

14. Health Communications												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
Strategic Direction	Decisions about health communication activities are made on an ad hoc basis. They often do not address the highest priority issues or target the most important audiences.			The NPHI is attempting to be strategic about its communications efforts, but these are largely driven by donor interest or interests of individual staff.			The NPHI has strategic priorities for health communications, often related to achieving its goals (e.g., related to reducing chronic diseases). It uses a variety of approaches to increase uptake of its materials and messages.			The NPHI's health communications efforts are integral to achieving its mission. The NPHI is committed to being a key resource for public health information in its own country and throughout the world.		
Systems	The NPHI has limited tools, guidelines, or SOPs for health communications. Health communications are generally not reviewed for quality and to ensure harmonization of messages and materials.			The NPHI has tools, guidelines and SOPs for health communications efforts (e.g., templates for brochures), but use of these by staff is inconsistent. The NPHI has no formal review process to ensure quality and consistency of messages.			Staff generally use the NPHI's guidelines, templates, and other tools in developing health communications efforts. The NPHI has formal review processes to ensure quality of products, but messaging and appearance of materials may vary from one part of the NPHI to another.			The NPHI regularly updates its communications approaches to take advantage of new tools and ways of reaching diverse audiences. Systems and procedures encourage collaboration and help harmonize messages and materials across the NPHI.		
Resources	NPHI staff lack expertise in health communications. Quality and quantity of health communications campaigns are limited by resource constraints.			Although few staff have formal training in health communications, many staff are gaining experience by working with more sophisticated groups. Most of the NPHI's communications resources are for donor-funded efforts.			The NPHI has enough staff with communications expertise to support high-visibility communications efforts, but less visible efforts cannot always access expertise. The NPHI sometimes provides assistance (e.g., materials and training) to partners that are helping disseminate the NPHI's messages.			Specialized health communications staff support communications efforts throughout the NPHI. They regularly train and mentor staff from partner organizations that can help disseminate the NPHI's messages.		
Quality	The goals of health communications efforts and the health communications messages are often unclear. Information used in materials is sometimes inaccurate or outdated. Aside from some translation of materials, messages and channels are not adapted to different audiences.			The goals of major health communications efforts are usually clear, but specific communications objectives are rarely identified. Messaging is often missing key information (e.g., how to prevent or respond to exposure to risks). The NPHI sometimes tailors its materials and channels to specific audiences.			The NPHI's major health communications efforts have specific goals and measurable objectives. The NPHI often pre-tests messages with target audiences and refines its materials based on the input. The NPHI uses multiple communication platforms to reach target audiences, but often fails to reach hard-to-reach populations.			The NPHI develops comprehensive plans for major health communications efforts, including how to involve a broad range of stakeholders. It often pre-tests its messages and channels. The NPHI makes special efforts to ensure hard-to-reach populations are informed.		
Engagement	The NPHI shares information and materials with some stakeholders, but makes little effort to engage stakeholders in the development and implementation of health communications efforts.			The NPHI reaches out to the same stakeholders for input on most of its communications work and for help with dissemination. Many critical stakeholders are left out of the NPHI's efforts.			The NPHI engages a broad range of stakeholders to prioritize, develop, implement and evaluate communications efforts. The NPHI selects stakeholders based on the topic and target audience.			The NPHI develops and implements many efforts in full partnership with other organizations. Particularly when partner organizations have significant credibility with a population at risk, the NPHI supports them to carry out its communications efforts.		
Impact	The reach of the NPHI's health communications efforts are limited and are unlikely to be resulting in increased awareness or behavior change.			Some health communications efforts, such as those funded by donors, may be reaching target audiences, but many efforts have little or no impact.			The NPHI's health communications efforts are visible and are reaching target audiences. When formal evaluations are conducted, they show that the campaigns are having an impact.			The NPHI's health communications messages and materials are routinely used by other groups for their efforts. The capacity of many partner organizations has increased as a result of working with the NPHI. The NPHI's messages contribute measurably to health awareness and positive health behaviors.		

The [Staged Development Tool \(SDT\)](#) for NPHIs was developed by the [U.S. Centers for Disease Control and Prevention \(CDC\)](#) and the [International Association of National Public Health Institutes \(IANPHI\)](#) with the assistance of a consultative group of National Public Health Institute (NPHI) leaders from around the world.