

Community Health Assessment: An Overview

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Overview

- Overview of Community Health Assessments
 - What are they and why do them?
 - Overview of the MAPP Framework
 - Brief discussion of the CHANGE Tool



What is a CHNA?

A community health needs assessment is a systematic process involving the community to identify and analyze community health needs and assets in order to prioritize these needs, and to plan and act upon unmet community health needs. (Catholic Health Association, 2012)



Why do a community health assessment?



Best practice

- Planning and developing new programs



Public Health Department Accreditation

- “Public health department accreditation is defined as the development of a set of standards, a process to measure health department performance against those standards, and reward or recognition for those health departments who meet the standards.” (www.phaboard.org)



Public Health Department Accreditation

- Community Health Assessment (CHAs)
- Community Health Improvement Plan (CHIPS)
- Agency Strategic Plan

“Generate exemplary CHAs and CHIPS that model engaging the community in a meaningful way, addressing the social determinants of health, and using the quality improvement (QI) and quality planning techniques.” –
Public Health Accreditation Board (www.phaboard.org)



IRS Requirements

IRS requires description of the:

- Community served by the hospital facility, including it's:
 - Geographic area
 - Demographics
 - Health care facilities and other resources
- Process and methods used to conduct the assessment and identify gaps in available information.
- Organizations that collaborated
- Process for soliciting input from persons representing the broad interests of the community
- Prioritized community health needs identified

*(IRS Notice 2011-52, Section 3 - Anticipated Regulatory Provisions,
www.irs.gov/pub/irs-drop/n-11-52.pdf)*



Community Health Assessment Models



Standards

A **best practice** is for a CHNA to be conducted as a **participatory, collaborative** process with various sectors of the community.

An **absolute standard** for an informative and actionable CHNA **does not exist**.

Differences in **approaches** depending on **who requires the assessment...**



Public Health Planning Models

	PATCH (1985)	APEXPH (1991)	MAPP (2000)	CHIP (1997)	PACE-EH (2000)
Current practice	No	Yes	Yes, very widely used	Yes, but not widely used	yes
Developers	CDC (1985)	CDC, NACCHO	CDC, NACCHO	NACCHO	CDC, NACCHO
Appropriate for what unit/level	City and county	Local health department	Broadly applied, city, county and state	Local health department, county	City, county state
Distinguishing characteristics:	Health promotion Distinguishing characteristics: Community participation Use of data Develop strategies Evaluation	PH core functions assess environmental factors prioritize risks	Strategic planning, community involvement	Performance of local health department	Environmental health, legal advocacy



Mobilizing for Action Through Planning and Partnerships (MAPP)

Community Driven Strategy of Improving Health

<http://www.naccho.org/topics/infrastructure/mapp/framework/index.cfm>



7 Key Principles to Success for MAPP

- ***Systems thinking*** — to promote an appreciation for the dynamic interrelationship of all components of the local public health system required to develop a vision of a healthy community.
- ***Dialogue*** — to ensure respect for diverse voices and perspectives during the collaborative process.
- ***Shared vision*** — to form the foundation for building a healthy future.
- ***Data*** — to inform each step of the process.
- ***Partnerships and collaboration*** — to optimize performance through shared resources and responsibility.
- ***Strategic thinking*** — to foster a proactive response to the issues and opportunities facing the system.
- ***Celebration of successes*** — to ensure that contributions are recognized and to sustain excitement for the process.



Benefits of Undertaking MAPP

- **Create a healthy community and a better quality of life.**
- **Increase the visibility of public health within the community.**



The Elements of MAPP

- MAPP emphasizes a community-driven and community-owned approach
- MAPP builds on previous experiences and lessons learned
- MAPP uses traditional strategic planning concepts within its model
- MAPP focuses on the creation and strengthening of the local public health system
- MAPP creates governmental public health leadership
- MAPP uses the Essential Public Health Services to define public health activities
- MAPP brings four assessments together to drive the development of a community strategic plan



MAPP Framework

- Organizing
- Visioning
- Assessments
- Strategic Issues
- Goals/Strategies
- Action Cycle



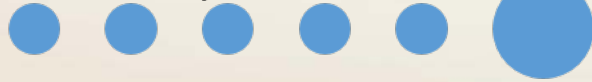
Organize for Success

- Organizing the planning process and developing partnerships

Builds Commitment



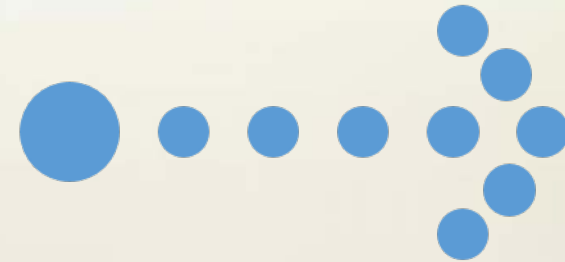
Engages participants
as active partners



Use participants' time well



Realistically
implemented



Organize for Success

1. Determine the necessity of undertaking the MAPP process. Identify benefits and potential barriers, as well as other community initiatives that should link to MAPP.
2. Identify and organize participants. Key organizations and individuals give the process legitimacy by offering strong initial support and providing the range of expertise necessary to develop the substance of the plan. Participants should be organized in a manner that shows how activities will be accomplished and clarifies roles and responsibilities.
3. Design the planning process by answering the questions: (a) What will the process entail? (b) How long will it take? (c) What will the results be and how will we know when we are finished? and (d) Who will perform each task?
4. Assess resource needs, such as meeting space, travel costs, report production and printing, and consultant fees. Secure commitments.
5. Conduct a readiness assessment to determine whether all of the elements are in place for a successful planning process.
6. Determine how the process will be managed by developing tools such as a workplan and guiding assumptions.



Visioning

- Guides through common values and a shared community vision.
 - Collaborative process
 - Creative process
- Steps
 - Identify other visioning efforts by revisiting the inventory of earlier community initiatives. Make connections as needed.
 - Design the visioning process and select a facilitator. The facilitator should possess strong facilitation skills and be perceived as neutral and fair.
 - Conduct the visioning process. Participants should identify their shared vision by looking five to 10 years into the future. Also address the identification of common values.
 - Formulate the vision statement and common values based on the results of the sessions.



Visioning

- **Sample questions for brainstorming a shared vision:**

- What does a healthy [Name] County mean to you?
- What are the important characteristics of a healthy community for all who live, work, and play here?
- How do you envision the local public health system in the next five or 10 years?

- **Sample questions for brainstorming common values:**

- Taking into consideration the vision that has been developed, what key behaviors will be required from the local public health system partners, the community, and others in the next five to 10 years to realize the vision?
- What type of working environment or climate will be necessary to support these behaviors and achieve the vision?



Assessments

- Community Themes and Strengths Assessments
- Local Public Health System Assessment
- Community Health Status Assessment
- Forces of Change Assessment



Community Themes and Strengths Assessment

- Prepare for the Community Themes and Strengths Assessment by establishing a subcommittee to oversee the activities.
- Identify necessary resources and individuals.
- Determine the most effective approaches to gather information from a cross-section of the community. These approaches might include community meetings, focus groups, windshield surveys, individual discussions, or interviews.
- Implement activities that gather community themes and strengths and engage the community in the MAPP process.
 - Use open-ended questions that elicit opinions, thoughts, and issues.
 - Also, gather feedback on quality of life issues and community assets.
 - Meetings or discussions should be held in accessible places and at times that facilitate broad participation.
- Compile the results. Be sure to list issues, potential solutions, and assets.
- Sustain community involvement and empowerment throughout the remainder of the MAPP process.



Local Public Health System Assessment

1. Prepare by establishing a subcommittee and planning activities
2. Orient the MAPP Committee (and other participants) to the Essential Services.
 1. Begin by discussing what the Essential Services are and how they are being provided within the community.
 2. Using flip charts, all participants should identify the Essential Services provided by their organizations.
 3. Discuss the results by identifying where various organizations' activities fit together and where gaps exist.
3. Complete the performance measures instrument.
 1. Discuss each model standard and come to consensus on responses for all objective and Likert scale questions.
4. Discuss the results of the performance measures instrument by reviewing each indicator.
 1. Identify areas that need improvement, activities that should be maintained at current levels, and areas where efforts can be decreased to free up resources.
 2. The results of this discussion should be a list of challenges and opportunities that will later be used in the identification of strategic issues.



Community Health Status Assessment

1. Prepare for the CHSA by establishing a subcommittee and planning how the CHSA steps will be undertaken.
2. Collect data for the core indicators on the CHSA indicator list. Review previous assessment efforts and build from these as needed.
3. Select additional data indicators to explore issues important to the community. Identify additional data indicators by reviewing the list of extended indicators or by developing locally relevant indicators. Collect data for the additional indicators.
4. Organize and analyze data and present them in understandable charts and graphs. Compile the findings and disseminate them throughout the community (e.g., via a published document, a series of factsheets, or a Web site).
5. Establish a system to monitor the indicators over time. Modify or add to the indicators periodically, as new information arises from other phases of MAPP.
6. Identify challenges and opportunities related to health status that should be considered during the next phase, Identify Strategic Issues.



Forces of Change Assessment

1. Prepare for the Forces of Change Assessment by identifying a facilitator and location and designing the session. Give each MAPP Committee member a copy of the Brainstorming Worksheet to use in preparation for the discussion.
2. Conduct a brainstorming session with the MAPP Committee and other participants. Develop a comprehensive list of forces of change by asking participants to focus on events, trends, and factors that come easily to mind. Then simplify and categorize the list.
3. Identify possible impacts—potential threats and opportunities—for each force. Add new forces to the list as they become apparent.



Strategic Issues

1. Identify potential strategic issues by reviewing the findings from the Visioning process and the four MAPP Assessments.
2. Arrive at an understanding of why certain issues are strategic by considering the convergence of assessment findings.
3. Determine the consequences of not addressing certain issues by considering the urgency or immediacy of the issue.
4. Consolidate overlapping or related issues into a manageable number. The final list should include no more than 12 issues.
5. Arrange issues in priority order by considering how they relate to one another.



Goals/Strategies

1. Develop goals related to the vision and the identified strategic issues.
2. Generate a range of strategy alternatives to address the goals and help the community achieve its vision. Take current strategies and activities into consideration when developing new and innovative approaches.
3. Consider barriers to implementation, such as insufficient resources, lack of community support, legal or policy impediments, or technological difficulties.
4. Explore implementation details by considering concrete actions that need to be taken, the organizations and individuals that need to be involved, the resources required, and the proposed timeline for implementation.
5. Select strategies by choosing among the alternatives. Once selected, adopt the strategies through formal or informal processes.
6. Draft and adopt the planning report. Written documentation ensures consensus, provides a source of reference, and helps to set the stage for action planning and implementation.



Action Cycle

- ***Planning***

1. Organize for action by convening the necessary participants, establishing an oversight committee for implementation activities, and preparing for implementation.
2. Develop realistic and measurable objectives related to each strategic goal and establish accountability by identifying responsible parties.
3. Develop action plans aimed at achieving the outcome objectives and addressing the selected strategies.

- ***Implementation***

1. Review action plans looking for opportunities to coordinate and combine resources for maximum efficiency and effectiveness.
2. Implement and monitor the progress of the action plans.

- ***Evaluation***

1. Prepare for evaluation by engaging stakeholders and describing the activities to be evaluated.
2. Focus the evaluation design by selecting evaluation questions, the process for answering these questions, the methodology and plan for carrying out the evaluation, and a strategy for reporting results.
3. Gather credible evidence that answers the evaluation questions. Justify the conclusions.
4. Ensure that the results of the evaluation are used and shared with others. Celebrate the successes of the process.



CDC CHANGE Tool



Community Health Assessment and Group Evaluation (CHANGE)

- Helps community teams (such as coalitions) develop their community action plan
- Walks community team members through the assessment process and helps define and prioritize possible areas of improvement.
- Community team members can create sustainable, community-based improvements that address the root causes of chronic diseases and related risk factors.
- Can be used annually to assess current policy, systems, and environmental change strategies and offer new priorities for future efforts.
- <http://www.cdc.gov/healthycommunitiesprogram/tools/change.htm>



CHANGE Tool - Purpose

- Identify community strengths and areas for improvement.
- Identify and understand the status of community health needs.
- Define improvement areas to guide the community towards population-based strategies that create a healthier environment (e.g., increased physical activity, improved nutrition, reduced tobacco use and exposure, and chronic disease management).
- Assist with prioritizing community needs and consider appropriate allocation of available resources.



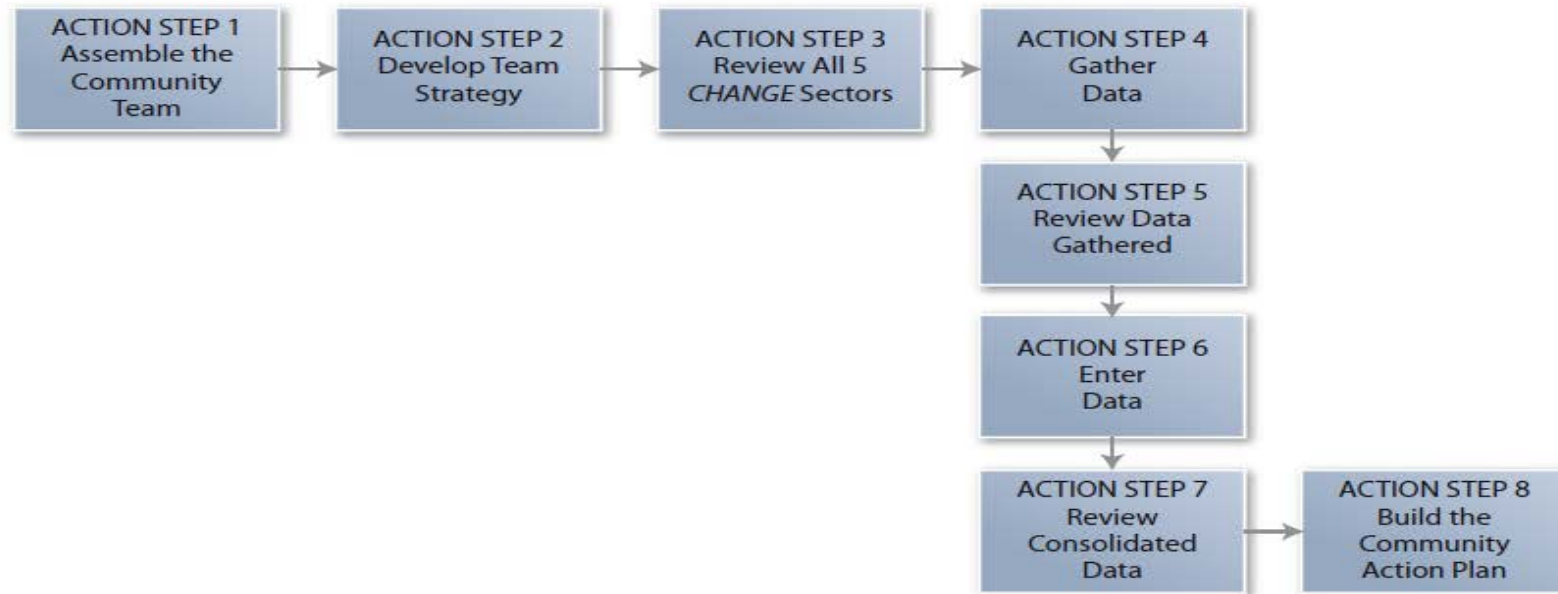
Sectors

- Community-at-large
- Community Institution/Organization Sector
- Health Care Sector
- School Sector
- Work Site Sector



CHANGE Tool - Action Steps

Figure 4. Action Steps to Complete the *CHANGE* Tool



To access the change tool resources:

<http://www.cdc.gov/healthycommunitiesprogram/tools/change/pdf/changeactionguide.pdf>



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Community Health Assessment aNd Group Evaluation

COMMUNITY INSTITUTION/ORGANIZATION (CIO)

Additional information about the CIO can be included in the comment box denoted by the red corner tab.

CIO'S NAME:

Module Score Summaries		
Policy	Environment	Module
0.00%	0.00%	Physical Activity
0.00%	0.00%	Nutrition
0.00%	0.00%	Tobacco Use
0.00%	0.00%	Chronic Disease Management
0.00%	0.00%	Leadership

GENERAL INSTRUCTIONS

Please indicate your answer by typing an 'X' or the correct information in the appropriate box for your response. Additional information can be included in each comment box denoted by the red corner tab.

DEMOGRAPHIC INFORMATION

Best description of the community setting (choose ONE only):

Rural

Suburban

Total number of individuals being served

Target Population (choose ALL that apply):

Children/Youth* (ages: <18)

Adults (ages: 18 – 64)

Resources

- MAPP Framework – www.naccho.org/topics/infrastructure/mapp
- CDC CHANGE Tool – <http://www.cdc.gov/healthycommunitiesprogram/tools/change.htm>



