



Phase 1: Plan the Process

Objective	The objective of this phase is to make initial preparations to implement the Colorado Health Assessment and Planning System (CHAPS) at the local level.
Steps	<ol style="list-style-type: none">1. Coordinate with the Office of Planning and Partnerships.2. Familiarize yourself with background materials.3. Communicate with county/regional leadership and staff.4. Formalize relationships if co-leading the process.5. Develop a timeline and work plan.6. Create a project management team & designate a project manager.7. Identify and review existing local needs assessments.8. Determine resource needs and develop a budget.
Links	<ul style="list-style-type: none">○ CHAPS Website www.chd.dphe.state.co.us/CHAPS/default.aspx○ CHAPS Tools and Templates www.chd.dphe.state.co.us/CHAPS/phases.aspx?phaseID=toolsTemplates○ 2008 Public Health Act www.cdphe.state.co.us/opp/pubhealthact.html?col4=open○ 2009 Colorado Public Health Improvement Plan www.cdphe.state.co.us/opp/cophip.html?col3=open○ Colorado's Winnable Battles www.chd.dphe.state.co.us/Winnables/
Tools and Templates	Appendices: <ol style="list-style-type: none">1.1 Sample Timeline1.2 Phase I Work Plan1.3 Sample Position Description: Project Manager1.4 Sample Position Description: Health Planner1.5 Sample Position Description: Facilitator1.6 Sample Budget Form

Why is this phase important?

A comprehensive public health improvement process that includes stakeholder engagement, community health and capacity assessments, priority setting and plan development will require some initial groundwork. It will be useful for local public health agency (LPHA) staff to begin the process by getting familiar with background materials and requirements of the local public health improvement plan (CHAPS Phase VI).

Initial coordination within your agency, among any co-leading partners such as other LPHAs, and with the Office of Planning and Partnerships will help formalize relationships and develop an understanding about how the process will work. Communicating with key audiences ahead of time will garner support and help the process run smoothly. Finally, identifying the necessary resources and determining a work plan are important steps that will help you get organized.

Who should be involved?

In this phase, a project management team is assembled, which is the internal group responsible for the overall process, coordinated by a project manager. If an agency is co-leading the process with other LPHAs or another community based organization, such as a local hospital, a representative or representatives from that organization should also be included on the project management team. Additionally, you will want to inform county and/or regional leadership, boards of health, and public health staff early in the process so they will know what to expect and can be supportive.

What technical assistance is available?

Technical assistance is available from the Office of Planning and Partnerships to assist with:

- Determining the jurisdictional area of the process (county/district/region)
- Establishing a timeline for completion
- Developing the scope of your process
- Identifying necessary resources and ways to obtain them
- Adapting templates to local needs
- Clarifying overall information about CHAPS

What are the steps for Phase I: Plan the Process?

Phase 1: Plan the Process consists of eight steps to help your group get organized. Begin by filling out the Phase I Work Plan (Appendix 1.1), which will assist you in identifying tasks, individual responsibilities, and a timeline associated with the activities of each step.

Step 1: Coordinate with the Office of Planning and Partnerships

Meet with the Office of Planning and Partnerships to discuss timing, the availability of funding, technical assistance needs, jurisdiction of the public health improvement plan (county, district, region), and whether your agency will co-lead the process with other LPHAs or community entity.

Step 2: Familiarize yourself with background materials

- Read the Getting Started section of CHAPS, including the outline of phases and steps, to get an overall understanding of the CHAPS process.
- Review phases of the CHAPS Guide (either online or in PDF format) to become familiar with what CHAPS has to offer, which will help you formulate your local process, determine where your process may deviate, and note any questions for the Office of Planning and Partnerships.
- Review Colorado's 2009 Public Health Improvement Plan, and state health priorities (Colorado's Winnable Battles). Colorado's Public Health Act requires that the local public health improvement plan not be inconsistent with the statewide public health improvement plan, and that the local plan address how the LPHA will coordinate with the public health system to accomplish goals and priorities identified in the statewide plan.
- Review your agency's latest community health assessment and public health improvement plan (if available), to inform the scope of your new process by building off of this work.

Step 3: Communicate with county/regional leadership and staff

There will be certain people that need to know about this process ahead of time so they may support it, such as a county administrator, county commissioners, board of health, and public health and environmental health agency staff. As part of the

initial coordination, an orientation meeting can generate support, determine the roles, and how best to put regular communication processes into place.

Step 4: Formalize relationships as necessary

If working regionally with other local public health agencies or if co-leading the process with a community entity, consider developing a legal agreement such as a memorandum of understanding (MOU) to formally delineate roles and expectations.

Step 5: Develop a time line and work plan

Develop a timeline for the entire public health improvement planning process. The timeline sets targets for meeting certain milestones and projects and helps project how long the process will last. A sample timeline based on CHAPS Phases is provided as Appendix 1.2. (This tool is also available on the CHAPS Website under *Tools and Templates* as an interactive Excel document.) As a reference, a common timeframe for the full process is between 15 and 18 months.

Additionally, use CHAPS work plans to prepare for each phase by planning and tracking steps, activities, person(s) responsible, deadlines and status. These templates are available on the CHAPS website and provided as an appendix with each PDF version of individual CHAPS phases.

Step 6: Create a project management team/designate a project manager

The project management team is internal to the process and responsible for its planning and management. The team will likely include the project manager, designated agency decision maker(s) (e.g. public health director, environmental health director, division directors, director of planning, etc.), health planner, staff representatives from each division (if applicable), plus administrative support. This group can be the main communication vehicle to agency personnel. The project management team should not be confused with community stakeholders or a stakeholder steering committee that may be assembled later in the process.

Agency leadership or the project management team should designate a project manager. The project manager is responsible for the overall coordination and implementation of local CHAPS activities. Structurally, this position could report to the public health director, environmental health director, planning director and/or project management team. The project manager will coordinate and possibly facilitate the project management team, plus assure that decisions made in team meetings are carried out. This individual will also oversee the health planner and

facilitator, if these are separate positions. Members of a project management team for a single LPHA are provided in Figures 1. A sample position description of the project manager is attached as Appendix 1.3. If another community organization is co-leading the process, assure they also have representation on the project management team.

If the process is being conducted on a regional level, consider using a regional project management team, with at least one representative from each LPHA that has the authority to make decisions (Figure 2). It is best if both public health and environmental health fields are represented. Individual counties may also choose to have their own project management team, which is especially useful if the public health improvement plan will have both county and regional focus areas.

The regional project management team will oversee the regional project manager. Regional teams may also choose to share a regional health planner and facilitator or counties may use their own.

**Figure 1. Project Management Team
Participants: Single LPHA**



**Figure 2. Project Management Team
Participants: Regional Model**



Step 7: Identify and review existing local needs assessments

Local needs assessments conducted by other governmental agencies, coalitions or community organizations may have relevant data and information that could be used throughout your process. Reviewing these documents ahead of time will provide an overview of the type of information already in existence, identify gaps, prevent duplication of effort, and help to frame the scope of your process.

Step 8: Determine resource needs and develop a budget

The resources needed to complete assessment and planning activities will depend on: 1) the size of the community, 2) the amount of “in-kind” resources (e.g., donated time, money, supplies, space), and 3) how extensive the assessment and planning processes need to be, based on what is already available.

Personnel: Identify key positions and personnel needs in relationship to current staff resources and the scope of your process. A single staff member may be used to fill more than one position and a consultant may also carry out the functions of a position such as facilitation, data analysis, and strategic planning. Develop position descriptions to clarify roles as needed.

Suggested public health improvement planning positions, in addition to the project manager, include:

- Health Planner: This position gathers, interprets and reports data and information for the purposes of evidenced-based decision making, during the assessment and planning phases. Appendix 1.4 provides a sample position description of the health planner. If an LPHA does not have access to a health planner, CDPHE’s Office of Planning and Partnerships and Health Statistics Section will provide technical assistance in this area.
- Facilitator: This individual develops community meeting processes based on a prepared agenda, and facilitates meetings to assure that agenda items are met, decisions are made, and key information is recorded. In addition to community meetings, this person can also facilitate the project management team, if desired. Appendix 1.5 provides a sample position description of the facilitator. Look for resources within your own community, educational institutions, and the Office of Planning and Partnerships.

- Administrative Support: Administrative support will be necessary to coordinate logistics since the process will involve many meetings with diverse stakeholders, and require multiple methods of communication.

Operations: Identify operational resource needs, such as:

- Meeting space
- Equipment (e.g., lap top, projector, conferencing capabilities)
- Supplies for meetings (e.g., flipcharts, markers, notebooks)
- Travel funding (e.g., mileage reimbursement to promote participation)
- Funding for printing the community health assessment, the public health improvement plan or for creating a home for your improvement plan content on the Web (all are optional)

Next, identify which resources the LPHA or other community partners may provide in-kind. If funding is needed, determine if there are community partners who might also benefit from a public health improvement process and may be willing to contribute resources. Non-profit hospitals good examples, because they are required to regularly complete a community health assessment. Other community partners may be willing to donate or lend staff time, supplies, equipment and meeting space. Check with the Office of Planning and Partnerships to explore potential funding opportunities.

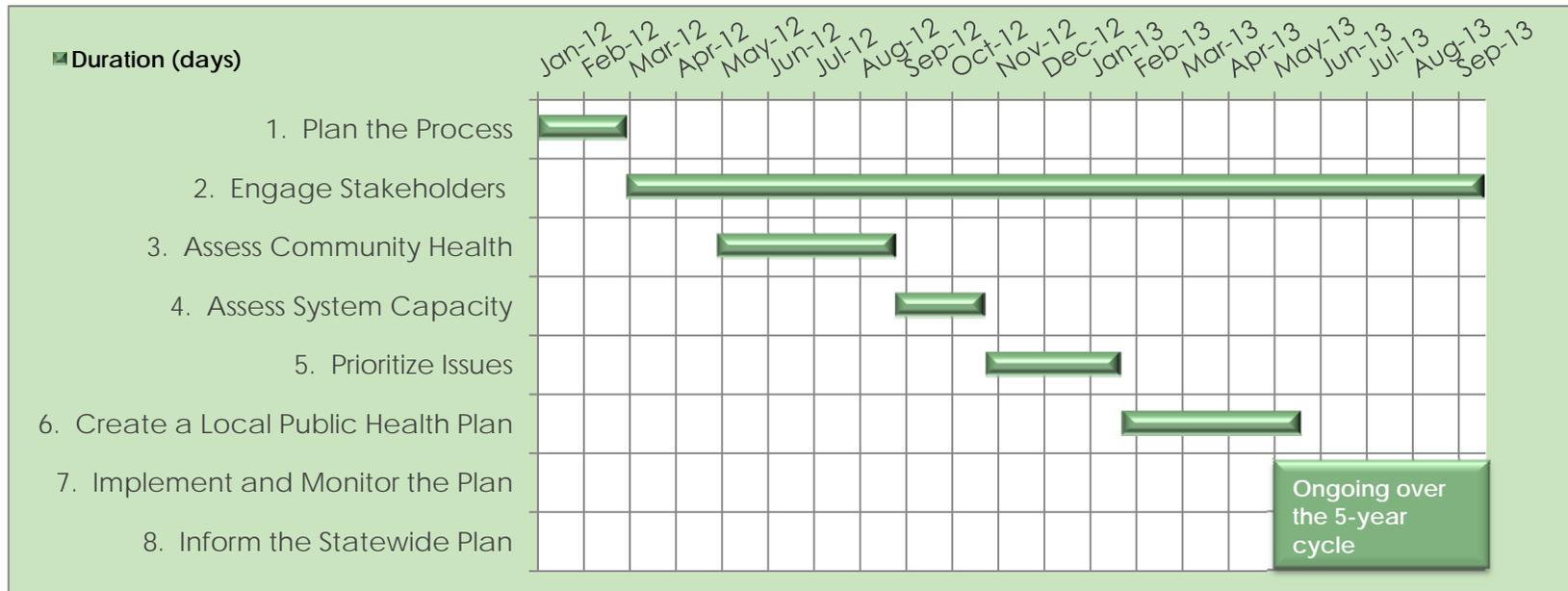
Finally, develop a budget to understand capacity and limits to the scope of your process. Also note resources that you currently have, in-kind donations, and resources needed. A sample budget tool is provided as Appendix 1.6. This is also available on the CHAPS Website under *Tools and Templates* as an interactive Excel document.

Conclusion

Congratulations! You have reached the end of Phase I. Tools and templates that may be useful are attached to this document and located on the CHAPS website at: www.chd.dphe.state.co.us/CHAPS/phases.aspx?phaseID=toolsTemplates

Appendix 1.1 Sample Timeline

CHAPS Phase	Start Date	Duration (days)	End Date	Duration (Months)
1. Plan the Process	1/1/12	60	2/29/12	2 Months
2. Engage Stakeholders	3/1/12	Ongoing over the 5 year cycle		
3. Conduct a Community Health Assessment	5/1/12	120	8/28/12	4 Months
4. Conduct a Capacity Assessment	8/29/12	60	10/27/12	2 Months
5. Prioritize Issues with Stakeholders	10/29/12	90	1/27/13	3 Months
6. Create a Public Health Improvement Plan	1/28/13	120	5/29/13	4 Months
7. Implement and Monitor the Plan	5/29/13	Ongoing over the 5 year cycle		
8. Inform the Statewide Plan	5/29/13	Ongoing over the 5 year cycle		



Appendix 1.2 Sample Work Plan					
			Work Plan Period	Start Date:	End Date:
PHASE I: Plan the Process					
STEPS	ACTIVITIES	PERSON(S) RESPONSIBLE	DUE DATE	STATUS <input checked="" type="checkbox"/> (Not Started, In Progress, Complete)	
1. Coordinate with the Office of Planning and Partnerships.					
2. Familiarize yourself with background materials.					
3. Communicate with county/regional leadership and staff.					
4. Formalize relationships if co-leading the process.					
5. Develop a timeline and work plan.					
6. Create a project management team and designate a project manager.					
7. Identify and review existing local needs assessments.					
8. Determine resource needs and develop a budget.					

Appendix 1.3 CHAPS Project Manager Position Description

Purpose: To be responsible for the overall coordination and implementation of local CHAPS activities, to include conducting a community health assessment, capacity assessment, prioritization process, and developing a local public health plan.

Summary: Under the direction of the local public health director(s) and/or planning director, manages the local and/or regional CHAPS project management team, oversees the health planner and facilitator positions, and coordinates the efforts of staff, committees, stakeholders and consultants, in planning, executing, and finalizing CHAPS activities to meet deadlines and deliverables.

Duties:

- Works with public health leadership to define project scope, goals, expectations and deliverables.
- Assures that communications about project expectations are made to staff, committees, stakeholders, and consultants in a timely and clear manner.
- Estimates and manages the resources (budget, staff time, operations) needed to achieve project goals.
- Manages the project management team, health planner and facilitator. Plays the role of facilitator when this role isn't filled.
- Leads the development of a CHAPS work plan, tracks project timelines, milestones and deliverables.
- Leads the process of identifying and contacting key stakeholders to participate in the local CHAPS process.
- Organizes meetings with stakeholders, community organizations, funders, governmental agencies, and others in building collaborative partnerships.
- Develops and makes public presentations to leadership, staff, and stakeholders about the process and findings as directed by the public health director(s).
- Communicates with funding organizations; reports on the status of project activities.
- Assures the preparation and submission of deliverables to the Office of Planning and Partnerships.

Appendix 1.4 CHAPS Health Planner Position Description

Purpose: To lead the gathering, interpretation and reporting of qualitative and quantitative data and information, for the purposes of evidenced-based decision making, during the assessment and planning processes.

Summary: Under the supervision of the Project Manager, determines assessment methodologies then gathers, interprets and reports on data and community information, while researching evidence-based strategies to inform the prioritization and planning process with stakeholders. Leads the development of the final product for the local health plan.

Duties:

- Gathers input to identify existing and additionally needed data and information for the community health and capacity assessment processes.
- Determines methodologies and tools to be used for qualitative and quantitative data gathering to inform the community health assessment and capacity assessment.
- Collects, interprets and reports on comprehensive health and demographic data and information, including community health status and the leading causes of morbidity and mortality; public health system capacity needs; health risks of targeted populations and disparities; and emerging public health issues.
- Reseraches, identifies and recommends potential strategies to address identified focus areas during the prioritization process.
- Develops and makes presentations on technical data and statistics to professional and lay audiences.
- Uses data and information from all prior processes to inform the development a local public health plan.
- Plans, implements and maintains data collection and analysis systems in support of the CHAPS process, for ongoing monitoring of health data.

Appendix 1.5 Facilitator Position Description

Purpose: Provides meeting facilitation during the local CHAPS process for the purposes of project coordination, gathering stakeholder input, prioritizing focus areas, and planning.

Summary: Under the supervision of the project manager, assures that CHAPS meetings operate in an efficient and effective manner, by facilitating the agenda to meet meeting objectives and get to decision points, within the allotted time period.

Duties:

- Facilitates project management team (if desired by project manager), steering committee and/or other stakeholder meetings as delegated by project manager
- Works with appropriate leadership and staff to develop agendas, identify meeting objectives, and determine necessary materials and equipment.
- Recommends the structure of the agenda and utilizes facilitation tools to manage the meeting such as ground rules, parking lot, etc.
- Assures that meetings begin and end of time, key decisions are made, and unresolved issues have a mechanism to be addressed at a later date.
- Assures the documentation of meeting minutes and key decision points.

Appendix 1.6: Sample Budget Form

(This is available on the CHAPS Website in an Excel format with formulas built in.)

Organization Name:			
Budget Period:			
REVENUE			Dollar Amount
Local Public Health Agency/Agencies:			
CDPHE Contracts:			
Other Sources:			
TOTAL REVENUE			\$
EXPENSES			Dollar Amount
Direct Costs			
Personnel (list below)	Annual Salary	% FTE	
Total Personnel			\$
Benefits and Taxes	% of Salary:		
Total Personnel + Benefits			\$
Operating Costs			
Meeting Expenses			
Equipment			
Travel			
Communications			
Consulting/Contractual			
Printing			
Other			
Total Operating			\$
TOTAL DIRECT COSTS			\$
NET BUDGET (Revenue minus expenses should equal zero)			\$