Discussion Guide Definitions and Notes – UPDATED NOVEMBER 2020

Note: Recent changes to the Discussion Guides are:
- Updating of:
  - Discussion Guide 15 (Laboratory Reference and Diagnostic Services, and Support for Quality Improvement) and
  - Discussion Guide 22 (Implementation of International Health Regulations (IHR)
- Addition of:
  - Discussion Guide 29. Multisectoral Collaboration and
  - Discussion Guide 30. Linkage to and Support for Subnational Governmental Public Health Agencies (e.g., Local and Regional Health Offices) (added November 2020)

Also, please note that Discussion Guides may be adapted to fit the needs of a particular NPHI or a particular application. For example,

- Items that are not relevant can be eliminated from discussion (for example, if laboratories are not part of the discussion, they can be skipped), or items added.
- The Discussion Guides were designed to be used by groups of NPHI staff. The Discussion Guides can be modified for use by other groups, for example, subnational organizations, or in a mixed group, for example, of NPHI and subnational staff. Possible changes might include emphasizing two-way communication and joint efforts, instead of emphasizing the role of the NPHI's central office.

Discussion Guide List

Internal-Facing Discussion Guides	External-Facing Discussion Guides
1. Planning	12. Population Health Status (Assessment and Reporting)
2. Leadership and Management	13. Management of Public Health Information
3. Health and Safety	14. Health Communication
4. Laboratory Safety	15. Laboratory Reference and Diagnostic Services, and Support for Quality Improvement (Revised November 2020)
5. Human Resources (HR) Management	16. Surveillance
6. Staff Development	17. Surveillance for Acute Public Health Problems, Including Infectious Diseases
7. Management of Organizational Information	18. Sentinel Surveillance
8. Internal Communication	19. Reporting of Acute Public Health Events

9. External Communication about the NPHI and its Activities	20. Investigation of Acute Public Health Events
10. Information Technology (IT)	21. Emergency Preparedness and Response
11. Financial Management	22. Implementation of International Health Regulations (IHR) (Revised November 2020)
	23. Data-to-Action
	24. Strategic Data Collection and Analysis
	25. Development of Public Health Recommendations
	26. Uptake of Public Health Recommendations
	27. Public Health Workforce Development
	28. Public Health Research
	29. Multisectoral Collaboration (added November 2020)
	30. Linkage to and Support for Subnational Governmental Public Health Agencies (e.g., Local and Regional Health Offices) (added November 2020)

Internal-Facing Discussion Guides

Topic	Definition	Notes	File Name
Strategy and Direction			
1. Planning	Planning is an organization's process of defining its vision, mission, and goals, and how it will achieve them. It includes decisions about getting and allocating resources to achieve the elements of its plan.		1-Planning.docx
Leadership			
2. Leadership and Management	Effective leadership and management skills help the NPHI achieve its vision, mission, and goals. This Guide addresses both the leadership and management capacity in the NPHI, in recognition that leaders and managers frequently fill both roles.		2-Leadership-and-Management.docx
Human Resources *Note: Discussion Guide '3. Health and Safety' is an overarching Discussion Guide. Guide 4 provides more details on a subset of topics covered in Guide 3.*			
3. Health and Safety	Health and safety includes identifying and preventing workplace hazards, reducing accidents and exposure to harmful situations and substances (both physical and mental), training staff on health and safety measures, and ensuring the work environment meets established standards for occupational safety and health.	See also Discussion Guide 4	3-Health-and-Safety.docx
4. Laboratory Safety	Laboratory safety includes ensuring that risk to workers for exposure to hazardous substances and organisms is minimized and that systems are in place to rapidly address safety concerns that arise.	See also Discussion Guide 3	4-Laboratory-Safety.docx
5. Human Resources (HR) Management	Managing HR involves systems to hire and terminate staff, manage staff performance, and support staff so they can contribute to the NPHI's mission and goals.		5-Human-Resources-Management.docx
6. Staff Development	Staff development refers to supporting staff to advance their skills or expertise, so they have successful careers and maximize their contributions to the NPHI.		6-Staff-Development.docx

Administration and Operations

7. Management of Organizational Information	Organizational knowledge management is the capture, management, and sharing of internally-focused information, such as human resources and financial policies and data that the organization needs to function efficiently and effectively.	Discussion Guide 13 addresses the NPHI's ability to ensure that important data and information are accessible and useful for internal audiences.	7-Management-of-Organizational-Information.docx
8. Internal Communication	Internal communication is the sharing of information within an organization, and the strategy, tools, and channels for sharing that information.		8-Internal-Communication.docx

External Relations

9. External Communication about the NPHI and its Activities	External communication is the sharing of information about the NPHI and its activities with external audiences.	Discussion Guide 13 addresses external communications related to informing stakeholders and others about research findings, public health recommendations, etc.	9-External-Communication.docx

Information Technology

10. Information Technology (IT)	IT refers to the NPHI's use of technology for management of the NPHI and to achieve its mission and goals.		10-Information-Technology (IT).docx

Financial Management

11. Financial Management	Financial management includes establishing strong financial accountability and ensuring good stewardship of fiscal resources.		11-Financial-Management.docx

External-Facing Discussion Guides

Sharing of Data and Information				
	12. Population Health Status (Assessment and Reporting)	Population health status includes generating accurate, periodic "snapshot" reports of the population's health, including that of various sub-populations.		12-Population-Health-Status.docx
	13. Management of Public Health Information	Management of public health information involves capturing and managing public health information and recommendations so that they are accessible and useful for a broad range of public health efforts. Typical types of information include reports, guidance documents, and datasets. Typical ways these are made available are through websites and options for individuals to request information be sent to them.	Discussion Guide 9 addresses the sharing of information about the NPHI and its activities with external audiences.	13-Management-of-PH-Info.docx
	14. Health Communication	Health communication involves providing health information to various audiences through multiple channels to increase awareness and change behaviors.		14-Health-Communications.docx

Laboratory				
	15. Laboratory Reference and Diagnostic Services, and Support for Quality Improvement	Laboratory reference and diagnostic services refers to the ability of the NPHI to receive and test specimens and report results. Support for laboratory quality improvement includes promoting and conducting programs that improve and ensure quality at the NPHI and throughout the country.		15-Laboratory-Services.docx

Surveillance, Preparedness, and Response

Note: Discussion Guide '16. Surveillance' is an overarching Discussion Guide. Guides 17-18 provide more details on subsets of topics covered in Guide 16.

16. Surveillance	Public health surveillance is the continuous, systematic collection, analysis and interpretation of health-related data.	See also Discussion Guides 17 and 18.	16-Surveillance.docx
17. Surveillance for Acute Public Health Problems, Including Infectious Diseases	Surveillance for acute public health problems, including infectious diseases, involves ongoing and timely collection of data, analysis, and feedback to those providing the data.	See also Discussion Guides 16.	17-Surveillance-for-Acute-PH-Problems.docx
18. Sentinel Surveillance	Sentinel surveillance refers to the establishment of systems to collect high-quality data about cases of a particular disease that cannot be obtained through a passive system.	See also Discussion Guides 16.	18-Sentinel Surveillance.docx
19. Reporting of Acute Public Health Events	Reporting of acute public health events ensures that the NPHI is aware of acute public health events (defined in the notes section). It includes systems at the NPHI for receiving reports and ensuring they are transmitted to those in the NPHI responsible for follow-up.	For purposes of this Guide, acute public health events are those that require rapid action, for example, to prevent further cases, limit the impact (e.g., of a chemical spill), or draw conclusions that will lead to prevention in the future.	19-Reporting-of-PH-Events.docx
20. Investigation of Acute Public Health Events	Investigation of acute public health events involves confirming an event, determining its causes, and identifying ways to stop the event and prevent future similar occurrences.	For purposes of this Guide, acute public health events are those that require rapid action, for example, to prevent further cases, limit impact (e.g., of a chemical spill); or draw conclusions that will lead to prevention in the future.	20-Investigation-of-PH-Events.docx
21. Emergency Preparedness and Response	Emergency preparedness and response involves planning, mobilizing resources and working with other organizations to prepare for and respond to public health emergencies.		21-Emergency-Preparedness-and-Response.docx
22. Implementation of International Health Regulations (IHR)	IHR implementation involves fulfilling the NPHI's responsibilities under the IHR.		22-Implementation-of-IHR.docx

Data-to-Action

Note: Discussion Guide '23. Data-to-Action' is an overarching Discussion Guide. Guides 24-26 provide more detail on subsets of topics in Guide 23.

Note: For purposes of the Guides related to Data-to-Action (Guides 23-26), the following definitions are used:

- *Stakeholders*: Groups and individuals with an interest, involvement, or investment in the NPHIs recommendations.
- *Decision-makers*: A subset of stakeholders who can be expected to use the NPHI's recommendations to make policy or program changes in an organization or component of an organization. This group could include MOH officials; other agency directors; directors of provincial, state, or local agencies; leaders in NGOs, etc.
- *Partners*: A subset of stakeholders whose relationship with the NPHI is characterized by mutual cooperation and responsibility.

	23. Data-to-Action	Data-to-Action refers to the use of scientific information and other evidence to inform policies and programs. It includes synthesizing information from multiple sources to develop persuasive recommendations, and providing these recommendations in formats and through channels that will maximize uptake. The NPHI may use existing data, recommendations from other groups, or expert opinion; and sometimes the NPHI will collect and analyze data to support data-to-action efforts.	See also Discussion Guides 24-26.	23-Data-to-Action.docx
	24. Strategic Data Collection and Analysis	Strategic data collection and analysis involves deciding what data are needed to influence policy and programs; matching the type of data collection (e.g., survey, surveillance, research) to the policy needs; and implementing data collection and analysis in ways that will impact public health.	See also Discussion Guides 23.	24-Strategic-Data Collection-and-Analysis.docx
	25. Development of Public Health Recommendations	Development of public health recommendations involves synthesizing information and creating summary documents that describe the evidence, options, and recommendations.	See also Discussion Guides 23.	25-Development-of-PH-Recommendations.docx
	26. Uptake of Public Health Recommendations	Increasing uptake of policy and program recommendations involves implementing strategies to encourage decision-makers to use the NPHI's recommendations.	See also Discussion Guides 23.	26-Uptake-of-PH-Recommendations.docx

	Public Health Workforce			
	27. Public Health Workforce Development	Public health workforce development means working to address gaps in public health workforce numbers, distribution, and skills.	Issues related to staff development at the NPHI are covered in the Guide on Staff Development.	27-PH-Workforce-Development.docx

	Public Health Research			
	28. Public Health Research	Public health research refers to the conducting of studies designed to answer critical questions related to public health and to find innovative solutions to public health problems.		28-PH-Research.docx

	Multisectoral Collaboration (new)			
	29. Multisectoral Collaboration	Multisectoral collaboration refers to collaboration and coordination with government agencies and other stakeholders to address cross-cutting issues, such as One Health, antimicrobial resistance, food safety, environmental health, or nutrition.		Download link goes here

	National-Subnational Linkages (new)			
	30. Linkage to and Support for Subnational Governmental Public Health Agencies (e.g., Local and Regional Health Offices)	Linking to and supporting subnational governmental public health agencies addresses the ways in which the NPHI supports the country's public health system by working with and strengthening its subnational levels.	As with any Discussion Guide, this Discussion Guide may be adapted to fit the needs of a particular NPHI or for a particular application. For example, • Items that are not relevant can be eliminated from discussion (for example, if laboratories are not part of the discussion, they can be skipped), or items added. • This document was written to help an NPHI think about its work with subnational agencies that are not a part of the NPHI, for example, District Health Offices. For discussions involving subnational entities that are part of the NPHI, e.g., an NPHI's regional offices, this Discussion Guide could be modified, for example, to emphasize two-way communication and joint efforts, instead	Download link goes here

			of emphasizing the role of the NPHI's central office.	