

23. Data-to-Action												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
Strategic Direction	The NPHI provides policy or program recommendations to the MOH or others upon request. It is not proactive in making recommendations.			The NPHI responds to requests for policy or program recommendations, and also sometimes takes the initiative to develop recommendations proactively.			The NPHI proactively develops recommendations on priority topics, as well as responding to requests from the MOH and others. It works strategically with the MOH and other stakeholders to encourage adoption of high-priority recommendations.			The NPHI has a culture of using evidence of various types to make recommendations and to guide and improve programs and policies. The NPHI engages decision-makers and other stakeholders throughout the process of data-to-action to increase uptake.		
Systems	The NPHI has limited systems to support data-to-action efforts. The NPHI does not have regularly scheduled meetings with decision-makers or other systematic ways to disseminate its recommendations.			The NPHI has systems for collecting, analyzing, and synthesizing data and developing guidance documents, especially in areas with significant donor funding, but many gaps remain. The NPHI has regular meetings with some groups, during which recommendations may be shared.			The NPHI has systems, tools, and SOPs to collect, analyze, and synthesize information, and to use these to develop guidance. It has systems for sharing its recommendations with decision-makers (e.g., regular production of policy briefs, participation in high-level meetings of the MOH).			The NPHI has systems for establishing and managing standing committees for some high-profile issues, such as external advisory committees for immunizations. The NPHI's approaches and tools for developing and disseminating recommendations are models for organizations throughout the world.		
Resources	Staff make recommendations based on easily available sources. They have little capacity to synthesize information from multiple sources and determine its policy implications. Lack of computers and internet access also limit data-to-action efforts.			Staff attempt to identify a variety of data to inform the NPHI's recommendations. However, barriers include limited expertise, inability to access some online resources, and slow computers. Some staff are becoming skilled at communicating with decision-makers.			The NPHI has resources to synthesize multiple sources of information. The NPHI has some specialized staff, such as information and communications specialists, to help develop and increase uptake of high-priority recommendations.			The NPHI has sufficient experts in economics, modeling, communications, and other specialty areas to support all its needs in developing and disseminating recommendations.		
Quality	The NPHI's recommendations are often not persuasive (e.g., because they are unstructured and don't address key issues).			The NPHI's recommendations are often based on evidence, but the types of evidence considered and quality of the synthesis are often limited. No special effort is made to package recommendations in ways that are persuasive for decision-makers.			The NPHI's recommendations are timely and comprehensive, and often consider diverse contexts and sub-populations. Its materials are designed to be understood by decision-makers.			The NPHI engages internal and external experts to ensure its recommendations are robust. Its briefing documents and other materials are used as models by many organizations.		
Engagement	Decision-makers and other stakeholders provide little input into recommendations. Critical public health information and recommendations are shared on request or based on personal relationships.			The NPHI involves decision-makers and other stakeholders in developing recommendations in a few areas, usually at the stakeholders' request. Some recommendations are widely shared.			The NPHI proactively engages decision-makers and other stakeholders in development of most of its high-priority recommendations. It tailors the presentation of data and recommendations to its primary audiences and makes its recommendations widely available.			The NPHI increases the likelihood recommendations will be used by including decision-makers and other stakeholders throughout the data-to-action process. Recommendations are disseminated widely, using a variety of formats and channels. The NPHI actively builds capacity of partners to use its recommendations.		
Impact	The NPHI's information and recommendations are rarely used.			Decision-makers sometimes use the NPHI's recommendations. However, uptake of recommendations is less-than-desired because of lack of quality or because the information is not presented in a persuasive manner.			Decision-makers trust the NPHI's recommendations and often seek its opinions. Because the NPHI's recommendations are high quality and presented in a persuasive manner, they are very influential.			The NPHI's recommendations have a major impact on decision-making in its own country and worldwide. Evaluation of the impact of the NPHI's recommendations shows that they have improved the health of the public.		