



**Results
That Matter
Team**



Using Community Balanced Scorecards to Improve Public Health Collaboration

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Results That Matter Team: www.RTMteam.net
of Epstein & Fass Associates

Insightformation: www.insightformation.com

Webinar October 6, 2009

Introduction



Epstein & Fass Associates: Results That Matter Team

www.RTMteam.net

- Measuring & improving public and nonprofit performance since 1985
- Public Health Foundation Consulting Team
- Community Balanced Scorecard project with Public Health Partnerships
- Featured in *The Public Health Quality Improvement Handbook*



Insightformation, Inc. www.insightformation.com

- Leveraging strategic management tools & technologies
- “Communities of HOPE” in Detroit
- Community efforts to improve educational success and public health
- InsightVision software—on-line Strategic Management System

Quick Agenda

- Challenges of PH Organizations
- New Tools and Experiences Using Them
- Opportunities to Use these Tools:
Starting New Projects

Challenges of Public Health Organizations

- Need to effectively collaborate with multiple organizations to improve public health outcomes
- Managing the on-going implementation of a collaborative strategy can be overwhelming

More Challenges and an Opportunity

- Current tools (MAPP, standards-based assessments, QI) and coming accreditation are useful, but:
 - Identify more opportunities for improvement than can be addressed with current resources.
 - Use of the Tools tends to be fragmented
- \$373 million in new grants for “Communities Putting Prevention to Work” emphasize partnerships across communities working together

Strategic Plan Documents Are Not Enough



M.B.B.D.

Managing
By
Big
Documents

Doesn't Work!

- Too big for most people to read or regularly review
- Yet without enough details for most partners
- Overwhelming, without clear pathway for action
- Static (PDF or Paper)

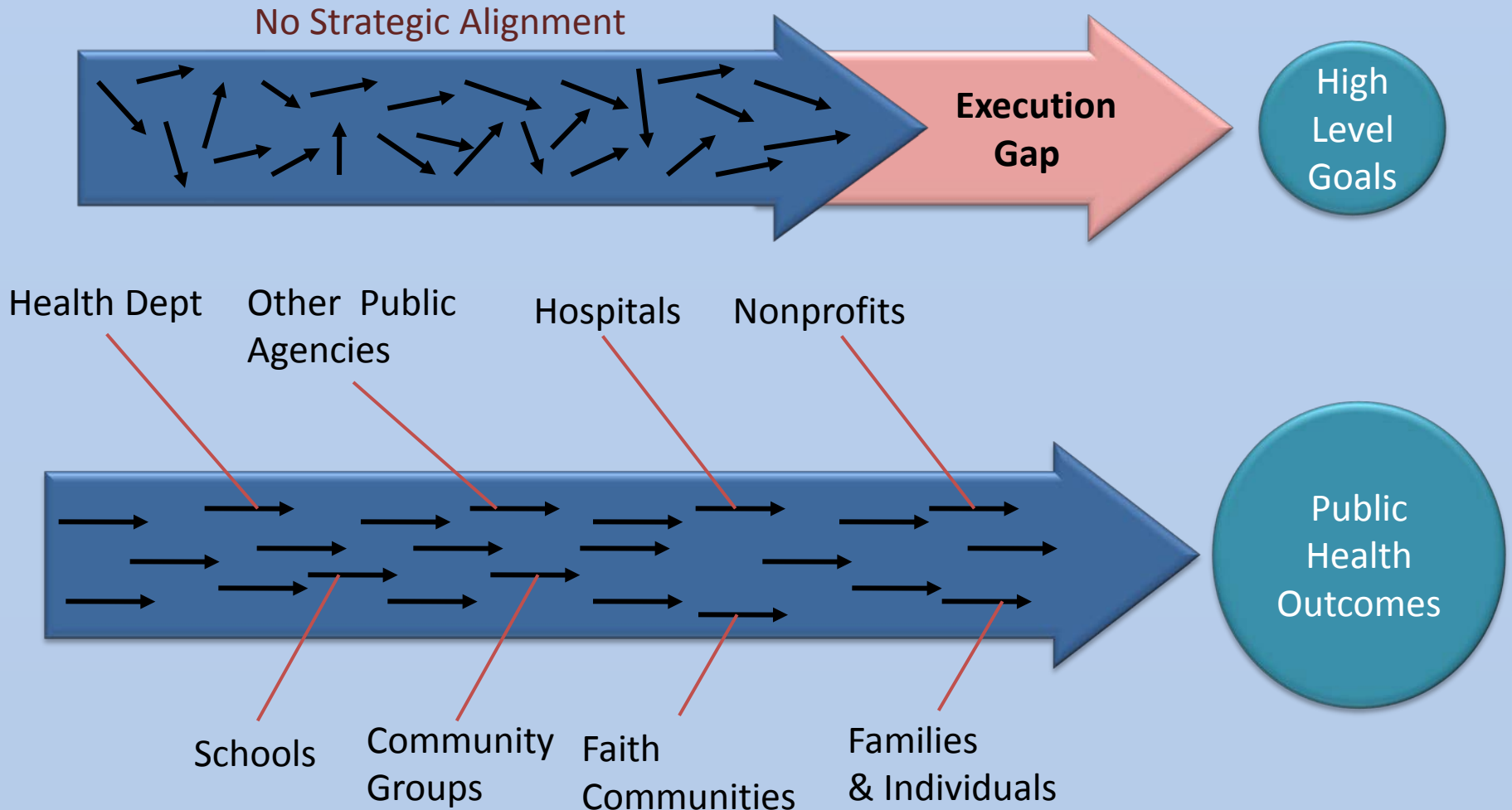
Do Big Meetings Lead to Execution?



Expensive. Inefficient. Short-lived.
Limited Engagement of Staff
Not specific enough for individuals

Power of Strategic Alignment from Balanced Scorecards

Strategy Maps and BSC to improve the Alignment and Execution of Strategies



Key Questions:



- How to choose where to focus improvement efforts?
- How to pick changes that reinforce each other?
- How to manage the complexity of these challenges to improve public health outcomes?
- How do you demonstrate advanced levels of collaboration?

New Solutions

- Community Balanced Scorecards
 - Focus and manage strategic QI efforts
 - Clearly communicate strategy to recruit partners and clarify roles
 - Engage community partners in a common strategy to improve PH outcomes
- Technologies to Support Collaboration
 - **InsightVision** Strategic Management System
 - Integrated use of **Wiki Technology**
 - Manage the information in a consistent structure
 - Allows scaling-up of efforts
 - Streamline and enhance community partnerships

The Balanced Scorecard (BSC) ...

- Is an integrated ***strategic planning and management system*** traditionally focused on one organization
- ***Communicates*** vision, mission, and strategy to stakeholders and employees
- ***Maps strategies*** based on ***cause & effect assumptions*** across ***different perspectives*** or “views.”
- ***Aligns*** day-to-day work to the strategy
- Provides a disciplined framework for ***measuring strategic performance*** as viewed from those different perspectives.

Community Balanced Scorecard (CBSC)

- Combines the community building power of effective collaborations with the strategy alignment of balanced scorecards
 - Pulls the community together around common outcomes
 - Leverages assets from all sectors
 - Aligns key community collaborators behind a common strategy for faster, measurable results
 - Creates mutual accountability for results
- ***Intended for the many important issues in communities and regions that cannot be resolved by one organization or sector.***

Balanced Scorecards and Quality Improvement (QI)



The Balanced Scorecard is a telescope.

QI is a microscope.

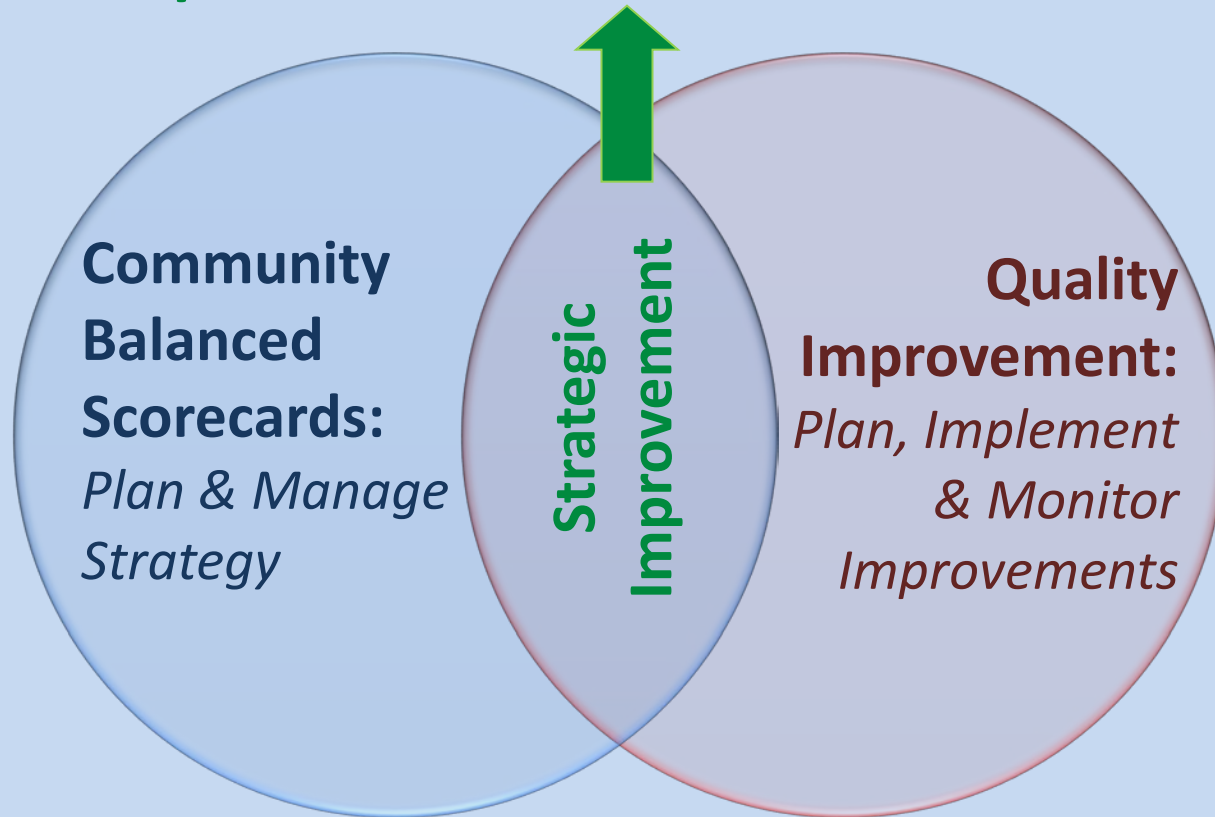


“We use the telescope to tell us where to focus the microscope.”

-- Chief Medical Director, Duke Children’s Hospital

CBSC, QI, Collaborations, & Assessments

Improved Public Health Outcomes



*Information & Collaborative Relationships Based on, e.g.:
MAPP, Standards-based Assessments*

Community Balanced Scorecard Components



***Suggested
Perspectives for Public
Health Community
Balanced Scorecards***



Themes of Five Community Health Partnerships in Ohio, New Jersey, & Florida

Perspective

STRATEGIC OBJECTIVES

Community Health Status

Community Implementation

Community Process & Learning

Community Assets

Childhood Wellness & Obesity

Obesity, Nutrition, & Physical Activity

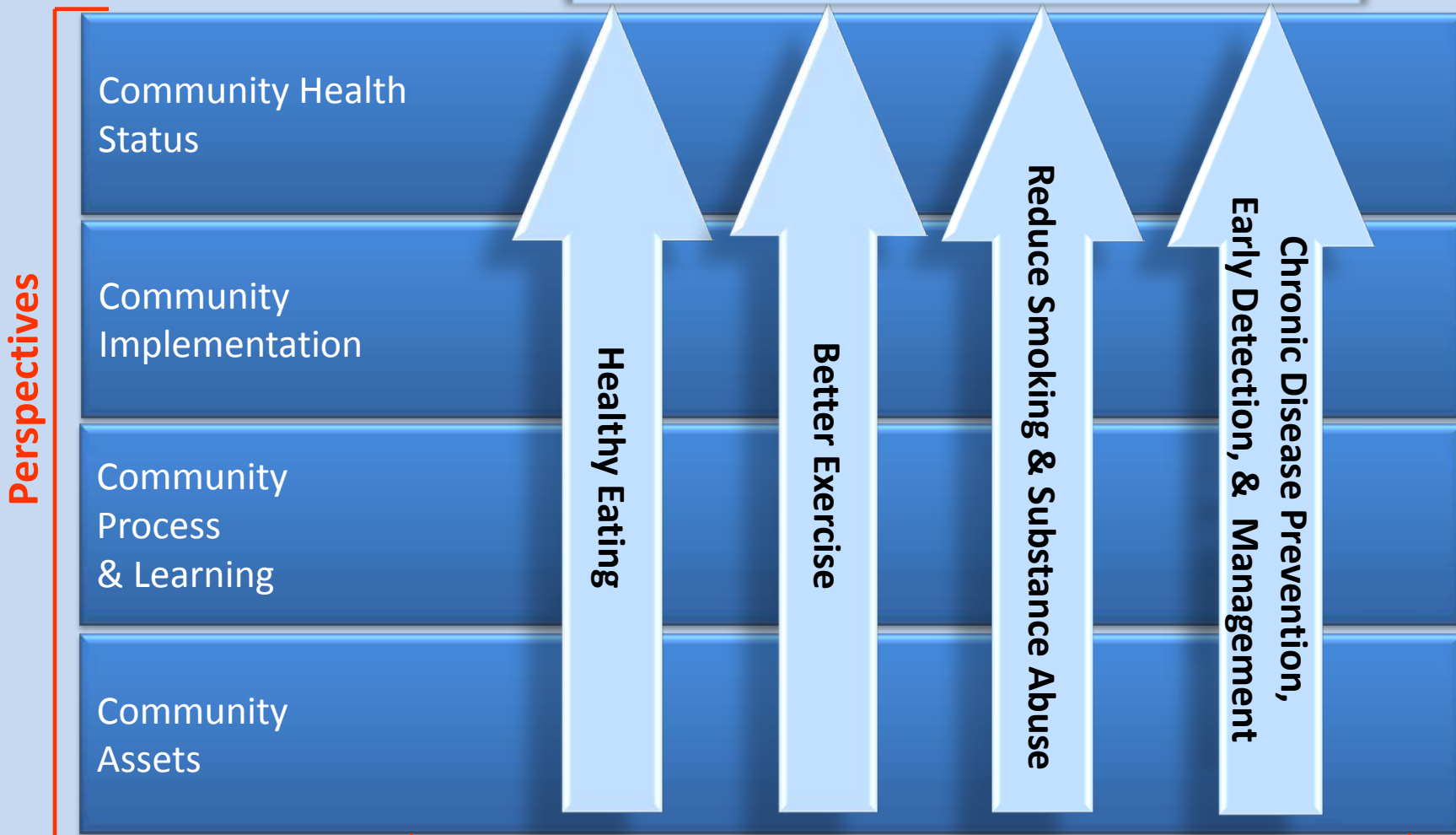
Wellness & Preventable Chronic Disease

Youth & Young Adult Behavioral Health

Access to Primary & Specialty Care

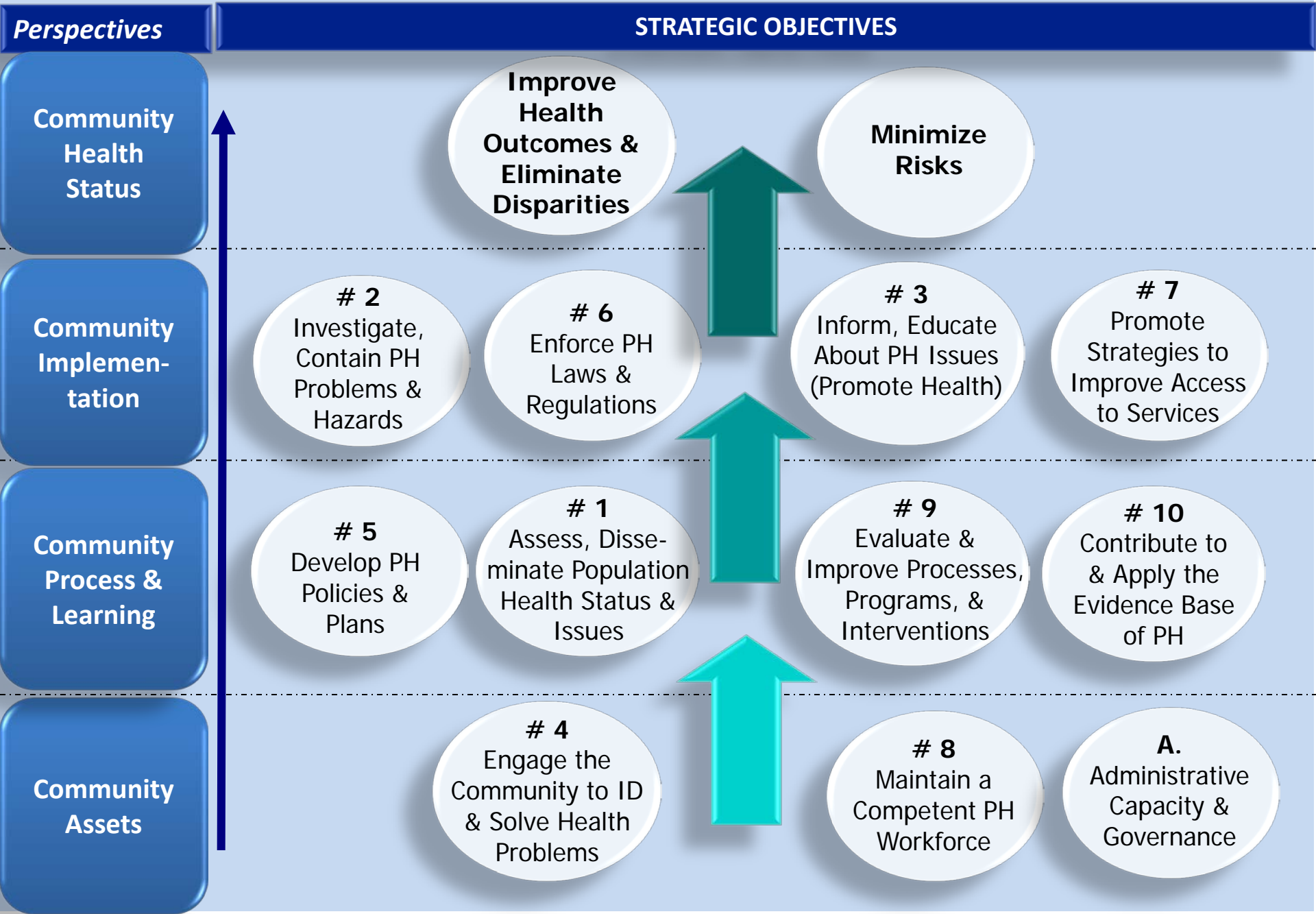
“Healthy Living” Themes from Communities of HOPE

Healthy Living



Strategic Themes

Suggested "Generic" Public Health Community Balanced Scorecard Strategy Map
Based on the Draft Public Health Accreditation Standards



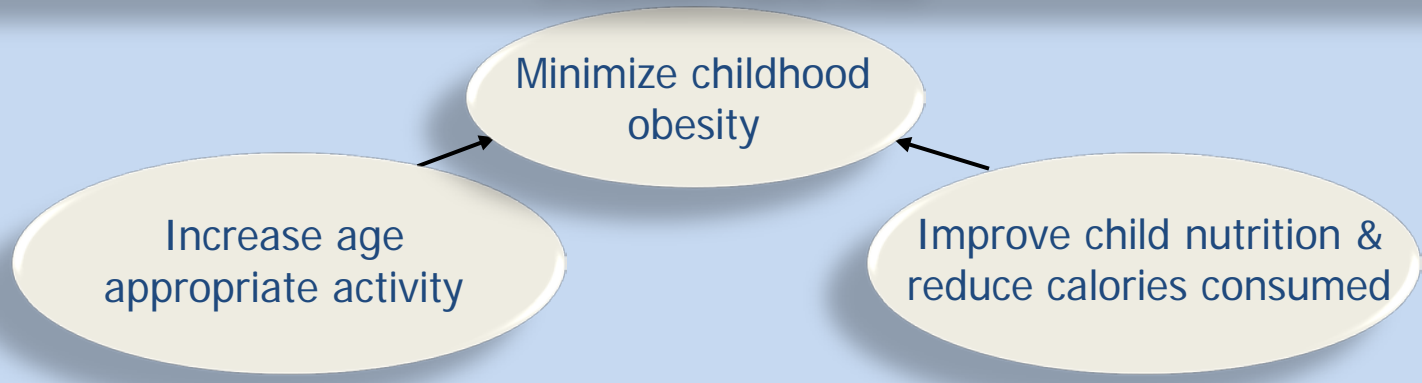
Potential Community Strategy Map to Reduce Childhood Obesity

Based on Selected Essential Services of Public Health

Perspective

STRATEGIC OBJECTIVES

Community Health Status



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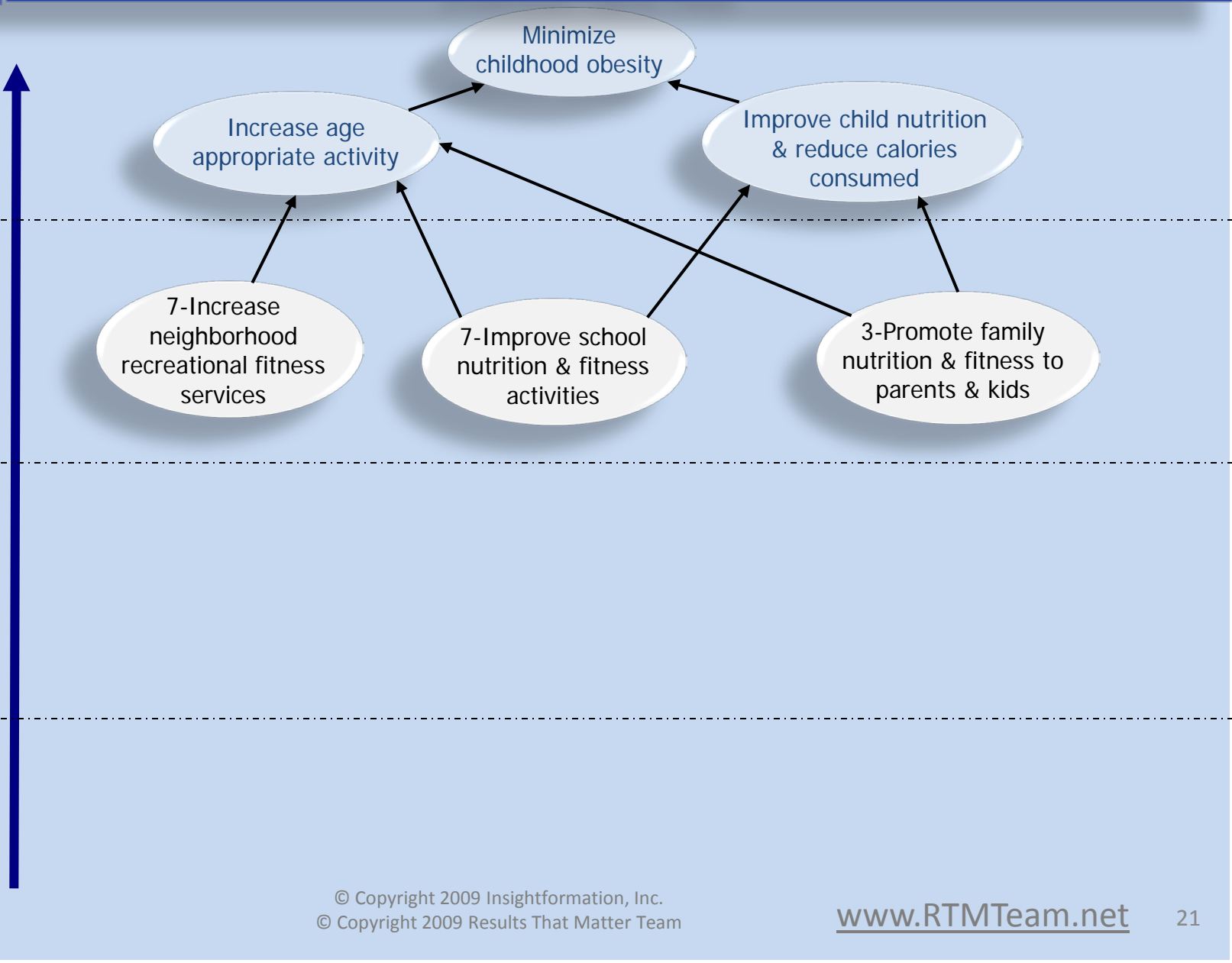
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Potential Community Strategy Map to Reduce Childhood Obesity

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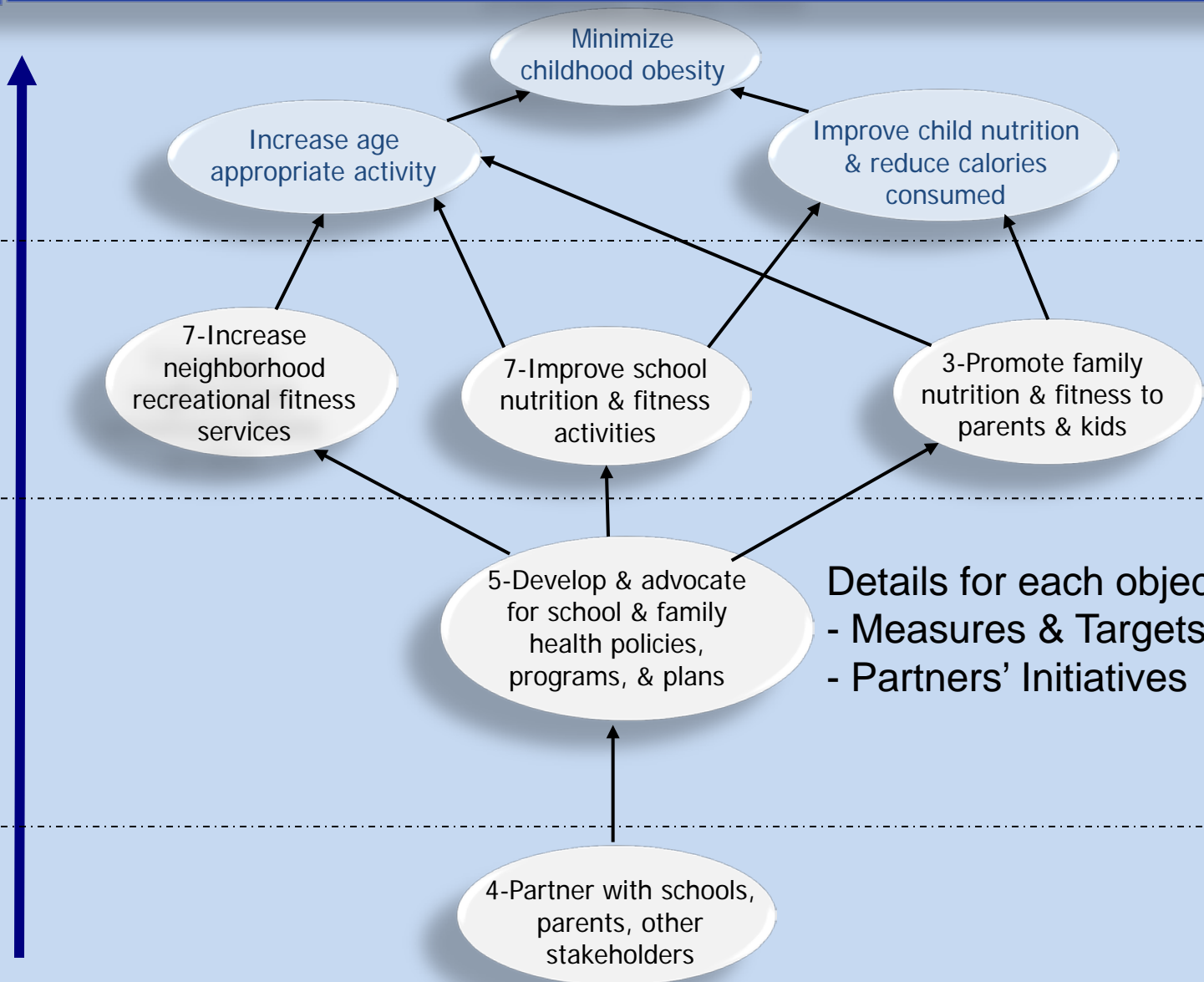
Perspective STRATEGIC OBJECTIVES

Community Health Status

Community Implementation

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Community Assets



Details for each objective:
- Measures & Targets
- Partners' Initiatives

Vision: Healthier community, healthiest children

Destination Statement: Improved Childhood Wellness Strategic Goal: Reduce Childhood Obesity

Perspective

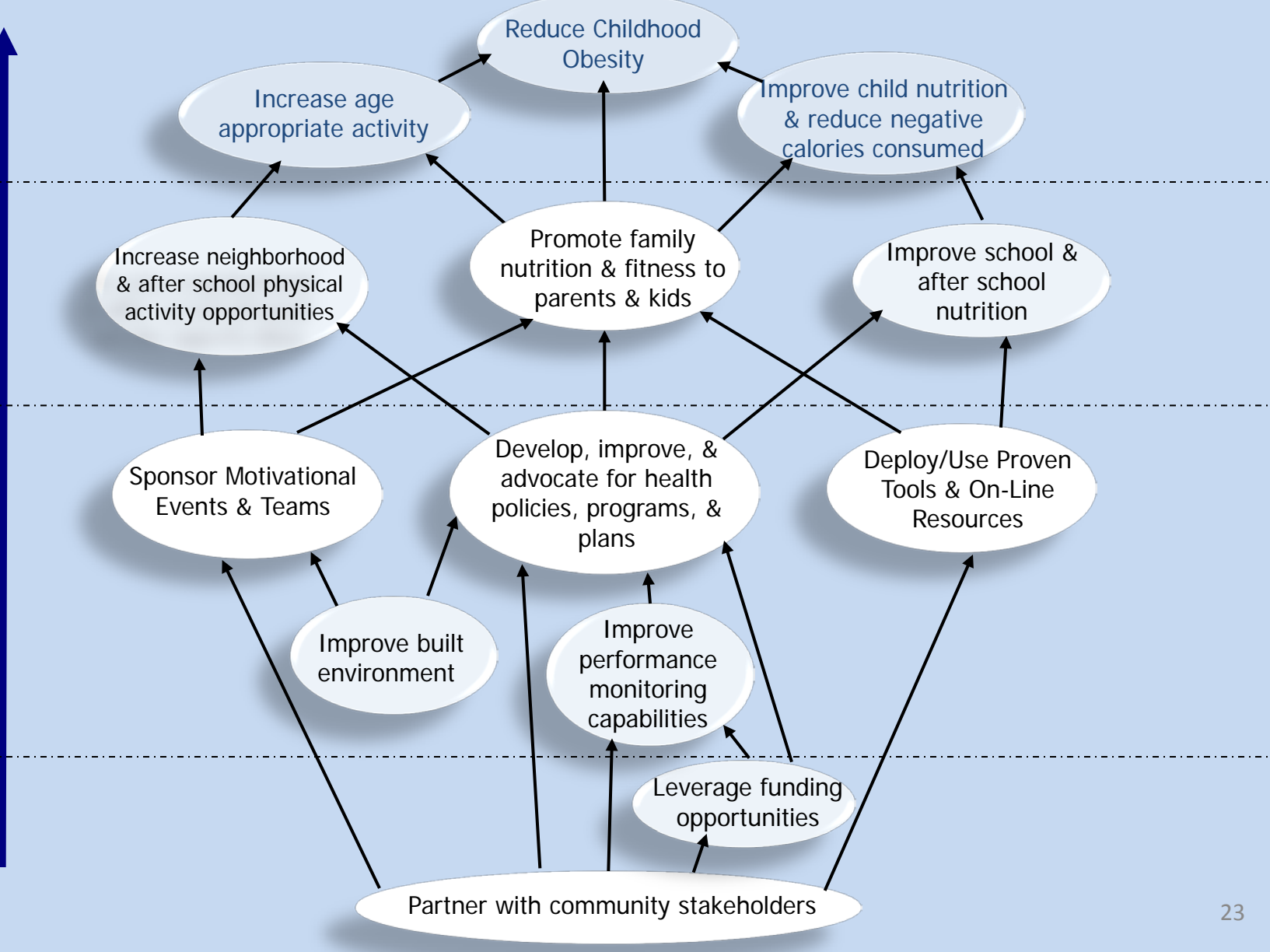
STRATEGIC OBJECTIVES

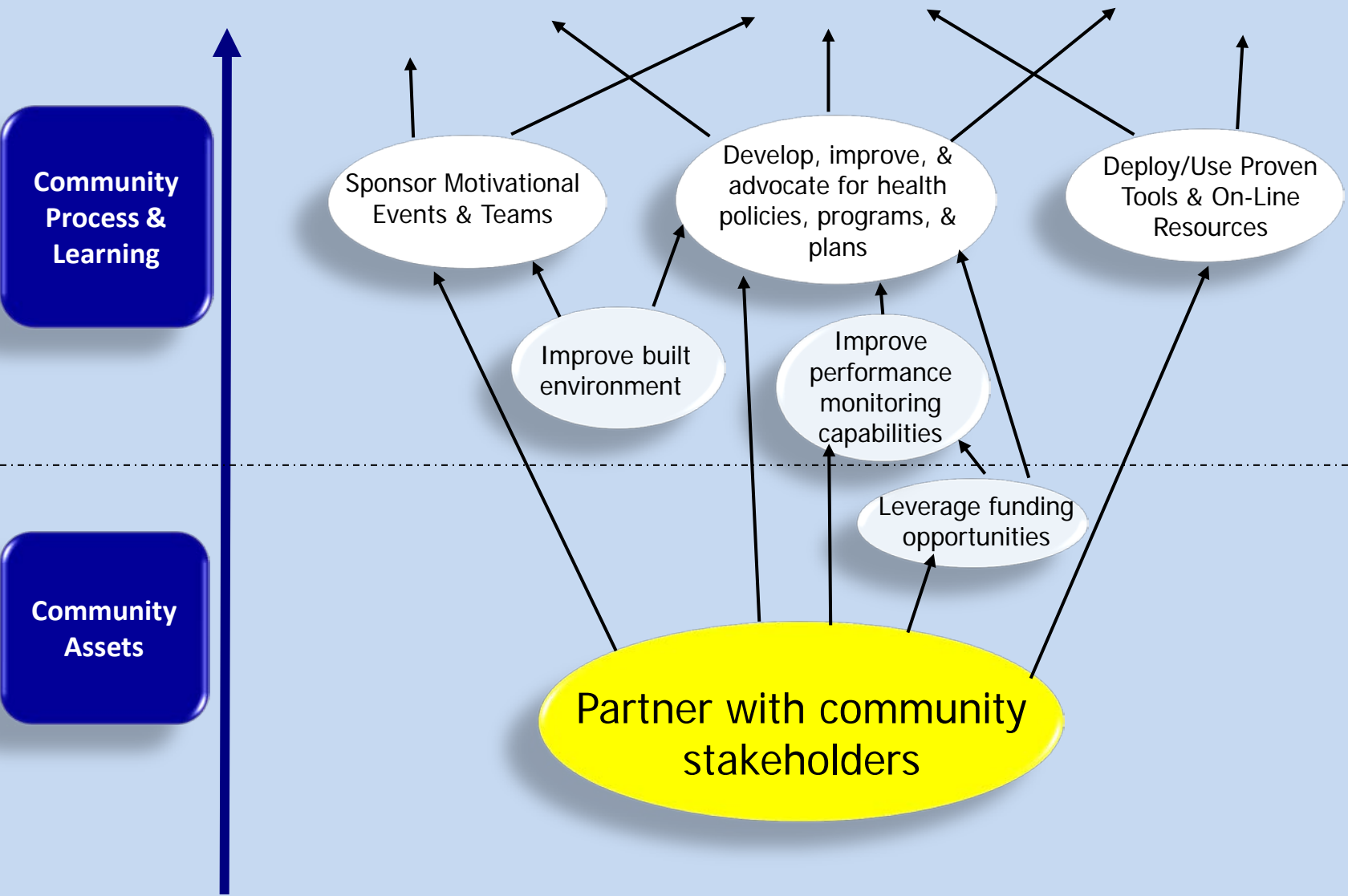
Community Health Status

Community Implementation

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Community Assets







You're in Good Company!

Premier Health Partners
Kettering Health Network
Children's Medical Center
WPAFB Hospital
WPAFB Command
WPAFB Family & Youth Services
ComputNet
Five Rivers MetroParks
YMCA of Greater Dayton
CareSource Foundation
Centerville Schools
Neighborhood School Centers (Dayton)
City of Dayton
Boonshoft Museum of Discovery
East End Community Services
Crayons to Classrooms
Unified Health Solutions (UHS)
The Dayton Urban League

Montgomery County Commission
Junior League of Dayton
United Way of Greater Dayton
Miami Valley Grown
Ready, Set, Soar
Diabetes Assoc of Dayton Area
American Heart Association
City of Kettering Recreation
Wellness Matters
Black Man's Think Tank
Children's Hunger Alliance
Ohio Action for Healthy Kids
Family and Children First Council
McGohan Brabender
Project Impact
Mini University
Shekinah Ranch
University of Dayton Fitz Center

Dayton Foundation
Wright State Center for Healthy Communities
Washington Twp Recreation Center
UD School of Physical Education
ThinkTV
Atomic Interactive
Dayton Dialogue on Race Relations
South Community Inc.
Huesman Heart Foundation
Miles that Matter
City of Kettering Recreation Services
WSU Boonshoft School of Medicine
Girls on the Run
Dayton Dragons
Inter-Ministerial Alliance
OSU Extension/4H
More every day

Vision: Healthier community, healthiest children

Destination Statement: Improved Childhood Wellness Strategic Goal: Reduce Childhood Obesity

Perspective

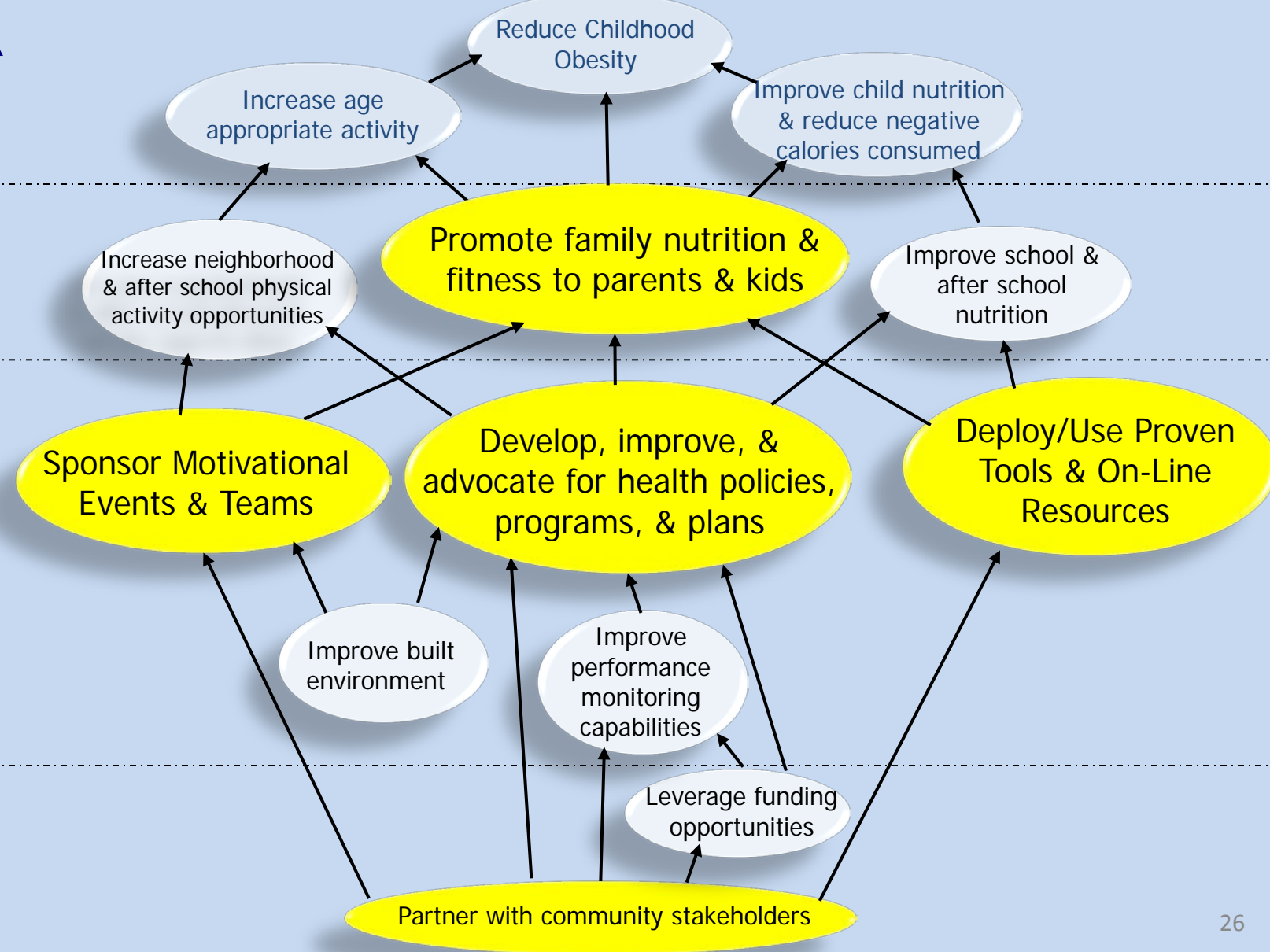
STRATEGIC OBJECTIVES

Community Health Status

Community Implementation

Community Process & Learning

Community Assets



Vision: All people in Bergen County will have access to information, resources, and programs to reduce the prevalence of obesity through improved nutrition and increased physical activity.

Strategic Goal: Reduce the prevalence of obesity and overweight through improved nutrition and increased physical activity.

Perspective

STRATEGIC OBJECTIVES

Community Health Status

Community Implementation

Community Process & Learning

Community Assets

Minimize the prevalence of obese & overweight people and address disparities

Improve healthy eating habits

Increase physical activity

Promote awareness and create opportunities for healthy eating and physical activity

Link people to nutrition & physical activity through multiple channels

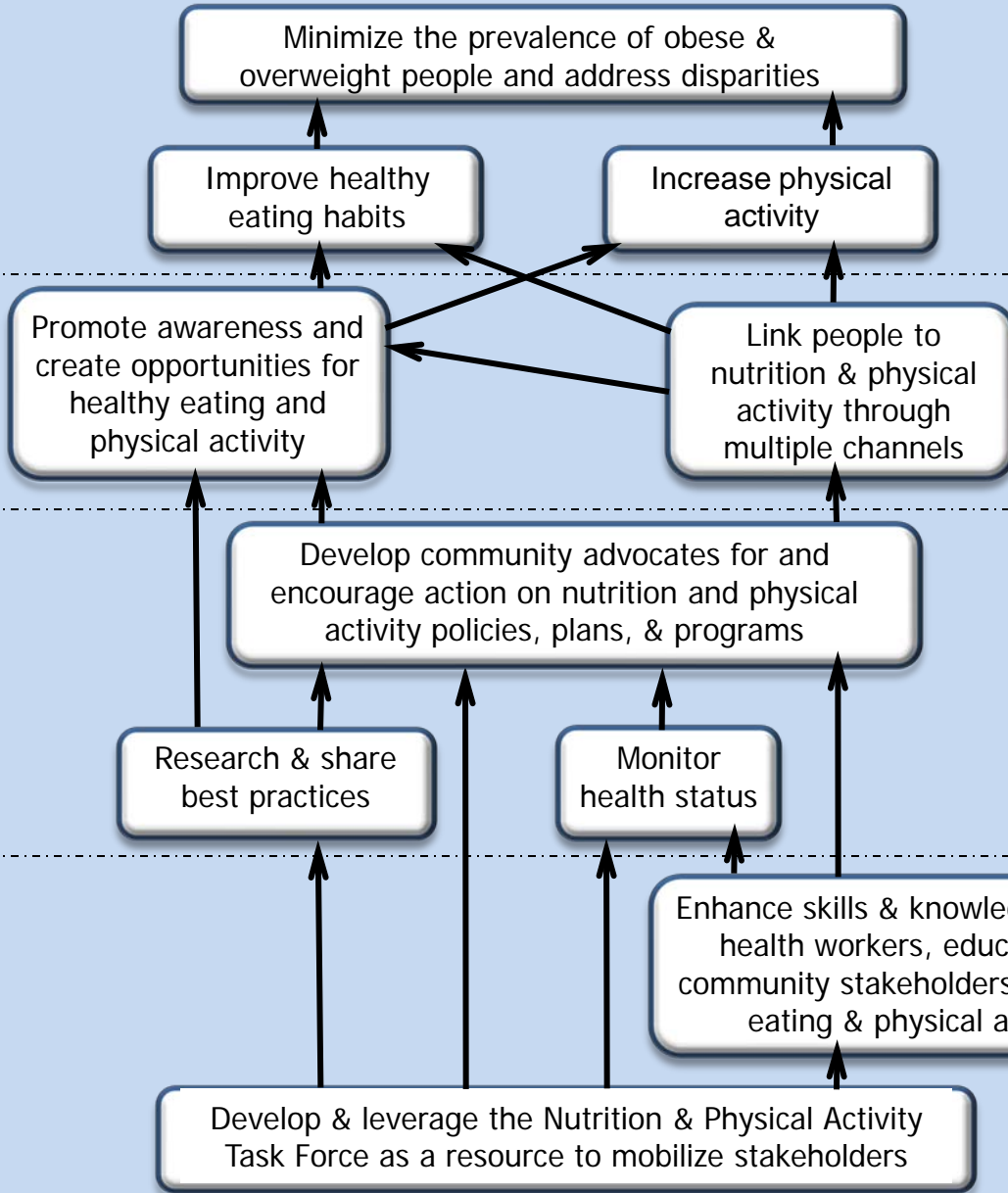
Develop community advocates for and encourage action on nutrition and physical activity policies, plans, & programs

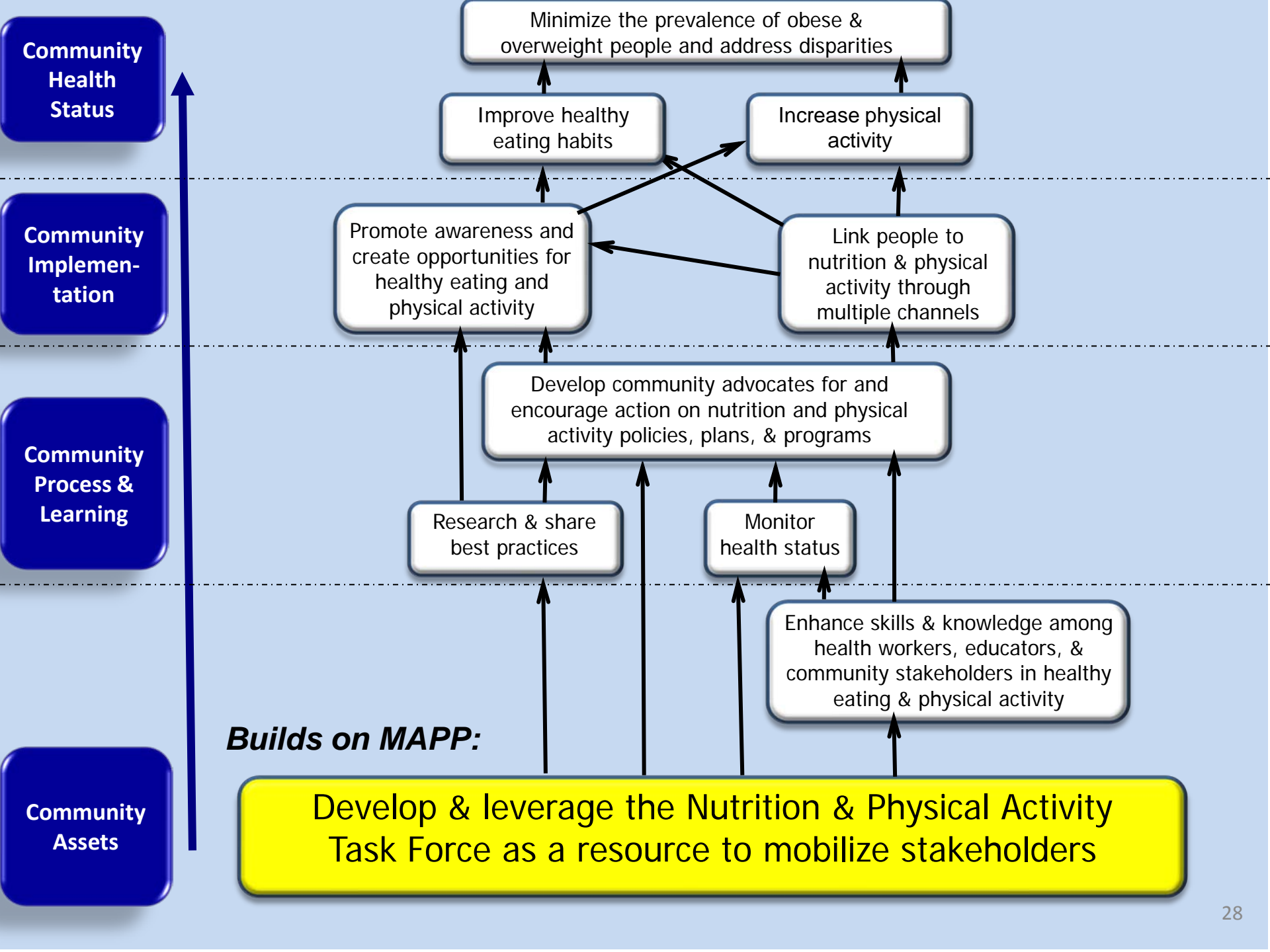
Research & share best practices

Monitor health status

Enhance skills & knowledge among health workers, educators, & community stakeholders in healthy eating & physical activity

Develop & leverage the Nutrition & Physical Activity Task Force as a resource to mobilize stakeholders





Vision: Osceola County will be a community where all uninsured and underinsured residents have full access to the health care services that they need. (A systemic issue.)

Perspective

STRATEGIC OBJECTIVES

Community Health Status

Community Implementation

Community Process & Learning

Community Assets

Improve outcomes of people with, or at risk of, Diabetes Mellitus and Cardiovascular disease

Ensure access to comprehensive health care

Increase access to specialty care

Increase enrollment in a medical home

Sustain best practice programs

Improve the delivery and quality of care by using evidenced-based best practices

Target our initiatives to areas of most need

Measure our success

Ensure the public health workforce is skilled to address health issues

Maximize resources and engage new & existing partners in developing solutions



Community Health Status

Community Implementation

Community Process & Learning

Community Assets

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Maximize resources and engage new & existing partners in developing solutions: *Start with Health Leadership Council*

Builds on MAPP:



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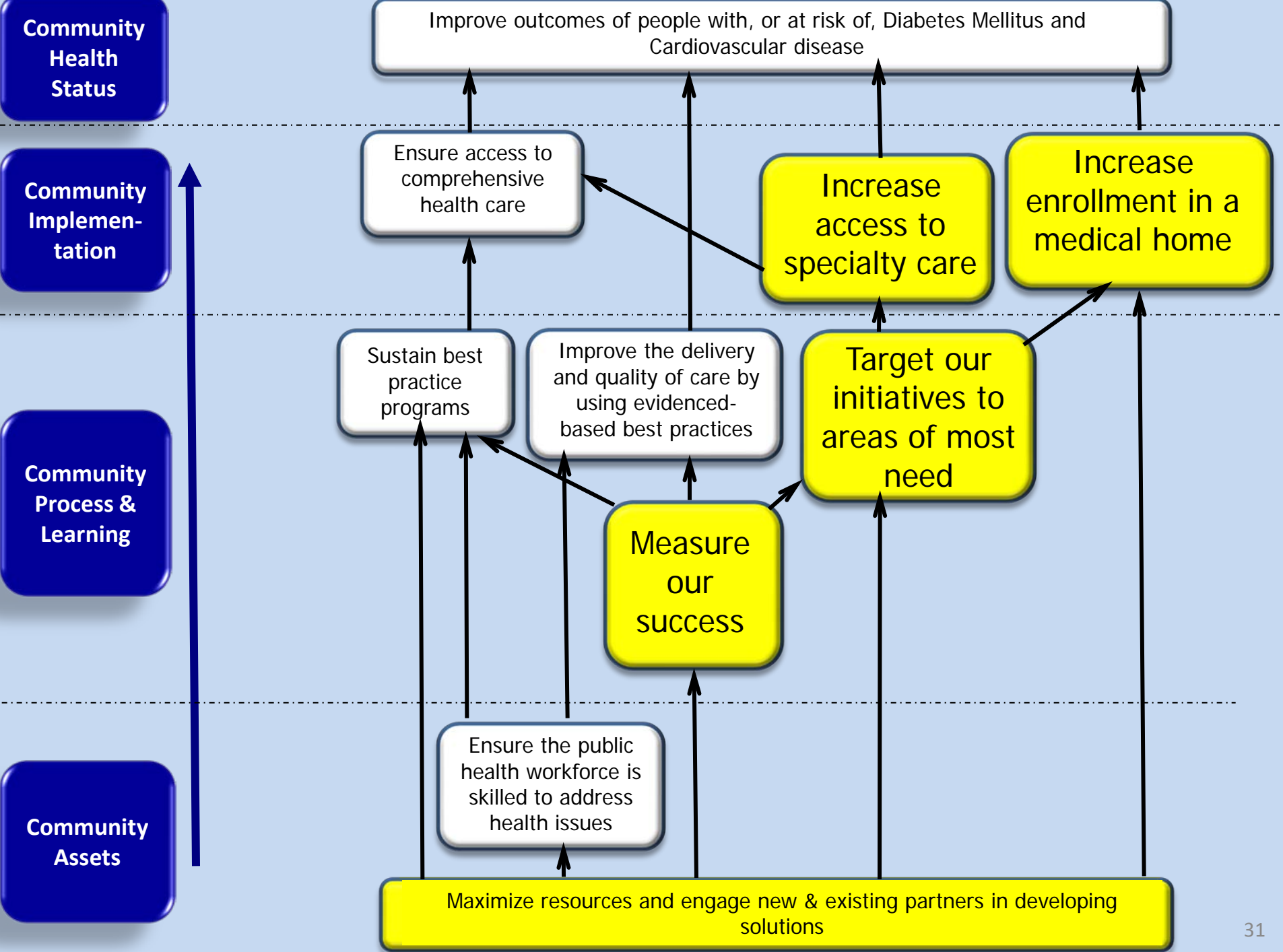
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Measure our success

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Maximize resources and engage new & existing partners in developing solutions: *Start with Health Leadership Council*

Builds on MAPP:



Vision: Establish a county-wide, holistic, culturally competent support system for behavioral health which provides prevention, early identification, treatment, support, and rehabilitation services throughout the lifespan.

Perspective

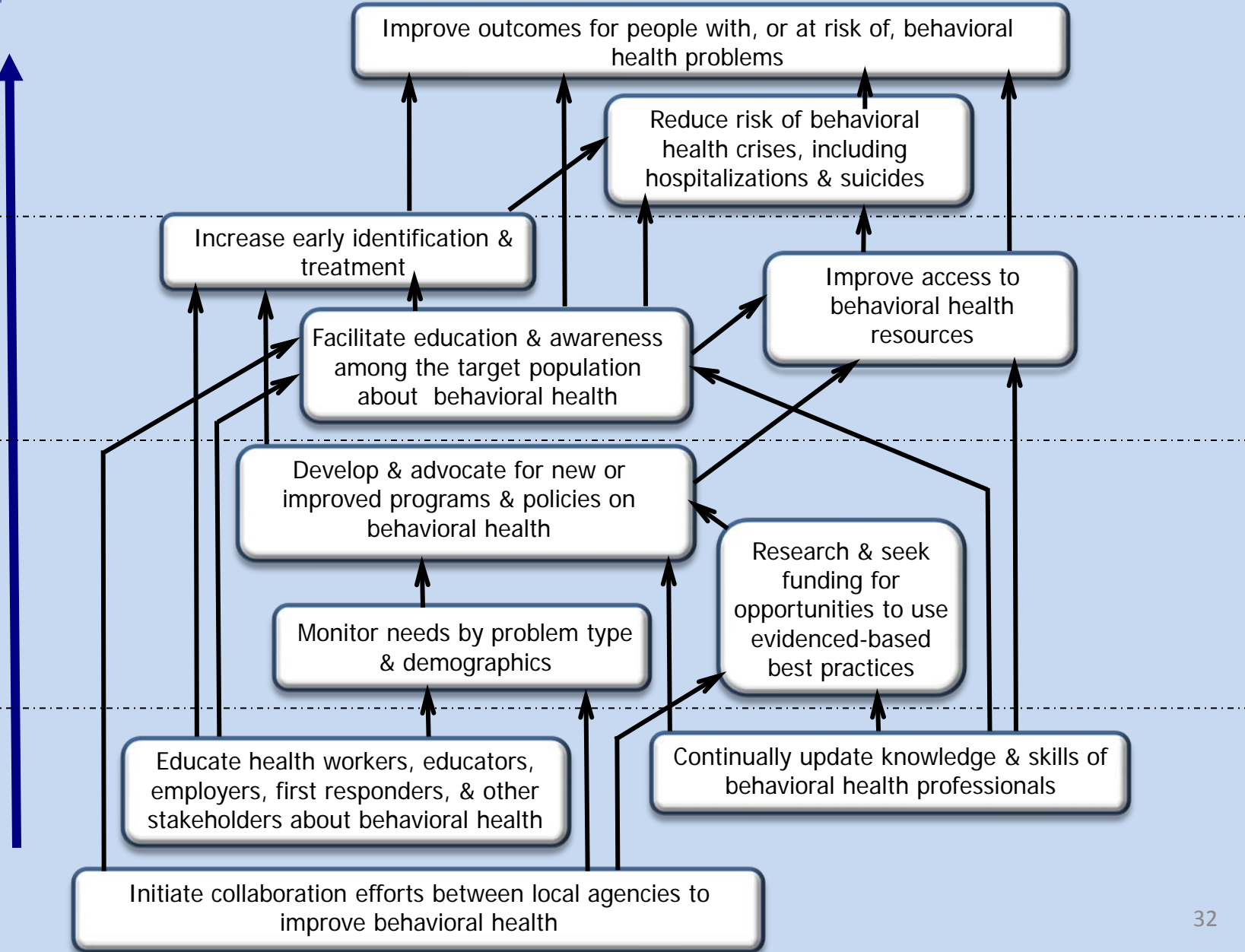
STRATEGIC OBJECTIVES

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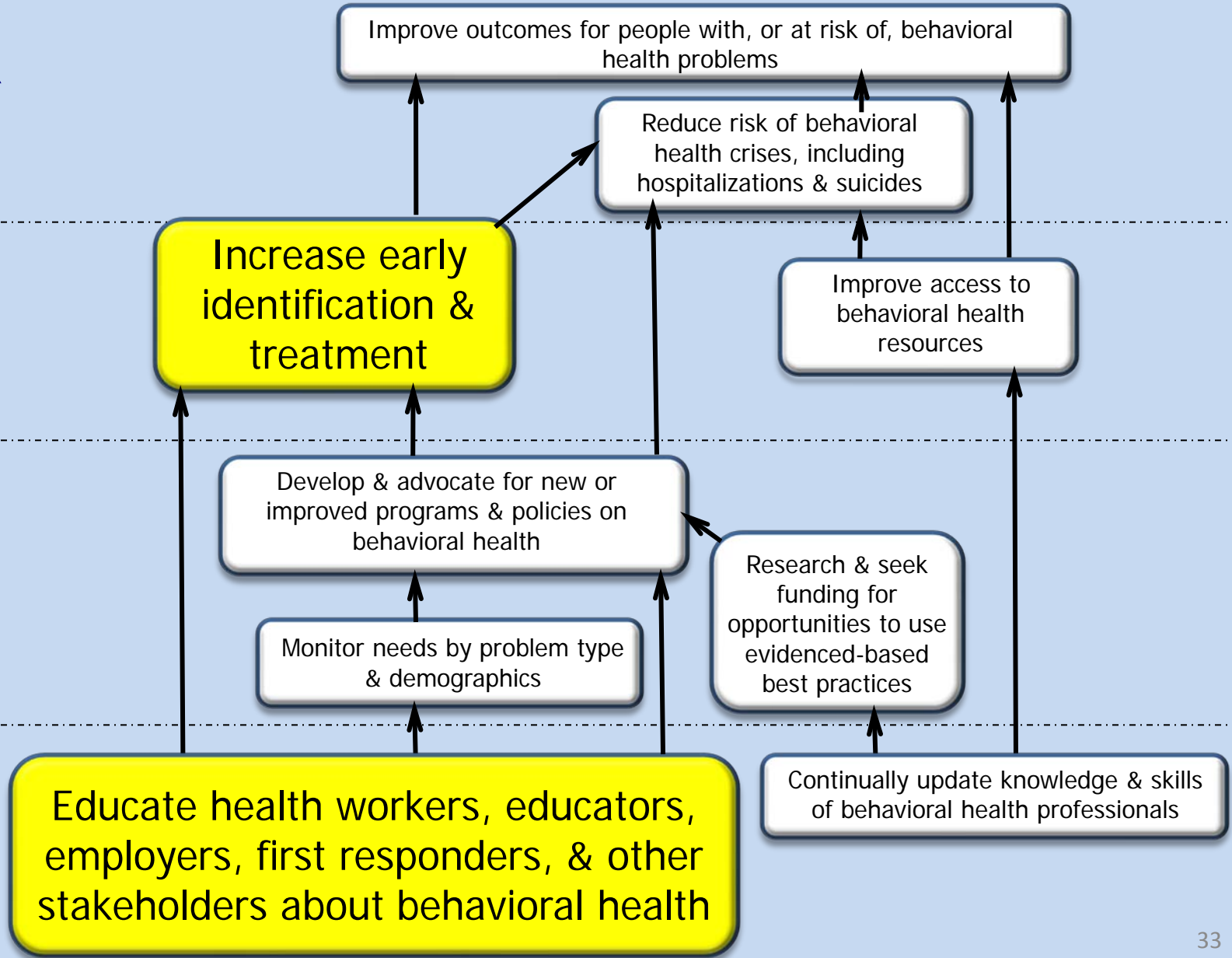
STRATEGIC OBJECTIVES

Community Health Status

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Summit County Wellness Council Strategy Map

Vision: Summit County Residents at Their Peak of Wellness

Improve physical, social, intellectual, emotional and spiritual health

Reduce risks and eliminate disparities

Eliminate preventable chronic disease

Enhance the environment for healthy lifestyles

Ensure wellness services for all

Engage community stakeholders in ongoing groups and processes

Develop and support primary and secondary wellness programs, policies and legislation

Share best practices among partners & communities

Assess, monitor & publicize health status & community environments with special attention to disparities

Mobilize community partners in coordinated wellness initiatives

Community Health Status

Community Implementation

Community Process & Learning

Community Assets

“The process of working through the steps of the community scorecard has helped our Wellness Council fine-tune its purpose and structure. I strongly doubt we would have made the progress we have made if we had not used the community scorecard.”

Anne Morse, Assistant Director of Nursing, Summit County Health District (Ohio)

“Working with the Results That Matter Team has been very beneficial in helping our community partners work together to develop a strategic plan that addresses access to services for the uninsured and underinsured. We have developed a strategy map to focus our resources toward achieving results that will make a significant difference in the health outcomes of our community.”

Belinda Johnson-Cornett, MS, RNC, MBA, Administrator, Osceola County Health Dept. (Florida)

Population Outcomes



Population & Participant Outcomes



Performance Drivers



e.g., inputs, capacity, outputs, efficiency, timeliness, quality
... anything measurable that *drives* outcome achievement.

Piney County Community Strategy Map to Reduce Childhood Obesity

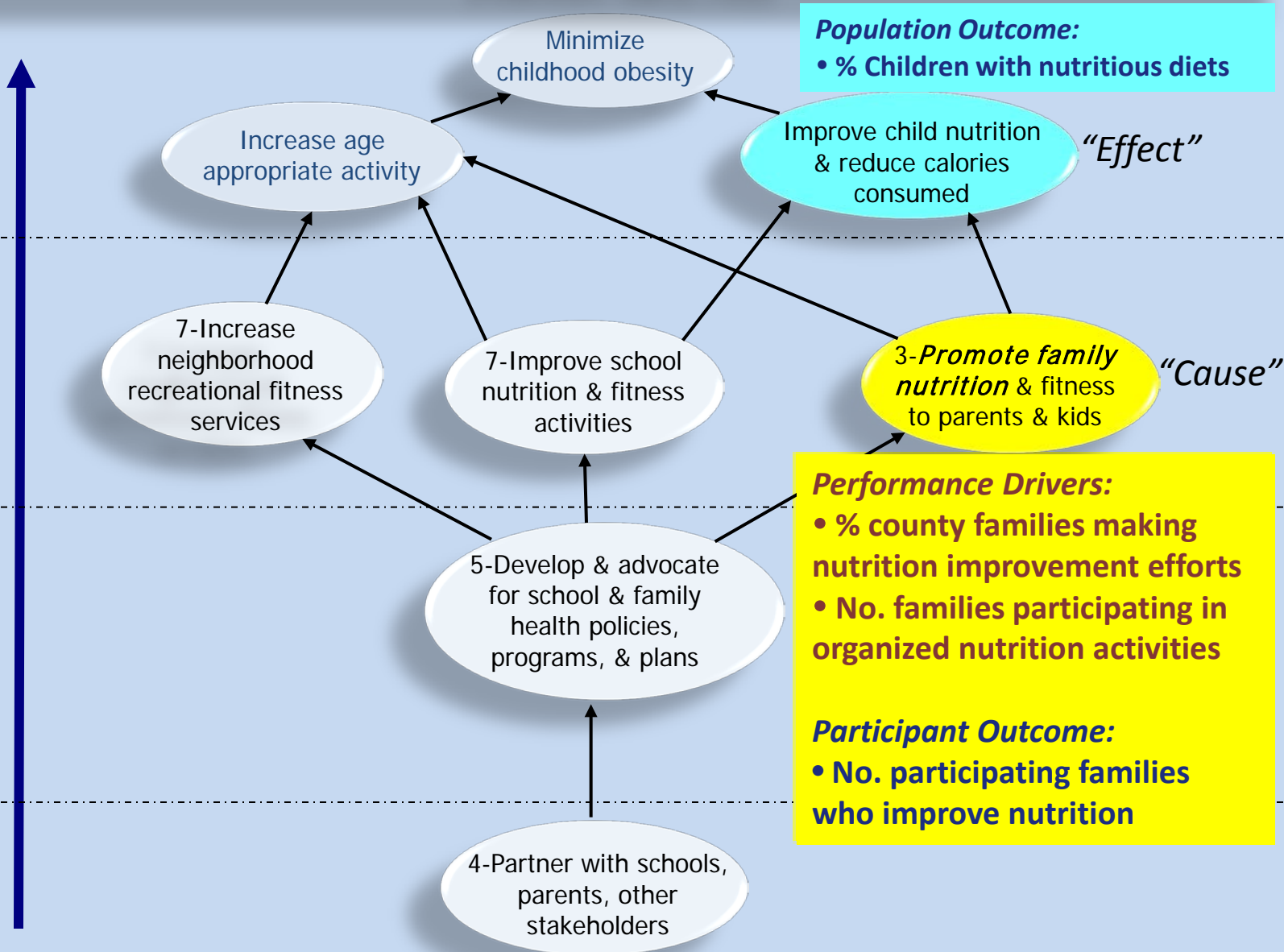
Perspective | STRATEGIC OBJECTIVES

Community Health Status

Community Implementation

Community Process & Learning

Community Assets



Partner Contributions to Objective

Objective: Promote Family Nutrition & fitness to Parents & Kids

Initiative: Teach people how to cook healthy on an affordable budget

Partners: Elm City YMCA, Piney County School PTAs & Neighborhood Associations

Owner for this initiative(s): Sally Treeroot, Elm City YMCA

Desired Change (Increase Healthy Home Meals)

From:

- Individuals and families do not know how to cook healthy affordable meals.
- People think cooking healthy is expensive and time consuming.

To:

- People learn how to cook healthy affordable meals.
- People use their knowledge & skills regularly for themselves & their families.

Actions:

- Recruit parents, other meal preparers thru PTAs and Neighborhood Associations
- Plan and deliver weekly classes in 3-week programs throughout the year

Partner Performance Measures for Initiative

2009 Targets

No. families whose meal preparers complete at least one 3-week program

240

No. families with participants who use these skills at home

180

Partner Contributions to Objective

Objective: Promote Family Nutrition & fitness to Parents & Kids

Initiative: Develop Community Gardens

Partners: County Metroparks, After School Programs, Summer Camps

Owner for this initiative(s): Jon Treeleaf, Piney County Metroparks

Desired Change (Increase Resident-growing & Consumption of Fruits & Vegetables)

From:

- Children and families lack access and/or motivation to include fresh fruit & vegetables in their daily diet.
- After school and summer camp programs often offer unhealthy options.
- Many children and families are unaware of origins of fruit & vegetables and low cost of self-growing.

To:

- Children & families receive hands-on experience with garden growing which motivates trying fresh fruits and veggies & including more in their diets.
- After school & summer camp programs have a lower cost option for including daily fresh produce offerings & decreasing unhealthy snacks and beverages.

Actions:

Sweat equity by parents, kids, program staff for garden development & maintenance.

Performance Measures for Partner

2009 Targets

No. parents & kids providing sweat equity

600

No. community gardens established

30

No. participating kids in challenges self-tracking 5 fruit & veggies/day

300

% summer camps offering at least 3 fresh fruit & veggie servings/day

90%

% after school programs offering at least 1 fresh fruit or veggie/day

90%

Community Results Compacts



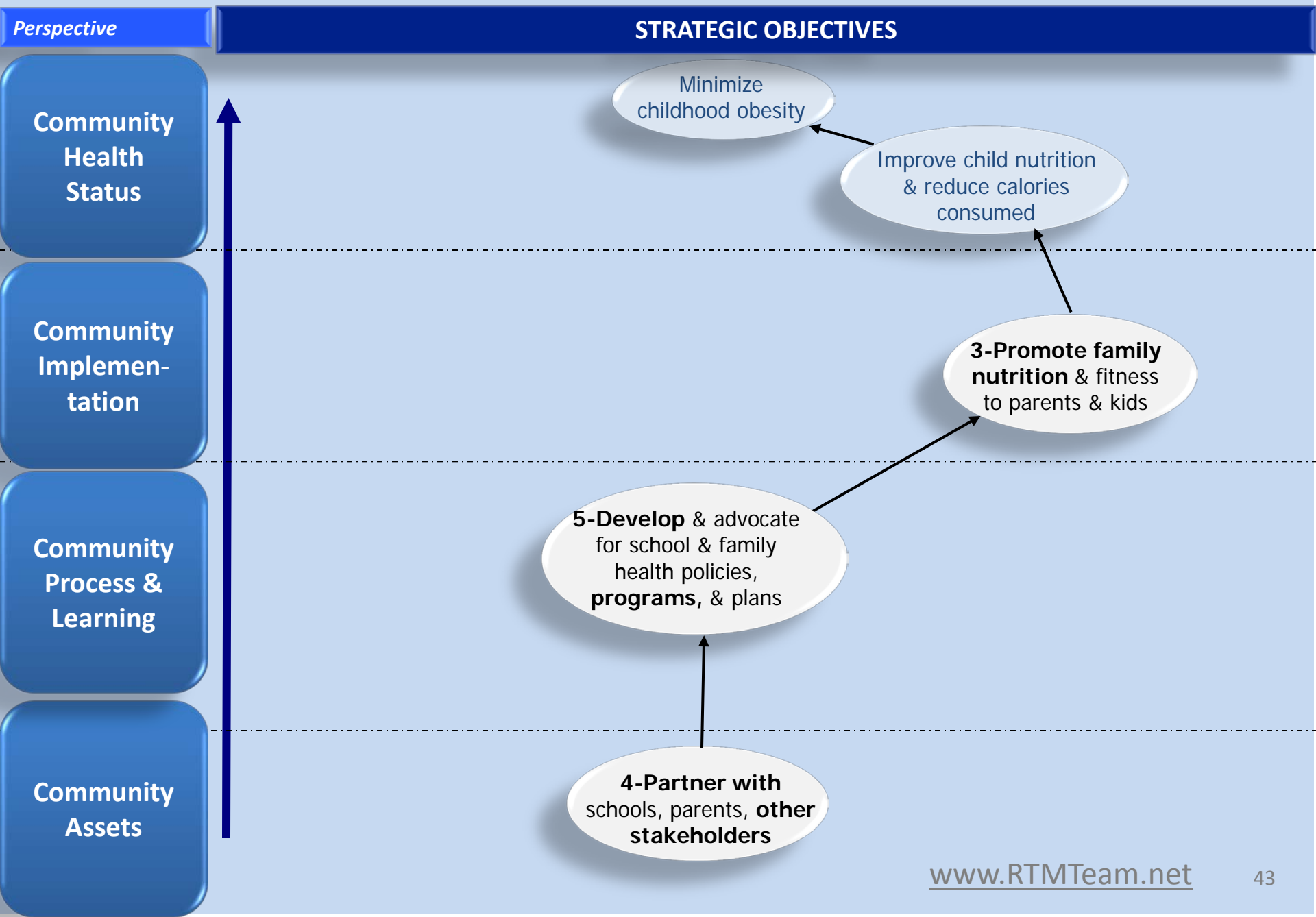
Partner-2-Partner

■ Mutual 'handshakes'

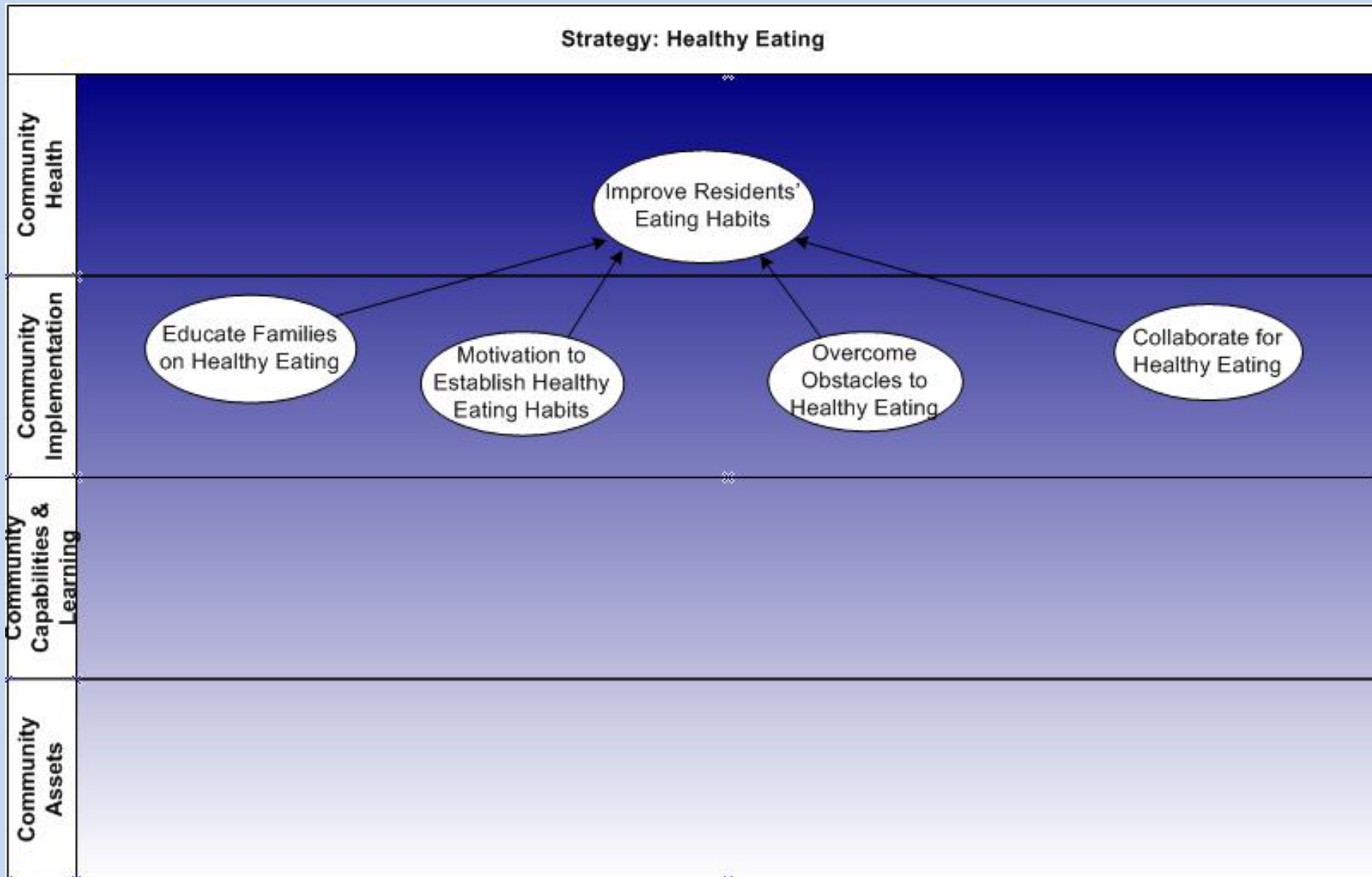
- Non legal, friendly document
- Defines what partner will do; what GetUp will do
- Helps to establish levels (types) of partnerships
- Helps partner determine measurability
- Goal is to have 70 to 100 signed 'handshakes' by early November



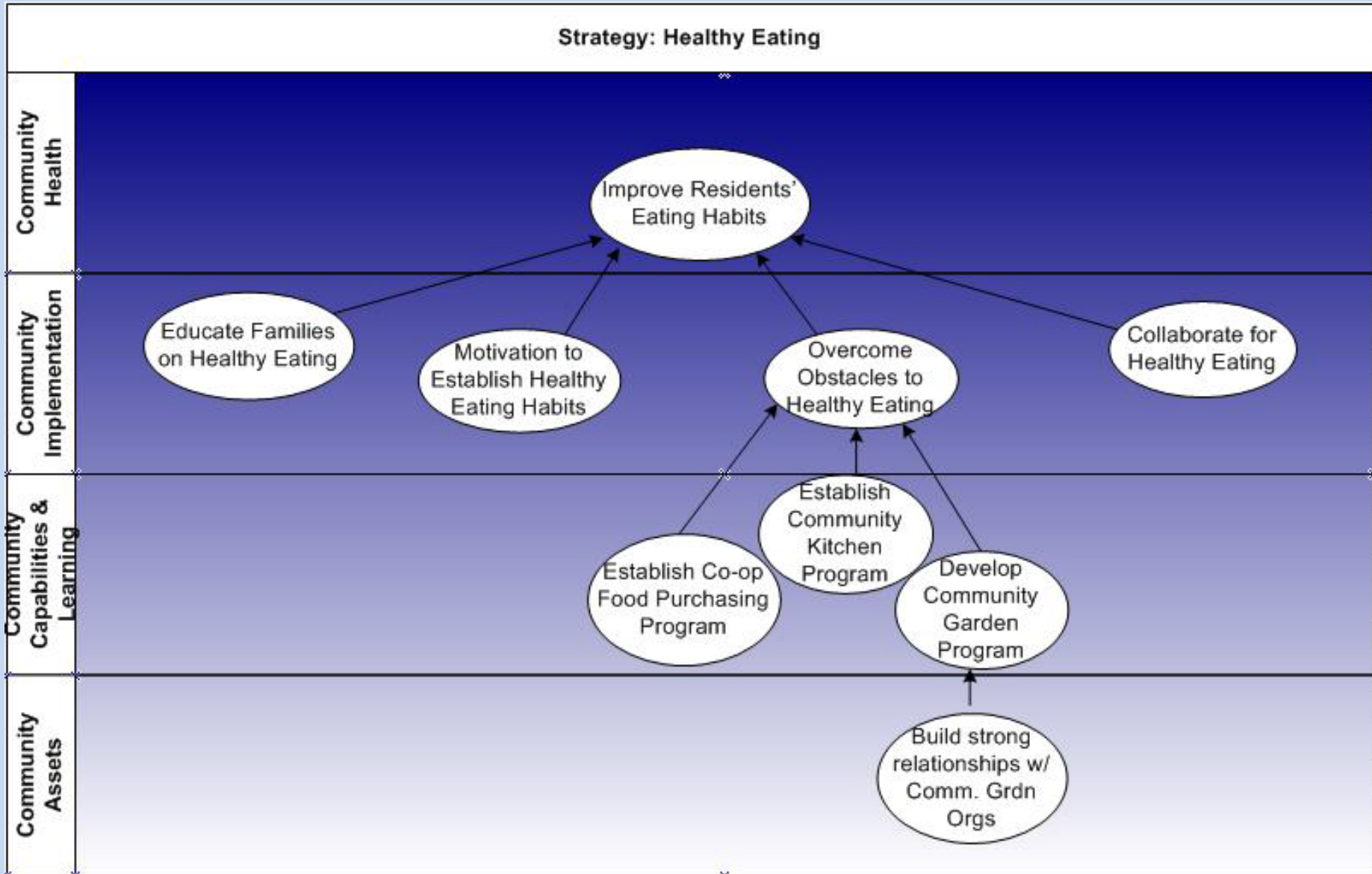
Drilling Down to The Next Level of Strategy Execution

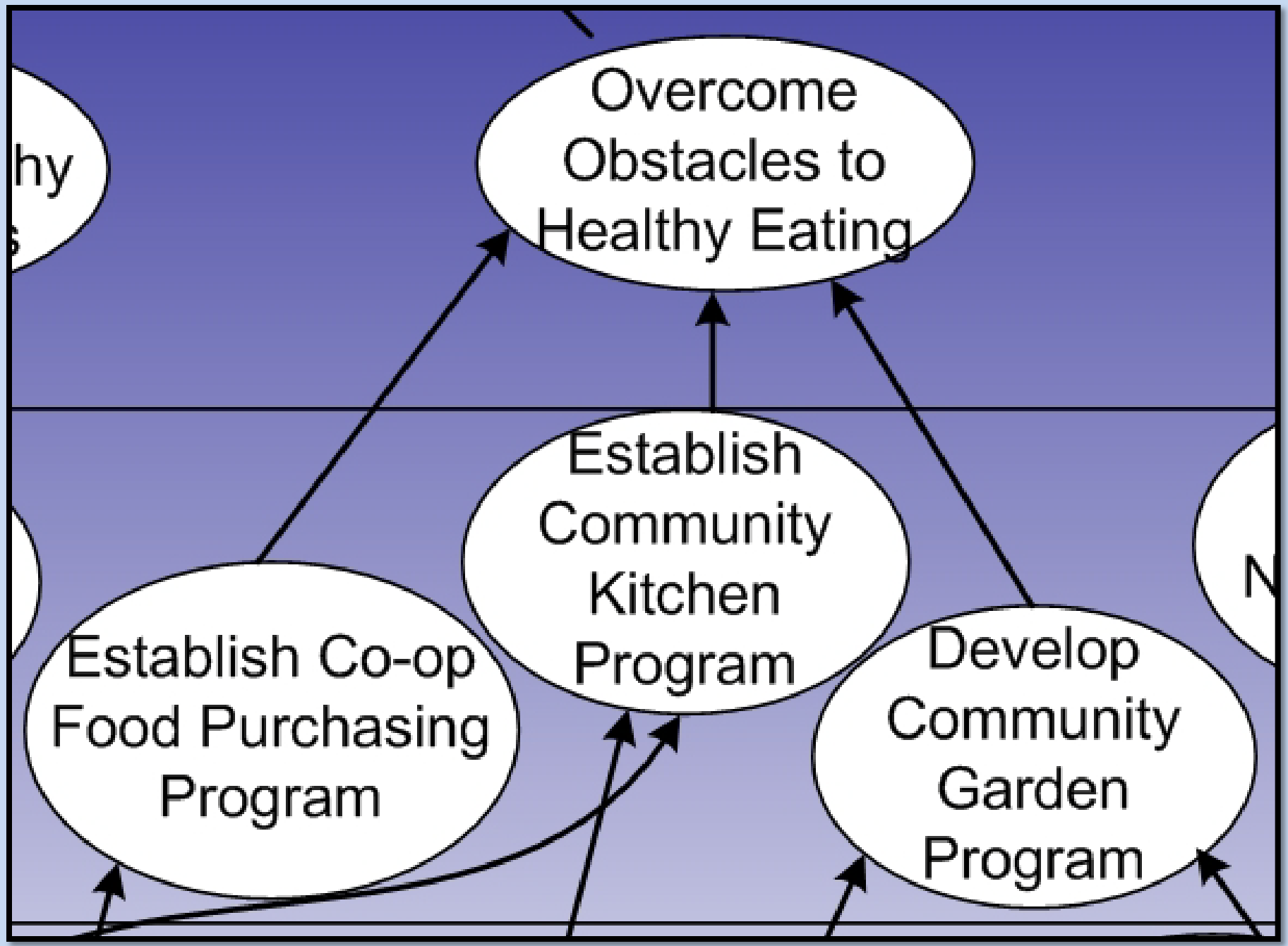


How Communities of HOPE Supports the Theme of Minimizing Childhood Obesity



Details on the Community Capabilities to Overcome the Obstacles to Healthy Eating





Wiki "InfoSheet" Contains *Zoomable* Details

★ OIS T-HL Establish Coop Food Purchasing Program

PAGE ▾

DISCUSSION

HISTORY

NOTIFY ME

EDIT

[Return to Theme Page](#)

Objective Name: Establish Co-op Food Purchasing Program

Description

One of the "flagship" programs of Communities of HOPE is the Co-op Food Pruchaseing Program that is being developed with [Costco](#) (and perhaps other food sources like [Gleaners Community Food Bank](#)). Detroit has serious "food deserts" where most it is difficult to purchase healthy food, and the cost of available food is high. Many residents lack transportation. Through the COH Co-op Food Purchasing program, residents will be able to order [healthy food at affordable prices](#) and have it delivered to the apartment complexes, without needing individual Costco memberships or the ability to get to a Costco store. An order form for healthy food and common household items will be used, and orders will be placed twice a month. Even though Costco doesn't directly accept [Bridge Cards](#), the [COH Purchasing Company](#) will accept them, allowing people to buy greater quantities of healthy food than they typically buy at "[Fringe Retailers](#)."

Strategic Destination

From:

- Residents spend much of their food budgets at "Fringe Retailers" that sell unhealthy food for relatively high prices.
- Residents can't afford Costco Memberships, use their Bridge Cards or get transportation to be able to access affordable, healthy foods
- Residents acting as individuals can't access affordable food purchasing through organizations like Gleaner's Community Food Bank
- Poor health and nutrition is a root cause of many health, learning and social problems

To:

- Residents shift over \$100/month in purchasing from buying expensive junk food to healthy economical foo.
- Co-op purchasing opens the opportunity to save money and enjoy better health
- Residents learn to work together to gain immediate benefits for their lives and finances.
- Better nutrition supports many other life improvements

Advisory Team

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-  [Recent Changes](#)
-  [Manage Wiki](#)

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- [How to Use the Wiki](#)
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- [Partners](#)
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[edit navigation](#)

Bottom of the Wiki-based InfoSheet

Advisory Team

- Cyndi Stempien (CoH/PPM)
- Bill Barberg (Insightformation)
- Bob Beale (PPM)
- Resident 1 (TBD)
- Resident 2 (TBD)

Possible Measures

- Number of unique participants purchasing through the COH Co-op Food Purchasing program
- Total dollars of food and products purchased through the Co-op Food Purchasing program

Active Initiatives

- Refine list of [COH Co-op Purchasing Items](#)
- Refine [COH Co-op Ordering and Distribution Plans](#)
- Refine [COH Co-op Purchasing Details with Costco](#)

Possible Initiatives

- Explore leveraging [Gleaners Community Food Bank Bulk Purchasing Plan](#)
- Establish [CoH Co-op Purchasing Jobs and Volunteer Roles](#)

*

Status: **Draft**

Person Primarily Responsible for this InfoSheet: Cyndi Stempien

Part of the Theme Page in the Wiki

Theme Team

The Following are the primary people working on this theme.

- Member1
- Member2
- Member3

Objectives and Objective InfoSheets

The following Objectives make up this Sub-Theme...

Community Outcomes

[Enhance the Quality of life](#)

[Reduce Health Problems & Chronic Disease](#)

[Improve Residents' Eating Habits](#)

[Reduce Health Disparities](#)

Community Action

[Educate Families on Healthy Eating](#)

[Motivation to Establish Healthy Eating Habits](#)

[Overcome Obstacles to Healthy Eating](#)

[Collaborate for Healthy Eating](#)

Community Capabilities and Learning

[Offer On-site Training through Partner Organizations](#)

[Deploy/Use Proven Tools and On-Line Resources](#)

[Create Motivational Events & Teams](#)

[Establish Co-op Food Purchasing Program](#)

[Establish Community Kitchen Program](#)

[Develop Community Garden Program](#)

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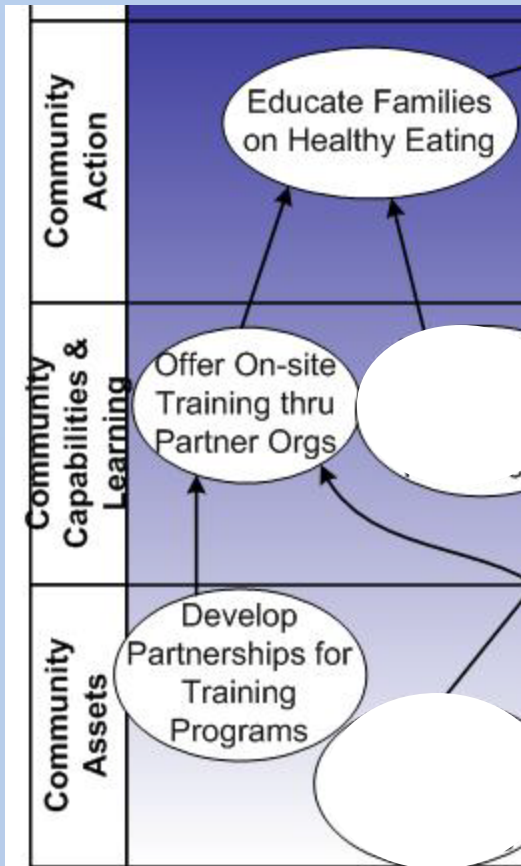
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Teaming with Gleaners Community Food Bank



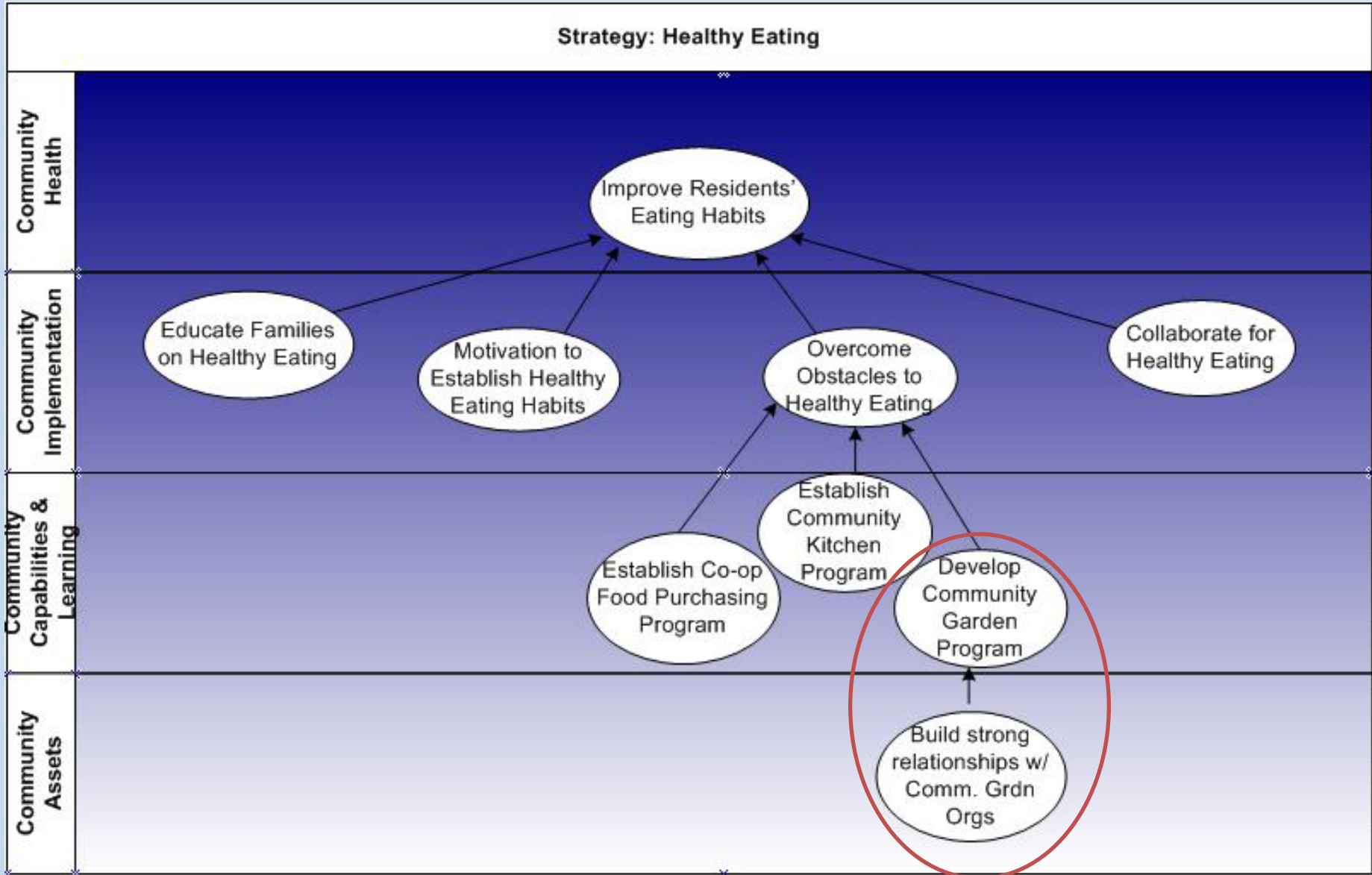
Residents Love the Classes – plans to expand offering. Starting to build relationships and vision.

Began offering Operation Front Line’s on-site Cooking and “Eating Right” classes.

Built relationship with Gleaners Community Food Bank, which offers the Operation Front Line Training Program.



Details on the Community Capabilities to Overcome the Obstacles to Healthy Eating



Details on the Community Capabilities to Overcome the Obstacles to Healthy Eating





Welcome: Bill Barberg (

Current Scorecard: Healthy E

[HOME](#) | [SCOREBOARD](#) | [STRATEGY MAP](#) | [REPORTS](#) | [DATA ENTRY](#) | [SCORECARD BUILDER](#) | [ADMINISTRATION](#) | [COMM CEN](#)

Scoreboard

Scorecard: **Healthy Eating**
[Select Different Scorecard](#) | [Expand All](#) | [Collapse All](#)

Select Theme: -- Select Theme --

Key Performance Indicators	Prior Period	Current Value	Change	Target Value	Most Recent Period	Notes/ Initiatives
Community Outcomes						
<input type="checkbox"/> COH-HE: Enhance the Quality of Life						
<input type="checkbox"/> COH-HE: Reduce Health Problems & Chronic Disease						
<input type="checkbox"/> COH-HE: Reduce Health Disparities						
<input type="checkbox"/> COH-HE: Improve Residents' Eating Habits						
Community Action						
<input type="checkbox"/> COH-HE: Educate Families on Healthy Eating						
<input type="checkbox"/> COH-HE: Motivate People to Establish Healthy Eating Habits						
<input type="checkbox"/> COH-HE: Overcome Obstacles to Healthy Eating						
<input type="checkbox"/> COH-HE: Collaborate for Healthy Eating						
Community Capabilities & Learning						
<input type="checkbox"/> COH-HE: Offer On-site Training thru Partner Orgs						
<input type="checkbox"/> COH-HE: Deploy/Use Proven Tools & On-Line Resources						
<input type="checkbox"/> COH-HE: Create Motivational Events & Teams						
<input type="checkbox"/> COH-HE: Establish Co-op Food Purchasing Program						
<input type="checkbox"/> COH-HE: Establish Community Kitchen Program						
<input type="checkbox"/> COH-HE: Develop Community Garden Program 						
<input type="checkbox"/> COH-HE: Promote Nutrition in Neighborhood Schools						
<input type="checkbox"/> COH-HE: Leverage Food Banks for High-Need Residents						
Community Assets						
<input type="checkbox"/> COH-HE: Develop Partnerships for Training Programs						
<input type="checkbox"/> COH-HE: Enhance Property Space to Support Programs						
<input type="checkbox"/> COH-HE: Assemble supporting Celebrities & Volunteers						
<input type="checkbox"/> COH-HE: Create Teams to provide Services						
<input type="checkbox"/> COH-HE: Find Sources of Healthy Foods						

☐ Community Capabilities & Learning

☐ COH-HE: Offer On-site Training thru Partner Orgs

☐ COH-HE: Deploy/Use Proven Tools & On-Line Resources

☐ COH-HE: Create Motivational Events & Teams

☐ COH-HE: Establish Co-op Food Purchasing Program

☐ COH-HE: Establish Community Kitchen Program

☐ COH-HE: Develop Community Garden Program ☐

☐ COH-HE: Promote Nutrition in Neighborhood Schools

☐ COH-HE: Leverage Food Banks for High-Need Residents

**Drill-down
to Causal
Drivers**

Details on the Community Capabilities to Overcome the Obstacles to Healthy Eating

Objective: COH-HE: Develop Community Garden Program

Drill Path: Develop Community Garden Program

Key Performance Indicators

Gleaner's Community Food Bank

Pt-GCFB: Training on Cooking with Vegetables

of People completing cooking classes

Motor City Blight Busters

Pt-MCBB: Convert Blighted Lots to Community Gardens

of hours volunteered to build community gardens

Greening of Detroit

Pt-GD: Share Community Garden Practices & Resources

PPM Theme: Four-Star Living (T-4S)

T-4S: Leverage Community Assets (space)

of on-site / near-site vegetable gardens

PPM Theme: Four-Star Living (T-4S)

T-4S: Engage Residents in Organizing Activities

of Unique Residents Participating in Garden Program

Adding Measures and Initiatives to Create the Balanced Scorecard



Objectives from Strategy Map

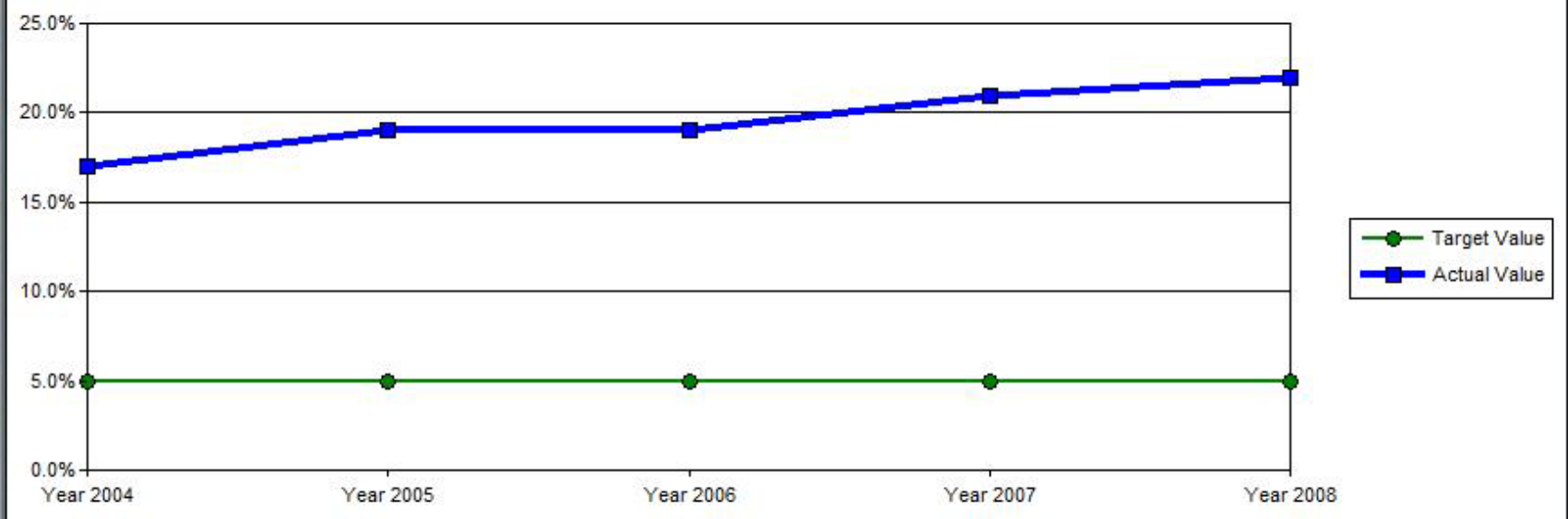
Drill to Trend Chart

Strategic Performance Measures

Links to the Initiatives

Measure: T-CO : H1M1 : % of Children in School who are Obese Past Periods 13 Future Periods 13

Prefix	Objective Name	Owner Name	Trend*	Current Value	Time Period
T-CO	T-CO:Minimize Childhood Obesity	Administrator, Administrator	↘ 2	22.0%	Year 2008



Measure Description
Percent of children screened in schools as obese, as defined by body mass index

Analysis & Actions **Polarity**
N/A ↓

Opportunity to Learn More

- Detailed Webinar on the Communities of HOPE case study (Recording)
- Webinar on how InsightVision and Wikis supports community-wide strategy execution
 - November 3, 2009 10:00 AM Central Time
- Respond on Survey if Interested in either of these

Next Steps & Available Resources

- Read chapters in *The Public Health Quality Improvement Handbook* (PHF-ASQ, April 2009)
- Results That Matter Team & PHF offer training and consulting on *strategic planning* using strategy mapping
- Become part of an economical group consulting program with other Local Health Departments
- Become part of a state-organized group consulting program with other Local Health Departments

Group Consulting

Multiple Stages with Different Levels of Effort

Stage 1 Goal: Build & Start Using a Strategy Map

- Work with your core partners to develop a high-level strategy map for a targeted public health issue
- Develop initial commitments to implement the strategy
- Gain experience with collaborative tools like the Wiki and Web-conferencing
- Build momentum for subsequent stages
- Time to get additional funding

Structure of Group Consulting

- Similar to the successful projects we're now completing
- 6 community public health organizations selected to develop strategy maps for one issue each, with their key community partners
 - A series of web-based workshops and remote consulting assistance
 - Web forum provided to share learnings
 - Initial use of Wiki technology

Stage 1 Options

- We could create clusters from multiple states based on similar topics for better sharing of ideas
- State-based Cohorts
 - May meet for one or more in-person consulting sessions
 - Tailor engagement to align with state programs, data collecting, etc.
 - Save on software costs in subsequent stages
- Different levels of Technology
- Cost: Approximately \$9,500 per Community

Value of Stage 1 Engagement

- Agreement among initial partners on a clear path to achieve priority health outcomes
- A communication tool to recruit more partners and enable them find their strategic roles
- Selected partner commitments and measures developed to support implementation
- People skills developed to create and refine strategy content

Moving on to Stage 2

- A variety of levels of engagement
- Different options for leveraging technology
 - Wiki
 - InsightVision
 - Integration with other reporting tools
- Options for remote versus on-site consulting
- Group consulting or community-specific
- Different levels of investment

Teaming for ARRA Grants

Even if you're not ready for Stage 1, we can:

- Have a web-conference with you on how we can support your ARRA grant application for “Communities Putting Prevention to Work” or other grants.
- Team with you to help strengthen your proposal by including CBSC, Strategy Maps, and the use of technologies.

Contacts to Go Further

- **To become part of a new CBSC group project, to organize one in your state, or to get more info:**

Contact Paul Epstein

– At paul@RTMteam.net or (212) 349-1719

- **For teaming on an ARRA grant, Connecting CBSC with MAPP, or other consulting or training:**

Contact Paul Epstein

- **To learn more about InsightVision or Wikis:**

Contact Bill Barberg

– At bill.barberg@insightformation.com or (763)521-4599 x13

Questions?