Maricopa County 2017 CCHNA SWOT Analysis Report

Maricopa County Department of Public Health
March 2017

Introduction

The Mobilizing for Action through Planning and Partnerships (MAPP) framework suggests that the advisory team for the Community Health Assessment (CHA) complete a SWOT analysis as part of the assessment. The purpose is to identify factors to inform decisions that align the CHA strategies with the goals of the Health Improvement Partnership of Maricopa County (HIPMC) network. This is a frequent and integral part of the strategic planning process used by businesses, organizations, government agencies, and health departments.

Methodology

In late August, 2016, all 14 members of the HIMPC Steering Committee were sent an online survey and were given two weeks to provide input on the four SWOT areas: Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis looks both *inwards* at the strengths and weakness of the HIPMC network and *outwards* to the opportunities and threats within Maricopa County. The following questions were asked to elicit responses to each of the four areas below:

STRENGTHS of HIPMC & the Public Health Network
- What do we do exceptionally well?
- What advantages do we have?
- What do we, as partners, identify as strengths?
- What valuable assets and resources do we have?

WEAKNESSES of HIPMC & the Public Health Network
- What could we do better?
- Where are we vulnerable?

OPPORTUNITIES in Maricopa County
- What opportunities do we know about but have not addressed?
- Are there emerging trends on which we can capitalize?

THREATS in Maricopa County
- What external roadblocks exist that block our progress?
- Is there significant change coming in Maricopa County?
- What are the economic or political conditions affecting our community?

Nine of the 14 (64%) members of the Steering Committee submitted responses to the survey. The data were analyzed using qualitative coding methods and themes were developed to summarize the main categories of comments.

Findings

The following are the main themes developed from the coded qualitative data.

Strengths of the HIPMC Network:

- Inclusion
- Diversity
- Broad, robust network
- County (MCDPH) support
- Strong communication
- Leadership

Weaknesses of the HIPMC Network:

- Unclear expectations, goals, and mission
- Limited action
- Lack of partnership with the private sector
- Public unaware of HIPMC

Opportunities in Maricopa County:

- Healthcare reform
- Health equity priority
- Social determinants of health focus
- Broader recruitment of members

Threats in Maricopa County:

- Current political climate
- Healthcare reform
- Size of HIPMC
- Size of Maricopa County

.

The results of the SWOT analysis were then analyzed using a prioritization matrix. A prioritization matrix is a quality improvement tool that can be used to understand choices in a systematic approach using criteria. The results of the SWOT analysis were placed in a 2x2 table where the strengths and weakness of the HIPMC Network formed the x-axis and the opportunities and threats within the broader Maricopa County environment formed the y-axis.

The results were arranged in quadrants juxtaposing the internal categories (regarding the HIPMC Network) and the external factors (of Maricopa County). Quadrant 1, the green quadrant compares the strengths of the HIPMC and opportunities in Maricopa County. Quadrant 2, the yellow quadrant, compares the weaknesses of the HIPMC versus opportunities in Maricopa County. Quadrant 3, the orange quadrant, reviews the strengths of the Network versus threats in Maricopa County. Quadrant 4, the red quadrant, looks at the weakness of the Network against threats in Maricopa County. The colors of the matrix correspond to those of a traffic light and provides an intuitive response for planning by recognizing aspects that should or should not be considered to assist with success towards the mission:

- Green for "good to go" factors that support the work of the Network;

- Red for "hold back"; those factors that impede progress;
- Yellow and orange for "proceed with caution" as some of these elements may be limiting and require strategies to overcome.

The use of colors in a prioritization matrix, allows the participants to easily identify both internal and external positive forces, as well as internal and external negative forces. The prioritization matrix is below (*see Figure 1).*

Strengths of HIPMC Network versus Opportunties in Maricopa County		Weaknesses of HIPMC versus Opportunities in Maricopa County	
Inclusion & Diversity	Healthcare reform	Unclear expectations/goals/mission	Healthcare reform
Broad/Robust Network	Health equity	Limited action	Health equity
County support	Broader recruitment	Lack of partnership with 'private sector'	Broader recruitment
Strong communication			

Strengths of HIPMC Network versus Threats in Maricopa County		Weaknesses of the HIPMC Network versus Threats in Maricopa County	
Inclusion & Diversity	Policital climate	Unclear expectations/goals/mission	Policital climate
Broad/Robust Network	Healthcare reform	Limited action	Healthcare reform
County support	Size of HIPMC	Lack of partnership with 'private sector'	Size of HIPMC
Strong communication			

Figure 1. SWOT Results in a Prioritization Matrix

Discussion and Conclusion

The Steering Committee members reviewed the results and focused discussion on the key themes and areas of opportunity for future work. The discussion included the weakness/opportunities around the lack of partnership in private sector within the HIPMC and that healthcare reform was present in most of the boxes in the SWOT diagram. The group identified that while a diverse, broad, robust membership can be a strength to the network it can also be a weakness in that with such a large group, progress tends to get lost. The committee members supported the utilization of the social determinants of health framework, and noted that this work and its impact on the target communities, is not transparent and takes longer time than other approaches to be successfully implemented. It was surprising to some members to learn that there is a perception of limited action within the network, as others thought that there is much work taking place.

Utilizing the prioritization matrix results, the committee members recommended that these findings be used to address the perception of current work as well as using the strength of the organization to bring forth more participation, especially with partners from the private sector. Acting on these items can build on the momentum for health improvement. The results of this assessment will be used in consideration for influencing the prioritization process for the county's public health priorities. The HIPMC Steering Committee also decided to revisit them as part of their annual strategic planning process.