

Concept Mapping for Strategic Planning

State of Delaware
Council on Health Promotion and Disease Prevention
(CHPDP)

January 11, 2011

Mary Kane
President and CEO
Concept Systems, Inc.



The Council's Charge

“A Council on Health Promotion and Disease Prevention is hereby established and its members are charged to advise the Governor and Executive Branch state agencies on the development and coordination of strategies, policies, programs, and other actions statewide to promote healthy lifestyles and prevent chronic and lifestyle-related disease.”



The Current Project

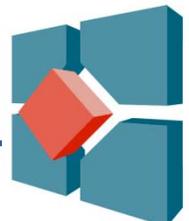
Recommendations to advise the Governor and executive branch state agencies on health promotion and disease prevention require:

- An *inclusive approach* that will encourage and reflect a broad range of perspectives.
- A method for *engaging many stakeholders* in identifying issues, actions, policies and programs that a strategic plan should include.
- A process for *building upon* existing work in health promotion and disease prevention.
- A framework for *organizing input* from a variety of stakeholders.
- A facilitated process for *building consensus*.
- A solid foundation for operational and tactical *planning and progress assessment*.



Concept Mapping as a Method

- A tool for creating a shared conceptual framework
- Structured group process for building consensus
- Mixed methods approach - transforms qualitative input into quantitative outputs
- Preserves detail while organizing details into broad themes
- Presents complex data in simple visual representations
- Yields a practical, multi-use framework



Concept Mapping Overview



Planning: The Planning Committee and Council members develop a *focus prompt* and *identify participants*



Idea Generation: Communities of interest and expertise are identified, and respond with *brainstormed* ideas. These ideas are not limited by what seems feasible based on funding, resources, etc., but are based on what needs to happen in order to accomplish real change.



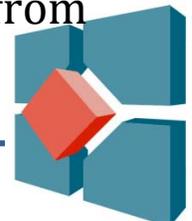
Organizing: Communities of interest and expertise *sort and rate* the results of the idea development, authoring the structure and value domain of the issue



Analysis and Interpretation: The conceptual framework, including visual results of *maps, pattern matches and "go zones,"* enables interpretation by communities of interest. Pattern matches and go zones help build consensus



Using the Results: *Strategies and tactics for action* follow directly from the *interpretation* of the results



Concept Mapping: An Example

Concept mapping has been used as a practical and functional methodological tool for the State of Delaware for almost ten years.

As an example...

Delaware Advisory Council on Cancer Incidence and Mortality (2001)



Planning

1. Developed a focus prompt

“A specific issue that needs to be addressed in comprehensive cancer control planning in our state is...”

2. Identified participants

Citizens of Delaware that are cancer survivors, related to those affected by cancer, policy makers, and otherwise concerned about cancer

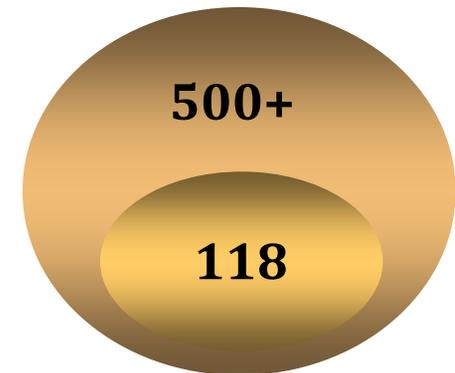


Idea Generation: Brainstorming

- Several hundred citizens provided over 500 hundred ideas.
- CSI worked with the Governor's council to eliminate redundancies and ensure an adequate representation of ideas in a final set of 118 unique ideas.

Ideas included...

- Increase access to palliative care and pain management.
- Coordinate a statewide support/respite system for cancer survivors, patients, caregivers and family members of all ages.
- Collaboration among professionals and services providers to provide timely and effective care.
- Review and assess smoking cessation programs for availability and impact.

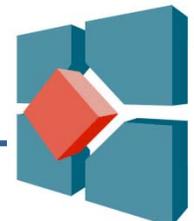


Structure the Ideas

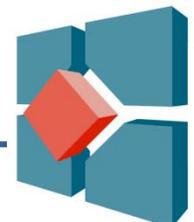
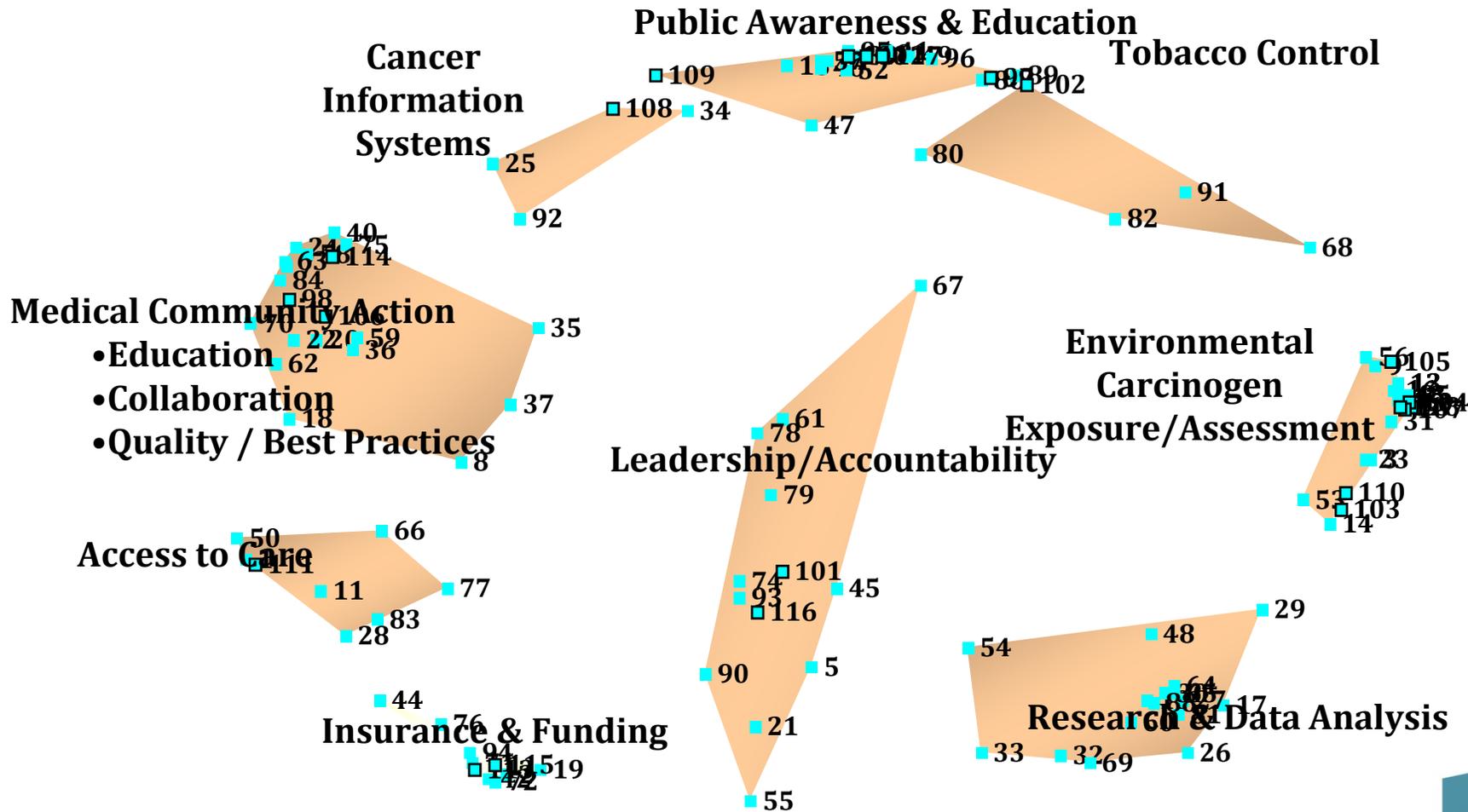
1. Participants **sorted** the 118 ideas into conceptually similar piles or themes.



2. Participants **rated** each idea in terms of feasibility and importance

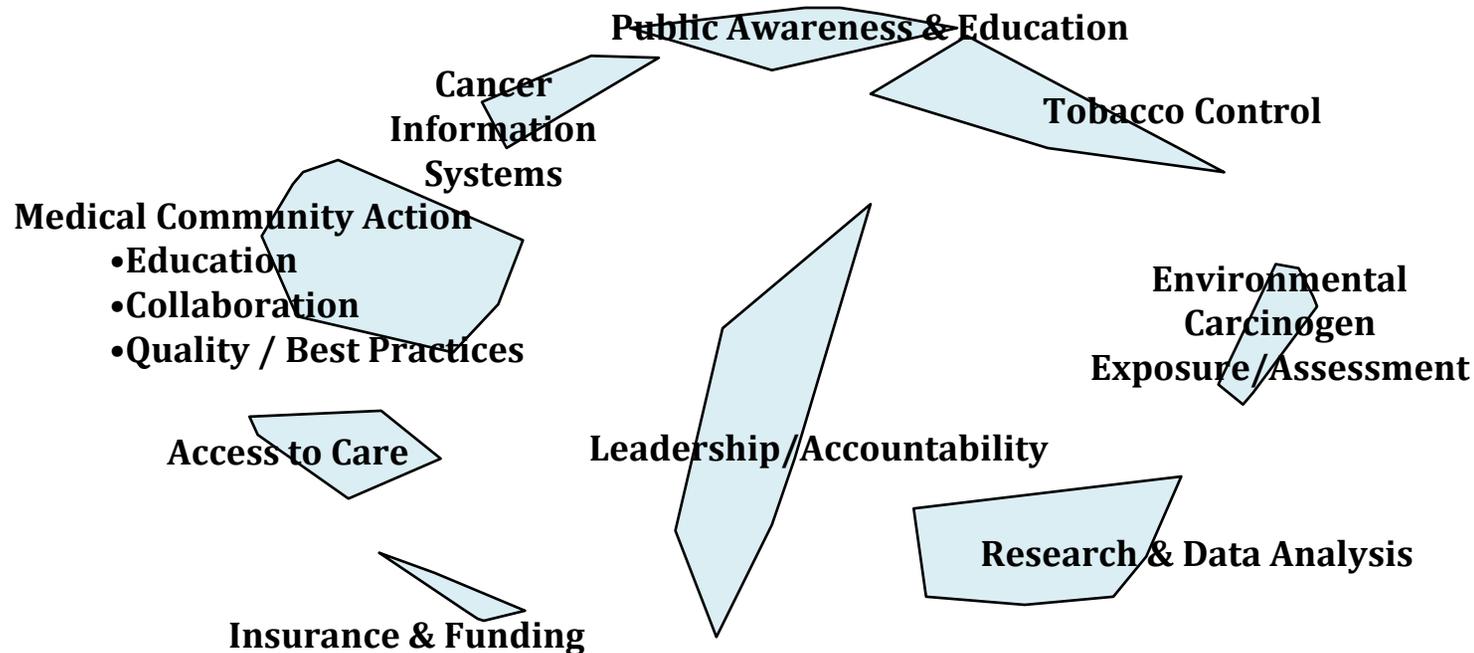


The Emerging Conceptual Framework

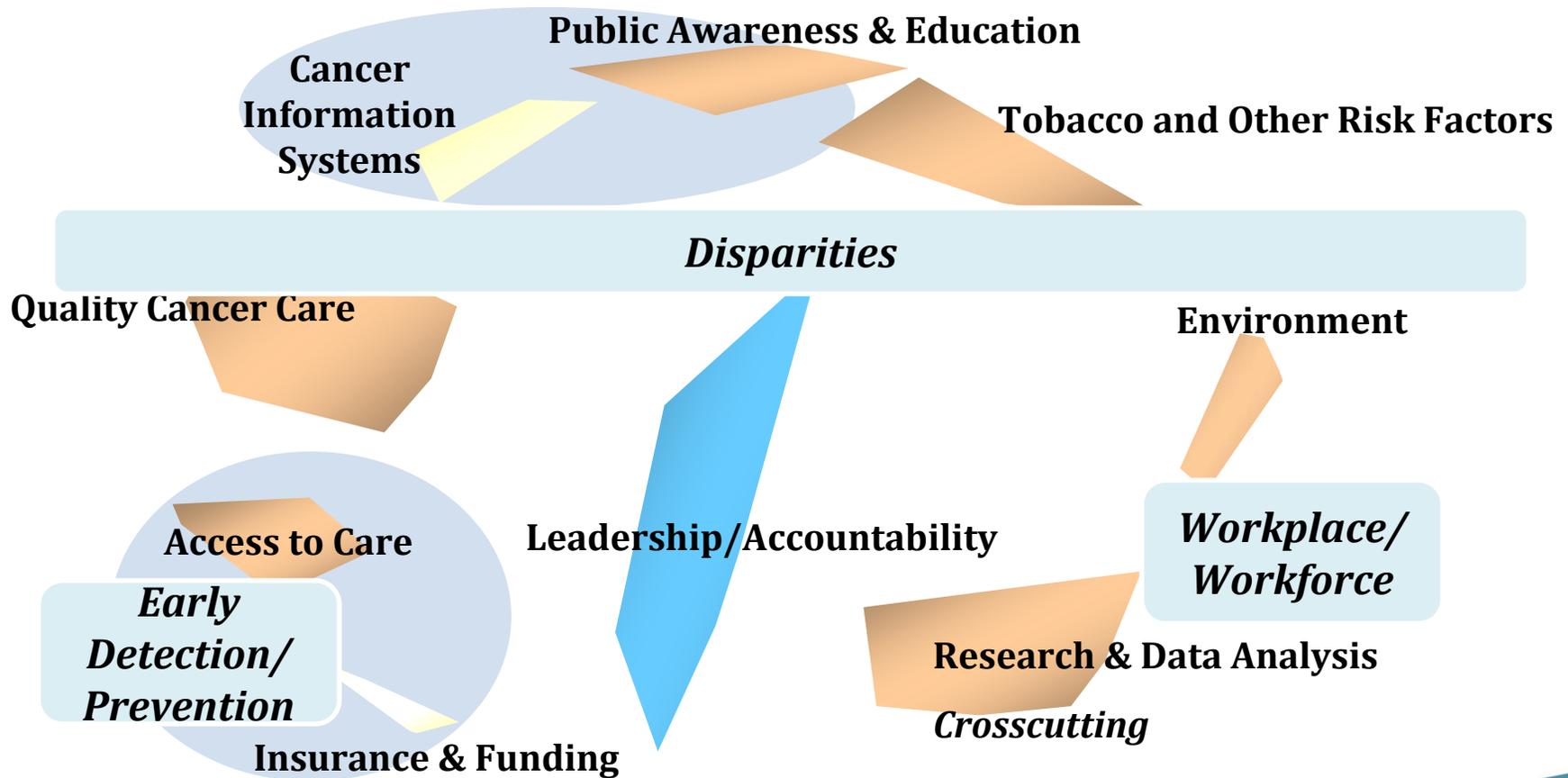


Implementation

The cluster titles within this conceptual framework became the basis for six subcommittee assignments.

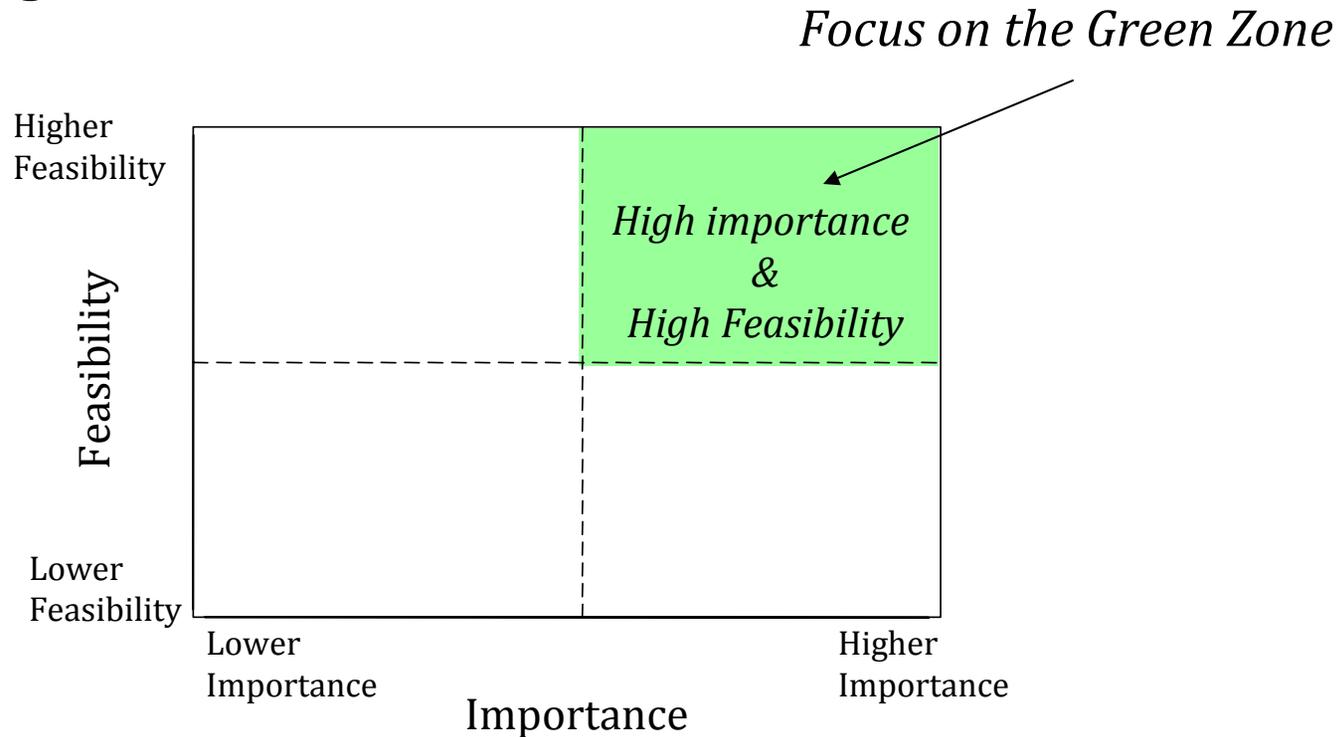


Topics: Basis for subcommittee assignments



Implementation

The Council directed the subcommittees to focus on the priorities indicated by the importance and feasibility ratings of each cluster.



Prioritization: Basis for subcommittees charges

Assess whether minority populations and those with limited education get access to the system too late, and seek ways to intervene. (1)

Combine state efforts with volunteer organizations to provide transportation for patients to treatment. (11)

Increase access to palliative care and pain management. (28)

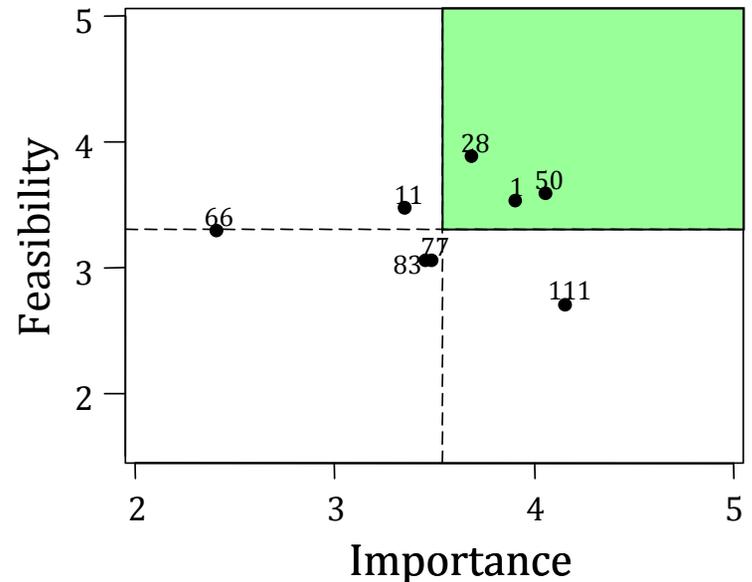
Identify and address barriers to health care access (screening, diagnosis and treatment), such as cultural differences, language, transportation and socioeconomic status. (50)

Facilitate ways for patients and families to give back to those who have shared with them. (66)

Coordinate a statewide support/respice system for cancer survivors, patients, caregivers and family members of all ages. (77)

Minimize paperwork, calls, etc. required of patient or caregiver to coordinate treatment. (83)

Access and affordability to the best technology and care providers for screening, diagnosis and treatment. (111)



Access to Care



Prioritization: Basis for subcommittees charges

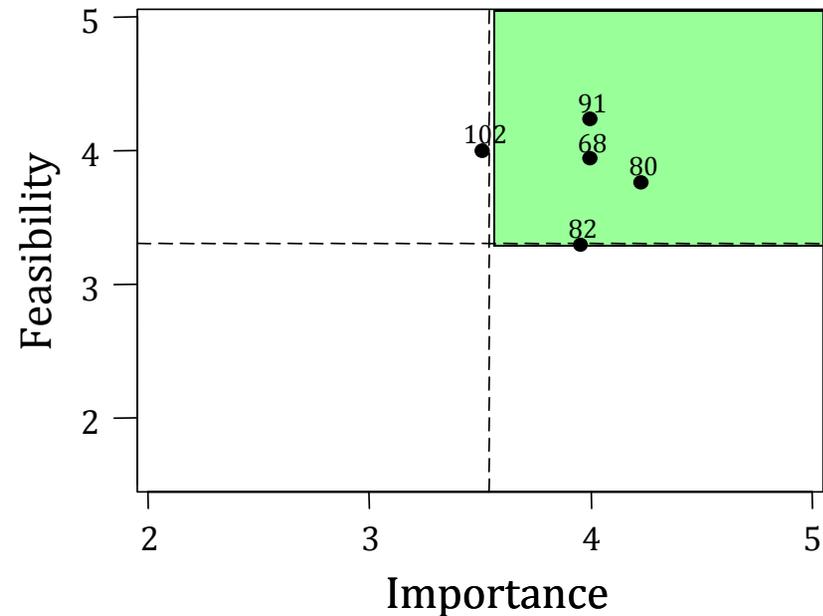
Reduce exposure to second hand smoke. (68)

Plan the effective use of tobacco settlement money for cancer education, particular on tobacco-caused cancers. (80)

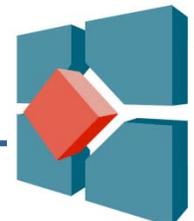
Increase the tobacco excise tax and put the money in a fund earmarked for health. (82)

Strengthen state law/policy to prohibit smoking in educational buildings. (91)

Review and assess smoking cessation programs for availability and impact. (102)



Tobacco and Other Risk Factors



Implementation

Concrete recommendations were derived based on the clusters of the conceptual framework.

For example:

Quality Cancer Care

1. Conducted statewide community education programs on end-of-life choices, including long-term, palliative and hospice care.
2. Established a \$1 million annual allocation to train and place statewide cancer care coordinators to link patients with medical and support services.

Tobacco and Other Risk Factors

1. Funded comprehensive statewide tobacco prevention programs above the recommended minimum.
2. Strengthened and enforced the Clean Indoor Air Act.
3. Expanded tobacco awareness and cessation campaigns .



Utilization of the Map



- Process
- Progress
- Decisions and funding allocation
- Accomplishments

<http://www.delawarecancerconsortium.org>



Why Concept Mapping?

- Gathers ideas without requiring in-person meetings
- Values both expert and non-expert ideas equally
- Presents a unified framework
- Facilitates planning, evaluation and implementation



Questions?



Process for the Council: What We Ask of You

As Council members...

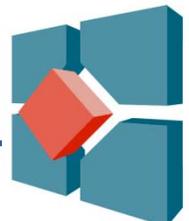
- Guide the concept mapping process
- Take a thoughtful and strategic approach to generating ideas and priorities that reflect:
 - what *needs to* or *should* happen to accomplish real change, and
 - *not* what ideas seem most feasible in terms of funding, resources, etc.
- Take a thoughtful approach to participant selection
- Ensure that anticipated outcomes are articulated
- Assist in informing the focus prompt



Process for the Council: What We Ask of You

As participants...

- Brainstorm
- Sort
- Rate
- Interpret
- Use



Process for the Council: What We Ask of You



Planning: Staff and **Council members develop a focus prompt and identify participants**



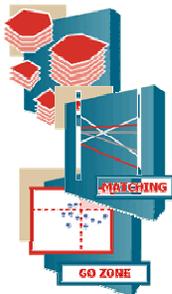
Idea Generation: Communities of interest and expertise are identified, and **respond with brainstormed ideas**

- Respond to the focus prompt in a useful manner via face-to-face meeting mid-February, fax back, and/or CS Global website



Organizing: Communities of interest and expertise **sort and rate the results of the idea development**, authoring the structure and value domain of the issue

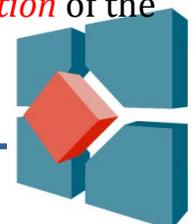
- Sort the statements based on meaning
- Rate the statements on importance and feasibility
- Complete sorting and rating via CS Global website or fax back



Analysis and Interpretation: The conceptual framework, including visual results of *maps, pattern matches and "go zones,"* enables **interpretation** by communities of interest. Pattern matches and go zones help build consensus



Using the Results: *Strategies and tactics for action follow directly from the interpretation* of the results



Gathering Participant Input

Two primary methods for brainstorming:

- 1) Participation in an in-person meeting to generate ideas through a larger group discussion and/or individual written submissions
- 2) Online submissions via CS Global project website



LUNCH



Starting the Process: Work Session

1. Developing the guiding question
2. Identifying key stakeholders
3. Developing the list of participants



Reflecting on our Earlier Conversations: Historical and Current State

How would you articulate the issues that the Council has convened to address?

What would you say are the Council's priorities? What does the Council want to achieve?

Take a few minutes to note your ideas on Worksheet #1.



Developing the Guiding Question: Examples

“A specific issue that needs to be addressed in comprehensive cancer control planning in our state is...”

(Delaware Advisory Council on Cancer Incidence and Mortality, 2001)

“A specific thing that needs to be addressed to reduce infant mortality in Delaware is...”

(Delaware Infant Mortality, 2004)

“To improve the health of Missourians, a specific step that the Missouri Foundation for Health should take is...”

{Missouri Foundation for Health, 2008}



Constructing a Focus Prompt

Frequently used structures for focus prompts include:

- *“In order to _____ , we need to (we should) _____...”*
- *“A specific _____ that _____ should do in order to _____ is...”*
- *“A specific _____ that is relevant to _____ is...”*
- *“One specific _____ that would make _____ more likely is...”*



Developing the Guiding Question: Critical Considerations

1. All participants should be able to answer the question or prompt.
2. The question should elicit content that directly relates to the issues and priorities that the Council has convened to address.



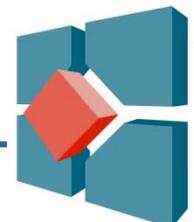
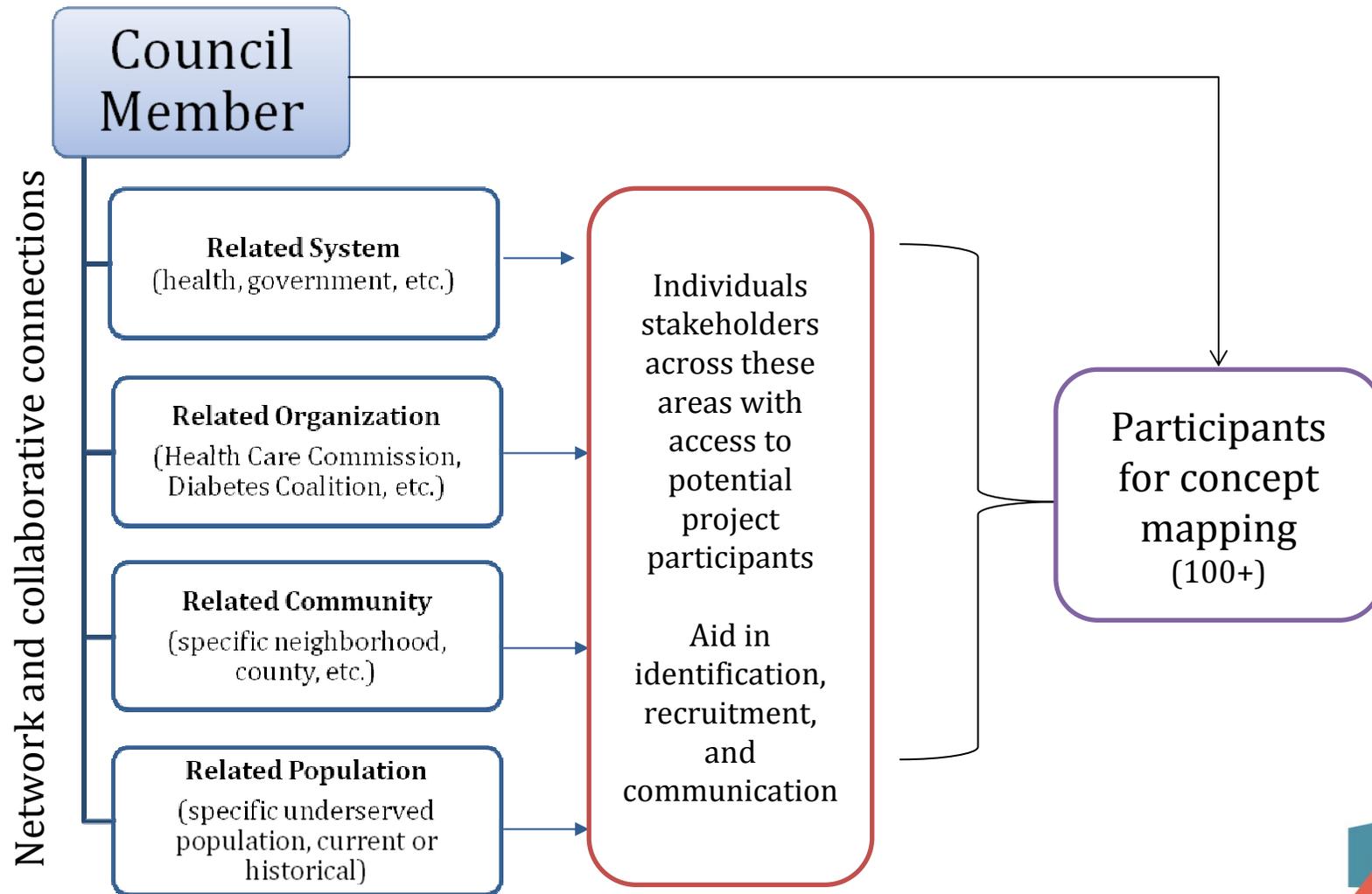
Developing the Guiding Question: Looking Forward

Use Worksheet #2 to discuss and draft at least one focus prompt with the people sitting next to you.

Next, we will share our ideas with the group and discuss possible responses that different focus prompts might elicit.



Building Participation



Identifying Key Stakeholders

This initiative will include input from a broad range of people. Who do you think are the key stakeholders in this health promotion and disease prevention initiative?

- systems
- organizations
- communities
- populations of relevance or interest to the issue

Take a few minutes to note your ideas on Worksheet #3.

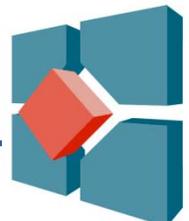
Keep in mind :

- not intended to be a random sample of Delaware citizens
- should reflect specific groups of interest or relevance
- multiple perspectives to best inform the Council's recommendations



Next Steps

- Staff will summarize Council members' comments from today's meeting and will distribute meeting minutes.
- You will receive a draft focus prompt for your consideration and feedback.
- You will receive a starter participant list that will include your suggestions from today's meeting. We will ask your assistance in finalizing this list.



Framework Development Timeline

<u>Tasks</u>	<u>Dates</u>
Council Meeting and Presentation <ul style="list-style-type: none">•Identify goals and anticipated outcomes	January 11, 2011
Guidance for framework development <ul style="list-style-type: none">•Advise on populations and individuals for participation in concept mapping•Advise on means for contacting and inviting concept mapping participants	January-February 2011
Feedback to inform the framework <ul style="list-style-type: none">•Participate in brainstorming	Mid February 2011-March 2011
Structuring and valuing the framework <ul style="list-style-type: none">•Participate in online sorting and rating	April-May 2011
Analysis (CSI)	June 2011
Preliminary Results	June 2011
Edit results	End of June 2011



Thank you.

