

Program planning is a process of outlining, designing, contemplating, and deliberating to develop actions to accomplish desirable goals and attain desirable outcomes.

PLANNING PROCESS

The successful program requires a lot of planning before implementation. The following need to be considered:

1. Who is in charge?
2. Who should be involved?
3. When is the best time to plan?
4. What data are needed?
5. Where should planning occur?
6. Will there be resistance?
7. Where will resistance come from?
8. Who will be early adopters?

Failing to plan can result in the inability to have a program that is viable and that will attain the goals and outcomes.

TIMETABLE

Timetables are very important to the success of planning. Two methods often used by planners are the following:

- Program Evaluation and Review Techniques (PERT)
- GANTT

PERT

The PERT method requires the planner to do the following:

- State the goal.
- List in sequence all the steps and activities for each step to accomplish the goal.
- Target dates for accomplishing each step are set.
- Diagram the process for easy use.

Student Activity

1. Go to literature and find a PERT application and diagram.
2. Draw a diagram of your program plan or a hypothetical one.
3. Be prepared to submit with end of module assignment.

GANTT

A GANTT chart is also a flow diagram that can be used to map out the activities needed to be accomplished so that one can

maintain a timeline to achieve the goal. The GANTT chart looks much like a calendar.

Student Activity

1. Go to the literature and find a GANTT chart that has been applied to a project.
2. Complete a GANTT chart of the activities related to each objective in your project that are stated to meet the goal or do a hypothetical one.
3. Be prepared to submit at the end of the module.

PEOPLE PLANNING

To have a successful plan one needs to involve the clients who are to be served by the program. Others to be involved are the following:

- Administrators
- Staff (providers)
- Other key stakeholders

REASONS

- Develop ownership
- Develop commitment
- Develop pride
- Develop understanding of problems
- Brainstorm
- Generate ideas

DATA PLANNING

To have a successful program one must collect data on the following:

- Demographics of clients
- Disease statistics
- Vital statistics
- Existing similar programs
- Successes and barriers of similar programs
- Socioeconomic/environmental support
- Political issues

Student Activity

1. Find a source of data for one of the above categories.
2. Explain why it is a good data source for your program.

PERFORMANCE PLANNING

Some programs, called projects are planned for a one-time-only event. Most programs are planned to be ongoing.

1. Question: Are problems that programs address usually solved?
 - a. Explain your answer and give an example.
2. The following should be considered in planning for performance:
 - a. Staff is the most expensive resource in planning.
 - b. For efficiency, programs should be planned as ongoing activities.
 - c. A 6-month start-up and a 5-year budget should be developed.
 - d. Long-term commitment of resources to a program is essential.
 - e. Planners must develop marketing tools, policies and procedures, and job descriptions before implementation.
 - f. Organizational structures including committees need to be drafted.
 - g. Community partners and advisory board should be planned and contacted for agreement to serve.

Priority Planning

1. Plan programs for the greatest need and the best potential for making a difference.
2. Available resources to accomplish goal no. 1 must be sought. If resources are not available, the program plan is time wasted.
3. Be a comprehensive planner.
4. Complete ongoing needs assessments to determine community changes.
5. Prioritize the greatest needs.
6. Plan new programs or change existing ones for goal no. 5.

Plan for Measurable Outcomes

1. Collect baseline data on the problem and the target population.
2. Analyze needs assessment.
3. Look at incidence and prevalence of problems.
4. Look at available services currently addressing the problem.
5. Determine the impact of the current services, using SWOT.

Evaluation Planning

1. This must begin with the needs assessment.
2. Plan for process evaluation.
3. Plan for summative evaluation.
4. Develop a timeline for evaluation to occur.
5. Develop systems for records and data collection and choose evaluation instruments.

Questions to be Answered

1. Do you have the right people doing the planning?
2. Do you have the essential data for planning?
3. Is this the right time to plan this program?
4. Why should evaluation occur?
5. Who should do it?

6. What data should be gathered?
7. Should evaluation occur?

Planning Models

1. Choose a model for planning your program.
2. Two models developed for program planning by the Centers for Disease Control and Prevention are PATCH and APEX.

Student Activity

1. Read about these two models.
2. Briefly explain how these models can be applied to program planning.
3. Briefly explain the model you have chosen for planning. Include the following:
 - a. Definition
 - b. Goal
 - c. Model elements
 - d. Planning process

MISSION

All programs will want to have a Mission Statement. Elements of a Mission Statement should include the following:

- Name of agency
- Name of program
- Who program serves
- Purpose of program
- Program goal
- Services offered

Student Activity

Write a Mission Statement for your program.

VISION

A Vision Statement is a brief one- or two-sentence statement that expresses the impact this program will have.

Student Activity

Write a Vision Statement for your program.

WORKSHEET FOR WRITING THE PHILOSOPHY

Questions for Discussion

What are our community's values and beliefs about health?

What is the purpose of our program?

What is our position on community involvement and responsibility for health?

What is our role in providing leadership?

Worksheet for Finding and Overcoming Obstacles

Goal:

Forces working against reaching goal (barriers/obstacles/challenges):

Forces working for reaching goal (existing resources/strengths):

Approaches to overcome obstacles:

WORKSHEET FOR WRITING OBJECTIVES

Health Issue:

Goal:

Objectives (write the most important objectives first):

1.

2.

3.

4.

2. Have you identified community needs and concerns by way of:
 - Surveys/questionnaires
 - Focus groups
 - Public meetings or forums
 - Interested party analysis
3. Have you determined the community's priorities, taking into account:
 - Historical conditions
 - Traditional practices
 - Political and economic conditions
4. Have you developed program goals and objectives?
 - Yes
 - No
5. Have you decided on program strategies that:
 - Fit with the resources and needs of the community
 - Consider the beliefs, values, and practices of the community
 - Reflect field testing
 - Dispel health misconceptions
 - Change behavior
 - Change the environment
6. To implement your program, have you:
 - Prepared a timeline for program implementation
 - Listed people to be involved, and resources needed
 - Hired staff (preferably from the community)
 - Developed linkages with other community agencies, as appropriate
 - Planned to carry out an evaluation
7. Have you chosen appropriate methods and questions for:
 - Process evaluation
 - Outcome evaluation

CHECKLIST FOR PROGRAM PLANNING AND IMPLEMENTATION

1. Have you established a community advisory group with:
 - Representation of your targeted groups
 - The ability to provide valuable links with the community
 - Skills and resources that will be useful to the program

REFERENCES

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Veney J, Kaluzny A: *Evaluation and Decision Making for Health Service Programs*. Englewood Cliffs, NJ, 2005, Prentice Hall.