we don't have dentists up here. So I just wanted to sort of throw that out there.

But the second thing is, is that there are lines connecting each of these different organizations and that can be misleading because all of these different organizations aren't necessarily well connected. And so that's the first thing to know is that we really need to get these organizations, the system to be better integrated and better connected. And I'm going to sort of switch slides around here, so don't look. Okay. I'll come back to that other one in a second.

In order to get these different organizations and agencies better connected you really have to have some sort of strategic planning process. And that way you're working towards a broad, long-term goal where bringing in a lot of these divergent interests and values that these different agencies, organizations and individuals have within that public health system.

And when I'm talking about strategic thinking and strategic planning what we really need to have is first of all, gathering a lot of different kinds of information. Because if you have a lot of different kinds of organizations involved in the system you're going to have a lot of different kinds of information that you're bringing to the table. So you need to gather all of that information.

And gathering that information is going to enable you to anticipate what's going to happen in the future. And so you need to have—sort of explore alternative strategies so that you're going to be able to anticipate. You know if you pick this strategy today, you know, what's that going to be—what's that going to mean later down the line.

It also needs to—you also need to be able to facilitate good communication and good participation among these different agencies and organizations in order to accommodate their divergent interests and values and foster orderly decision making and successful implementation.

So the idea with strategic planning then is that you're really identifying what's working, what isn't working in the community, who's doing what, where there are gaps in what's happening, where you're going to find redundant efforts so that each organization can focus on what they're really good at and expanding their efforts where it's needed and contracting them where somebody else is already taking care of that issue. So that's what I'm talking about with strategic thinking.

So I'm going to go back to the other one. And to—in order to have the strategic thinking and in order to be able to bring all these divergent interests together you really have to have a community driven process. And what I mean by community really depends on who's defining it. In some organizations that are going through this process that I will describe at some point, I promise, their community could

be a couple of counties put together. That for them is the community. For others it's a neighborhood within a city. So it really depends on what you define the community as. It can be small, it can be very broad. And in some areas it's actually the entire state.

So when people are coming together with these different interests, they're better able to develop solutions more creatively because they have a lot of different ideas that are generated in this process. And being community based the process is going to have a lot more credibility in that community. It's going to ensure community wide ownership.

And I'm really glad that you talked about ownership because I think a lot of people talk about community buy-in and to me that means that you're selling something to the community whereas a community driven process means that the community is actually owning the process and it's not something that a health agency like the local health department is feeding the community, but the community is sort of taking it themselves and moving it forward.

And if you notice on the slide the first letters of each of the bullet are mobilizing, action, planning and partnerships and those letters formulate the acronym for the program. And I'll talk about that in a second.

So the idea behind the program, so the philosophy behind the program is that you have all these different organizations and you think of it as sort of the metaphor of a rowboat. Everybody's trying to get across the ocean or across the river but everybody has their different method of doing that. Some people might take really short, fast strokes. Some people have long strokes. And what it ends up happening is if we're all not sort of coordinated and going in the same direction we're kind of spinning around and going this way and that way and we're not being very efficient and focused. So the process that I'm going to talk about is a way to get us all onboard, to get us all focused in the same direction and moving across more efficiently. So that's sort of the big picture background.

So what is this MAPP thing? MAPP stands for mobilizing for action through planning and partnerships. It's basically a community wide strategic planning tool for improving the public's health as well as an action oriented process. So it's not just strategic planning. It's not just needs assessments, although that's a very important component of it, but it's also action oriented. It's a method for having the community prioritize their public health issues, also identifying the resources for addressing those issues and taking action.

And so this tool is really designed for the entire public health system. It's not a strategic planning tool for one agency. It's not the health department's strategic planning tool, but it's a way of having a community wide strategic plan that

leverages the community's assets through the strategic planning process in order to develop and implement that plan.

So this is one of the two graphics that we use to depict this MAPP model.

Basically it's a roadmap. So you have the six phases of MAPP down this path that leads to a healthier community. So that's sort of the basic concept. This is a much more academic model of the MAPP process, but here you have the six phases in a linear fashion down the center of the graphic and then you have the four assessments surrounding it on the outside to show that the assessments are really the driving force behind this process. And so I'm just going to go over the different phases so you kind of get a sense of what this thing is.

First is the organizing for success partnership development phase. And this is really the planning of the MAPP planning process. This phase allows you to plan a process that really builds the commitment of the different organizations, agencies and individuals that will participate in the process. It engages their participation. It comes up with a way of really using their time efficiently and effectively.

There's a lot of opportunities for partnerships and you could sit on six or seven different partnerships for six or seven different issues. And so you really want to make sure that you're not duplicating partnerships that they're already in. You want to make sure that you're not having them come to meetings just for the

sake of coming to meetings because nobody has time for that. And it also helps you build a plan that you can implement successfully so that once you get everybody to the table and they begin going through this process you can hit the ground running. So that's what that first phase is.

The second phase is visioning. How many of you have not been involved in visioning, haven't really done a lot of visioning work? Okay. So basically the idea for visioning is to tell us so that we all get on the same page about how we're defining a healthier community. Because my definition of a healthy community might look a little bit different than your alls. One of my big issues, I love to walk. And so if I don't live in a community that's walkable this isn't a healthy community to me. But that might be very different from my next door neighbor. They might not care as much about that. So it's this idea of coming to a collective definition on what a healthier community means to that particular community.

Then the third phase is the four assessments. And this is the really—the real meat of the process. And it's really what is quite different about MAPP from a lot of other strategic planning tools is it uses these four different assessments to get really a wider view, a more circular view of what's going on in the community.

The first assessment is—well I'll just do the community health status assessment. They don't have to do it in any particular order. But the community health status assessment is really where you get the statistics about what's going

on in the community. And a lot of health departments have had a lot of experience doing—gathering this kind of data or looking at this kind of health data and you all probably have seen a lot of this kind of health data. We provide in the MAPP tool 11 categories of indicators that you can use but those are just suggestions, ideas. The indicators that should be used in this assessment really should be drawn from what the community's interests are.

Balancing that is the community themes and strengths assessment. The community health status assessment sort of gets you an idea of what the needs are. The community themes and strengths assessment really answers the question, what assets and resources does our community have. And it also looks at the perception of the community on what health is so that you get a better understanding about, you know, from a health department perspective we have a very specific—or our interest of what the health concerns are in the community but the community members are going to have their own interests as well. And when you ask them open-ended questions about, you know, well-being and health you come up with a very broad definition of what community health is in that community. So it's a very important qualitative gathering of information.

Then you have the forces of change assessment. And really if you have any experience with business models and strategic planning, this would be your SWAT analysis. Basically what that is looking at sort of the external forces that affect our ability to address the public's health. So it's things that we might not

have any control over but they're still going to affect our ability to address public health in our community. For example, if funding coming to the state has decreased, that's going to change our—the way that we're able to do some of our programs.

Another good example is if there's a state wide ban on smoking in restaurants. That's a positive benefit for the public's health but we might not have had any control over that. So these are the sort of external factors that we need to include in part of our planning so that we're able to anticipate things that are happening—going to happen in the future.

And then finally is the local public health system assessment. And basically what this one does is it looks at our capacity as a system to conduct the 10 essential public health services. How many of you are familiar with the 10 essential services in public health? Okay, so about half. Basically these are—these were developed I believe about 15 years ago, 20 years ago and they're the—for example you've got gathering health data and informing, educating and empowering the community, developing policies and plans, enforcing laws and regulations, research.

These are sort of those cross cutting issues that the public health system needs to be providing to support public health in the community. And what this does is it looks at the entire system's capacity to do those services. So it doesn't just look

at the health department—the extent to which the health department is doing them, but it looks at each component within the system so you can identify where the gaps are as well.

Once you have all of those assessments completed you have a really broad picture and a lot of different kinds of information so you want to start looking at what themes are coming across the different data sources to get your strategic issues. And your strategic issues are going to be cross cutting and they're going to basically be the questions that you need to answer in order to reach your vision. For example, how do we ensure access to care to all of our community residents, things like that. How do we ensure a healthy environment? Those big picture, cross cutting, not siloed in programs, those big picture issues.

And then you create goals and strategies to address those issues and then you create an action plan. And the plan is basically looking at, you know, who's going to do the strategy, where you're going to get the money, what the timeline is, those sort of specific—what are your performance measures, those sorts of things. And then you implement the plan and evaluate the effectiveness. And that's the action cycle. And this whole process is really what we're calling sort of the new way of doing public health planning in a community.

So most of the time I give this presentation to health departments to sort of encourage them to facilitate this process in their community. But more recently

I've been giving it to different community members and people that aren't necessarily health department folks. And so they want to know—and I can understand how this strategic plan is really supportive of a health department but sort of what's in it for us.

These are several quotes that one community in rural Nebraska had stated when their health department had facilitated this process in their community. But basically for you all what the benefit would be is different organizations and different system partners get more recognition for the health work that they do in the community and among their peers.

You also have access to a lot more appropriate and current data for your needs. The data that this process generates becomes one of the—the number one important aspects of this process for a lot of community residents. It also improves focus on priorities so that you're able to better understand of who else out there is providing complimentary services. And you also have more people that know what services you're providing so that you can get referrals as well back and forth.

And again, back to the data, the more data that you're able to get it's easier for you to start leveraging funding resources as well because the data can support, you know, why you're asking for certain funding for certain needs. But there's also a lot more tangible health related outcomes.

So I wanted to share a couple of stories from some of the communities that are going through this process or have gone through this process. The first community is one in New Jersey, Middlesex County, New Jersey and they had gone through this process and they had invited as one of their system partners New Jersey Transit. But the neat thing about New Jersey is actually MAPP is being done state wide. There's many communities in New Jersey doing the MAPP process. And because New Jersey Transit is state wide they couldn't get involved in every single MAPP process in New Jersey but they did want to support what was going on.

So Middlesex County had gone through a lot of the process and one of their issues that they came up with was access to care. And New Jersey Transit said, you know, this is really something that we would like to support, you know what can we do. So basically the plan was that anybody who had an appointment to go to the health department for whatever need they could ride for free on the buses and trains on New Jersey Transit.

And rather than making it a huge bureaucratic, complicated reimbursement, you know, process, basically all you had to do was show your appointment card and that was your ticket on the train. This basically provided the equivalent of \$70,000 per year from the New Jersey Transit to support these activities. I'm speaking faster than I'm clicking the slides. Sorry.

So my second story actually comes Cowlitz County, Washington. And the woman who told me this story was actually on our MAPP workgroup. And she is the health director or was the health director at Cowlitz County. She has since left to work for the state health department. We were sad to see her go, but I'd still like to tell her story. So in Cowlitz County one of the major things that the community felt—