

Developing Public Health Plans and Policies (Domain 5)

Leslie M. Beitsch

Transforming Oregon's Public Health System

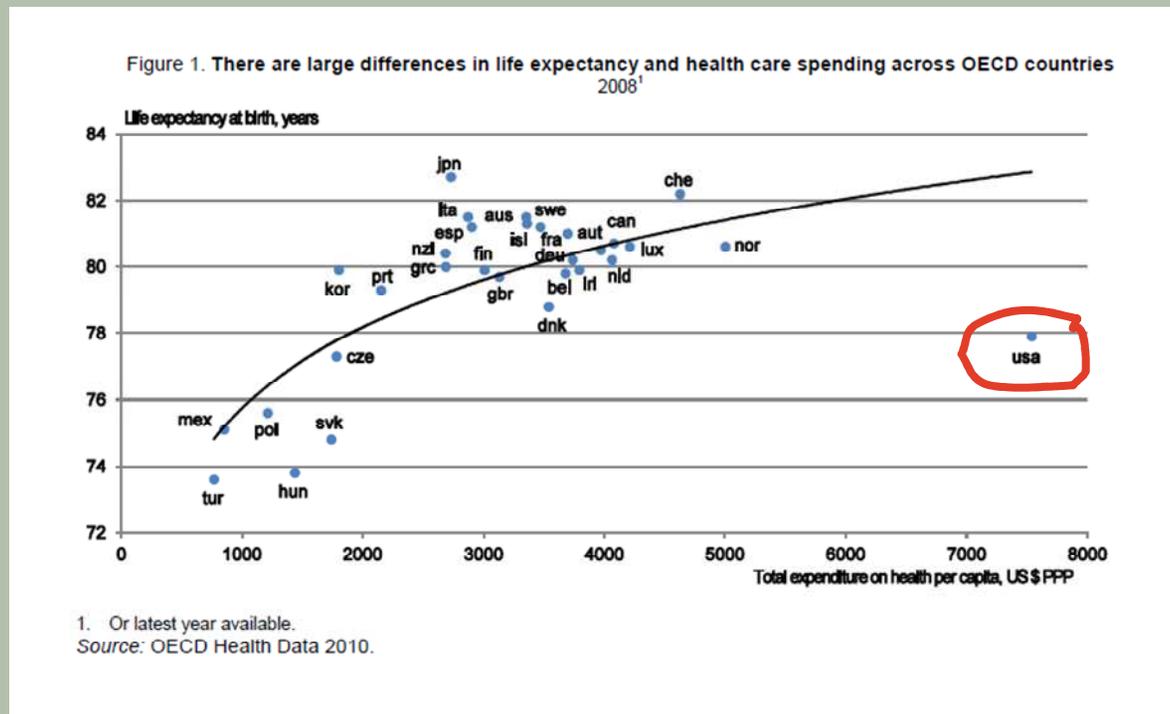
Portland, OR

July 23, 2012

What the US gets for its investment

Poor value for money invested

Lagging behind comparable, high-income nations on multiple measures of population health

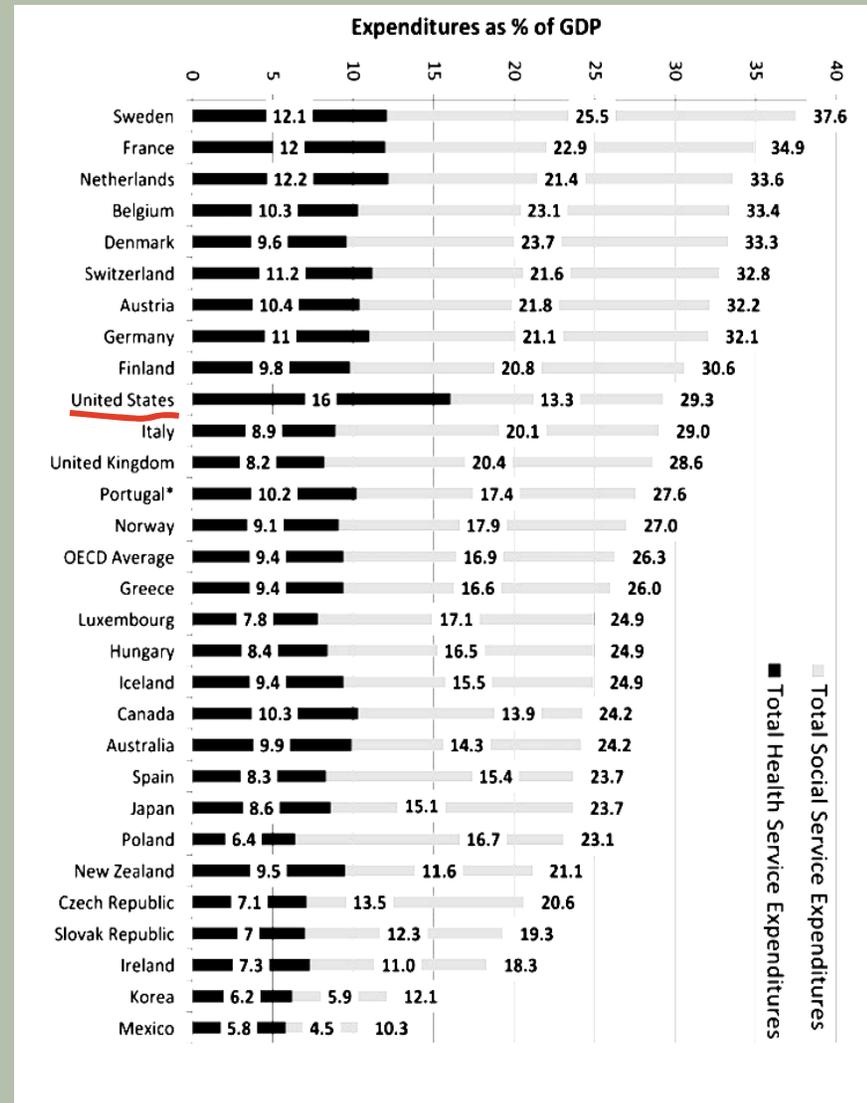


US Social Spending

Ratio of non-health care social spending to health care social spending:

- 2.0 in the OECD countries
- 0.83 in the United States

Source: Bradley et al., 2011:3 (BMJ)





Achieving 9 HP 2010 Goals

- Would save 2 million lives by decade's end
- Reductions in cancers, vascular disease, and injury
- What are the fulcrums, leverage points to enable these?
- How do we relate these ideas to the ESPH? To accreditation?



10 Great PH Achievements of the 20th cent

- Motor vehicle safety
- Safer workplaces
- Control of ID
- Declines in coronary and cerebrovascular deaths
- Safer and healthier foods





10 Great PH Achievements of the 20th cent

- Healthier mothers and babies
- Family planning
- Fluoridation
- Tobacco control

MMWR.1999;48:241-243

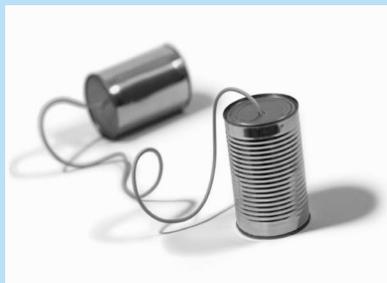


Policy and Policies

- The term policy refers to the broad arena of positions, principles, and priorities that inform high-level decision making in all branches of government
- Many public policies are not laws but may help change norms and behaviors in ways that are similar to that of law in the actions they produce.



Better laws and policies



Public health laws and policies that are outdated are often no match for contemporary health challenges (e.g., chronic diseases, injuries, mental health, substance abuse) and their antecedents (e.g., other sectors' effects, underlying social and economic factors).



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Recommendation 1

The committee recommends that state and local governments, in collaboration with their public health agencies, review existing public health laws and modernize these as needed to assure that appropriate powers are in place to enable public health agencies to address contemporary challenges to population health.

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Domain 5: Develop public health policies and plans

Domain 5 focuses on the development of public health policies and plans. Written policies and plans serve as tools to guide the health department's work and bring structure and organization to the department. Written policies and plans provide a resource to health department staff as well as the public. Policies and plans help to orient and train staff, inform the public and partners, and serve as a key component of developing consistency in operations and noting areas for improvement. Policies and plans can be a vehicle for community engagement and shared responsibility for addressing population health improvement.

Policies that are not public health specific may also impact the public's health. Policy makers should be informed of the potential public health impact of policies that they are considering or that are already in place. Policy makers and the public should have sound, science-based, current public health information when policies are being considered or adopted.

DOMAIN 5 INCLUDES FOUR STANDARDS:

Standard 5.1	Serve As a Primary and Expert Resource for Establishing and Maintaining Public Health Policies, Practices, and Capacity
Standard 5.2	Conduct a Comprehensive Planning Process Resulting in a Tribal/State/Community Health Improvement Plan
Standard 5.3	Develop and Implement a Health Department Organizational Strategic Plan
Standard 5.4	Maintain an All Hazards Emergency Operations Plan

STANDARD 5.1: SERVE AS A PRIMARY AND EXPERT RESOURCE FOR ESTABLISHING AND MAINTAINING PUBLIC HEALTH POLICIES, PRACTICES, AND CAPACITY.

Health departments possess knowledge and expertise on current public health science, evidence-based interventions, and promising practices that are required to develop sound public health policies, practices, and capacities. Health departments should play a central and active role in establishing policies and practices, whenever governing entities, elected officials, and others set policies and practices with public health implications.

Standard 5.1: Serve as a primary and expert resource for establishing and maintaining public health policies, practices, and capacity.

Measure

5.1.1 A

Monitor and track public health issues that are being discussed by individuals and entities that set public health policies and practices

Purpose

The purpose of this measure is to assess the health department's ability to maintain knowledge about what public health policies are being considered in order to be in a position to influence development of those policies.

Significance

Health departments must be constantly aware of what public health issues are being discussed by those who set public health policies and practices so that they can be a resource for science-based information, thereby influencing the adoption of effective policies and practices.

Required Documentation

1. Documentation of monitoring/tracking public health policies under consideration by the governing entity, individuals, and/or other entities that set public health policies and practices

Guidance

1. The health department must provide two separate examples that demonstrate that the department stays informed of the public health issues that are being discussed by the health department's governing entity, or by elected officials, individuals, and/or other entities that set public health policies and practices for the health department.

Local elected officials include: county (county manager, board of commissioners or supervisors) or city officials (mayor, board of commissioners or supervisors). State elected officials include: the governor, council of state, and state legislators. Tribal elected or appointed officials vary depending on the Tribal Nation's governance. Some examples include: Principal Chief, Chief,

Standard 5.1: Serve as a primary and expert resource for establishing and maintaining public health policies, practices, and capacity.

Measure	Purpose	Significance
<p>5.12 A Engage in activities that contribute to the development and/or modification of public health policy</p>	<p>The purpose of this measure is to assess the Tribal, state, or local health department efforts to contribute to and influence the development and/or modification of Tribal, state, or local public health policies.</p>	<p>To ensure that public health policies and practices are effective, health departments must be actively engaged in development and/or modification of policies. The health department can provide policy makers with sound, science-based, current public health information that should be considered in setting policies and practice.</p>
Required Documentation	Guidance	
<p>1. Documentation of the health department's contributions to deliberations concerning public health policy</p>	<p>1. The health department must provide current (within the last 24 months) documentation that it has contributed to deliberations concerning public health policy and practice. The health department must engage with those who set policies, as well as with other stakeholders who can influence those who set policies. The health department can also contribute to and encourage stakeholder or community involvement in development and/or modification of public health policy.</p> <p>Documentation must address two of the three items listed below:</p> <ul style="list-style-type: none"> • Informational materials, such as issue briefs, media statements, talking points, fact sheets, white papers, and other official written documents. 	

Standard 5.1: Serve as a primary and expert resource for establishing and maintaining public health policies, practices, and capacity.

Measure

5.13 A

Inform governing entities, elected officials, and/or the public of potential public health impacts, both intended and unintended, from current and/or proposed policies

Purpose

The purpose of this measure is to assess the health department's activities to provide information about the intended or unintended public health impacts of proposed or current public policies.

Significance

The health department is responsible for informing others of the potential public health impact of policies that they are considering or that are in place. Policies that are not health specific may impact the public's health. Health departments should provide policy makers and the public with sound, science-based, current public health information that should be considered in setting or supporting policies.

Required Documentation

1. Documentation of the health department informing policy makers and/or the public about potential public health impacts of policies that are being considered or are in place

Guidance

1. The health department must provide current (within the last 24 months) documentation that it has informed policy makers and the public about potential public health impacts of policies that are being considered or are in place. Included may be policies that impact public health but are developed by other public sectors, such as land use, housing, employment, transportation, and education. The measure requires the health department to address both intended and unintended impact. Documentation can address policies either effect or proposed.

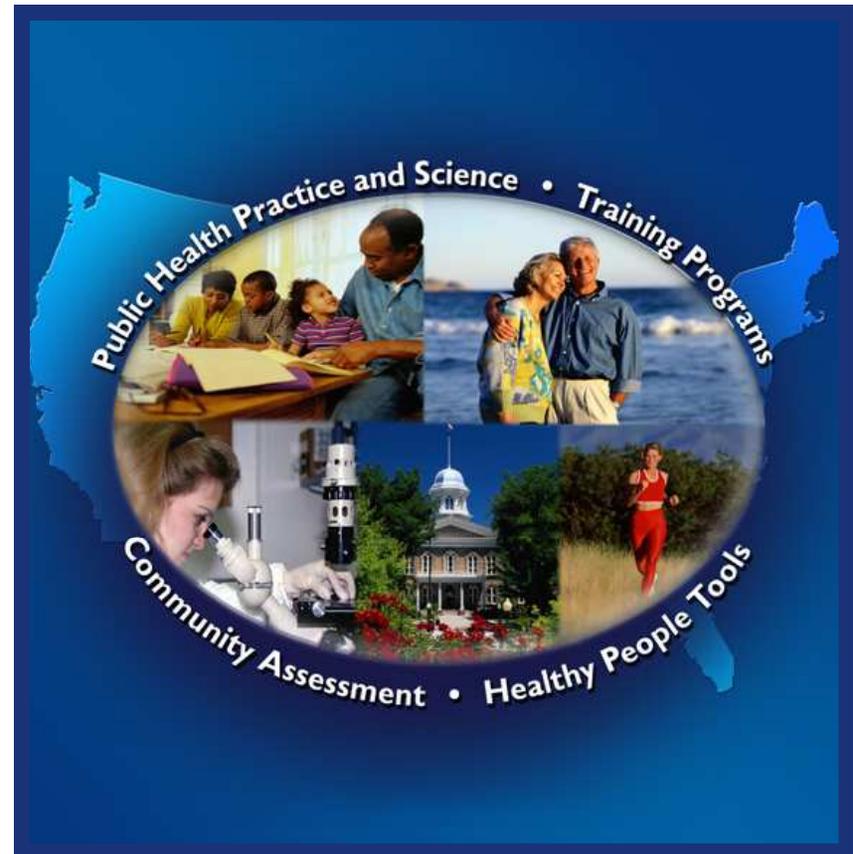
Documentation must address two of the three items listed:

- Impact statement or fact sheet that addresses current or proposed policies. The impact statements must be science-based. The health department must show to whom the statement or fact sheet was distributed.

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We improve the public's health by strengthening the quality and performance of public health practice

<http://www.phf.org>



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Measurable Results.***



Affinity Diagram

Affinity Diagram

How To Do It:

- Develop a clear purpose, problem, concern or issue statement to focus the group (ex: Low immunization rates among OR daycare attendees)
- Broad statements – macro not micro statements, clear/well stated
- Materials needed:
 - sticky notes or 3x5 cards
 - marking pens,
 - large work surface
 - Wall
 - table
 - floor
- Craft list of factors that influence issue/problem/challenge on post-its
 - Today do this absurdly quickly

Affinity Diagram

How To Do It:

– Posting Step

- Each participant reads and randomly posts their ideas on the wall – one at a time
- Other participants can ask for clarification when an idea is read – no debate – just clarification
- Do not place the notes in any order - do not try to determine categories or headings in advance – use the whole wall
- After all ideas are posted – Silent Consensus
- **In this exercise today, we will simply post SILENTLY**

Affinity Diagram

How To Do It:

- Silent Consensus:
 - The entire team gathers around the posted notes
 - No talking during this step
 - **Look for ideas that seem to be related in some way**
 - Move the Post-Its and place them side by side (**group together**)
 - Repeat until all notes are grouped
 - Okay to have “loners” that don’t seem to fit a group - outliers
 - It’s all right to move a note someone else has already moved.
 - If a note seems to belong in two groups, make a second note

Affinity Diagrams

How To Complete It:

- Clarification Step:
 - Participants can discuss the shape of the chart
 - Any surprising patterns?
 - Any reasons for moving controversial notes.
 - A few more changes may be made
 - Discuss loners – any significance?
 - **Due to time constraints, we will bypass this necessary step**

Affinity Diagrams

How To Complete It:

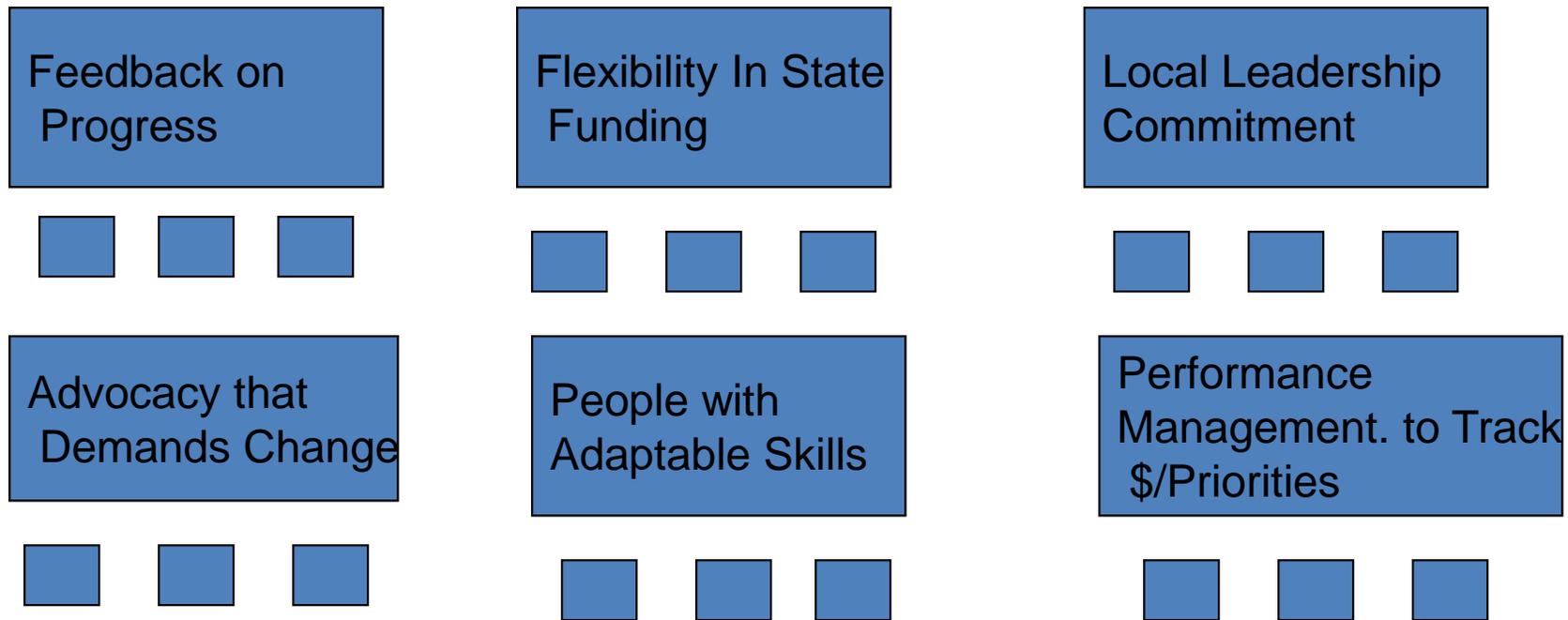
- When ideas are grouped, **select a heading for each group**
 - Look for a note in each grouping that captures the meaning of the group. If not create one (make certain to draft a complete thought, not a single word)
- Place it at the top of the group
 - highlight headers notes in a bright color.
- Combine groups into “super groups” if appropriate
- Typically seek 6 – 10 headers
- Take the time to do this step – it is the foundation for the other tools (but we will rush this step today)

Affinity Diagram Example

Issue Statement

Issues Affecting The Alignment of Statewide Resources with priorities in a State Health Improvement Plan

Header Cards:



Affinity Exercise

- High rates of tobacco use and dependency
- Challenges of “growing” overweight/obesity
- Alarming suicide rates among subpopulations
- Excessive rates of CVD & cerebrovascular disease
- Greater levels of family violence exacerbated by recession
- Inadequate community resilience post emergency
- Insufficient incorporation of health into all policies

Cause and Effect Diagrams

Moving from Addressing Symptoms

To

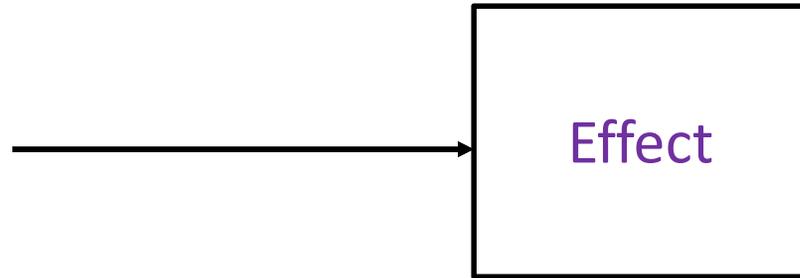
Root Causes

Problem Solving

- When confronted with a problem most people like to tackle the obvious symptom and fix it
- This often results in more problems (see H. L. Mencken)
- Using a systematic approach to analyze the problem and find the root cause is more efficient and effective
- Symptom – sign or indication
- Cause – whatever makes something happen

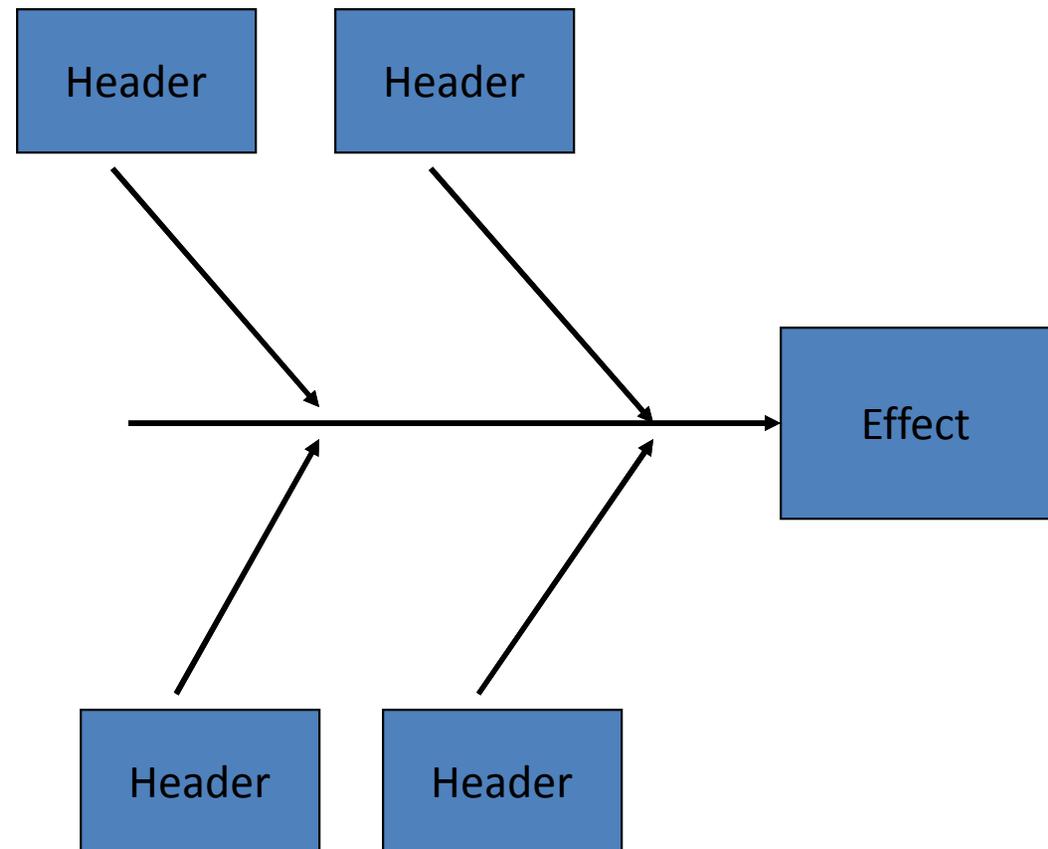
Cause and Effect Diagrams - Construction

- Write the issue as a problem statement on the right hand side of the page and draw a box around it with an arrow running to it.
- This issue is now the effect



Cause and Effect Diagrams - Construction

- Generate ideas as to what are the main causes of the effect
- Label these as the main branch headers
- Organizes group knowledge about causes of a problem and display the information graphically
- **We will use the headers developed in the affinity exercise**



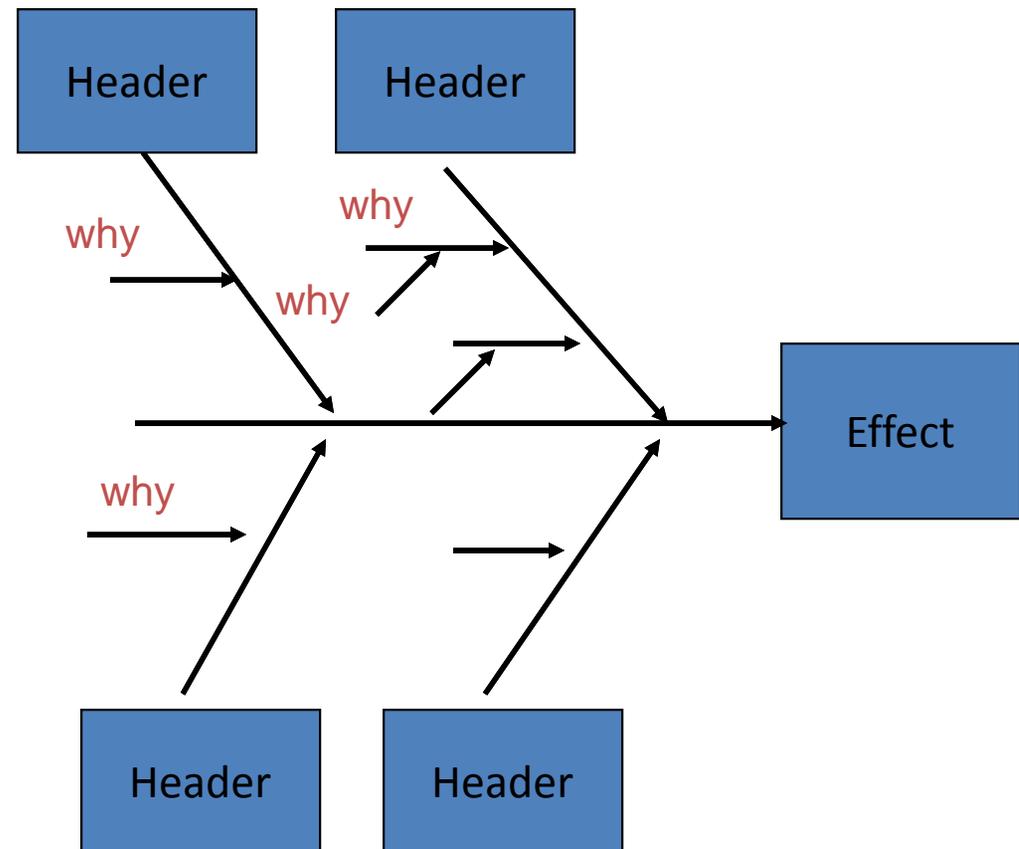
Cause and Effect Diagrams - Construction

Typical Main Headers are:

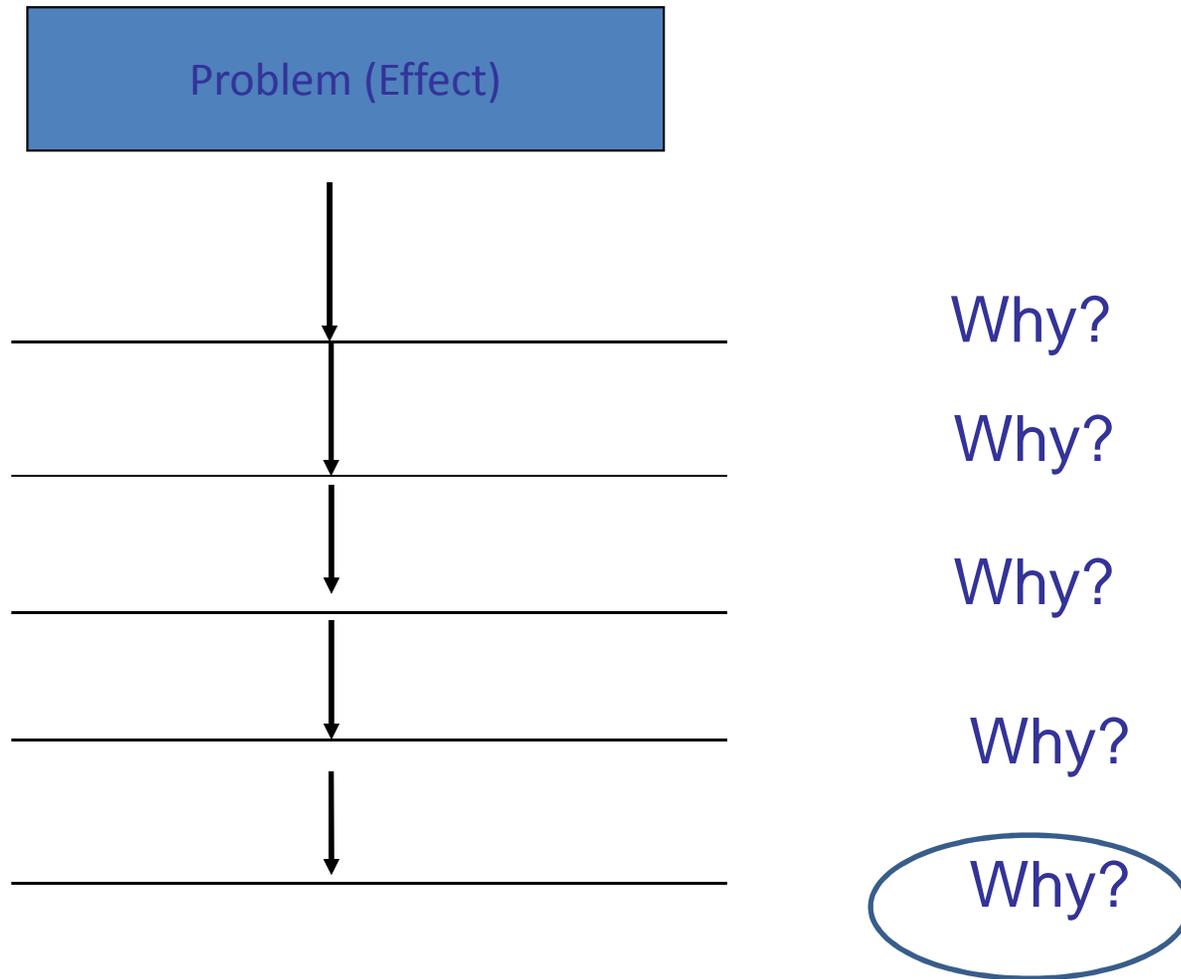
- 4 M's – Manpower, Materials, Methods, Machinery
- People
- Policies
- Materials
- Equipment
- Life style
- Environment
- Etc.

Cause and Effect Diagrams - Construction

- For each main cause category brainstorm ideas as to what are the related sub-causes that might effect our issue
- Use the 5 Why techniques when a cause is identified
- Keep repeating the question until no other causes can be identified
- List the sub-cause using arrows

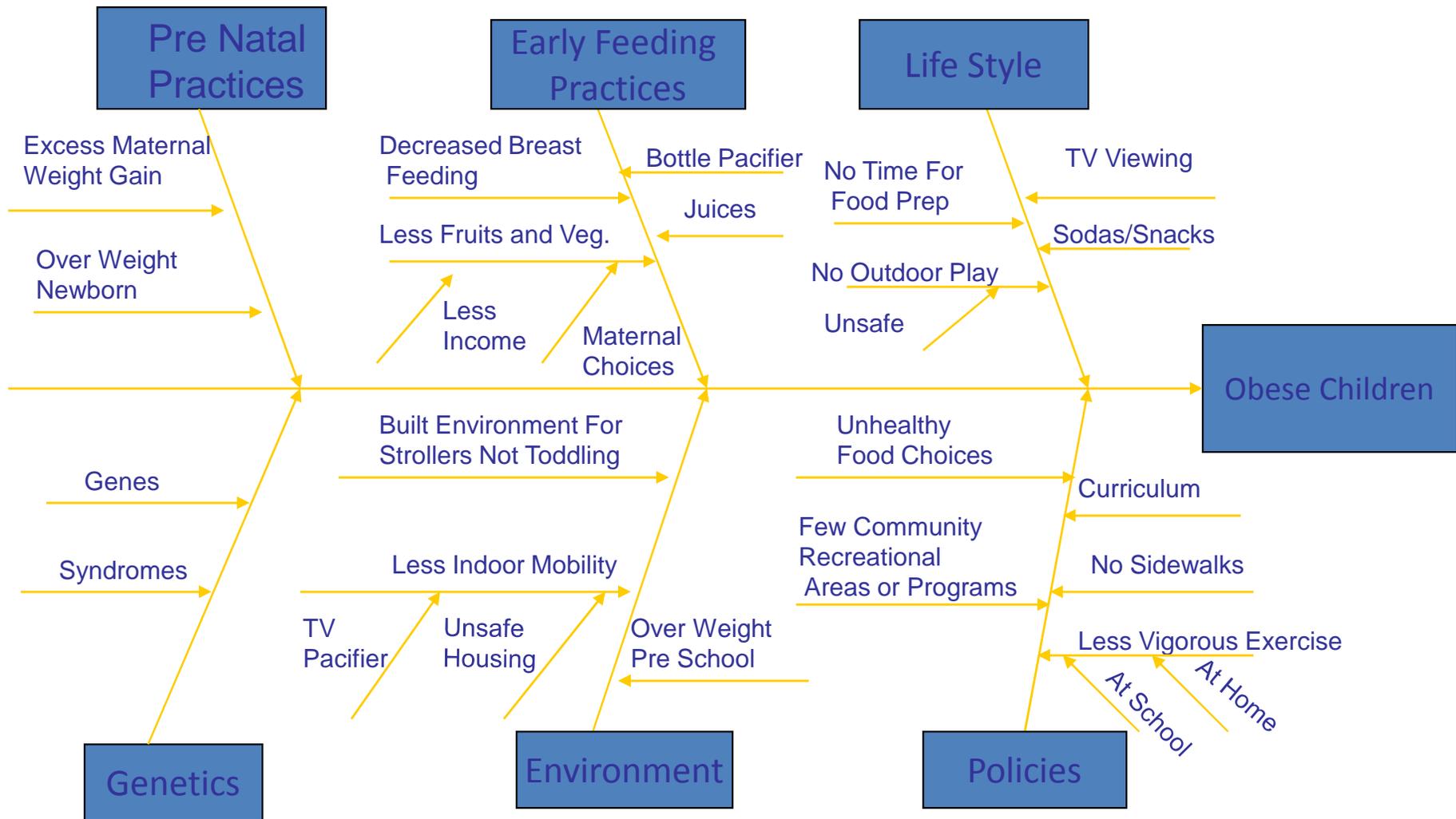


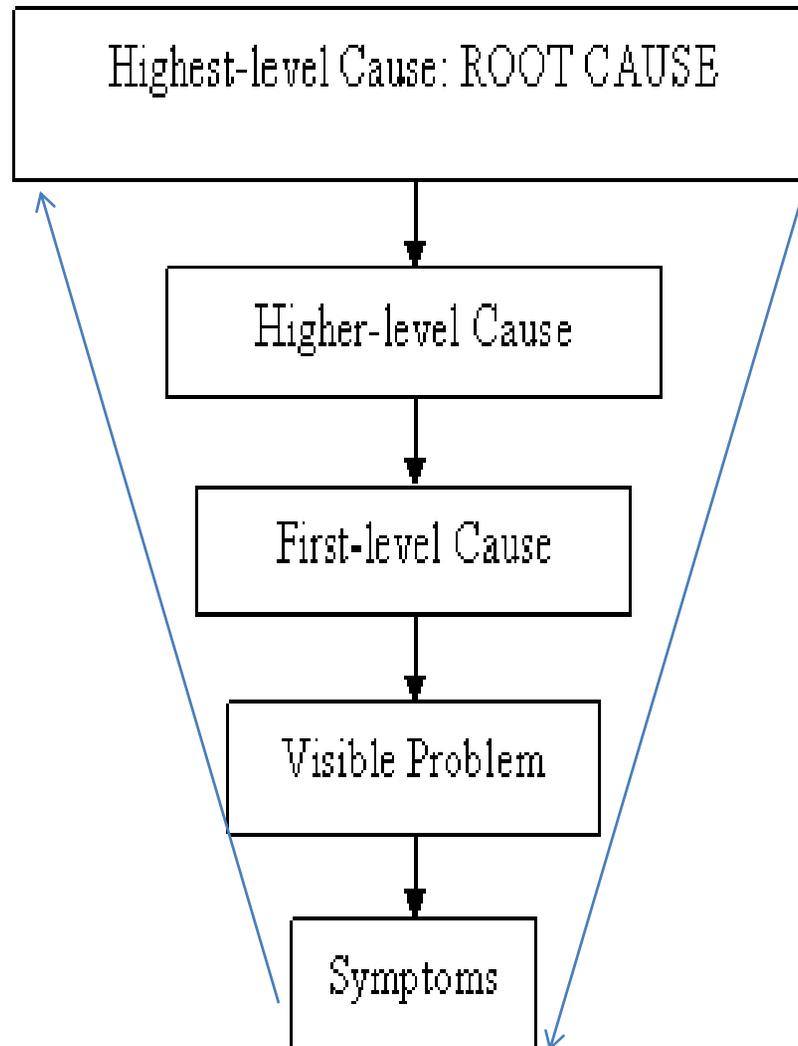
5 Why's Technique



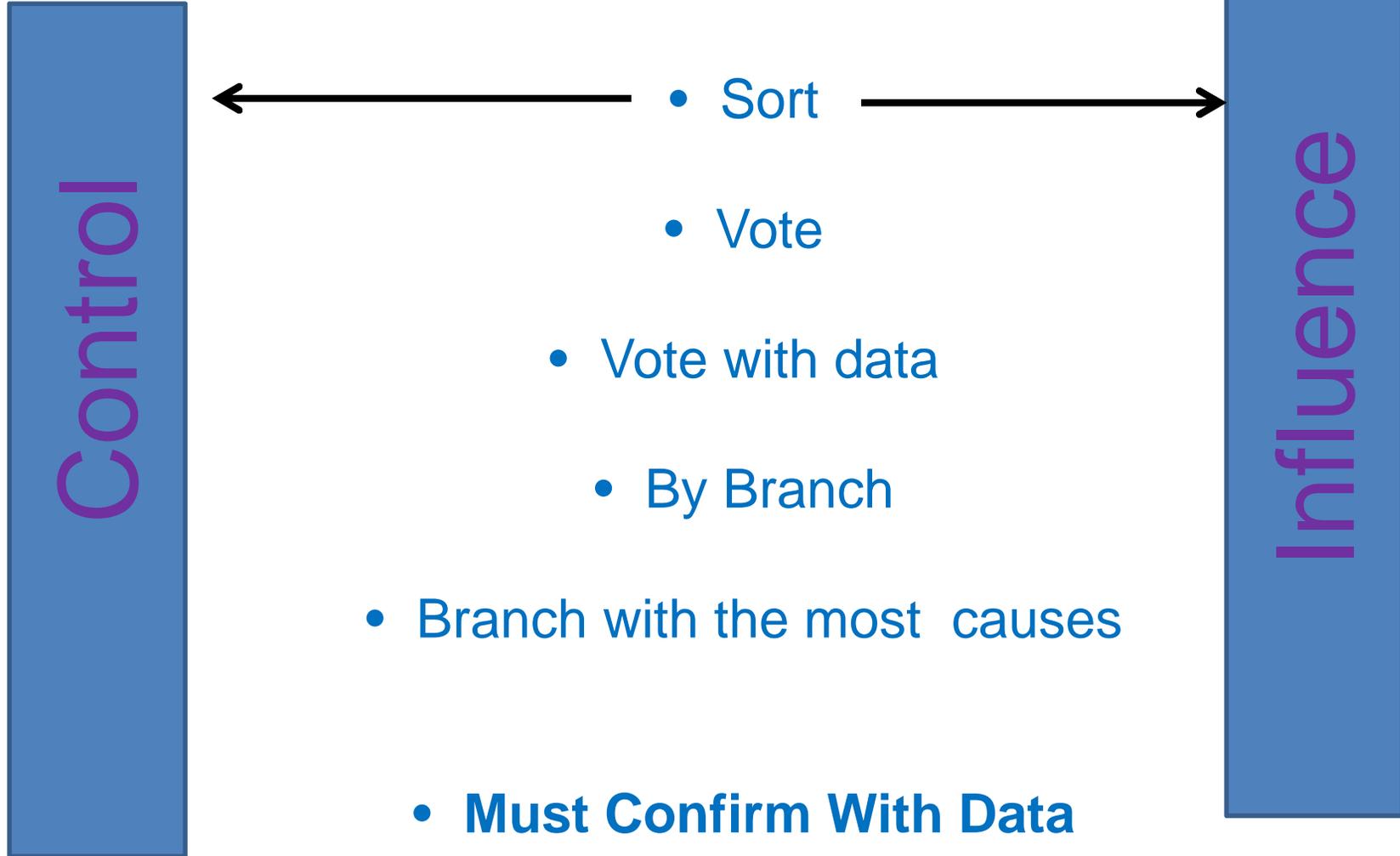
Selecting Items to Investigate

- When the Cause and Effect Diagram is finished it is time to decide what few areas should be focused on to develop solutions to reverse/mitigate the effect.
- Some are obvious – low hanging fruit
- Some require some research using the other QI tools such as:
 - Pareto Diagrams
 - Run Charts
 - Surveys
 - Histograms
 - Etc.





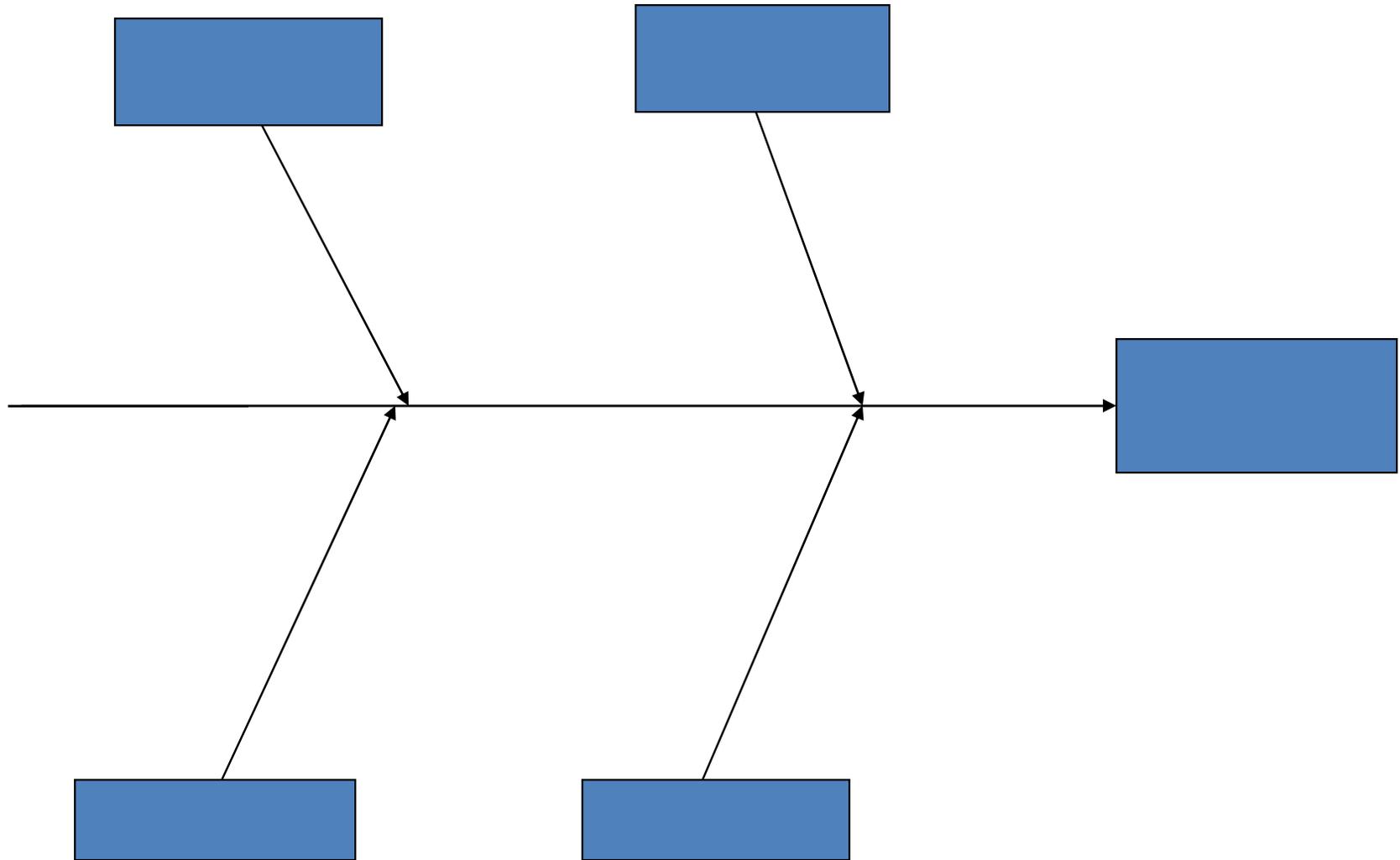
How To Prioritize



Cause and Effect Exercise

- High rates of tobacco use and dependency
- Challenges of “growing” overweight/obesity
- Alarming suicide rates among subpopulations
- Excessive rates of CVD & cerebrovascular disease
- Greater levels of family violence exacerbated by recession
- Inadequate community resilience post emergency
- Insufficient incorporation of health into all policies

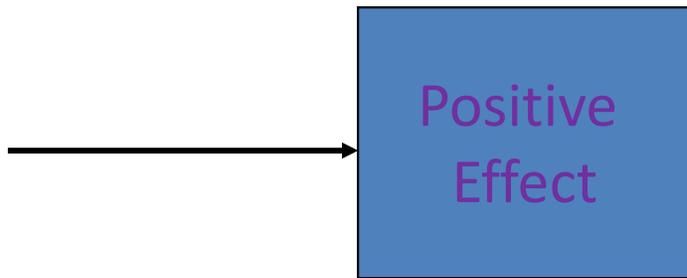
Cause and Effect Diagram



Solution and Effect Diagram

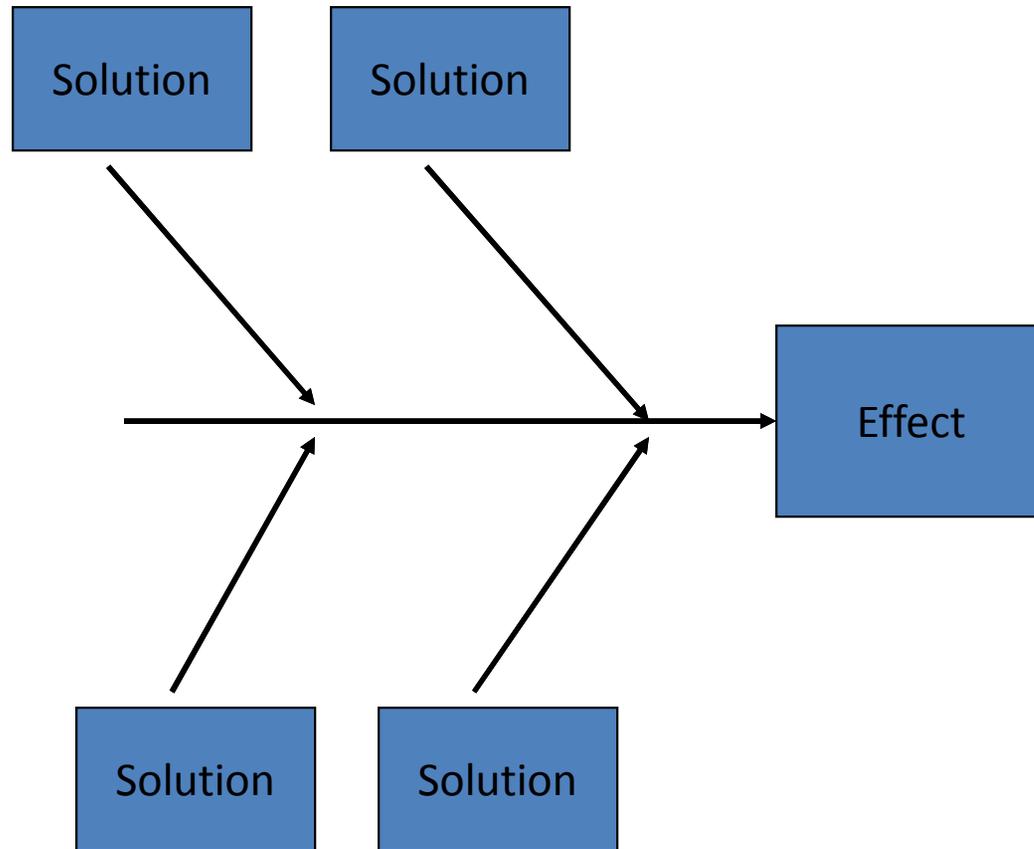
- **Similar to the Cause and Effect Diagram**
- **Identifies changes and recommendations**
- **Effect is now made into a positive statement:**
 - Goes from: “What are the causes of Childhood Obesity”
 - To: “How to prevent Childhood Obesity”

Solution and Effect Diagrams - Construction



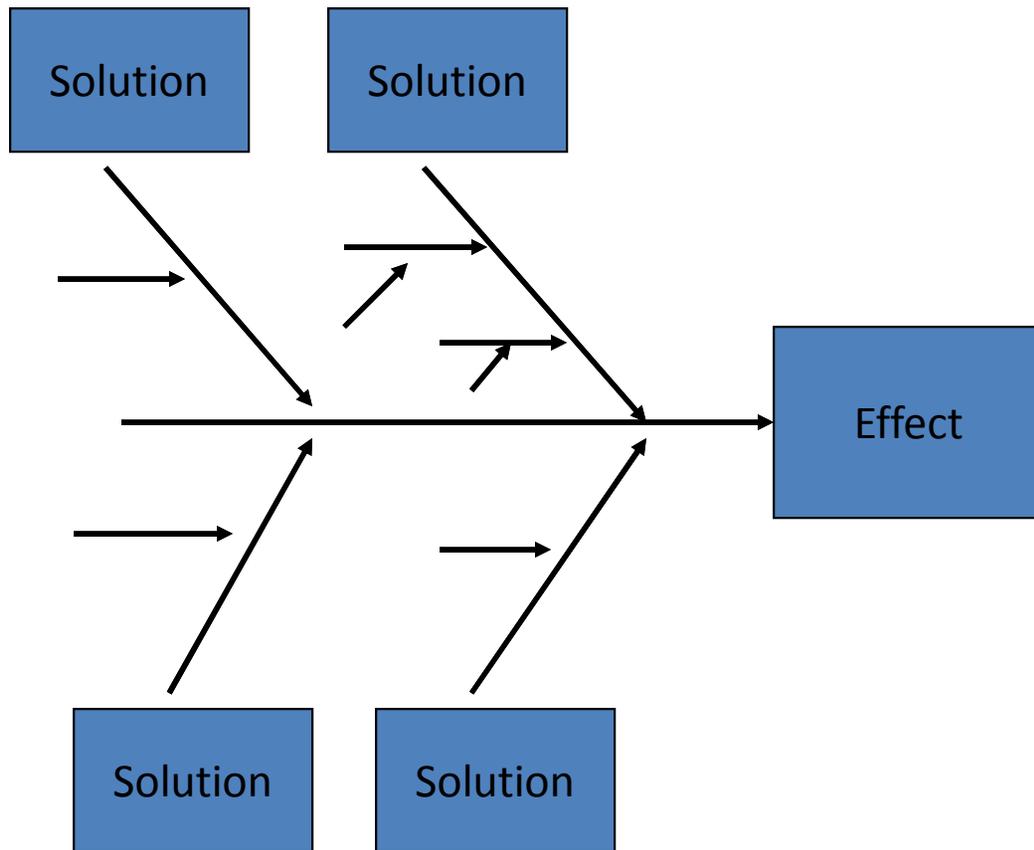
- Place the Solution and Effect Diagram opposite the Cause and Effect Diagram
- Write the issue as a positive statement on the left hand side of the page and draw a box around it with an arrow running to it.
- This issue is now the effect

Solution and Effect Diagrams - Construction



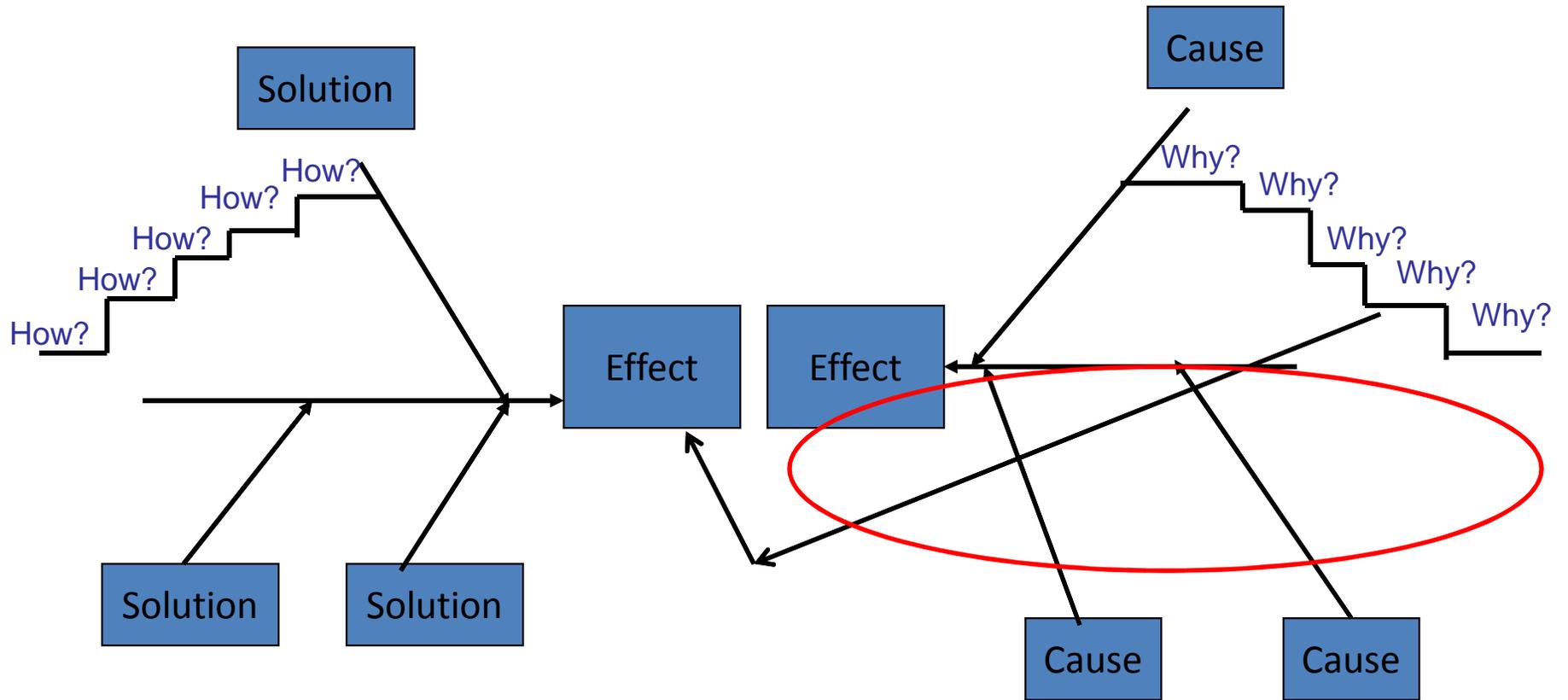
- Generate ideas as to what are the main solutions of the effect
- Label these as the main branch headers

Solution and Effect Diagrams - Construction



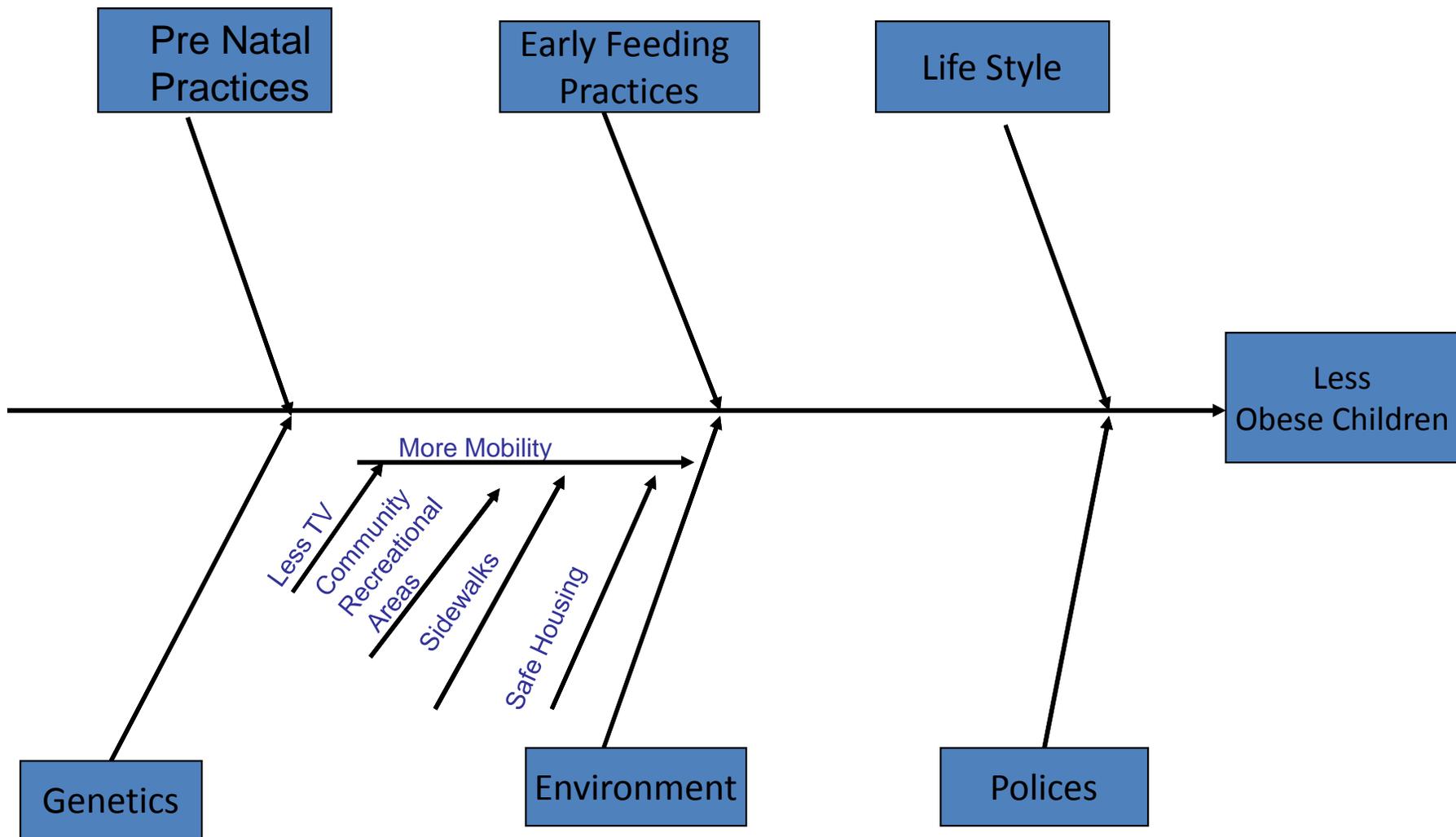
- For each main Solution category brainstorm ideas as to what are the related sub-solutions that might effect our issue
- Use the 5 How techniques when a solution is identified
- Keep repeating the question until no other solutions can be identified
- List the sub-solutions using arrows as with C&E

Solution and Effect Diagram



S = Solution Category

C = Cause Category



5 How's Technique

Solution (Effect)



How?

How?

How?

How?

How?

5 How's of More Vigorous Exercise

Less TV and Video Games

How?

More Community Sponsored
Recreation Programs

How?

More Family Recreational Activities

How?

Safe Play Areas

How?

Additional Resources

How?

Selecting Items to Investigate

- When the Solution and Effect Diagram is finished it is time to decide what few areas should be focused on to develop solutions to solve the effect.

Solution and Effect Diagrams

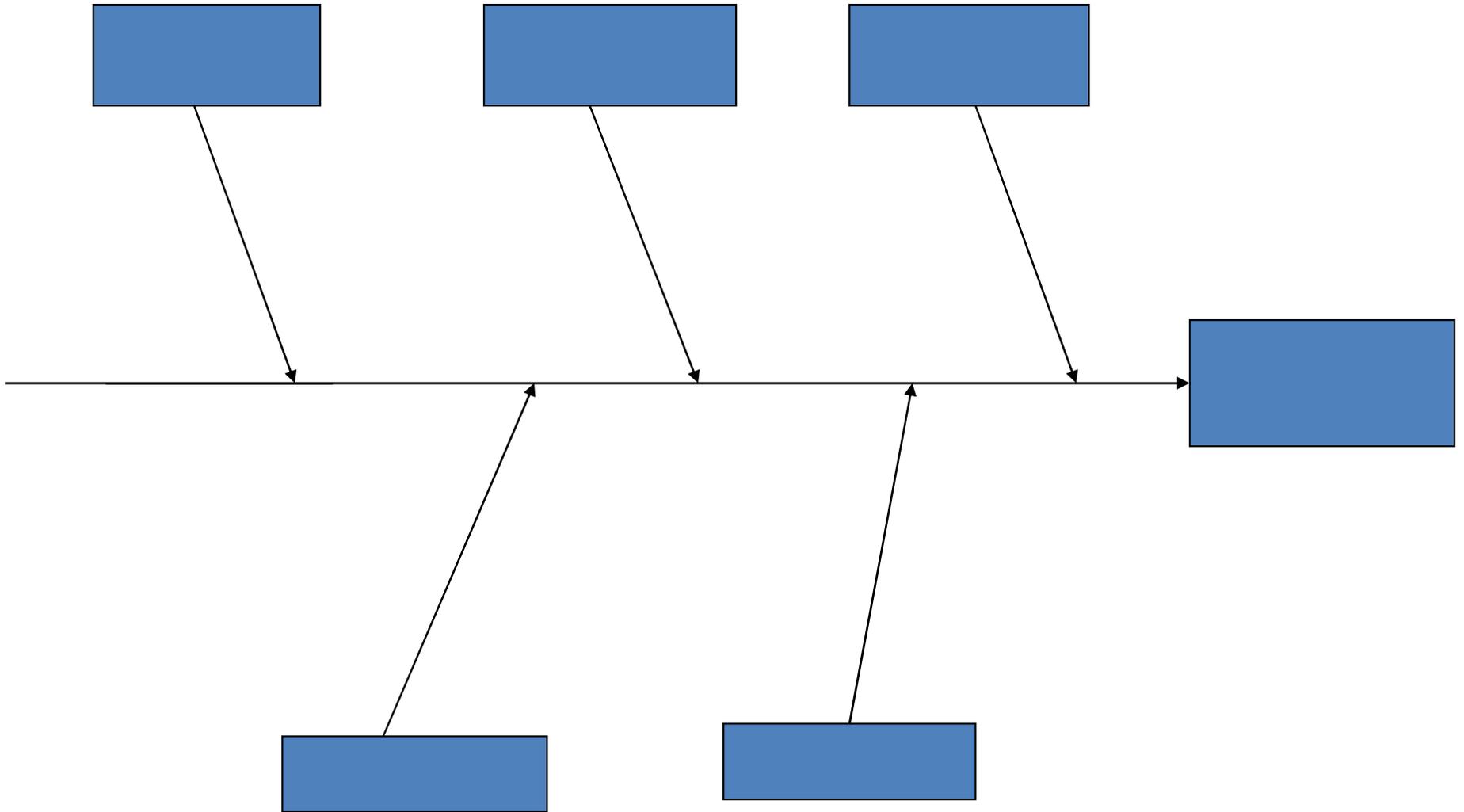
- **Cautions:**

- Do not jump too quickly to Solution and Effect
- Use after a detailed analysis of “Cause”
- If you are still listing Causes – not enough detail on the Cause and Effect Diagram
- Ask if the proposed solution(s) will improve the effect or cause more problems

Solution and Effect Diagram Exercise

- Drill into 1 or 2 Cause & Effect headers (not entire diagram)
- Focus on policy relevant solutions
- Dig deeper into all levels of laws and policies
- Use 5 Hows to guide your efforts

Solution and Effect Diagram





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New Rule: Think boldly

- Adopt what Celestial Seasonings implores
 - Edmund Spencer
 - Dante



Questions/Comments/Diatribes

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