

# Improving Performance and Achieving Results to Accomplish OMH's Mission: The Strategic Framework

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## Purpose

- Provide info on importance of & plans for a 'performance- & results-oriented system' relative to MH/HD
- Introduce the Strategic Framework developed by OMH to guide needed actions & its key messages
- Identify additional tools & actions being undertaken by OMH for program improvement purposes

# Our Mission

To improve the health of racial & ethnic (r/e) minority populations through the development of health policies & programs that will help eliminate health disparities.

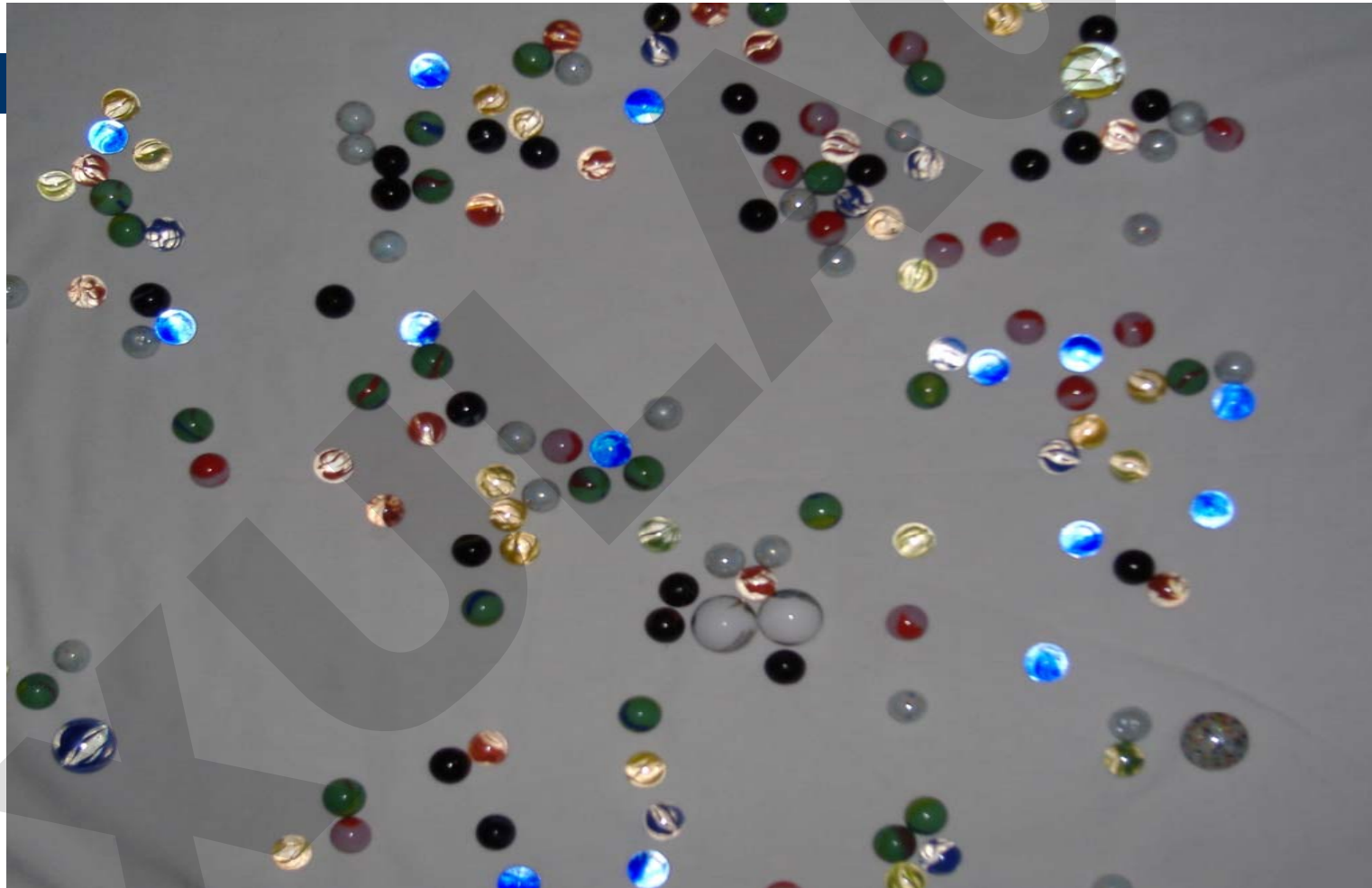
# OMH's Role & Responsibilities

OMH advises the Secretary, Deputy Secretary, & the Assistant Secretary for Health on public health policies & programs that impact r/e minorities and address health disparities.

## OMH's Role & Responsibilities (Continued)

- Provide leadership for, & coordination of, r/e minority health & r/e health disparities efforts in HHS, across levels of government, & between public-private sectors
- Develop, implement, & coordinate relevant policies (e.g., WH minority initiatives, r/e data guidelines, CLAS standards)
- Support relevant information dissemination, education, & outreach
- Promote research, demos, evals (RD&E) to strengthen science/knowledge about root causes and their interactions, develop & test models, & facilitate identification of 'best' & evidence-based practice

## “SCATTERED (MH/HD) MARBLES”



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## Current Efforts Aimed at Improving R/E Minority Health & Reducing R/E Health Disparities

- Appear fragmented, duplicative, redundant
- Right direction unclear; chance rather than design?
- Unique & common contributions also unclear
- Logic not apparent; little or no rationale behind what we are doing, where we are going, and why – individually or collectively
- Lots of “activities,” outputs, & processes, but little by way of impacts or results
- Little or no clear progress towards individual or collective objectives or goals

## Initial Step in OMH's Program Improvement Plan

- Develop an approach to address racial/ethnic minority health and health disparities that ensures coordination: **Strategic Framework developed & completed**



# What is a “Framework”?

A conceptual or actual structure intended to support, guide, or enclose the building of something that expands the structure into something useful (e.g., a skeletal that supports & encloses components of the human body)

The layers of a computer operating system which indicate the kinds of software programs or sets of functions needed & how they interrelate

A set of assumptions, concepts, values, & practices that constitutes a way of viewing reality

## General Purpose of the Framework

To guide the systematic planning, implementation, and evaluation of OMH (and other) efforts aimed at improving r/e minority health and reducing and, ultimately, eliminating r/e health disparities.

## APPROACH TO DEVELOPING THE FRAMEWORK

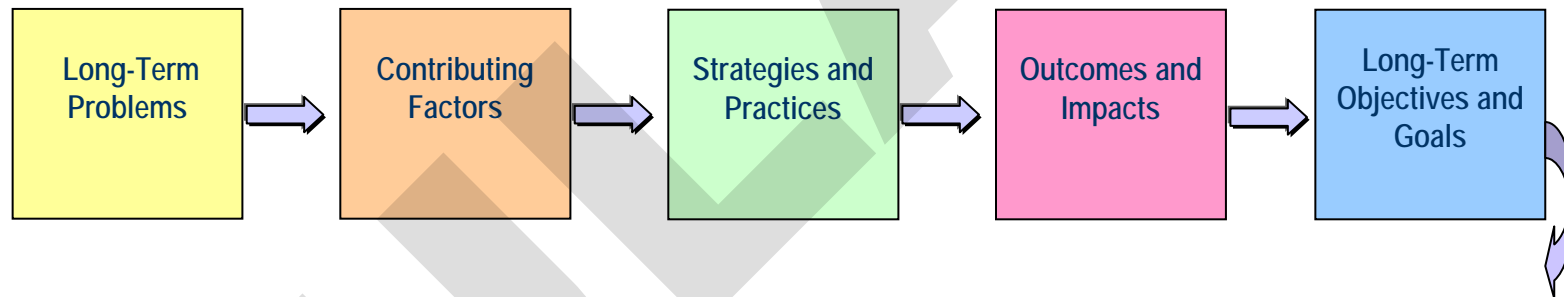
- Provide a “Model” (what we *should* be doing) – against which to compare what we *are* doing
- Present the Logic
- Back Up with Science/Knowledge (thru lit. reviews)
- Link Efforts to Outcomes & Impacts
- Lay Groundwork for Performance Measures
- Provide the “Glue” thru Research, Demonstrations, & Evaluation (RD&E)

## Key Points about the Framework

- Multi-purpose (specific OMH projects & programs, OMH-wide, HHS, beyond)
- Approach directed at three levels: individual, environment/community, *systems* (due to nature of problem)
- Different ways to 'lump' & 'split' components
- An iterative process/dynamic tool & document (w/ 'feedback' loops thruout)
- Components NOT linear

## Steps in Developing & Implementing the Strategic Framework: Using a Logic Model Approach

Figure 1. Strategic Framework for MH/HD



- Begin with long-term problem(s)
- Address contributing/causal factors
- Support effective strategies & practices
- Measure intended outcomes/impacts (results)
- Achieve Long-term Objectives & Goals

## Online Access to the Strategic Framework

- The Framework is spotlighted on the OMH Resource Center website at: [www.omhrc.gov](http://www.omhrc.gov)
- Printer-friendly version available on the National Partnership for Action (NPA) to End Health Disparities home page at: [www.omhrc.gov/npa](http://www.omhrc.gov/npa)

# Key “Take-Away” Messages

- 10 key messages from the Framework

## Message 1: Leadership, Coordination, Strategic & Active Partnerships are Needed to Improve R/E Minority Health (MH) & Address R/E Health Disparities (HD)

- OMH has a unique leadership & coordination role to play within HHS and across the Nation, but leadership & coordination are needed at all levels.
- To achieve improved r/e minority health & reductions in r/e health disparities, we also need:
  - the active engagement & sustained efforts over time of all stakeholders;
  - a re-examination of what we are doing/what needs to be done differently; and
  - a determination of *how best to work together* to enhance individual & collective effectiveness & impacts.



## Message 2: The *Strategic Framework* Can Help Guide, Organize, & Coordinate Our Efforts for Better Results

- The *Strategic Framework* developed by OMH is intended to help guide, organize, & coordinate the systematic planning, implementation, & evaluation of efforts within OMH, HHS, & across the Nation to achieve better results relative to MH improvement & HD reduction.
- It is not an action plan per se, but a way of conceptualizing what we are doing & what needs to be done so we keep our “eye on the prize” (i.e., the ultimate objectives & goals).

## Message 3: There Must Be a Science-Based Rationale for Action(s)

- A rational basis – based on existing science & knowledge – must be reflected in individual & collective efforts to address racial/ethnic minority health problems.
- The *Strategic Framework* offers one way to think about & organize such efforts using current science & knowledge about the nature & extent of the problem, factors that cause or contribute to the problem (a.k.a. determinants of health), strategies & practices that ‘work,’ & desired outcomes & impacts linked to long-term *HP2010* objectives & goals.

## Message 4: “Systems-Level” Factors Play a Critical Role in Promoting or Inhibiting Success

- Other frameworks use essentially the same science, but focus primarily on biological/genetic, behavioral, & social determinants of health.
- The *Strategic Framework* emphasizes the critical role that “systems-level” factors play in promoting/inhibiting effectiveness of our efforts:
  - Available resources & how they are used
  - Coordination & collaboration thru partnerships & communication
  - Leadership & commitment thru strategic visioning & sustained attention
  - User-centered design (i.e., the system is designed with the needs of its users in mind)
  - Use of science & knowledge to inform programs & policies

## Message 5: Identify Expected Outcomes & Relevant Measures for Assessing Progress as Part of the Planning Process

- Identify expected results (in terms of outcomes &/or impacts) and how such results will be measured (i.e., the performance measures/ indicators to be used)\* in the planning stages (not after the fact). Monitor & assess progress during & after implementation via measures selected.

\*During the development of the *Strategic Framework* & identification of the types of outcomes/impacts needed at the individual, environmental/community, & systems levels, OMH initiated a process to identify performance measures/indicators of the outcomes/ impacts. Findings indicate that valid measures of individual-level outcomes/impacts are more readily available than those for environmental/community & systems levels; clinically-based measures are much more available than population-based ones. More research & evaluation are needed to develop & test measures where gaps & weaknesses exist.

## Message 6: Evaluate Efforts in a *Systematic* Fashion to Generate New Knowledge & Facilitate Continuous Improvement

- We must do a much better job at evaluating our efforts to address MH/HD problems – and do so in a more systematic way\* – to:
  - determine the effectiveness of our program-, policy-, & research efforts;
  - promote meaningful ‘returns on investments’ of funding & other resources;
  - generate new knowledge about what works for ongoing & continuous improvement; and
  - ensure movement, both individually & collectively, in the same general direction towards a common set of objectives & goals (e.g., *HP2010* objectives & goals for the Nation).

\*OMH has developed a “9-step evaluation protocol” to ensure a consistent approach to evaluation planning & implementation among its grantees.

## Message 7: A “Systems Approach” is Also Critical to Achieving R/E Minority Health Improvement & R/E Health Disparities Reductions

- Achievement of the long-term objectives & goals requires movement beyond our “silos” & working together in more strategic, concerted, methodical, & consistent ways to improve our *collective* effectiveness & impacts.
- The *Strategic Framework* suggests that seeing ourselves & other (who are or need to be involved) as part of a ‘system’ – &, as importantly, acting accordingly – is critical & necessary for more efficient use of resources, talents, & other assets as well as for greater effectiveness in achieving objectives & goals relative to our collective mission.
- The focus on systems also applies to how various fields of research work together for greater effectiveness & efficiency to address weaknesses & gaps in scientific knowledge & data.

## Message 8: A Number of Weaknesses & Gaps in Science & Knowledge Have Been Identified

- Weaknesses & gaps in current science/knowledge related to MH/HD were revealed through the literature reviews conducted during OMH's development of the *Strategic Framework*. Such weaknesses & gaps include, but are not limited to:
  - Nature & extent of MH/HD problems in small & hard-to-reach pops. (e.g., AAPIs & AIANs) due to lack of data;
  - Knowledge & understanding of systems-related factors & how they promote or inhibit MH/HD problems;
  - Relative importance & interrelationships of factors known to inhibit or promote health;
  - Strategies & practices that work, esp. in producing desired outcomes & impacts at the environmental/community & systems levels;

## Message 8: A Number of Weaknesses & Gaps in Science & Knowledge Have Been Identified (Continued)

- Development & testing of outcome measures/indicators, esp. at the environmental/community & systems levels;
- Evaluation of strategies & practices relative to more 'distal' outcomes (e.g., behavioral change, improved use of clinical preventive services) vs 'proximal' outcomes (e.g., short-term increases in awareness/knowledge, changes in attitudes/perceptions);
- User- or practitioner-centered research that brings development & dissemination of research results & integration of such results into practice at the same time.



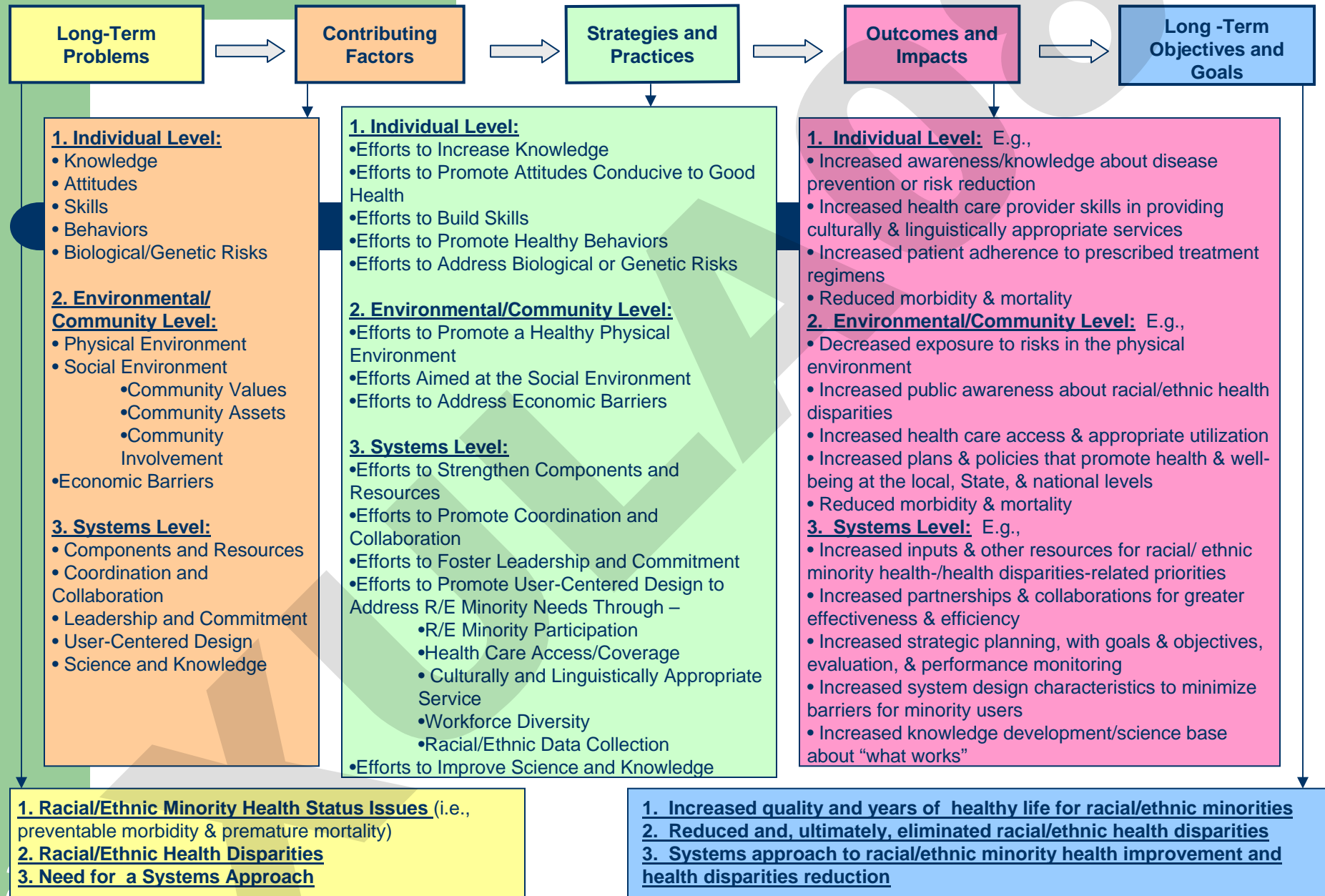
## Message 9: Nature & Extent of Funding Can Provide Incentives for the Kinds of Research & Evaluation Needed

- How racial/ethnic minority health & health disparities efforts are funded needs to be reconsidered, so that:
  - existing data and scientific evidence is more effectively used to support proposed strategies/practices & desired outcomes, & to support research that fills gaps in data, science & knowledge;
  - systems thinking & approaches are promoted amongst partners & stakeholders, including those conducting research;
  - planning & evaluation of efforts is conducted systematically and moves us towards the achievement of common objectives & goals

## Message 10: The *Strategic Framework* Can Serve as the Basis for— & Drive—More Results-Oriented Action by OMH, Its Partners, & Other Stakeholders

- The *Strategic Framework* is a leadership tool that can promote informed, coordinated, & collective action for MH improvement & HD reduction.
- The structure and approach outlined in the *Strategic Framework* offers a rational & systematic, yet broad & flexible, way of viewing & informing our efforts.
- The *Strategic Framework* provides context for efforts needed by OMH, & its partners across HHS & the Nation, to: better leverage resources; establish priorities for ensuring effectiveness of programs & activities funded & conducted; identify & promote best practices & concrete solutions at all levels; & create a national results-oriented culture on r/e minority health improvement & the elimination of r/e health disparities.

## A STRATEGIC FRAMEWORK FOR IMPROVING RACIAL/ETHNIC (R/E) MINORITY HEALTH & ELIMINATING R/E HEALTH DISPARITIES



## In Summary: For Practitioners, Strategies & Practices Should...

- Be explicitly linked to the long-term problems and the causal or contributing factors to be addressed
- Be informed by actual area data regarding the problem & factors
- Be informed by existing knowledge & science about 'promising,' 'best,' 'model,' or 'evidence-based' strategies & practices
- Identify -- at the outset – the intended short-, intermediate-, or long-term outcomes and impacts (i.e., results)
- Identify recommended or, as necessary, developmental performance measures/indicators of expected outcomes/impacts
- Tie intended outcomes or impacts to relevant organizational performance measures & to *HP2010* objectives/subobjectives (at local, State, national levels)

## **In Summary: For Practitioners, Strategies & Practices Should... (Continued)**

- Include an evaluation plan – and a plan for data collection & analysis – to assess whether & how outcomes or impacts are achieved
- Apply sufficient methodological rigor in evaluations and research of effectiveness so that ‘best’ or evidence-base practice can be determined
- Be actually evaluated or researched – with relevant data collection & analyses throughout the program or project – to determine results achieved
- Report findings as needed; share/disseminate results to strengthen knowledge/science about best practices & lessons learned and to enable continuous improvement

## In Summary: For Researchers & Evaluators, *Findings/Results* of Research, Demonstrations, & Evaluations (RD&E) Need to...

- Guide planning & decision-making about the problem, causal/ contributing factors, strategies/practices that work, effective measurement of performance & results, & continuous improvement

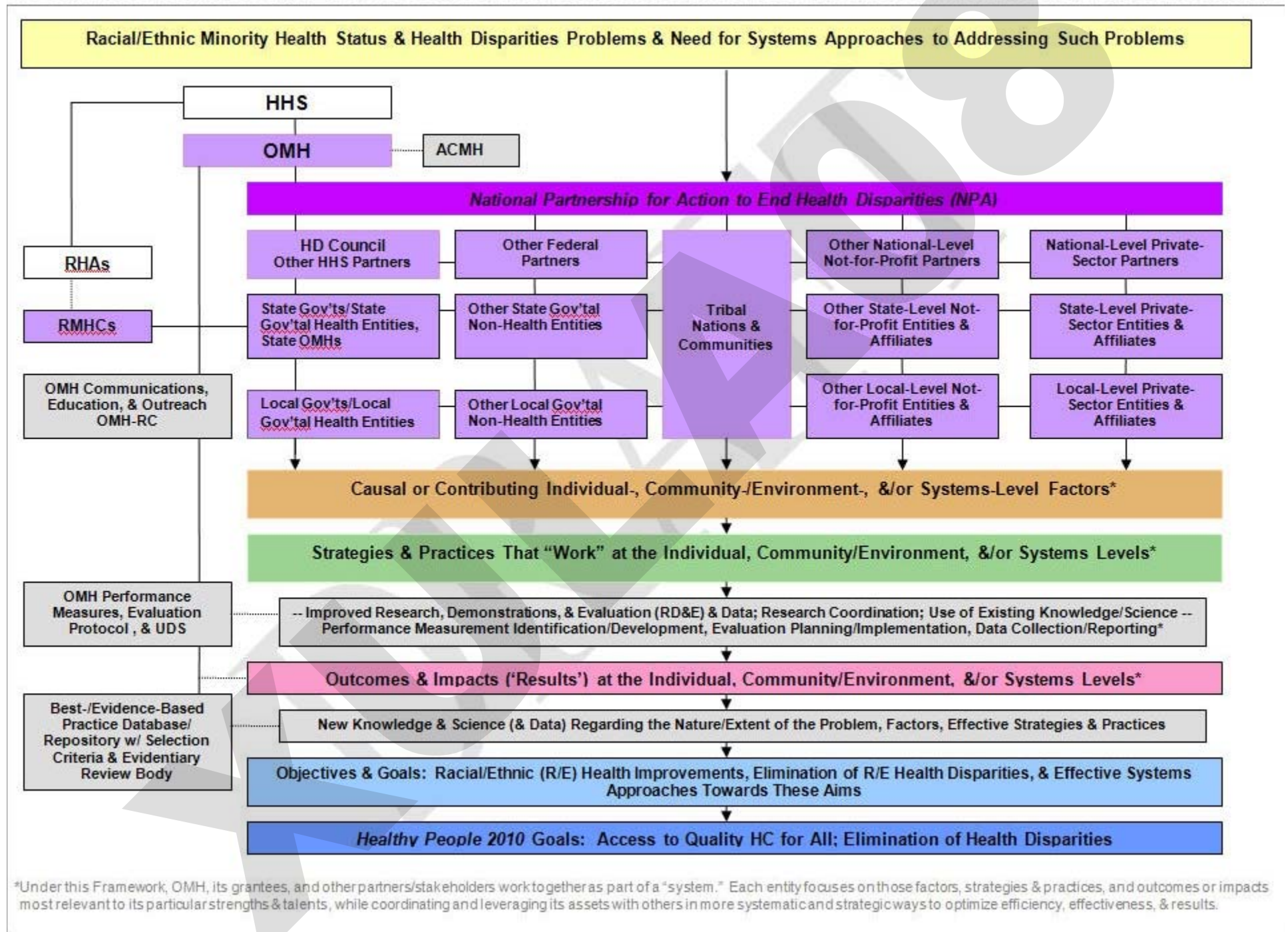
### Gaps:

- nature/extent of problem for small pops/subpops
- knowledge about *systems*-related factors and how they promote or inhibit effectiveness in addressing complex problems
- relative importance of & interrelationships between all factors
- effective community-based and systems-level strategies/practices
- appropriate and tested measures of outcomes/impacts related to environmental-/community-, & systems-level factors
- user- or practice-centered research (i.e, practice into research as well as research into practice initiatives)

## In Summary: For Researchers & Evaluators, *Findings/Results* of Research, Demonstrations, & Evaluations (RD&E) Need to... (Continued)

- Be developed, where possible, as part of more coordinated & trans-disciplinary efforts, for more efficient & effective use of RD&E funds and to promote a systems approach to science/knowledge about the problem, interrelationships between/among contributing/causal factors, & the production of solutions
- Be effectively identified & disseminated to strengthen science & knowledge about the problem, factors & their interrelationships, measuring outcomes & impacts, & 'best' or evidence-based practice
- Be adopted & integrated into plans, policies, & practices for continuous improvement (including plans, policies, & practices for further RD&E)

## A STRATEGIC FRAMEWORK FOR IMPROVING RACIAL & ETHNIC MINORITY HEALTH & ELIMINATING HEALTH DISPARITIES



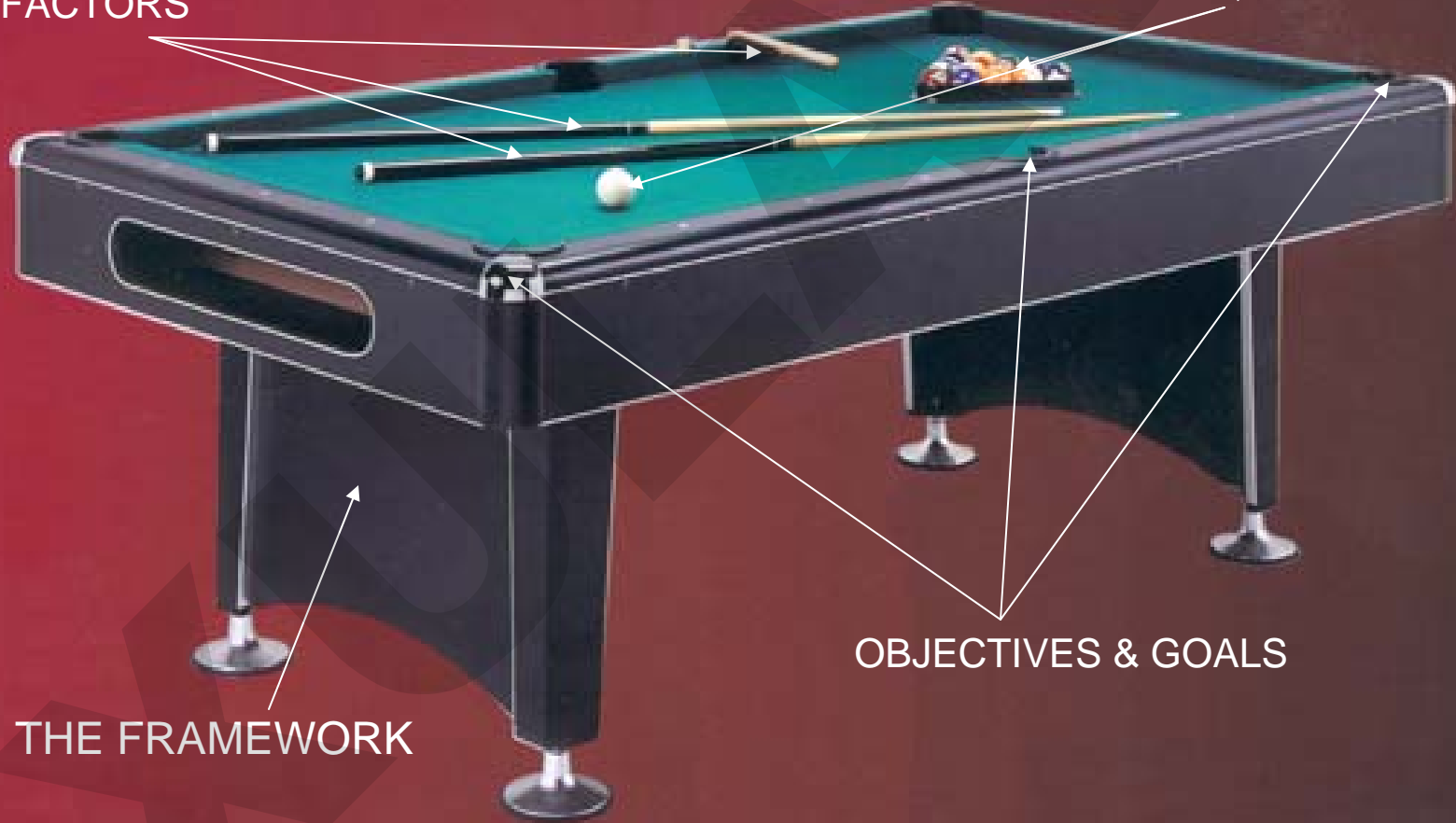


TO ELIMINATE RACIAL & ETHNIC HEALTH DISPARITIES

# Eliminator Non-Slate Table

FACTORS

STRATEGIES & PRACTICES, IMPACTS



THE FRAMEWORK

OBJECTIVES & GOALS