Staged Development Tool (SDT) for National Public Health Institutes (NPHIs)
The notes accompanying the slides provide in-depth information about the SDT and its use. They are meant to be useful to anybody working with the SDT.

The SDT was developed by the U.S. Centers for Disease Control and Prevention (CDC) and the International Association of National Public Health Institutes (IANPHI) with the assistance of a consultative group of NPHI leaders from around the world. It is designed to help NPHIs assess their capacities and identify gaps, prioritize gaps, and plan for how to move to a higher level of functioning. It is based in part on the CYPRESS methodology developed by Deloitte Consulting, USA.
This slide lists the topics covered in the SDT Background and Description.

- Assessment
- Prioritization
- Work-Planning
The SDT is a 3-step process that uses tools developed specifically for NPHIs. The first step is assessment and identification of gaps, the second is prioritization and the third is work-planning. The results of SDT planning are a roadmap to building capacity and increasing impact in areas the NPHI considers a priority.
The maturity model is based on the idea that for a given topic, NPHIs exhibit different levels of “maturity” or development. By providing examples of what these different stages “look like,” the Discussion Guides provoke conversations in which participants clarify their current state, their desired state, and major gaps that need to be addressed to move to the desired state.

Often, NPHI planning focuses on Core Public Health Functions. However, sometimes internal issues, such as leadership and management or issues related to the NPHI workforce, are major barriers to accomplishing public health functions. Therefore, the SDT includes Discussion Guides that relate to internal-facing efforts, such as leadership and management and internal communications.
It may be helpful to have audience members examine hard-copy Discussion Guides when reviewing this slide.

Each of the 28 Discussion Guides has the same structure: 4 stages, each including 6 Domains. Except otherwise noted, definitions of the 6 Domains apply to both internal- and external-facing Discussion Guides.

**Strategic Direction:** Degree to which the NPHI works strategically in setting priorities and in allocating and using resources, including staff time

**Systems:** Degree to which the NPHI has systems, processes, and tools that enable it to carry out the described effort

**Resources:** Degree to which the NPHI has assets (e.g., staff capacity, supplies, transportation, infrastructure) to support the described effort

**Quality:** Degree to which the NPHI is able to carry out the described effort in a high quality manner.

- **External-facing only:** Degree to which the NPHI supports quality in the efforts of those contributing to the achievement of the described effort (e.g., subnational entities, stakeholders, partners)

**Engagement:**

- **Internal-facing only:** Degree to which staff are committed to contributing to the NPHI’s vision and goals. Degree to which staff contribute to improving the NPHI’s strategies or performance
- **External-facing only**: Degree to which stakeholders (partners, beneficiaries, contributors, donors, sub-national actors, and communities) are invited to provide input or feedback, or are engaged by the NPHI as partners/advisors

**Impact:**
- **Internal-facing only**: Degree to which the NPHI is able to perform or achieve results
- **External-facing only**: Degree to which the NPHI is able to perform or achieve its goals and deliver high-quality products and services. Extent to which the products and services have an impact on public health
The assessment is meant to be driven by the participants. The Discussion Guide is meant to prompt thoughtful exchange of ideas and information.
This is the form that is used to capture the key points from discussion. It has places for the current and desired scores, as well as a place to capture the justifications and examples that went into decisions about the current scores. It is important to explore the gaps thoroughly. These are the problems and barriers that keep the NPHI from getting to the desired score.

Gaps are the basis of prioritization and work-planning, so it is important for the facilitator to make sure the gaps identified are the critical ones.
This is an example of a completed form for Strategic Direction. You can see that this group is hoping to go from a score of 4 to 7 in a year, and they have identified gaps they need to address to get there.

Sometimes discussion will flow naturally from gaps to activities. If that happens, you can also record proposed ways of addressing the gaps. However, as you prioritize, you will have revisit the proposed activities to make sure that they address the most important gaps and will solve the underlying issues needed to be addressed for the NPHI to move to the next stage.
The next step is to decide on highest priorities for planning. Whatever approach is used, it is important to review the identified gaps to ensure they cover the most important issues and are actionable, as well as any proposed activities, to ensure that they will be a good basis for work-planning.

If using the SDT forms to prioritize:
• Copy gaps from the Assessment Form to the Work-Planning Form
• Highlight high-priority gaps and cross out those of lower priority
• If the group is unsure about a gap, revisit it after work-planning for the highest priorities
• Review the gaps to make sure they cover the key issues and are actionable
In this next part of the SDT process, participants develop plans for their highest priorities. It is critical to clearly define who is responsible for which actions, and the timeline for achieving them. If work-planning does not immediately follow prioritization, some NPHIs may choose to conduct work-planning during the subsequent weeks.

Note that planning using the SDT is meant to be flexible. In this example the group has put timelines in with milestones and noted where it will need to consult with leadership before proceeding to map out detailed next steps (although a timeframe for that consultation is given).
A potential pitfall in any planning is that participants develop detailed plans for what is easy to do, but not necessarily what is most impactful. Before declaring the plan complete, it is essential to review it to determine if it is likely to have the desired impact, and to revise it if necessary.
Good Luck with Planning Using the SDT!!!

- If you have any comments or questions about this material, please contact

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