

External Program Reviews in CDC's Office of Public Health Preparedness and Response

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Presentation Overview

- ❑ **Summary of the peer review process used in OPHPR**
- ❑ **Specific reviews, 2009**
- ❑ **Challenges**
- ❑ **Lessons learned by CDC about the Board of Scientific Counselors (BSC) ad hoc workgroup process**

Program Reviews, 2009

- ❑ **Fiscal allocation process for CDC's public health emergency preparedness and response budget (14 recommendations)**
- ❑ **Evaluation of current model for medical countermeasure delivery (8 recommendations)**
- ❑ **Priorities and strategic management of the Public Health Emergency Preparedness Cooperative Agreement (15 recommendations)**
- ❑ **Select Agent Program (30 recommendations)**



Background

❑ Mechanism for reviews

- Primary Board of Scientific Counselors ad hoc workgroups:
 - At least two members of the Board as Chair and Co-chair
 - Other members are nominated by OPHPR and recruited based on expertise
 - Usually less than one year
- One review conducted by an Federally Funded Research and Development Center (FFRDC) prior to establishment of BSC

❑ Focus of the reviews to date

- Program quality
- Approach, direction
- Capability, integrity
- Mission relevance, impact

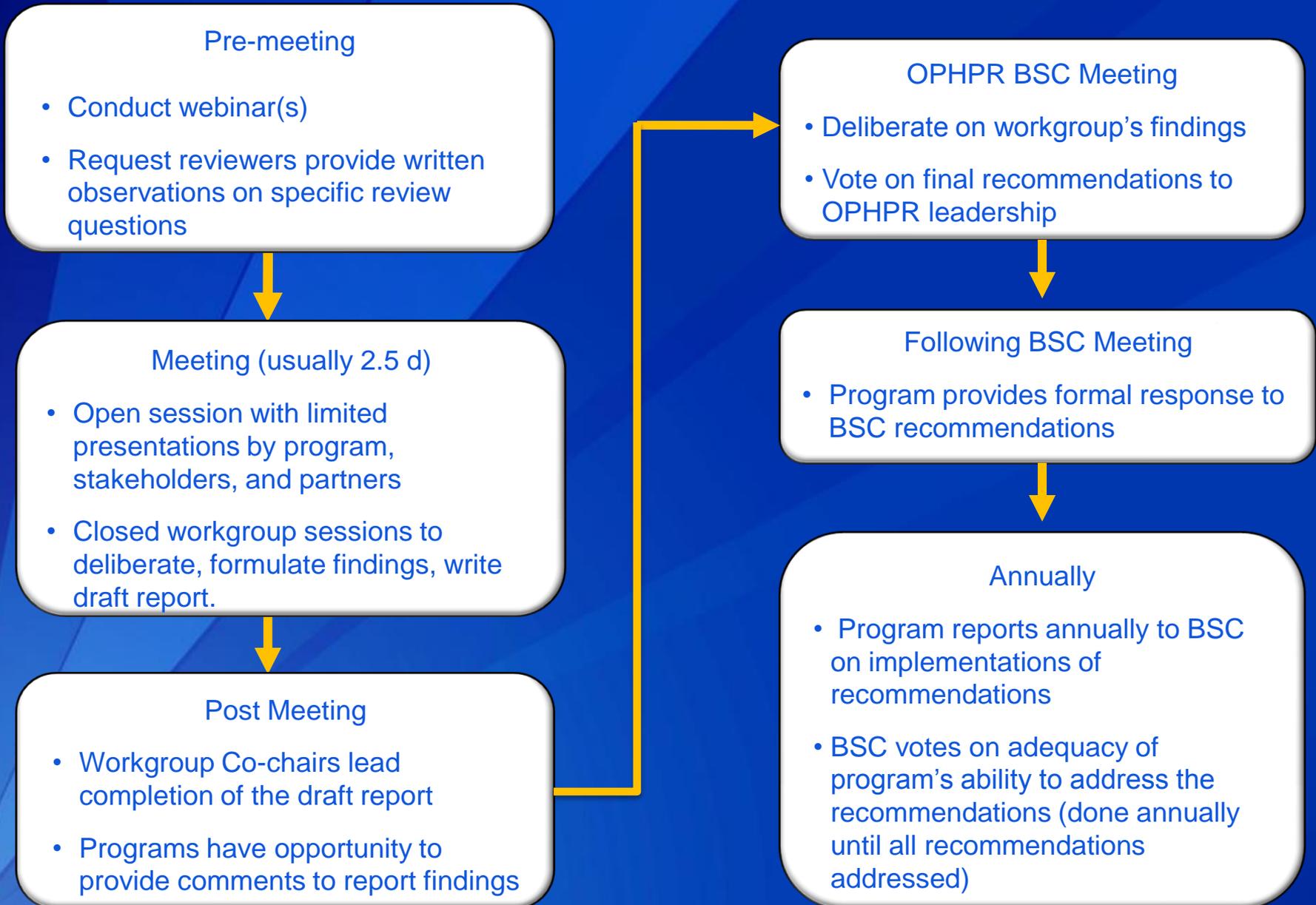
Workgroup Characteristics

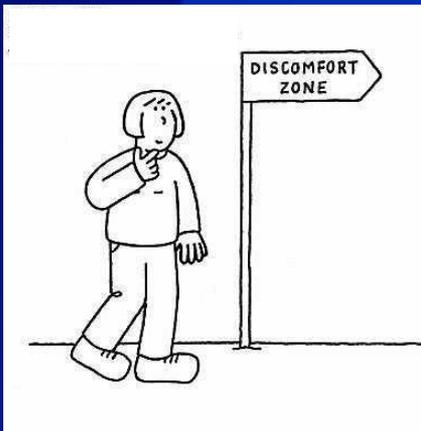
- ❑ Slate of the workgroup is provided by OPHPR Science office for OPHPR Director approval**
 - BSC and program provide suggestions**
- ❑ Not subject to Federal Advisory Committee Act rules**
- ❑ Convened to gather information, conduct research, draft report and analyze relevant issues and facts**
- ❑ Do not make any decisions**
- ❑ Findings and recommendations are presented to the full Board and the final report is the product of the BSC**

Methodology: Prior to Convening Workgroup

- ❑ Program review areas are proposed by Division or Office and approved by OPHPR Director and Board
- ❑ Program and Science office develops external peer review charge to the BSC workgroup (may include development of logic model)
- ❑ Program develops briefing material that is cleared by Science Office
 - May include input from stakeholders or partners by survey data
- ❑ Science office determines workgroup member slate (disciplines needed, sectors that may need to be represented)
- ❑ Frequent discussions with the BSC co-chairs

Methodology





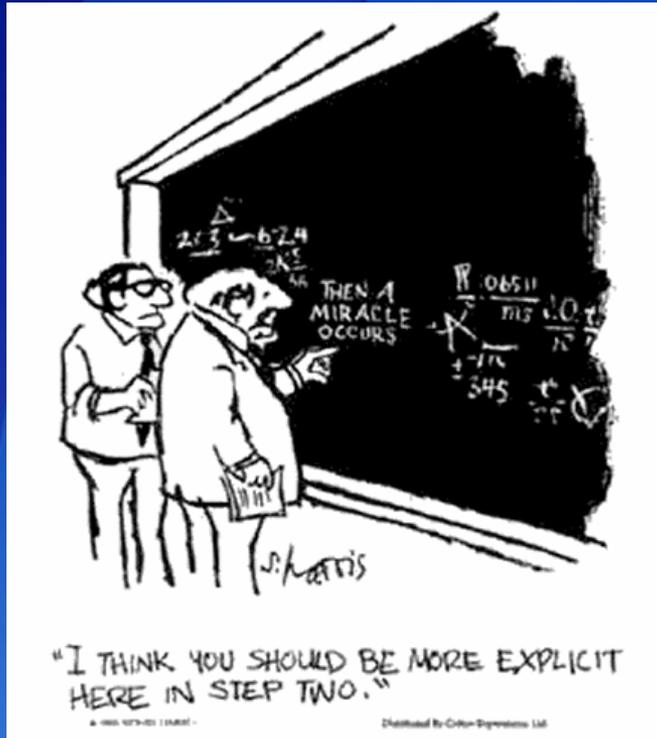
Challenges

- ❑ **Defining scope of the review and specific review questions that are focused and realistic for time commitment of workgroup members**
- ❑ **Extensive resources required (personnel and fiscal)**
 - Especially an issue with young programs that need to develop documents *de novo*
 - Office of Management Budget Paperwork Reduction Act issues for those requiring surveys of their stakeholders
 - Science office does not have professional evaluator on staff
- ❑ **Responses to emergencies caused delays (H1N1, Haiti)**

Lessons Learned by CDC about the BSC Workgroup Process (Overall)

- ❑ **Deep commitment from OPHPR Director to ensure senior leadership involvement and adequate support for review**
- ❑ **Defining a clear scope for the review**
 - Identify an individual outside of program to keep review on focus
- ❑ **Receiving actionable recommendations from the review requires consistent engagement with the workgroup chairs and the BSC**

Lessons Learned by CDC about the BSC Workgroup Process (Overall)



- Engagement of stakeholders prior to and during the review through surveys and roundtable discussions with the reviewers increased credibility of the review for program, reviewers, and stakeholders
- BSC ad hoc workgroup approach requires committed Board members to serve as ad hoc chairs

Lessons Learned by CDC about the Workgroup Process (Pre-Meeting)

- ❑ Engage workgroup members early in the review process**
- ❑ Establishing positive overall tone of the review early is important to the outcome of the review**
 - Workgroup members knew that CDC was eager to hear their comments and program staff were available throughout the meeting to answer questions**
- ❑ Clearly define all disciplines (and sectors, if appropriate) needed for the review**

Lessons Learned by CDC about the Workgroup Process (Meeting)

- Have senior leaders engage through a “meet and greet” breakfast rather than overview presentations.**
- Ensure senior program staff members are accessible during deliberations, including closed sessions**
- Workgroup chairs focused on the workgroup producing a deliverable before the end of the meeting was important to success of review.**

Lessons Learned by CDC about the Workgroup Process (Post-meeting)

- ❑ **Allow program staff to preview preliminary reviewer findings**
 - Not a formal program response
 - Provide feedback on technical inaccuracies or inactionable recommendations
- ❑ **After review, brief all senior staff in office on workgroup findings and recommendations**
 - Engages other senior leadership in external peer review process



Questions?



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The findings and conclusions in this report are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention.



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