Getting the Most from Expert Reviews of Public Health Programs: Barriers and Facilitators of Quality, Relevance, and Utility

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Priority Areas

- Identify the causes of birth defects and developmental disabilities;
- Help children to develop and reach their full potential; and
- Promote health well-being among people of all ages with disabilities, including blood disorders

Major Activities

- Surveillance
  - Birth defects
  - Developmental disabilities
  - Genetic blood disorders
- Research
  - Causes of birth defects and developmental disabilities
  - Prevention of birth defects
  - Mitigation of defects and disabilities
- Program
  - Child development
  - Health among people with disabilities
  - Treatment and management of blood disorders

Stakeholders and Clients

- Public
- Affected populations
- Service providers
- Researchers
- Policymakers
- Advocacy Groups
- Executive and legislative staff
- Advocacy groups

Requirements for Peer Review

- 1994 – OMB: Merit and peer review of research applications
- 2002 – OMB: *Guidelines for ensuring and maximizing the quality, objectivity, utility, and integrity of information disseminated by federal agencies.*
  - Objectivity of external peer review
- 2002 – CDC: Policy for peer review
  - Consistency with other HHS agencies (NIH)
  - Strengthen CDC's visibility and credibility for research
  - Extended to apply to intramural research and programs

External Peer Review at NCBDDD

Peer review of extramural research activities

plus

Peer review of intramural research activities

plus

Peer review of programmatic activities

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"Portfolio Review"

Portfolio Reviews: 2006 - 2007

❑ **Reviews of 8 individual units**

❑ **Extramural and intramural**

   research and program "portfolios"

❑ **Special Emphasis Panels of 3 – 8 external experts**

❑ **Briefing materials in advance**

❑ **Staff presentations during reviews**

❑ **List of reviewer questions to guide**

  ▪ **Panel discussion**

  ▪ **Panel recommendations**

  ▪ **Panel report**

Evolving Questions for Panel Consideration

	Panel A March 2006	Panel B October 2006	Panel C January 2007
Purpose and Relevance	X	X	X
Quality	X	X	X
Impact	X	X	X
Scope	X	X	X
Funding (& Program) Priorities	X	X	X
Opportunities for Growth		X	X
Partnerships			X
Future Directions/Strategic Planning			X

Recommendations in Panel Reports Varied by Quality of Panel Questions

- ❑ **Panel A - A glowing report and <u>few specific recommendations</u> but followed the question format.**

- ❑ **Panel B – A somewhat critical report with <u>general recommendations</u> that did not follow the question format.**

- ❑ **Panel C - A positive report with <u>many detailed recommendations</u> and followed the question format.**

What's Next??

Are we doing the right thing?

Are we doing it the right way?

What is a better way?

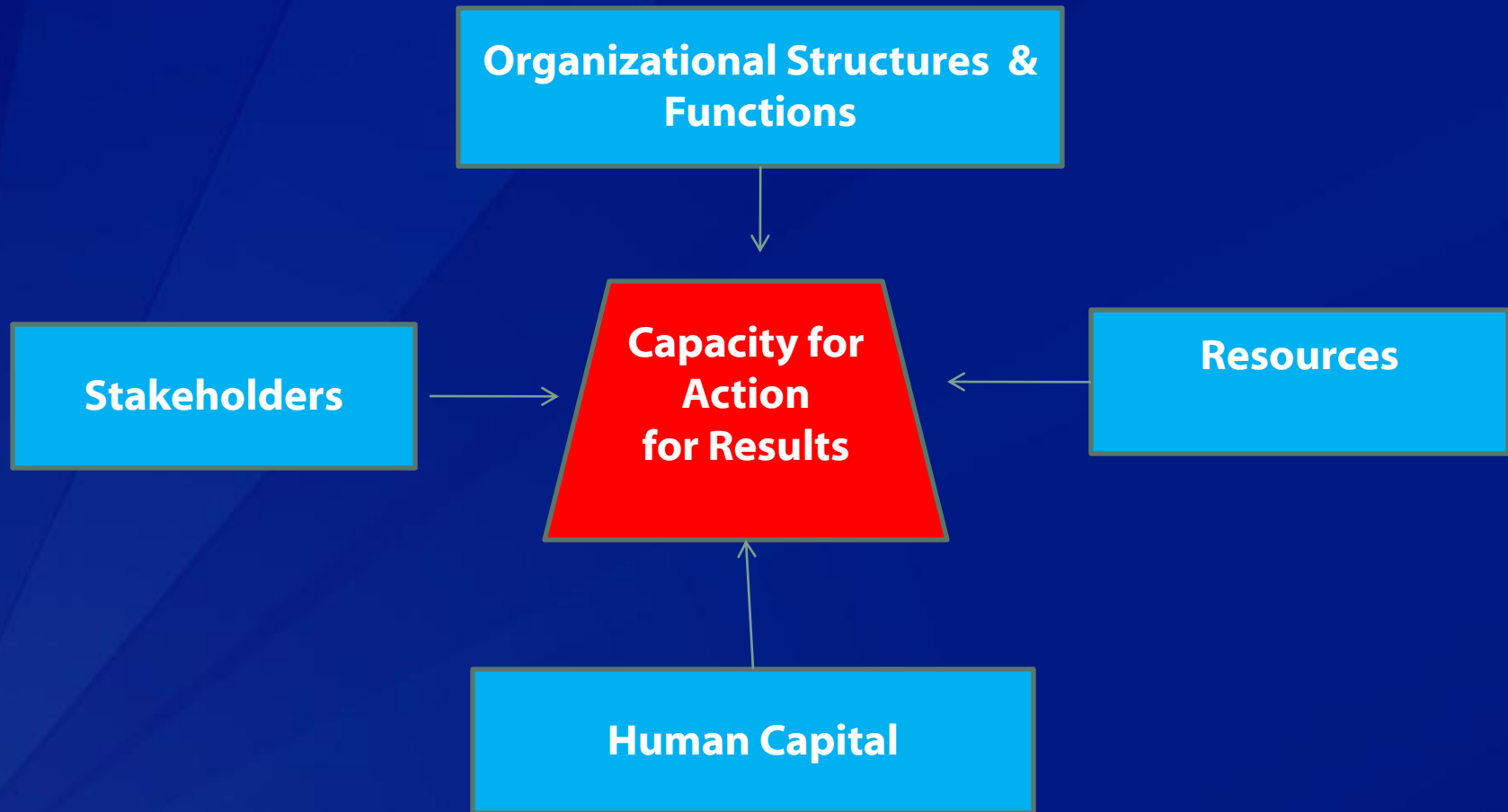**Search for a Model!**

Inspiration

Balanced Scorecard
- A framework for performance measurement
- A holistic view
- Embedded logic models

Logic Models
- Measures of quality, relevance, utility
  - Capacity
  - Actions
  - Results

Poister, T.H. *Measuring Performance in Public and Nonprofit Organizations,* 2003.

Proposed Framework: A Balanced Scorecard to Guide Panel Questions

Components of a Balanced Scorecard

Resources
- Federal Funding
- Priorities

Organizational Structures
and Functions
- Divisions
- Center OD
- Cross-agency Collaboration
- Mechanisms for Funding
- Regulations and Policies

Stakeholders
- Vested Partners
- Legislators
- Federal Leadership
- Federal Partner

Human Capital
- Leadership
- Scientists/SMEs
- Program Specialists
- Administration

Scorecard Elements for NCBDDD Activities

Center Activities	Scorecard Categories			
	Human Capital	Resources	Stakeholders	Organization
Surveillance				
Research				
Program Implementation				

Scorecard Elements with Embedded Logic Models

RESEARCH ACTIVITIES	Capacity of Human Capital to Achieve Public Health Action and Impact
• **Leadership** • **Scientists** • **Program Specialists** • **Administration**	Capacity → Action → Impact

Example: Panel Questions on Program Implementation

IMPLEMENTATION OF STATE DISABILITY AND HEALTH PROGRAM	Capacity of Organizational Structures and Functions to Achieve Quality, Relevance, and Utility
Center Structure	Are the Center units best "positioned" to support program implementation?
Cross-agency Administration	Are cross-agency agreements in place and are they barriers or facilitators?
Mechanisms for Funding	Are funding mechanisms barriers or facilitators?
Regulations and Policies	Are regulations/policies barriers or facilitators?

Uses of Well-Developed Panel Questions from a Common Framework

Well-developed questions for the panel can be used to structure other aspects of the portfolio review:

- ❑ Clarity of purpose for the panel review
- ❑ Information needed from staff to prepare the panel
- ❑ Clarity of requirements for the panel's report
- ❑ Process used by the panel for developing the report
- ❑ Clarity and usefulness of recommendations provided by the panel

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Other Factors that will Affect the Usefulness of the Portfolio Review

- **Quality of briefing materials for panel members**
- **Environment for discussion**
- **Qualifications of panel members**
- **Historical events**
- **Accountability**
  - For the review process
  - For assessment of program performance
- **Acceptance of panel recommendations**
- **Commitment to accountability and change**

Other Uses of a Balanced Scorecard with Embedded Logic Models

- ❑ **Strategic Planning**
- ❑ **Goals Specification**
- ❑ **Program Evaluation**
- ❑ **Funding Justification**
- ❑ **Program Advocacy**