

20. Generic Discussion Guide												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
Strategic Direction	The NPHI does not conduct long-term planning. Priorities are driven by personal interests or funders.			The NPHI is beginning to identify some high-priority activities and strategies for addressing them.			The NPHI has a clear vision and goals, developed with staff and stakeholder input. It has explicit plans for achieving its goals, which have been shared with staff and key partners.			The NPHI has a visionary strategic plan, which addresses both internal issues, such as leadership and facilities, and public health functions. The plan, which was developed with input from staff and partners, has been widely shared.		
	The NPHI lacks systems or guidelines to guide its operations. The few SOPs that exist are incomplete or outdated and are not widely shared. Staff have difficulty accessing needed information.			The NPHI is starting to establish systems to improve quality, consistency, and timeliness, such as review processes for protocols and reports. SOPs are being developed but are still lacking for many critical areas, and those that exist are often incomplete or outdated. Access to critical information is improving.			The NPHI has systems to ensure timeliness and quality of work. Sometimes, however, these requirements create unnecessary obstacles to getting work done. Review processes and SOPs are regularly updated, and staff generally adhere to the NPHI's procedural requirements. Systems for sharing information generally work well.			The NPHI's systems support high-quality, impactful work. Leadership and staff input helps ensure the systems are user-friendly. Systems and SOPs are regularly reviewed and updated. The systems, SOPs, etc. serve as models for other organizations. Staff are highly compliant with the systems because they understand the benefits for their work and the NPHI's success.		
Resources	The NPHI has limited financial, material, and human resources, except for a few donor-funded efforts. Staff, infrastructure, and supplies are inadequate for the NPHI to make a major impact on public health. Facilities are sometimes unsafe. The NPHI has little ability to ensure staff receive needed training.			The NPHI has resources, including staff and supplies, for some high-priority efforts. Facilities are improving, and the most serious hazards have been reduced or eliminated. Training opportunities for staff are increasing.			The NPHI has resources to implement most high-priority efforts. The most important resource gaps have been identified, and efforts are underway to address them. Facilities are generally adequate for the work being done. Staff training is encouraged and facilitated.			The NPHI has substantial resources, many from robust advocacy highlighting the NPHI's contributions to public health. The NPHI strives to maximize impact through efficient and effective use of resources. Its facilities are modern and incorporate new technologies. It invests in training and other approaches to help staff grow in their jobs and careers.		
	The NPHI acknowledges that work quality is often poor. However, the lack of process and outcome measurement makes it difficult to systematically assess work quality and NPHI effectiveness.			Work quality is improving but remains highly variable. In some areas, process measurements are used to assess programs, and results are sometimes used to guide improvements.			Work quality is generally good. The NPHI routinely uses process and outcome measures to assess many of its programs and to guide improvements. The NPHI also routinely seeks stakeholder input regarding successes and ideas for improvement.			The NPHI meets or exceeds international quality standards, such as for emergency response. It uses innovative approaches to assess quality and improve efficiency and cost-effectiveness. Rigorous assessments, many involving external groups, are regularly used to guide improvements.		
Engagement	The NPHI's outreach to stakeholders is occasional and ad hoc.			The NPHI has identified some key stakeholders and is beginning to work with them. The NPHI's website contains some information useful to potential partners.			Most key stakeholders are engaged on the highest priority issues. The website is up-to-date, and various methods are used to ensure key populations get important messages and can engage with the NPHI.			Engagement of stakeholders and partners in-country and internationally is a high priority. The NPHI has detailed stakeholder engagement plans and uses tailored approaches to engage even the hardest-to-reach groups and individuals.		
	The scattered nature of efforts and a lack of measurement make it difficult to assess impact. The NPHI cannot provide examples of positive impacts.			In a few select areas, impact can be measured. The NPHI has documented a few specific success stories.			The NPHI has many success stories. In some cases, the NPHI has high-quality data demonstrating that its research and programs have impacted behaviors and/or health outcomes.			The NPHI has consistently documented its impact, including in underserved and hard-to-reach populations. The NPHI's research and programs have had national and international impact and/or served as models for other countries.		