**COURSE INTRODUCTION**

**PHC 6146**

Health Services Planning

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**Disclaimer!**

There is very little in these course materials that is original. I have tried as much as possible to give credit for ideas and materials that have been borrowed and integrated into this course.

I even apologize in cases where materials have been borrowed and used in ways not meant by the authors.

If you notice materials you feel were not referenced adequately, please notify me at wward@health.usf.edu and I will make every effort to correct this.

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**Course modules typically consist of:**

- A set of PowerPoint presentations for each course module can be found on the course website.
- A set of readings for most weeks.
- A workbook consisting of 4 exercises for the development of a business plan, the significant student activity for the course.
- The following is the class schedule for Semester.

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**WELCOME**

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**Course Schedule**

<table>
<thead>
<tr>
<th>UNIT</th>
<th>WEEK BEGINNING</th>
<th>Power Point Session</th>
<th>Start Exercise</th>
<th>Complete Exercise</th>
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<td>08/25/13</td>
<td>Introduction</td>
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<tr>
<td>2 A</td>
<td>09/01/13</td>
<td>Developing Business Plan</td>
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<td>3 A</td>
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<td>Organization Vision, Mission, and Goals</td>
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<td>6 C</td>
<td>09/29/13</td>
<td>Quality of Life – Social and Health Issues</td>
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<td>7 C</td>
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<td>Framework and Designs for Evaluation</td>
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<td>10/13/13</td>
<td>Information-Based Program Objectives</td>
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<td>9 C</td>
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<td>Community-Based Health Needs</td>
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<td>Health Facilities Planning Measures</td>
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<td>11 C</td>
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<td>Health and Social Service Provision</td>
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</tr>
<tr>
<td>12 C</td>
<td>11/10/13</td>
<td>Health Facility Planning Measures</td>
<td>12</td>
<td></td>
</tr>
</tbody>
</table>

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**Course Focus**

This course focuses on the world as a whole although many of the examples used are from developing countries.

Course participants spend the semester in developing a business plan for a real or potential future [harder to do] organization in a specific setting.

This session briefly introduces topics (view the Session Outline in the next slide) that will be dealt with in detail over the course.

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**A few guidelines:**

- send all course correspondence to the Canvas course site
- send all private correspondence to phc6146@gmail.com *
- send a copy to wward@health.usf.edu [these are filed as a group to be saved in case of a system failure].
- be sure to read all articles as we go along.
- if there is a crisis, call 813-205-6269
- send faxes to 813-254-0173 after letting instructor know

* The emails come only to the instructor.
SESSION OUTLINE

COURSE LEARNING OBJECTIVES

COURSE PLANNING & EVALUATION MODEL

STRATEGIC PLANNING AND BUSINESS PLANNING

EVALUATION PARADIGMS

RESULTS BASED MANAGEMENT

STRATEGIC PLANNING

DEVELOPING A BUSINESS PLAN

- Description of the Business
- The Marketing Plan
- The Financial Plan
- Other Useful Information

REPORT WRITING

Eviton et al - Evaluability Assessment to Improve Public Health Policies, Programs, and Practices

INTRO 8/26 Introduction

Each of the pages in this section is introduced by the name of the PowerPoint Session you can download from Canvas.

Readings: [available on Canvas]

Training Workshop – Introduction to Results-based Management: http://tinyurl.com/39xxkwg

Case Study #2: Yunnan Mother and Child Health Project China Country Program, Asia Branch – this is only available on Canvas.

Begin Exercise I [the Exercise template can be downloaded from Canvas. Your job is to select an organization and fill in the template]. Begin working on the Exercise even if you are not sure of your topic.

| TABLE 2 Characteristics of Subjects in Distinctive Trajectory Groups (2002-2006) |
|-----------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Group                                         | 0-46%             | 47-70%            | 71-90%            | 91-100%           |
| Male defecations (%)                          | 1.03              | 1.29              | 1.17              | 1.19              |
| Female defecations (%)                        | 1.01              | 1.30              | 1.16              | 1.18              |
| Child defecations (%)                         | 1.03              | 1.28              | 1.16              | 1.19              |
| Total defecations (%)                         | 1.02              | 1.27              | 1.15              | 1.18              |

BACKGROUND: 1. Life is known to have morbidity levels in a child's life and the implications of these morbidity trajectories for healthcare utilization.

Objectives: To identify and compare characteristics of individuals in different morbidity trajectories and to evaluate how morbidity trajectories impact the performance of quality-adjusted life years.

Research Design: Data were collected from the National Health Insurance (NHI) database in Taiwan. The NHI is a combination of claims data and demographic information. The data were divided into two groups: children aged 0-4 years and children aged 5-14 years.

Morbidity Trajectories: The trajectories were defined using a modified version of the Ciba-Goodrich model. The model was divided into five categories: 0-1, 2-3, 4-5, 6-7, and 8-9.

Conclusions: The study found that children with different morbidity trajectories had different healthcare utilization patterns. Children in the 0-1 category had the highest healthcare utilization, followed by the 2-3 category, and the 4-5 category had the lowest healthcare utilization.

CONCLUSIONS

A simple morbidity trajectory classification based on children’s morbidity levels should be used to explain the findings. The study also found that children with different morbidity trajectories had different healthcare utilization patterns. It is important to consider the implications of these morbidity trajectories for healthcare policymakers.

However, given that research involving morbidity trajectories is still rare, there is much room left to further investigate potential applications and implications of morbidity trajectories, especially for healthcare systems with readily available longitudinal data, such as Taiwan.
1. COURSE LEARNING OBJECTIVES

Learning Objectives

1. Acquire an in-depth knowledge of the concepts, rationale and development of health services planning and evaluation. [units A, B, C]

2. Gain skills and knowledge on methodologies of the health services planning and evaluation process and their major tools. [units B, C, D]

3. Become fully oriented re information needs for community, institutional, and individual health assessment and on using quantitative and qualitative methods to enhance information. [units C, D]

Learning Objectives [cont.]

4. Achieve the ability to present the concepts and skills in an integrated fashion in a project report. [Exercises 1, 2, 3, 4]

5. Integrate the assessment and evaluation of equity and ethical delivery of services into an actual program through a series of real-world activities [Exercises 1, 2, 3, 4]

6. Demonstrate planning and evaluation approaches for diverse populations within a given geographic area [units C, D, E]

Strategic & Business Planning

Strategic Planning
Strategic Planning (sometimes called Strategic Thinking) is the higher-level component of putting together a 3-5 year plan called the Business Plan. It includes visioning, values, external competition assessment, internal appraisal, etc. [see two slides after next]

Business Planning
Business Planning is the mid/lower level components of a Strategic Plan. It includes a 12-18 month mission statement, critical goal categories, marketing plans, financial plans, etc. in attaining the long-term vision developed through Strategic Planning and the focus of this course.


*This is a very good book in dealing with Strategic Planning but its focus is not primarily on health-related issues.

http://www.amazon.com/Strategic-Planning-Practical-Competitive-Success/dp/1780525206

3. STRATEGIC PLANNING AND BUSINESS PLANNING
This diagram shows how the Strategic Plan and Business Plan are linked to one another.


This class can be seen as a follow-up to PHC 6148 – Strategic Planning and Marketing for Health Care. Business Planning is the logical continuum of the process of assessing need for a given product or service.

The purpose of Business Planning is to determine the best ways to increase the efficiency and effectiveness of a business.

The next slide assumes that a business has completed/updated its business plan and that a new round of Strategic Planning is the next step.

Existing businesses need to do Strategic Planning if they have not already done so.

http://www.novamind.com/planning/strategic-planning.php

This diagram visually indicates the need for Strategic Planning.

Some people think that just because they have created a Business Plan, that they have done everything required to be ready to go out there and take over the world! Not so! There are a number of things that Strategic Plans achieve which are distinctly different from business and Project Plans.

A strategic plan:
- Serves as a framework for decision making,
- Is the basis for accountability to owners, investors and shareholders,
- Forms a basis for business and project planning,
- Explains the business to others (both external and internal to the business) in such a way as to involve them in the company direction, motivate them to support it, and let them know what the strategic direction is,
- Helps with benchmarking and performance monitoring,
- Is a stimulus for change in the business, and develops the building block for future plans.

Strategic Planning and Business Planning must be seen as parts of a continuum. Here Step 6 is the Business Plan with Step 7 being the Evaluation Component. When the key performance indicators and metrics are bad, it is time to update the STRATEGIC Plan to make sure that there is a need and that the business is addressing that need.

In the lower right hand corner, the foundation for operational planning leads into the business plan.

http://www.novamind.com/planning/strategic-planning.php


http://mams.rmit.edu.au/ltfa3ctjqkfg.jpg

Link lost
It is important to have a paradigm which looks at the interrelationships among the components for planning and evaluation. This section looks at a few of these paradigms as examples.

The next figure should be viewed from the outside in. Rather than buying a hammer and spending the rest of the time looking for nails, it is better to see what is needed and then figure out how to build it.

Terminology is important in planning and evaluation.
The next two slides look at terms used by a variety of international organizations.

These are the sources for the table in the previous slide.

**RESULTS-BASED MANAGEMENT**

The concept of **Measurable Results-based Management** is based on identifying programmatic results and feeding that information back into the planning approach.

The **RESULTS-BASED** approach is where the social and epidemiologic realities in the field determine vision and mission which then define goals, objectives, and data needs.

Service interventions are designed at this point and a **Business Plan** is developed to find resources for implementation. Some refer to this as **Strategic Management**.

The next slide is a depiction of **Strategic Profile Development**, the first step in Strategic Planning. This also is referred to as **internal & external environmental scanning**.

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**In this slide, the Strategic Profile can refer to a range of detailed needs assessments done to determine where to go based on changing realities, how to commence, who the competition is/are, and to what extent what was being done was working.**

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**This table helps you measure your business against competitors.**

<table>
<thead>
<tr>
<th>Strategic Focus</th>
<th>Uncompetitive</th>
<th>Competitive</th>
<th>Distinctive</th>
<th>Breakthrough</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Leader</td>
<td>Behind the pack</td>
<td>Competitive in the pack</td>
<td>Ahead of the pack</td>
<td>In your own lane</td>
</tr>
<tr>
<td>Cost Leader</td>
<td>&quot;You can't believe the value&quot;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competition Leader</td>
<td>&quot;We'll be harder than&quot;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Leader</td>
<td>&quot;They offer each group advice and support&quot;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solutions Leader</td>
<td>&quot;We customize the solution for each other&quot;</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**Performance Indicators**

The next slide includes a list of child-related performance indicators.

The slide uses the approach of **Benchmarking** to estimate potential improvement based on getting the lower level performers to perform at the level of some of the higher performers.

The following slide uses 4 indicator categories to monitor improvements.
Here is a framework you can use to begin thinking about developing a business plan.

Determine benchmarks for your programme

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Data Source</th>
<th>Data Collection Method</th>
<th>Benchmark Data</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Why don’t you complete this for this week’s discussion forum*

6. STRATEGIC PLANNING

USAID Log Frame

The log frame diagram on the right suggests that the purpose of the project is linked to the program goals.

The outputs [increased immunizations] are caused by additional activities (worker training, new vehicles, vaccine supplies, etc.). Assumptions are that there will be peace & reasonable weather plus community support (for example)

The main headings are:
- **The Project Structure:** in terms of activities, outputs, purpose and goal targets for each element of the project structure (known as Objectively Verifiable Indicators) expressed in terms of quantity, quality, time, target group and place.
- **Sources Of Information:** (known as the Means of Verification) for verifying progress towards achieving the targets.
- **The External Environment:** identifying factors beyond the control of the project that may affect the project’s implementation and sustainability.

A blank form can be found in the next slide to begin filling in. Note that these forms should always be revisited and updated as you gain new information.

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* Figure ES-5. National Cumulative Impact if All States Achieved Top-State Rates

<table>
<thead>
<tr>
<th>Indicator</th>
<th>National Performance if All States Achieved Top-State Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children unvaccinated</td>
<td>4,899,906 more children would be covered by health insurance policies or plans and therefore would be more likely to receive health care when needed</td>
</tr>
<tr>
<td>Children ages 19-35 months had all recommended doses of five key vaccines</td>
<td>196,342 more children (ages 19-35 months) would be saved due to all recommended doses of five key vaccines</td>
</tr>
<tr>
<td>Children with both medical and dental preventive care visits</td>
<td>11,715,703 more children (ages 0–17) would have both a medical and dental preventive care visit each year</td>
</tr>
<tr>
<td>Children with a medical home</td>
<td>10,858,912 more children (ages 0–17) would have a medical home to help ensure that care is easily accessible</td>
</tr>
<tr>
<td>Children with special health care needs who needed special care with problems getting referrals to specialty care services</td>
<td>412,995 more children with special health care needs (ages 0–17) would have problems getting referrals to specialty care services</td>
</tr>
<tr>
<td>Children at risk for developmental delays</td>
<td>6,813,247 fewer children (ages 1–8) would be at risk for developmental delays</td>
</tr>
</tbody>
</table>

Source: The Commonwealth Fund's calculations based on examination of differences between highest performing state and all other states for each indicator.
This diagram shows Strategic Planning as encompassing results-based management and development of a Business Plan.

Strategic Profiling involves external assessment and internal appraisal.

The business plan uses this information to develop an Action Plan and a Budget.

The next slide shows a series of steps called “the Strategic Planning Process Model”.
Steps 1 – 7 are covered in PHC 6148: Strategic Healthcare Planning and Marketing

This slide shows issues to be addressed in development of the Mission, Vision, and the development of Strategic Priorities in leading up to the creation of a business plan.

Selecting Or Creating An Organization

As the business plan is the major course activity, each course participant/group will be applying these topics to an organization.

Thus, I suggest that you begin to narrow down your choices now [you can share ideas with other class members in the Possible business plan topics discussion forum].

Please contact me at phc6146@yahoo.com for help before beginning work on the business plan.

Do any of you have an idea of what organization you would like to use for your business plan? Since it is easier to plan as a group, see if you can recruit others to work with you.
The value chain is a systematic approach to examining the development of competitive advantage. It was created by M. E. Porter in his book "Competitive Advantage" (1980). The chain consists of a series of activities that create and build value. They culminate in the total value delivered by an organization. The 'margin' depicted in the diagram is the same as added value. The organization is split into 'primary activities' and 'support activities.'

Porter’s Five Forces Model

Supplier Power: Here you assess how easy it is for suppliers to drive up prices. This is driven by the number of suppliers of each key input, the uniqueness of their product or service, their strength and control over you, the cost of switching from one to another, and so on. The fewer the supplier choices you have, and the more you need suppliers’ help, the more powerful your suppliers are.

Buyer Power: Here you ask yourself how easy it is for buyers to drive prices down. Again, this is driven by the number of buyers, the importance of each individual buyer to your business, the cost to them of switching from your products and services to those of someone else, and so on. If you deal with few, powerful buyers, they are often able to dictate terms to you.

Competitive Rivalry: What is important here is the number and capability of your competitors – if you have many competitors, and they offer equally attractive products and services, then you’ll most likely have less power in the situation. If suppliers and buyers don’t get a good deal from you, they’ll go elsewhere. On the other hand, if no-one else can do what you do, then you can often have tremendous strength.

Threat of Substitution: This is affected by the ability of your customers to find a different way of doing what you do – for example, if you supply a unique software product that automates an important process, people may substitute by doing the process manually or by outsourcing it. If substitution is easy and substitution is viable, then this weakens your power.

In Health Care, we need to look at the fact that the consumer has very little say in service purchases. Providers determine, in the main, what the consumer needs.
Porter’s Five Forces Model [cont.]

Five Forces Analysis [slide after next] assumes that there are five important forces that determine competitive power in a situation.

These are:

**Threat of New Entry:** Power is also affected by the ability of people to enter your market. If it costs little in time or money to enter your market and compete effectively, if there are few economies of scale in place, or if you have little protection for your key technologies, then new competitors can quickly enter your market and weaken your position. If you have strong and durable barriers to entry, then you can preserve a favorable position and take fair advantage of it.

[Link](http://www.mindtools.com/pages/article/newTMC_08.htm)

Strategic Profile Development

The next slide provides a model for Strategic Profile Development.

The slide after that introduces the term – **SWOT** analysis.

The slide after provides a matrix of SWOT components.

The slide following that lists results of a SWOT analysis for a brand-focused corporation or sector.

You will be applying a SWOT analysis to your project later in the course.

**SWOT = Strengths, Weaknesses, Opportunities, Threats.**

### Strategic Profile Development

**External Environment (Marketplace)**

- Strategy Formulation (SWOT Analysis)
- Strategy Implementation
- Feedback Loops

**Internal Factors**

- **Strengths**
  - Technological skills
  - Leveraging geographic markets
  - Distribution channels
  - Customer Loyalty / Relationship
  - Production quality
  - State
  - Management

- **Weaknesses**
  - Absence of important skills
  - Weak brands
  - Poor access to distribution
  - Poor customer relations
  - Underdeveloped products / services
  - Sub-state
  - Management

**Opportunities**

- Leveraging geographic markets
- Distribution channels
- Changes in government policies
- Lower personal taxes
- Increase in population age structure
- New distribution channels

**Threats**

- Changing customer tastes
- Liberalization of geographic markets
- Technological advances
- Changes in government policies
- Lower personal taxes
- Increase in population age structure
- New distribution channels

### SWOT Analysis

Let’s begin to fill in a matrix like this [slide after next] with regard to the organization or one of its products or services you wish to develop.

**STRENGTHS**

- What are the strengths of your business?

**WEAKNESSES**

- What do you feel your business weaknesses are?

**OPPORTUNITIES**

- What do you feel are the future areas of opportunity for your business?

**THREATS**

- What are your competitors currently doing?

With an organization in mind, begin to fill in this chart based on examples in the previous and next slides. You can submit it to the Discussion Forum.
**STRATEGIC PLANNING**

There has been a lot of press in the last few years about ‘Going Global’.
As this cartoon suggests, it entails more than flags on a map.

> *I'll have to call you back - major international crisis - all the little flags have fallen off our map.*

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Operational Measures

……..if I, as a store manager, am trying to measure improvements in my customer service (a strategic performance measure), it is not enough to measure how many people come through the door. If they are not buying, I need to determine why.

It will also not indicate to me whether my profits [outcomes] will improve, even if there is an increase in numbers.

However, I might want to count the number of people coming in or numbers of people at particular times to give me an indication that I need to employ more staff [inputs]. Tracking numbers of people may be useful if related to sales and to customer retention.

The previous slide shows that operational measures are used to assess performance.

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**DEVELOPING A BUSINESS PLAN**

The next slide identifies five elements of a business plan. This plan is one of many possible plans. Class participants should look around to find an outline that bests suits their particular organization. The first element – the Executive Report is found at the end of the presentation under Report Writing. The other four elements are:

a. Description of the Business  
b. The Marketing Plan  
c. The Financial Plan  
d. Other Useful Information

The course addresses these elements. As the major course activity, you will follow a similar format in developing a Business Plan which you could submit for funding.
Here is a detailed business plan outline.

**7a. Description of the Business**

**Description of the Business**

As mentioned, the description of the business is one of the first steps in building a business plan. The next slide shows the vertical structure of the Malaysian government. The slide following is more generic in nature. If we consider the government to be a business, the Parliament would be where different stakeholders meet, lobby, and attempt to influence the future direction of the business. In our case, we are interested in those parliament members who have the most influence over health-related issues.

Malaysia:
Relationships between key agencies involved in planning at federal and state level
The cabinet membership is determined by the influence of parties that make up the parliament. The Prime Minister will appoint the leadership of the National Planning Council based on this.

Mintzberg defined organisational structure as "the sum total of the ways in which it divides its labour into distinct tasks and then achieves coordination among them". Each configuration contains six components:
- **operating core**: the people directly related to the production of services or products;
- **strategic apex**: serves the needs of those people who control the organisation;
- **middle line**: the managers who connect the strategic apex with the operating core;
- **technostructure**: the analysts who design, plan, change or train the operating core;
- **support staff**: the specialists who provide support to the organisation outside of the operating core’s activities;
- **ideology**: the traditions and beliefs that make the organisation unique.

Some type of organizational chart that also identifies the various stakeholders should be a part of a business plan. Once stakeholders are identified, selected groups/individuals among them should be the ones to develop a Vision Statement.

Here is a characterization of stakeholders for the UK National Health Service

The next slide shows a set of stairs delineating what needs to be done once a Vision Statement exists.
Based on the above, on this slide [and in the discussion forum if you want], why don’t you begin to visualize how your organization is constructed using Mintzberg's diagram?

Step 2 below is Strategic Profiling. By doing a SWOT analysis, we can see if the Vision, which came from the efforts of the Stakeholders, is achievable, given the state of the organization vis-à-vis its Internal and External Environments, Skills, and Resources.

The chart in the next slide shows how Vision defines Strategy [horizontally] and Programs [vertically]. It shows how programs define the nature of the organization. It also shows how outcomes are linked to reporting over time. The slide after that shows steps in developing a Business Plan.

The Mission is a result of Values and Environmental Monitoring. The Mission aims to select what is doable from a much broader Vision Statement. The next slide shows how goals are linked to the Strategic Plan.

Start Here
What do you feel is missing from the following two mission statements in the next 2 slides?*

* Items in red are the focus of Canvas Discussion Forums.

When you contribute to such a discussion forum, always indicate the section from which the item comes, the slide #, and the question you are addressing. Always provide a new reference. Usually you will be able to direct your submission at the problem/program you are addressing in your business plan. In this way, you are starting to chip away at completion of your business plan.

Mission Statement of The Ministry of Health of Timor-Leste

Consistent with the vision statement, the Mission of the Ministry of Health is to strive to ensure the availability, accessibility and affordability of health services to all the people of Timor-Leste, to regulate the health sector and to promote community and stakeholders’ participation (including other sectors).

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7b. The Marketing Plan

The Marketing Plan is a component of the overall Business Plan. Marketing has been defined as the 4 P’s:

- Product
- Place
- Promotion
- Price

Consumer Oriented
Competition Oriented

The following slide represents a model for developing messages from Fire Departments. The slide after that looks at messages for breast cancer screening action. The model is much like those for selling products.

The Fire Communicator’s Guide

The 4 components to the left are often included in behavior change models with the idea that you first change knowledge. This leads to a change in attitudes which leads to behavior change. As a result of this, people develop attitudes about the behavior from practicing it. They then tend to seek more information which leads to knowledge change which develops intentions to repeat the behavior. The best approach is to develop materials and test them constantly with and without opportunities to practice new behaviors until behavior change is maximized.

Knowledge - K
Attitudes - A
Behavior - B
Intentions - I

Thus, B&A$I is more likely than K&A$I.
Gap Analysis

Gap Analysis is an approach that can be used at any stage of business, program, project, or activity development.

It simply means looking at what is expected [by the stakeholders, management, providers, and consumers] or desired and what is the actual reality.

What is interesting is that there may be very different expectations among the 4 groups identified above.

The next slide looks at steps to take in the analysis.

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This slide provides a complex summary of relevant marketing activity information.

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At this point, identify a product, program, or service that you might wish to promote through the organization you are thinking of selecting. What is the organization?

_______________________________________

Select 4 items from the previous slide that you feel might of importance in promoting the product/service/program and list them here and tell us how they will help:

1. 
2. 
3. 
4. 

Post this information on the relevant Discussion Forum in Canvas.

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The next slide identifies 3 components in the Communications Model. There usually is a fourth component – Channels [TV, radio, face-to-face, etc].

The extent to which these components are linked positively or negatively is referred to as Dissonance or Dissonance Reduction* [leading to Concordance] and affects how communication takes place.
Fritz Heider came up with the model on the right that examines the interaction among the audience [consumer], the message [about the product], and

The source of the message - whether relations are positive or negative among the elements is critical and a negative attitude by the audience toward the source will lead to a negative attitude toward the message.

For those who are very interested in building persuasive communications, get out your microscope. This matrix was taken from a classic article by William Maguire [1979]

There are a lot of resources available for the person who is not well versed in marketing.

There are a lot of resources available for the person who is not well versed in marketing.

7c. The Financial Plan

The next few slides are taken from the report below. To see the entire report, all you have to do is click on the link at the bottom of this slide.

Japan, Ministry of Health, Labour, and Welfare
Annual Reports on Health and Welfare
1998-1999 Social Security and National Life

The next slide shows how health care expenses in Japan have tripled over 19 years while Treasury expenditures only doubled. Both would be very positive in the US. The slide following that does, however, show that health care expenditures are far outrunning other government expenses.

This chart shows the range of per capita health expenditures by country. The US is near the top of the range. What appears to be the relationship?
If you are monitoring sector spending, graphs like these over several years can give you an idea of where expenses are getting out of hand.


The following slide shows that health care is eating away at total Massachusetts production over time. Do you think this was a factor in ex-Governor Mitt Romney’s move to require health insurance for everyone in the State? http://www.kaiserhealthnews.org/stories/2012/august/02/romney-republican-candidate-on-health-care.aspx

For Discussion Forum points, what are the long term implications?
For Discussion Forum points, if you had to cut the budget by 10%, in which sectors would you begin and why? Provide referenced documentation as always.

QMC Planned Expenditure 2002-03 (£m’s)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurses, Midwives &amp; Health Visitors</td>
<td>£61.8</td>
</tr>
<tr>
<td>Medical &amp; Dental</td>
<td>£64.3</td>
</tr>
<tr>
<td>Admin &amp; Clerical</td>
<td>£39.6</td>
</tr>
<tr>
<td>All other Pay</td>
<td>£16.3</td>
</tr>
<tr>
<td>Non-Pay</td>
<td>£10.0</td>
</tr>
<tr>
<td>Capital Charges</td>
<td>£16.5</td>
</tr>
</tbody>
</table>

www.qmc.nhs.uk

Although the next slide is lacking specifics, this would be a useful way of monitoring progress.

Product Development Timeline

For Discussion Forum points, develop a project time frame like that in the next slide that relates to your business plan. State your problem/program focus here: _____________________. Attach it to your discussion forum New Thread posting. Be sure to add references.

This chart is similar to that most organizations would use to summarize costs by sector.

Proposed Costs by Sector

For Discussion Forum points, begin to lay out a table like that below. State your problem/program focus here: _____________________. Attach it to your discussion forum New Thread posting.
Any organization with which you are/become involved should have a profit and loss statement something like this:

For an email point, begin to lay out the above table. State your problem/program focus here:

Attach it to your discussion forum New Thread posting.

Cost wheels such as this provide a visual way of monitoring costs.

Operating Expenses:
- Info Systems
- Med/Surg Supplies
- Building and Occupancy
- Furniture and Equipment
- Admin Services and Supplies
- Malpractice
- Other Insurance
- Outside Professional Fees
- Prevention and Marketing
- Clinical Lab
- Radiology and Imaging
- Other Ancillary Services
- Management Fees
- Miscellaneous

Total 100%

Begin to fill in the table below. Change the Sector Headings if it helps. It is more important that you begin to fill in the ‘Percent’ column than the ‘$’ column. Use budgets from similar programs to come up with these percents.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Percent</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Info Systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Med/Surg Supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Real Estate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Furniture/Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Legal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Insurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Consulting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Marketing/Promotion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Clinical Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Management Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Miscellaneous</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

The next two slides provide a more comprehensive list of business plan components than we have addressed.
8. REPORT WRITING

In creating your business report, you could follow these steps:
1. Determine the Scope of the Report
2. Consider Your Audience
3. Gather Your Information
4. Analyze Your Information
5. Determine the Solution
6. Organize Your Report

The reason that evaluation is an integral part of a planning course is because:
- Evaluability assessment can benefit public health in five ways:
  1. Serving the core public health functions of planning and assurance,
  2. Building evaluation capacity,
  3. Navigating federal performance measurement requirements,
  4. Translating evidence-based research models into practice, and
  5. Translating practice into research by identifying promising practices.

The next slide uses some terms we will employ during the course.
Leviton et al - Evaluability Assessment to Improve Public Health Policies, Programs, and Practices

Logic model:
- a graphic depiction of the rationale and expectations of the Program

Theory of change:
- describes the mechanisms through which the initiative's inputs and activities are thought to lead to the desired outcomes

Stakeholders:
- those with a stake or interest in the program or in its evaluation

Outcomes:
- achievement of short, intermediate, and long-term objectives of a program

Development of the evaluation design needs to be done at the beginning of the program so that stakeholders can agree on what they want to have evaluated.

The next slide shows a framework for evaluation.

The CDC Evaluation Framework is composed of six steps:
1. Engage stakeholders.
2. Describe the program and agree on program goals and expected effects, activities or strategies engaged, resources for implementation, capacity to effect change, stage of development, and contextual information.
3. Focus the evaluation, including the high-priority evaluation questions and designs that maximize confidence in those answers.
4. Gather credible evidence including the data needed to answer evaluation questions, the sources from which those data can be obtained, and the credibility of the data and data sources to the stakeholders.
5. Justify conclusions using standards, analytic procedures, interpretation, and judgment to determine the extent to which evaluation conclusions are justified.
6. Ensure use and share lessons learned.

A new development for evaluability assessment is to translate practice into research (8) [and research into practice] by identifying promising practices that are ready for evaluation.

The process, which we [Leviton et al] have termed the systematic screening and assessment (SSA) method, aims to cast a wide net for promising innovations, then screen these innovations systematically to ensure that those remaining at each step have a high likelihood of being effective and ready for evaluation.
The process involves
(a) soliciting a topic or theme, such as access to healthy food in poor neighborhoods;
(b) soliciting a high volume of innovations that address this theme through a broad-based scan;
(c) using an expert panel of researchers and content experts to screen these nominations for those that are most promising (i.e., plausible to have large effects, to reach large numbers of the target group, to generalize to other populations and settings, to be feasible, acceptable, and sustainable);
(d) conducting evaluability assessments of those that pass the expert panel screens;
(e) engaging an expert panel to review the evaluability assessment reports; and
(f) identifying those innovations that are both promising and ready for evaluation.

I. The Executive Summary

The Executive Summary is a brief overview of your Business Plan.

The next 2 slides are a business plan Executive Summary template from Acorn Technologies. Acorn Technologies is a biomedical, bioengineering, and biotechnology start-up business incubator based in Cape Town, South Africa.


Executive Summary Template

Abstract

Company
(e.g., quick background, industry, date of incorporation, location, number of employees)

Management
(e.g., brief statement on each person on the senior management team, e.g., name, position, age, prior employers, prior experience in doing similar activities, degrees, schools)

Offering
(e.g., pithy description of product and/or service in layman’s terms, key customers, competition)

Value Proposition
(e.g., what is unique about this offering, is it patented/proprietary, why should customers buy)

Financials
(e.g., current revenue, earnings or estimated pro forma profitability)

[In the case of venture capital requests], the executive summary should begin with a paragraph that summarizes very succinctly:
- the product or technology to be commercialized,
- the value proposition,
- the competitive advantage, and
- the magnitude of the target market.

The body of the executive summary simply elaborates these key issues and includes a description of the
1. stage of development,
2. team,
3. intellectual property, and
4. funding situation.

In order to use the ADAP budgeting tool it is necessary to have at least Windows 98 for the operating system for the computer and Microsoft Excel 95.

When the file is opened, some of the pages are read-only. This is important because information should not be entered on those pages.

When beginning to use this tool, it is best if 18 months of data have been entered. Currently all of fiscal year 2001, and part of fiscal year 2002 should be entered with 15 months of data in total. The program will work with 2001 funding only however, the data will be more complete with 18 months of data.

http://tinyurl.com/7qj3xkf

This slide lays out a process that can be used in developing a marketing plan. Begin to fill in the right hand column below for a possible program/project/product marketing activity.

<table>
<thead>
<tr>
<th>STEP</th>
<th>IDEAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gather data</td>
<td></td>
</tr>
<tr>
<td>Set Goals/Objective</td>
<td></td>
</tr>
<tr>
<td>Formulate Messages</td>
<td></td>
</tr>
<tr>
<td>Select, Format, &amp;</td>
<td></td>
</tr>
<tr>
<td>Identity Channels</td>
<td></td>
</tr>
<tr>
<td>Pretest Messages</td>
<td></td>
</tr>
<tr>
<td>Communicate Messages</td>
<td></td>
</tr>
<tr>
<td>Evaluate</td>
<td></td>
</tr>
</tbody>
</table>

http://tinyurl.com/7qj3xkf