

10. Health Communication and Health Promotion												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
<b>Strategic Direction</b>	Except in emergencies, decisions to conduct health communication and promotion activities are not linked to strategic goals. Communication efforts rarely target the most important audiences.			The NPHI is attempting to be strategic about its health communication and promotion efforts, but the lack of long-term strategic planning results in frequent shifts in focus. Consideration of key audiences and ways to reach them is increasing.			The NPHI aligns its health communication and promotion efforts with its long-term strategic goals. It uses a variety of approaches to engage effectively with critical audiences.			The NPHI understands that its health communication efforts are integral to achieving its mission. The NPHI aims to be a primary public resource for public health information nationally and globally. It uses a variety of data and other information to maximize the effectiveness of its communication efforts.		
	The NPHI lacks tools, guidelines, or SOPs for health communication. Health communication efforts are rarely reviewed for the quality or consistency of messages and materials. The NPHI struggles to get its messages out, even during emergencies.			The NPHI is developing tools, guidelines, and SOPs for health communication efforts. However, these are used inconsistently. In some high-visibility areas, the NPHI is developing formal review processes to ensure the quality and consistency of messages.			Staff generally use the NPHI's health communication guidelines and tools. Formal review processes ensure the quality of products, but the messaging and appearance of materials may vary from one part of the NPHI to another. Systems exist for rapid dissemination of messages during emergencies and for monitoring and responding to disinformation.			The NPHI regularly updates its communication approaches to take advantage of new tools and ways of reaching diverse audiences. Systems and procedures encourage collaboration and harmonization of messages and materials across the NPHI. The NPHI's innovative systems for communication during emergencies, including its handling of disinformation, are models for other countries.		
<b>Systems</b>	NPHI staff lack expertise in health communication. Resource constraints limit the quality and quantity of health communication efforts.			Few staff have formal training in health communication, but some are gaining experience by working with more sophisticated groups, such as non-governmental organizations. Most of the NPHI's communication resources are for donor-funded efforts.			The NPHI has staff with expertise to support high-visibility communication efforts, but less prominent efforts cannot always access expertise. The NPHI sometimes assists partners that are helping disseminate the NPHI's messages, for example, by providing materials or training. It works closely with the media.			Specialized communication staff support communication efforts throughout the NPHI. They regularly train and mentor staff from the NPHI and partner organizations on how to be effective communicators. The NPHI engages with media regularly, including providing training about public health issues, as a strategy to amplify its messages with fidelity.		
	Information provided by the NPHI is sometimes inaccurate or outdated. Materials, messages, and channels are rarely adapted to different audiences.			Messaging is often difficult to understand or is missing key information, for example, on how to reduce risk. The NPHI sometimes tailors its materials and channels to specific audiences.			The NPHI sets clear goals and measurable objectives for major health communication efforts. It sometimes pre-tests messages. It uses multiple approaches to reach target audiences but sometimes fails to reach critical populations.			The NPHI develops comprehensive plans for major health communication efforts that include extensive stakeholder engagement and pretesting messages and methods. The NPHI uses innovative approaches to ensure that even the most hard-to-reach populations get information.		
<b>Resources</b>	The NPHI shares information and materials with some stakeholders inconsistently. Although it develops materials to respond to emergencies, these are often just put on the website and not widely shared.			Except for specific donor-funded efforts, the NPHI reaches out to a limited number of stakeholders for engagement with communication efforts, including during emergencies.			The NPHI engages a broad range of stakeholders to prioritize, develop, implement, and evaluate communication efforts. Especially during emergencies, it collaborates widely to ensure as broad a reach as possible.			The NPHI develops and implements many communication efforts in full partnership with other organizations. In quiet times, it establishes extensive networks that can be mobilized during emergencies, including national government organizations, subnational agencies, non-government organizations, and the media.		
	The NPHI's health communications efforts are of poor quality and have limited reach. They are unlikely to increase awareness or change behavior.			Some health communication efforts, such as those funded by donors, may be reaching target audiences, but many efforts have little or no impact.			The NPHI's health communication efforts are visible and reach most target audiences. When formal evaluations are conducted, they show that the campaigns are having an impact.			The NPHI's health communication systems and outputs are exemplary. Its efforts contribute measurably to health awareness and promote positive behaviors within the country and internationally. As a result of the NPHI's efforts, partner organizations and the media help amplify the NPHI's messages.		
<b>Quality</b>												
<b>Engagement</b>												
<b>Impact</b>												