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Alberta Gambling Research Institute

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2006-04

## Social and economic costs and benefits of gambling

Single, Eric; Williams, Rob; Walker, Doug; Anielski, Mark; Back, Ki-Joon; Gerstein, Dean; McMillen, Jan; Buchanan, Paul; Hann, Robert (Bob); Chhabra, Deepak...

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<http://hdl.handle.net/1880/47420>

conference proceedings

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## PROBLEM IDENTIFICATION AND PRIORITIZATION CYCLE

### 1. Form a Community Health Coalition

- A “**health coalition**” is an organization of **individuals** representing diverse organizations, factions, or constituencies **who agree to work together** to achieve common community health-related goals.
- “**Leadership**” is essential to both initiate and maintain a coalition.
- **Coalition roles** include:
  - (a) obtaining and analyzing community health profiles.
  - (b) identifying critical issues for action.
  - (c) supporting the development of improvement strategies.
  - (d) fostering the allocation of responsibility for health improvement efforts among community stakeholders.
  - (e) serving as a locus of accountability for performance by those stakeholders.
- Coalition should be structured and operate in the configuration that **best suits the community**.
- Coalition partners should include a **community’s major stakeholders** and accountable entities.
- The **general public** must have an opportunity to participate and **public- and private-sector entities** that may not traditionally have assumed a role in health issues must be brought to the table.

## 2. Prepare and Analyse Community Health Profiles

- A “**community health profile**” provides basic information about a community’s demographic and socioeconomic characteristics and its health status and health risks.
- The **health coalition** should oversee the development and use of a health profile, but responsibility for data collection and analysis may lie with **particular coalition participants** (e.g., health departments).
- **Profile updates** should be produced regularly.

## 3. Identify Critical Health Issues

- Community “**health issues**” are conditions or problems that, left unaddressed, will detract from the general health and well-being of individuals, groups and entire communities.
- Health issues should reflect the **judgment** of not only public health agencies and health care providers, but also the **broader spectrum of community stakeholders**, including the general public.
- The coalition should continuously “**scan the environment**” for health issues and involved multiple stakeholder perspectives, including the general public, in this scanning process.
- The coalition must establish a process for **prioritizing health issues**, striking a balance between (a) issues that lend themselves to quick, easily measurable success, and (b) those that require sustained effort to produce a longer-term health benefit.
- The coalition should develop, over time and as resources permit, a “**portfolio**” of health initiatives.

## ANALYSIS AND IMPLEMENTATION CYCLE

### 1. Analyze the Health Issue

- The coalition must **articulate the specific issue(s)** of concern in the community and **goals** for a health improvement activity.
- An analysis of the health issue should (a) examine the general underlying **causes and contributing factors**, (b) **how they operate** in that specific community, and (c) **what interventions are likely to be effective** in meeting health improvement goals.

### 2. Inventory Health Resources

- The coalition must **inventory the resources** the community already has to apply to a health issue (e.g., organizations, influence, expertise, leaders, funding, volunteers).
- This community resource inventory should be **continuously updated**.

### 3. Develop a Health Improvement Strategy

- A “**health improvement strategy**” should reflect how **available resources** could be **applied most effectively** to address an identified health issue.
- Several considerations should shape health improvement strategies:
  - (a) **Interim goals** for major health problems may help sustain a health improvement effort.
  - (b) The **consequences** of not taking any action should be considered.
  - (c) Priority should be given to actions for which **evidence of effectiveness** is available.
  - (d) The strategy development step should include consideration of potential **barriers to success** that may arise in trying to implement a strategy.

#### 4. Identify Accountability

- Specific entities must be **willing to be held accountable** for undertaking activities within an overall strategy for dealing with a health issue.
- Depending on the health issue and community stakeholders involved, different approaches may be necessary to reach agreement on who will be accountable for what:
  - (a) **Community cooperation** may be a sufficient basis for negotiating assignments of accountability.
  - (b) **Funding incentives** may make entities in the community willing to be held accountable.
  - (c) **Regulatory and legal requirements** may mandate that some entities are accountable.

#### 5. Develop Performance Indicator Set

- Accountability is operationalized through the adoption of concrete, specific **performance indicators** linked to accountable entities.
- Because health issues have many dimensions and can be addressed by various sectors in the community, **sets of indicators** are needed to assess overall performance.
  - (a) Selecting indicators requires careful consideration of how to gain insight into **progress achieved** in the health improvement process.
  - (b) A balance is necessary among indicators that reflect **short- and long-term changes** in community health.
  - (c) Communities may also want to consider **indicators of cooperation** among organizations.
  - (d) Communities will need criteria to guide the selection of **valid and reliable indicators**.

6. **Implement the Improvement Strategy**

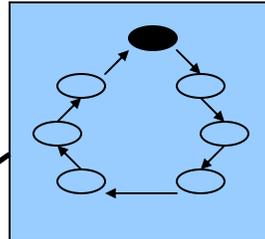
- Implementation of health improvement strategies and interventions requires **action by many segments** of the community.
- The **particular mix of activities and actors** will depend on the health issue being addressed and on a community's organization and resources.

7. **Monitor Process and Outcomes of the Improvement Strategy**

- Once a health improvement program is underway, **performance monitoring** becomes an essential guide.
- Information provided by the selected performance indicators should be reviewed regularly and **used to inform further action**.
- The monitoring process will require access to data from multiple sources that can be combined to produce a **community-wide information resource** to inform the public.

## STEP 1

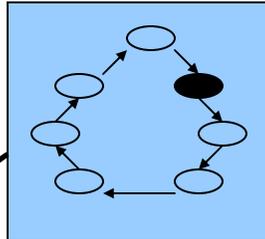
### ANALYSING THE PROBLEM GAMBLING ISSUE



1. **WHAT IS THE PROBLEM GAMBLING ISSUE AND GOAL(S) FOR IMPROVEMENT?**
2. **WHAT ARE THE CAUSES AND CONTRIBUTING FACTORS?**
3. **HOW DO THESE FACTORS OPERATE IN YOUR COMMUNITY?**
4. **WHAT INTERVENTIONS ARE LIKELY TO BE EFFECTIVE?**

## STEP 2

### INVENTORYING COMMUNITY RESOURCES



Inventory  
Resources

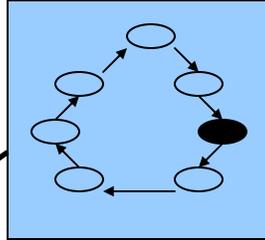
#### 1. WHAT RESOURCES DOES THE COMMUNITY HAVE TO APPLY TO THE PROBLEM GAMBLING ISSUE?

- ORGANIZATIONS
- INFLUENCE
- EXPERTISE
- LEADERS
- FUNDING
- VOLUNTEERS
- FACILITIES
- OTHER

**III**

## STEP 3

### DEVELOPING AN IMPROVEMENT STRATEGY



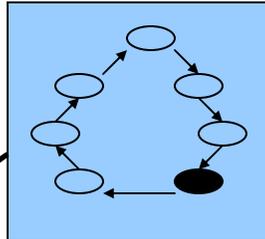
1. WHAT AVAILABLE RESOURCES CAN BE APPLIED MOST EFFECTIVELY?
2. WHAT INTERIM GOALS ARE ACHIEVABLE?
3. WHAT ARE THE CONSEQUENCES OF NOT TAKING ACTION?
4. WILL EVIDENCE OF EFFECTIVENESS BE AVAILABLE?
5. WHAT BARRIERS TO SUCCESS EXIST FOR THE STRATEGY?

**III**

Develop  
Improvement  
Strategy

## STEP 4

### IDENTIFYING ACCOUNTABILITY



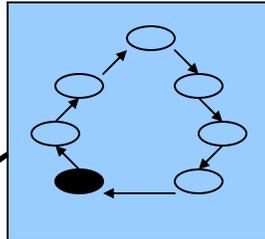
- 1. WHO SHOULD BE HELD ACCOUNTABLE FOR ADDRESSING PROBLEM GAMBLING IN THE COMMUNITY?**
- 2. WHAT COMMUNITY GROUPS ARE PRESENTLY COOPERATING TO ADDRESS SOCIO-HEALTH ISSUES?**
- 3. WHAT FUNDING INCENTIVES ARE NEEDED/AVAILABLE?**
- 4. WHAT LEGAL/REGULATORY MANDATES REQUIRE SOME ENTITIES TO BE ACCOUNTABLE?**

**III**

Identifying  
Accountability

## STEP 5

### DEVELOPING PERFORMANCE INDICATORS



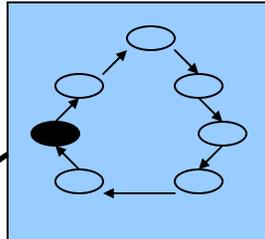
1. WHAT ARE SOME INDICATORS OF SHORT AND LONG-TERM PROGRESS IN ADDRESSING PROBLEM GAMBLING?
2. WHAT PERFORMANCE INDICATORS CAN BE TIED TO ACCOUNTABLE ORGANIZATIONS?
3. HOW WILL THESE INDICATORS BE MEASURED?

**III**

Developing  
Performance  
Indicators

## STEP 6

### IMPLEMENTING THE IMPROVEMENT STRATEGY



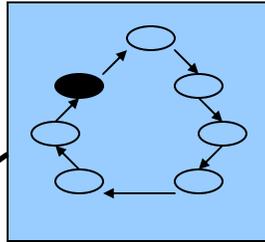
1. **WHAT IMPROVEMENT STRATEGIES WILL BE IMPLEMENTED AND HOW?**
2. **WHO WILL IMPLEMENT THESE STRATEGIES?**
3. **WHEN AND WHERE WILL THESE STRATEGIES BE IMPLEMENTED?**

**III**

**Implement  
Strategy**

## STEP 7

### MONITOR PROCESS AND OUTCOMES



Monitor Process  
and Outcomes

1. HOW WILL PROGRAM PERFORMANCE BE MONITORED?
2. HOW WILL INFORMATION BE USED TO INFORM FURTHER ACTION?
3. WHO WILL BE ACCOUNTABLE FOR MONITORING PROGRESS AND EVALUATING OUTCOMES?

**III**