

## State Board of Health Policy Committee

May 18, 2023

1:00pm-3:00pm

Minutes

Video Recording

Watch the Policy Committee meeting [here](#).

### Minutes

1. Call to Order

Present: Damon Arnold, Rashmi Chugh, Jack Herrmann, Erica Salem, Esther Sciammarella, Erica Salem

IDPH staff: Staff: Chad Brose, Allison Nickrent, Emily Spangler, Amaal Tokars, Greg Willis

2. Public Comment—n/a

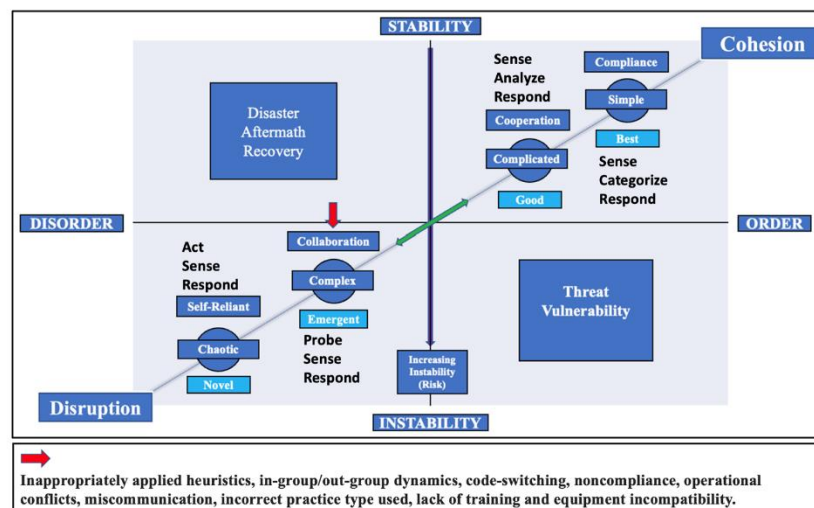
3. Old Business—n/a

4. New Business

a. Direct response management model—Dr. Arnold

See below:

### **New Theoretical Model [ partially based on CAS/Cynefin Theory]**



b. Mechanics of writing a policy—Dr. Arnold

See below:

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## Policy Memo Development

- ❑ You're an expert policy analyst, and a client has asked for your help.
- ❑ Your client has a problem, and they're expecting you to have the skills and expertise to solve that problem for them.
- ❑ Your client wants your solution to the problem in the form of a policy memo because they don't have time to read anything longer.

## Policy Memo Format

- To:
- From:
- Date:
- RE:
  
- Executive Summary
- Background and Methodology
- Key Findings
- Recommendations
- Conclusion

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## Three Policy Memo Types

- Start by massive information reviews and performing calculations? NO!
- A better way to begin is to ask yourself what the client doesn't yet know.
- More specifically, what is it they need to know to fulfill their mission or achieve their goals?
- Three questions the client could be struggling with and policy answer types:  

What is happening?	What is working?	What should be done next?
Descriptive	Evaluative	Prescriptive

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## Four Elements of a Policy Answer

The next step is to determine which pieces of evidence you'll need to make each type of policy answer as persuasive as possible.

In public policy, you can divide evidence into four distinct types:

1. **Condition** What's happening?
2. **Criteria** What should be happening?
3. **Cause** Why is the condition happening? [i.e., Correlation/Contributing Factors]
4. **Effect** What might happen next?

## Executive Summary

- Writing deductively, always start by stating your main point (recommendation) first!
- The remaining sentences in the paragraph should present the data, facts, statistics, as well as your analysis and reasoning (and any context needed) to prove the point you make in the first sentence.
- Then briefly summarize your main findings as answers to your client's questions. Essentially, you are explaining why you are recommending they take-action. End the summary with a brief statement of what will happen if the client implements your recommendation.

## Background and Methodology

Here you will provide context and any historical or technical information the reader may need to understand your findings—and nothing more. Consider what your reader already knows. You may also need to briefly explain where your data comes from and how they were analyzed. Depending on your findings, you may not even need a Background & Methodology section.

## Key Finding(s)

- In the key finding section(s), you will answer your client's questions directly. You will also provide evidence (and the context surrounding the evidence), as well as your analysis of the evidence in support of your descriptive, evaluative, or prescriptive answer. You may also need to include information on any limitations associated with your findings and rebut alternative options, if necessary.

## Recommendations

- Your recommendations should link the root causes of the requestor's problem, which you should have identified in your key findings section, with what needs to be done by whom. Your recommendations should be feasible, cost effective, and specific without being too narrow.

## Conclusion

- Your conclusion should place your key findings in a broader context that reminds the reader of the issue's importance. Why is important that action be taken immediately? A good conclusion will weigh loss aversion against hope for the future as motivating factors.

## Writing Recommendations That Matter 1

To be most effective, recommendations to improve operations or conduct further research should (1) clearly identify feasible actions that need to be taken and (2) provide the appropriate level of detail to facilitate implementation and subsequent follow up. Other considerations include:

## Writing Recommendations That Matter 2


- **Audience:** Address your recommendation to a person or program so that it's clear who's responsible for ensuring the recommendation is implemented.
- **Purpose:** To be valuable to your client, your recommendations must:
  - Explicitly connect to the description of the evidence.
  - Evaluate between the cause of whatever barriers or challenges are holding the client back vs. the potential outcome you would expect to arise from the recommendation.
  - Be feasible, cost-effective, and measurable.
- **Explanatory Statement:** Focus on concisely presenting who should do what and why. Avoid phrasing that reintroduces the barriers or challenges you uncovered. That information should be presented in the key finding section.

## Writing Conclusions That Matter



Make it clear to your reader why it is important for them to act on your policy recommendations now. What is the lasting message you want them to take away?

- **Purpose:** To be valuable to your client, your conclusions must:
  - Highlight the significance of your key findings.
  - Explain why corrective action needs to be taken.
  - Inspire an immediate response.
- **Tone:** Effective conclusions are fair and balanced, proactive, and compelling.
- **Approach:** Highlight outcomes that may follow the enactment of the recommendations: "If you do X, Y will happen," and Make explicit the stakes of the recommendations.
- **Things to Avoid:** DO NOT: Summarize your key findings only, introduce new findings or evidence, or restate your recommendations.

## Being Your Own Best Editor 1

Revision Questions:		✓
<b>Content</b> 	Is the problem you're trying to solve clearly articulated?	
	Are you using the applicable elements of a finding to tell your story?	
	<b>Condition:</b> What's happening?	
	<b>Criteria:</b> What should be happening?	
	<b>Cause:</b> Why is the condition happening?	
	<b>Effect:</b> What will happen next?	
	Did you describe the data in context and does that description clearly link to your key finding(s)?	
	Have you uncovered the <i>root cause</i> of the policy problem or challenge?	
	Have you explicitly evaluated the limitations of what is currently happening vs. the potential limitations of your own findings? Have you also explicitly defined why your own findings are preferable?	
	Do your recommendations arise logically from the evidence?	
	Are your recommendations feasible, cost-effective, and measurable?	
	Is the tone appropriate for your reader?	

## Being Your Own Best Editor 2

<b>Clarity</b> 	Do you begin each paragraph with the main point (deductive structure)?	
	Do each of your paragraphs contain only one point (paragraph unity)?	
	Does every one of the sentences in each paragraph relate or expand on its main point (paragraph coherence)?	
	Is the subject close to the verb and the subject-verb close to the beginning of each sentence (sentence core)?	
	Are you writing about people whenever possible?	
	Are you using the old-to-new principle to transition between sentences?	
	Are you mostly writing in the active voice?	
	Do you avoid using jargon and define terms throughout?	
	Are you using headings and subheadings?	
	Does your structure and formatting conform to the reader's expectations?	
<b>Concision</b> 	Is your memo as long as it needs to be but as short as it can be?	
	Have you read your memo out loud and backwards?	
	Have you rooted out unnecessary weak verbs, nominalizations, and prepositional phrases?	
	Have you pruned any needless words ("double words," redundant or meaningless modifiers, empty nouns, and adverbs)?	
	Is your writing free of spelling, punctuation, and grammatical errors?	
	Does your writing contain fragments, comma splices, or run-ons?	

c. Board member updates

Dr. Rashmi Chugh shared that DuPage County Health Department Director Karen Ayala is retiring and is being replaced by Adam Forker on July 1<sup>st</sup>, 2023.

5. Upcoming meetings:

- a. **STATE BOARD OF HEALTH 11:00 - 1:30 PM**
  - i. June 8
  - ii. September 7
  - iii. December 7
- b. **STATE BOARD OF HEALTH RULES COMMITTEE 1:00 – 3:00 PM**
  - i. August 17
  - ii. November 9
- c. **STATE BOARD OF HEALTH POLICY COMMITTEE 1:00 - 3:00 PM**

- i. August 24
- ii. November 16

6. Adjournment