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for Rare Disorders

How to Plan Your Research Through Multi-Stakeholder Engagement and Strategic Planning

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Outline

- What is a Community?
- Community Organizing
- Community Organizing Models
- Community-based Participatory Research Major Principles
- Strategic Planning

Objectives

- Define community
- Define community organizing
- Describe community organizing models
- List community based participatory research principles
- List the steps in strategic planning
- Describe strategic planning steps

Community: Definition

Community: defined as a group of people who live in the same area (*place*) or as a group of people with shared characteristics (*identity*)

- *Place*: defined by geographic boundaries (ex., neighborhood)
- *Identity*: defined by shared characteristics (ex., the LGBTQ community)
 - Regardless of emphasis, a community must have a shared sense of belonging; shared values and symbols; and shared constraints or conditions, such as limited access to power
- Concept of community has evolved, due to greater geographic mobility and increased reliance on technology for communication
- Community organization focus can be on place or identity

Community Organizing

Community organizing:

- Process through which community groups are helped to identify common problems, mobilize resources, and develop & implement strategies to reach collective goals
- “Starting where the people are” (Nyswander, 1956) – why?
- Applied to a variety of social change objectives
 - Civil rights, women’s rights, LGBTQ rights, disability rights, antiwar movement, marriage equality, immigrant rights, environmental justice movement
 - In health, community-based programs have been applied to many public health issues

Community Organizing: Models

Locality Development	Social Planning	Social Action
<ul style="list-style-type: none">• Process oriented• Community leads effort• Outcomes focused on enhanced collective efficacy and community empowerment• Indigenous leaders are developed who can stimulate critical problem-solving activities• Photovoice example	<ul style="list-style-type: none">• Task oriented• Outside professionals lead effort• Outcomes focused on solving problems• More carefully controlled approach to solving substantive community problems (e.g., crime, HIV/AIDS, drug use)• Planned Approach to Community Health (PATCH) good example	<ul style="list-style-type: none">• Mix of process and task orientations• Outside experts help organize grassroots organizations to lead the effort• Outcomes focused on enhanced power or equity and problem-solving skills• Enable communities to change institutions or community practices in order to redistribute power, resources, and decision making

Community-Based Interventions: Major Principles

- Social ecological framework
 - Address multiple factors
- Respect for community values and needs
 - Assess community needs, assets, preferences
- Community participation and control
 - Process by which community members actively take part in discussions and activities to improve community life, services, or resources
 - Collaborative partnerships between communities and public health professionals for shared decision-making
 - Define and analyze community problems and set goals
 - Design, implement, and evaluate interventions to achieve goals

Community-Based Interventions: Additional Principles

- Planning is based on a historical understanding of the community.
- Prevention initiatives are based on sound theory and research.
- Program strategies build on community strengths or assets.
- Work is conducted using existing community organizations and members as a means to strengthen their capacity and promote social justice.
- All participants are respectful and act in ways to build trust.
- Coalitions or similar bodies are formed so that intersectoral components of the community can work together to address the problem in a comprehensive manner.

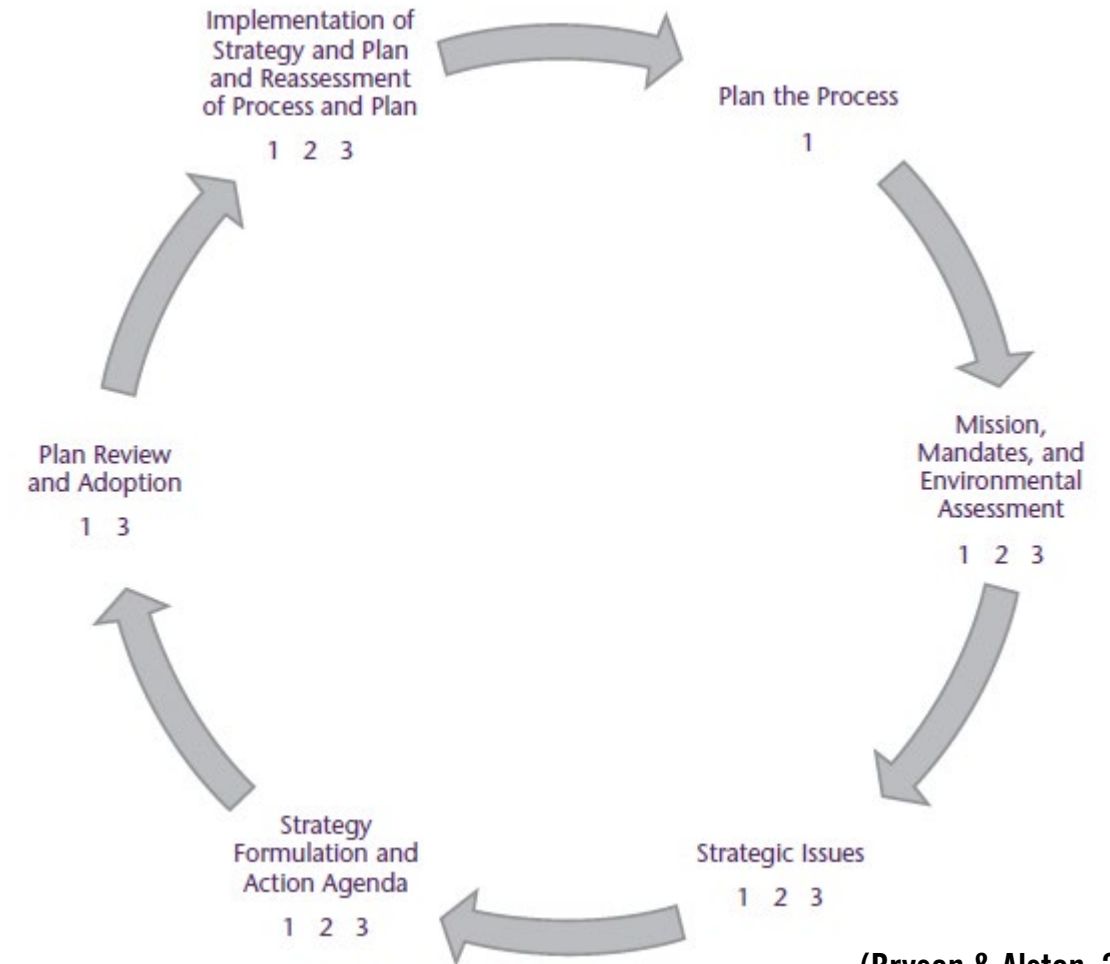
Strategic Planning: Definition

Strategic planning is defined as "a disciplined process aimed at producing fundamental decisions and actions that will shape and guide what an organization is, what it does, and why it does what it does. The process of assessing a changing environment to create a vision of the future; determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses; then setting in motion a plan of action to position the organization." (Public Health Accreditation Board, 2020)

Strategic Planning Process

Strategic Planning Process:

1. Lay the Groundwork
2. Develop Mission, Vision, and Values
3. Environmental Assessment
4. Data Analysis/Selection of Strategic Priorities
5. Develop Strategic/Implementation Plan
6. Implementation/Quality Assessment



(Bryson & Alston, 2005)

Stages of Readiness: Are You Ready?

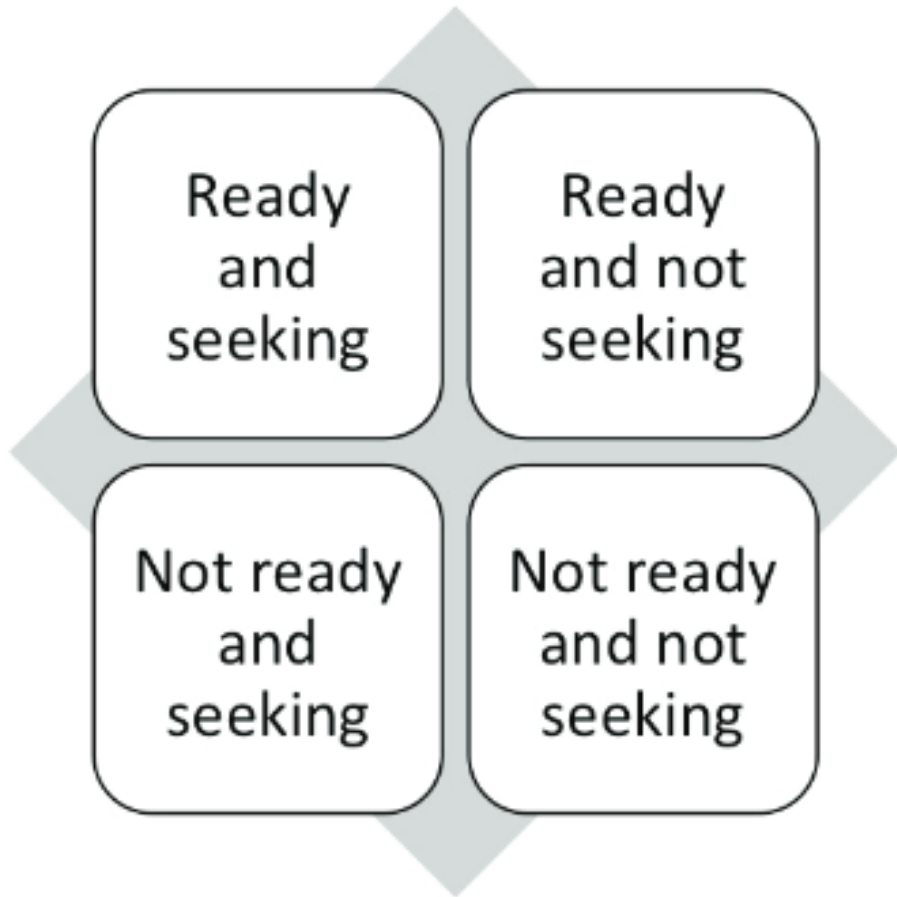


Figure 1. The Four States of Non-Profit Readiness for Strategic Planning (Gratton, P. 2018)

Assessing Organizational Readiness for Strategic Planning

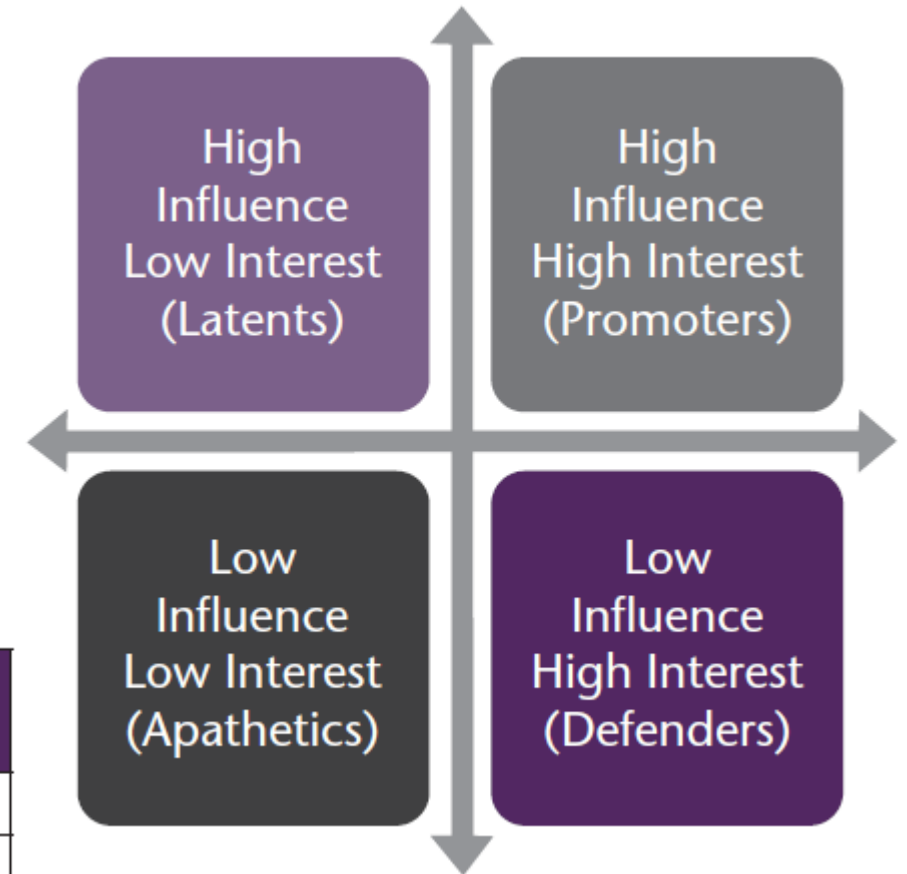
Past Experience	
What contributed to past planning success?	What contributed to past planning failures?
Current Reality	
What is in place to support successful planning?	What is missing and needed for successful planning?

(National Association of County & City Health Officials, 2012)

Laying the Groundwork

1. Develop Strategic Planning Committee
 - a. Assemble between five to 12 members
2. Identify Stakeholders
 - a. Primary
 - b. Secondary
 - c. Key stakeholder
3. Identifying Datasets
4. Develop Timeline (process and needs)
5. Develop Project Plan

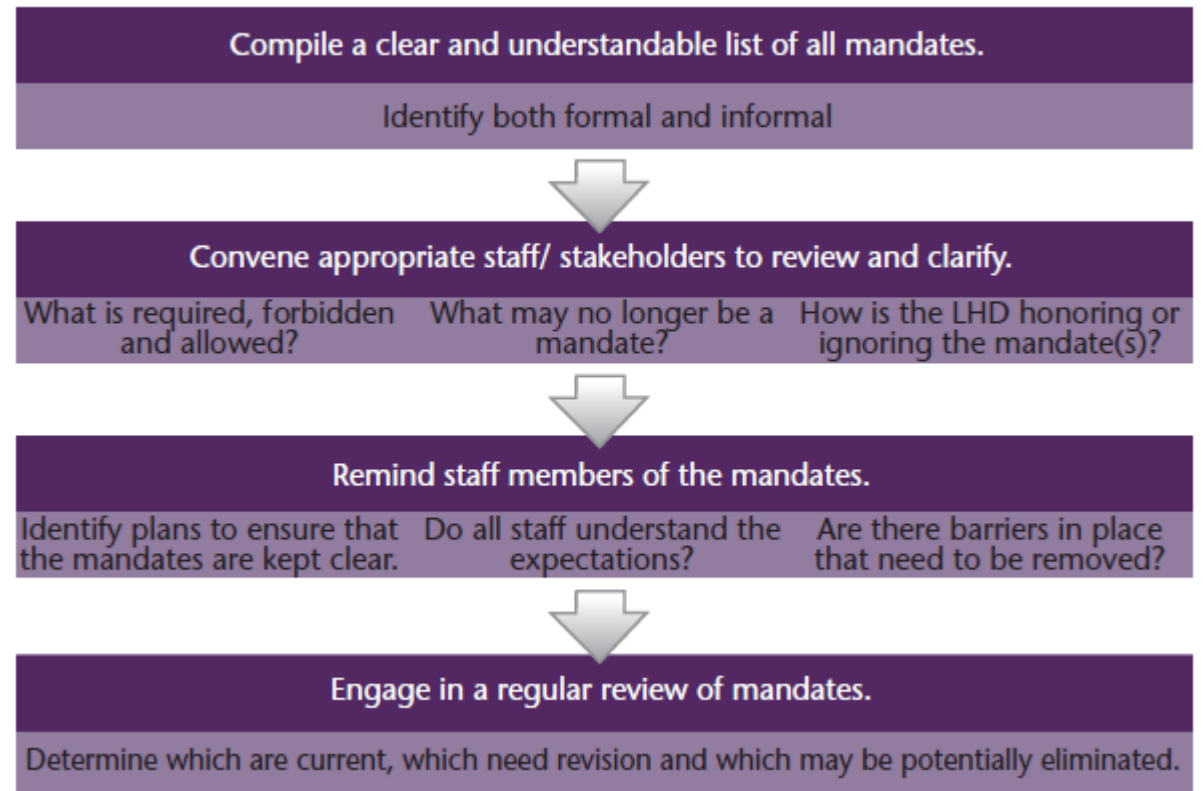
Data Readily Accessible	Data to Compile	Data to Collect <i>List possible ways to collect data and expected time to complete.</i>



National Association of County & City Health Officials, 2012

Developing Mission, Vision, and Values

1. Identify any applicable organizational mandates (informal or formal)
2. Determine types of stakeholder engagement necessary for developing mission, vision and values
3. Develop relevant organization guiding principles
4. Develop mission statement
5. Develop vision statement
6. Communicate values, mission and vision



(Bryson & Alston, 2005)

Environmental Assessment

1. Compile all relevant information
2. Assess any existing data
3. Identify additional data sources necessary
4. Summarize data

Data or Information Available	Date Perspective					Source Document/ Date		Substantiation		Relevance		
	Community	Financial	Health Dept	State, Nat'L	Learning and Growth	Source	Date	Fact Based	Opinion Based	Low	Med	High

National Association of County & City Health Officials, 2012

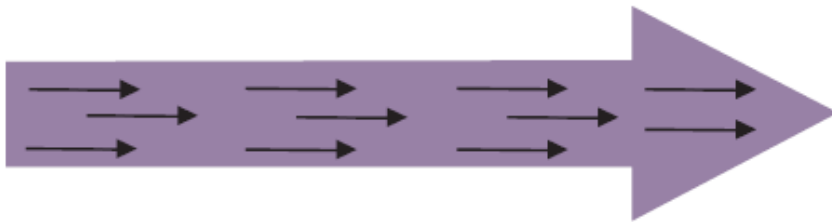
Data/Information Needed	Method for Collecting the Data/Info	Person(s) Responsible	Timeline	Resources Needed to Complete

National Association of County & City Health Officials, 2012

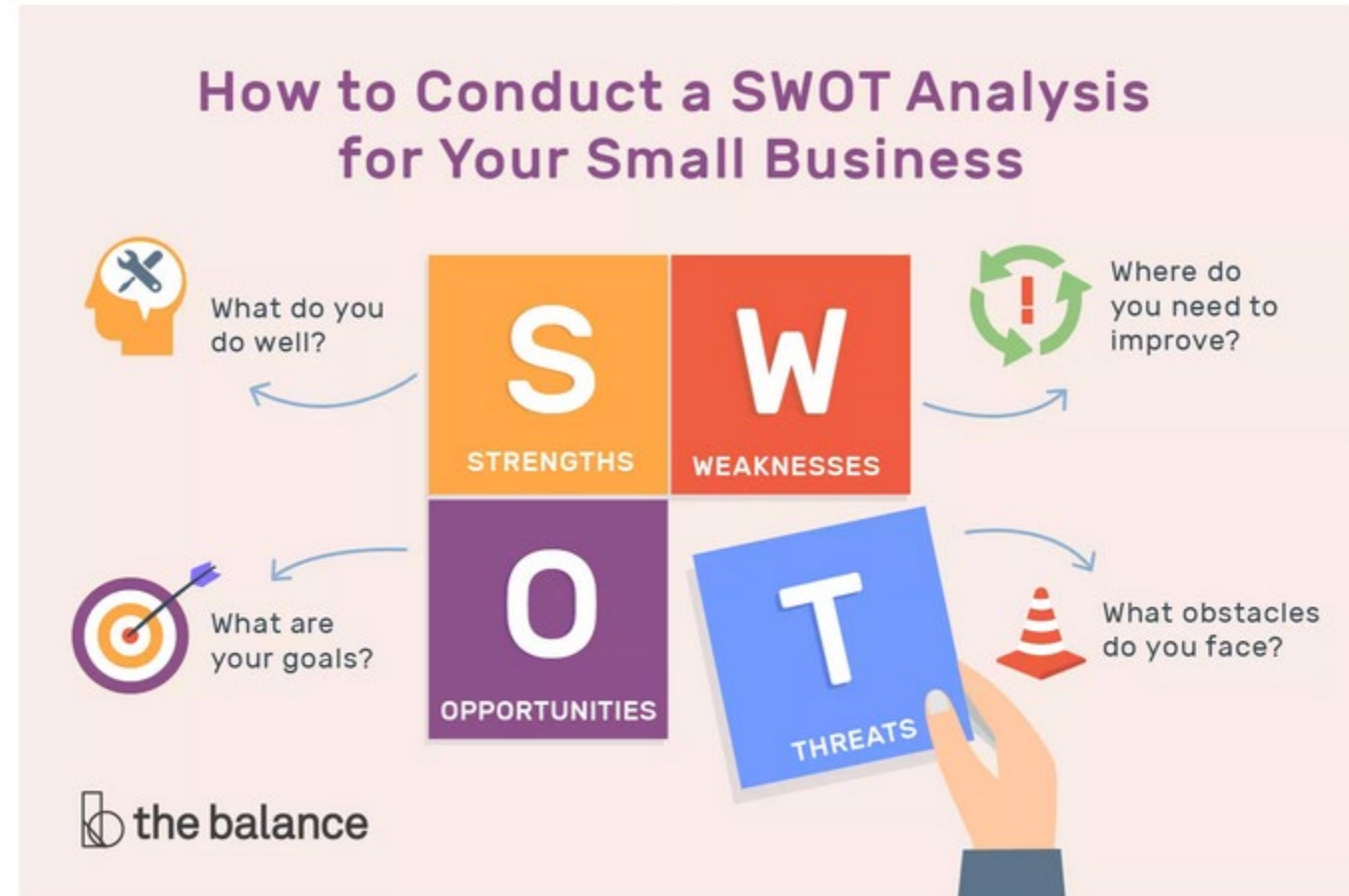
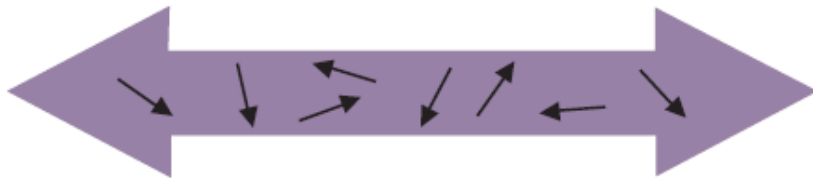
Data Analysis/Selection of Strategic Priorities

1. Complete a SWOT/SWOC Analysis
2. Identify relevant themes/issues
3. Develop the strategic plan
4. Implement, monitor, and revise

Alignment of Various Efforts



No Alignment



© The Balance

Gregory, A. 2019)

Develop Strategic/ Implementation Plan

1. Develop relevant strategies to address based on data
2. Develop long-term goals and SMART objectives for each strategic issue
3. Develop an action plan
4. Determine appropriate measurement plan.
5. Create a strategic plan document.

The formulas below provide an easy way to remember how to develop an outcome objective with the important components:

Measure of change, In what, by whom, by when

20% increase in health department nursing staff by January 2014 .

Degree of Change + Type of Change + Area of Change + Target Population + Time Frame

15% decrease in obesity rates among 10-12 years olds in XYZ community by June 2016

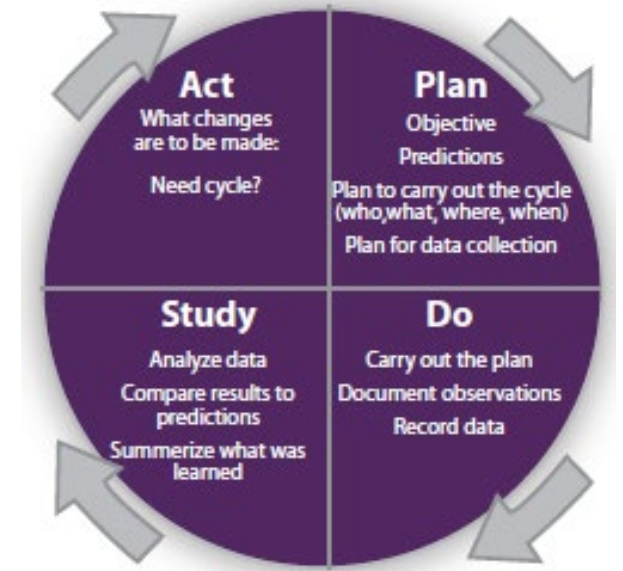
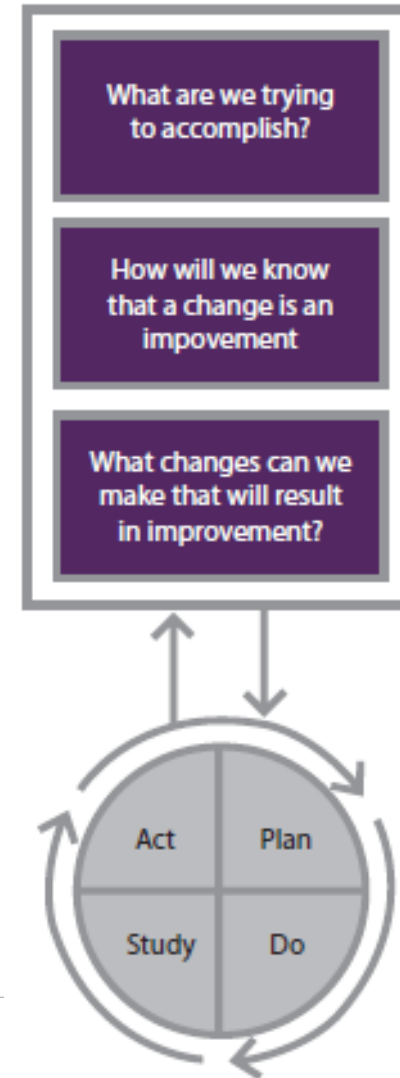
National Association of County & City Health Officials, 2012

Priority: Improve Staff Retention				
Strategy: Create a more effective staff review, promotion and compensation system				
Goal: Develop and implement a performance-improvement focused employee performance review system				
Outcome Objective 1 A: By December 2013, employees that have received an annual performance review that focused on performance against work-plan objectives will increase from 60% to 75%. (Baseline: 72, Target: 90)				
Programs Activities Interventions	Person/Group Responsible	Timeline	Process Indicator	Outcome Indicator
Develop FY2013 annual goals, objectives and performance measures for each employee based on departmental goals and strategic plan	Staff, managers Division Directors	April 2012- June 2012	1. Program goals and objectives reviewed with each employee 2. Drafts of employee goals, objectives and performance measures that achieve program objectives 3. Division Directors approval of employee performance plans	1. Employee use performance plan to guide their work
Results of 2013 employee goals and objectives reviewed for annual employee performance reviews.	Staff, managers Division Directors	June 2013	1. Measures for all employee goals and objective with targets compared to results 2. Final performance reviews.	1. Employee annual performance increases linked to achievement of strategic plan goals and objectives.

National Association of County & City Health Officials, 2012

Implementation/Quality Assessment

1. Develop a process for monitoring plan implementation
2. Utilize quality improvement procedures for process and outcomes
3. Maintain flexibility
4. Communicate results
5. Revise and update the plan as necessary



Developed by Associates in Process Improvement (Langley, Nolan, Nolan, Norman, Provost. *The Improvement Guide: A Practical Approach to Improving Business Performance*. San Francisco: Jossey-Bass Publishers, 1996