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The Detroit Department of Health and Wellness Promotion will describe the development and implementation of the Office of Health Information, Planning, Policy, Evaluation and Research (HIPPER). HIPPER is an interdepartmental collaborative unit designed to improve the operational infrastructure, institutional cultural dynamic and capacity for public health services through health education, planning, policy, evaluation and research. Operations are optimized when collaborations are strategically approached from an interdisciplinary perspective utilizing epidemiologists, policy analysts, health educators and researchers.
A New Paradigm for Public Health - the HIPPER Model

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**ABSTRACT**

The Office of Health Information, Planning, Policy, Evaluation, and Research (HIPPER) at the Detroit Department of Health and Wellness Promotion (DDHW) is an interdepartmental collaborative unit designed to improve the operational infrastructure, institutional cultural dynamics and capacity for public health services. HIPPER is based on a revised version of the Interorganizational Relations Theory (IOR) in which interdepartmental disciplines are combined to implement a more comprehensive and coordinated approach to public health. HIPPER's work is carried out by a centrally coordinated team of Epidemiologists, Biostatisticians, Health Educators, Policy Analysts, Program Evaluators, and an Internal Research Advisory Board. The HIPPER team's efforts to improve effectiveness and efficiency at DHWP are achieved by working in collaboration with other DHWP units to provide statistical and epidemiological expertise and analyses; technical leadership for research initiatives and evaluation plans; guidance in developing health information campaigns; analysis and monitoring of health-related legislation; development of health policy implications and recommendations; and crucial support for the department's strategic planning process. The centralization of different disciplines expands the department's ability to address health issues beyond one area of public health, while enhancing the sense of shared responsibility throughout the department. In addition, the HIPPER model maximizes the use of existing resources by coordinating services and access to new information, ideas, materials and other types of capital. The HIPPER model is a unique and innovative approach to public health that has set a standard for multi-sector collaboration and has allowed for the achievement of more organizational goals at DHWP.

**BACKGROUND**

In 2007, A Public Health Workforce Skills and Training Needs Assessment Survey was conducted at the Detroit Department of Health and Wellness Promotion (DHWP) to help identify the competency levels of employees, gaps in resources and training, and collaboration opportunities among different units within DHWP. The results of these assessments revealed that:

- The varying units within DHWP operated in silos, and cross-sharing of information and resources between departments was minimal.

As a result of this needs assessment, a new objective was added to DHWP's strategic plan, which was: to improve the operational infrastructure of the department by creating a unit dedicated to interdepartmental planning, evaluation and data management. In the process of developing this unit, the need to include policy-development, health information and research materialized as needed components of any public health effort.

To achieve this new goal of improved operational infrastructure, the Office of Health Information, Planning, Policy, Evaluation, and Research (HIPPER) was created in the summer of 2007.

**CREATION OF HIPPER**

Principles of the Interorganizational Relations Theory (IOR), which HIPPER is based upon:

- Recognize the interdependence and need for coordination among departments.

Organizational goals are more likely to be achieved through collaboration:

- Access to new information, ideas, materials and other resources
- Collaboration optimizes coordination of resources (time, staff and expertise)
- Positive attitudes and norms toward cooperation and collaborations
- Ability to address issues beyond one discipline of public health

**Adjustments made to the IOR for HIPPER to better meet the needs of the department:**

- Discretized to be HIPPER-organizationally focused
  - A program model that ties the traditional disciplines of public health together in a centralized, interdepartmental way
  - Central repository of information and data for DHWP
  - Allows for cross fertilization and collaboration with the various departments and disciplines

**FUNCTIONAL AREAS OF HIPPER**

**Director**

**Principal Epidemiologist**

**Lead Policing Epidemiologist**

**Maternal and Child Health Epidemiologist**

**Senior Statistician**

**General Epidemiologist**

**Policy Analysis**

- Conduct Data Analysis
- Provide Health Information
- Support Strategic Planning
- Conduct Policy Analysis
- Prepare Position Papers
- Evaluate DHWP Programs
- Conduct Research Studies
- Pre-test Training Workshops
- Predictive Modeling

**Strategic Planning**

- DHWP Annual Data Book
- Annual Report
- Quarterly Indicator Reports
- Bi-Annual Community Profiles
- Annual Lead Surveillance Report
- Annual MCH Surveillance Report
- Annual Reports, Data Books & Community Profiles published
- Develop relevant data repository
- Conduct epidemiological profiles and studies

**Health Education and Information**

- "News You Can Use" Weekly Email Alerts
- Learning Labs & Information Resource Center
- Technical Assistance & Training
- Research Briefs, Presentations & Publications

**Products of HIPPER**

- Annual Data Book
- Annual Report
- Quarterly Indicator Reports
- Bi-Annual Community Profiles
- Monthly Activity Reports (by Division)
- Annual Lead Surveillance Report
- Annual MCH Surveillance Report
- Annual Infant Mortality Profile
- Infant Mortality Review Report
- Policy Briefs & Memos
- Position Papers
- Evaluation Reports
- Grant Preparation & Submission
- Quarterly Strategic Planning Report Cards
- "Stories You Can Use" Weekly Email Alerts
- Learning Labs & Information Resource Center
- Technical Assistance & Training
- Research Briefs, Presentations & Publications