



NATIONAL ASSOCIATION OF
CHRONIC DISEASE DIRECTORS
Promoting Health. Preventing Disease.



STAR STATE TECHNICAL ASSISTANCE AND REVIEW PROGRAM

GUIDE FOR STATES

JANUARY, 2008

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INTRODUCTION AND OVERVIEW

The National Association of Chronic Disease Directors (NACDD) is launching the State Technical Assistance and Review Program (STAR) to support the development, implementation, and evaluation of effective and efficient chronic disease prevention and control units in state and territorial health departments. The STAR process involves self-study by the state program and then brings an experienced chronic disease prevention and control team into a state for a four-day assessment site visit. During the visit, the team interviews the staff and partners of the state's chronic disease prevention unit and assesses the capacity of the program to provide comprehensive chronic disease programs and services. The team then produces a report that describes the status of the unit, highlights areas of high performance, makes recommendations for its improvement, and identifies potential areas for productive cross-program integration. The initial report is produced and presented during the visit and the final report is provided to the state within 45 days of the visit.

The STAR assessment focuses on the overall chronic disease prevention and control unit, not on its categorical program elements. STAR examines the extent to which the state's categorical chronic disease programs are integrated into a comprehensive approach, which utilizes the *NACDD Framework for Comprehensive Chronic Disease Programs*. (See Appendix A). The assessment focuses on the core elements of a successful state health department chronic disease prevention and control program: Leadership, Epidemiology and Surveillance, Informatics/Information Systems, Partnerships, State Plans, Targeted Interventions, Evaluation, Program Management and Administration, and Program Integration.

In addition, STAR focuses on assessing the experience, capacity and skills of the staff team in the state's chronic disease unit. This portion of the assessment is based on the NACDD Competencies for Chronic Disease Practice. The core competencies are organized into seven major domains: Build Support, Design and Evaluate Programs, Influence Policies and Systems Change, Lead Strategically, Manage People, Manage Programs and Resources, and Use Public Health Science.

STAR is voluntary. States must make a formal request to the NACDD for an assessment site visit. There are many reasons for which states may consider requesting STAR. The state chronic disease unit may:

- Need a vision for its next stage of development;
- Be small and wanting to grow;
- Have experienced a period of rapid growth and need to take stock;
- Have recently reorganized;
- Wish to increase its visibility and establish more collaborative relationships with internal or external partners;
- Wish to set priorities for building a more comprehensive unit, a more competent chronic disease workforce, or greater integration of categorical programs.

The assessment may serve to refocus the state program by requiring participating states to reflect on their assets, resources, strengths, weaknesses, opportunities, and barriers to success. The site visit also serves to bring together different members of the chronic disease community and

allows individuals to share ideas. The process provides participating states with an outside perspective and can bring new information and practices to states, which are often critical to moving a state agenda forward. In addition, the assessment process provides the site visit team with the opportunity to learn about another state's program, identify effective practices, and ultimately to share successful strategies and barriers encountered with other states.

It is important for states to understand that STAR serves as an assessment, not an evaluation. The team develops a report that describes the status of the chronic disease unit, taking into account its complexity and uniqueness. The process of self-assessment and the site visit by experts and peers may help the state to identify ways in which it can focus its efforts to strengthen its core capacity to prevent and control chronic diseases.

STAR can identify particular program elements in which a state may wish to obtain technical assistance. NACDD encourages states to use technical assistance and resources *following* an assessment site visit, in order to facilitate implementation of the site visit team's recommendations. NACDD will provide a technical assistance resource list aligned with the recommendations to the state following the visit. NACDD will also assist states in obtaining technical assistance by helping to make contact with technical assistance providers, identifying appropriate training opportunities, making linkages with other states, and through other means.

States in other program areas, such as injury and oral health, which have participated in similar program reviews noted positive results, including:

- Increased funding for staff and programs – both internal and external;
- Increased program visibility within the state health department and externally;
- “Legitimizing” of the program to agency leadership and partner organizations;
- Development of a clearer program vision and more effective planning;
- Improved networking/collaboration – internally and externally;
- Improved data access, quality and analysis;
- Increased allocation of funds for program evaluation;
- Highlighting of program successes and accomplishments;
- Identification of technical assistance needs;
- Ready information for grant writing;
- Information for designing more effective organizational structure.

The primary audiences for the *STAR Guide for States* are chronic disease directors, categorical program managers, and other chronic disease staff in state health departments. This guide can help the chronic disease unit explore the appropriateness and value of requesting STAR. It identifies specific steps in the: 1) application process, 2) preparation for a site visit, including developing an agenda, and compiling appropriate background information 3) logistics of the visit itself, including interviews, presentation of the draft report, and debriefing, 4) follow up on recommendations, and 5) evaluation of outcomes from the program review.

REQUESTING A STAR STATE TECHNICAL ASSISTANCE AND REVIEW

While it is NACDD's intention to make STAR visits available to as many states as possible, funds and resources are limited. Therefore, NACDD has developed a state application process for use in the STAR program. Applications are available on the General Membership listserv and the Association's website (www.chronicdisease.org). Applicants should thoroughly review this *STAR Guide for States*. The application specifies the guidelines and timeline for submission of required documents to apply for STAR. Site visits are partially funded by NACDD and are supplemented by contributions from participating states. The long-term availability of STAR is dependent on state financial and in-kind support for the program.

Step 1: Learn about STAR

Chronic disease prevention and control programs that are interested in receiving a STAR site visit should first understand the assessment and technical assistance process. First, read this entire STAR Guide for States. Then, call the NACDD office to request information about the program. You may also want to speak to another state that has participated in a site visit. (See the NACDD web site for contact information.)

Step 2: Plan to serve on a STAR Site Visit Team

Before requesting STAR for your state, NACDD strongly encourages chronic disease unit directors, state staff, Associate Members and partners to serve on a STAR site visit team, preferably within the twelve months prior to applying for STAR. When a member of the state chronic disease prevention and control program staff has served on a STAR site visit team, the state can take better advantage of its own STAR visit.

The request for STAR team members is announced by NACDD each year based on availability of resources. Typically, each STAR team consists of a Team Leader and other team members. All interested individuals, even those who have served on a STAR site visit team before, must submit a new application each year. For more information about serving on a team and an application form, contact the NACDD National Office.

Step 3: Submit an application to NACDD

States must submit an application to formally request a STAR visit. The application includes a brief form that requests such information as the official name of the chronic disease prevention and control unit requesting the STAR visit, contact information for the responsible person, rationale for the request, ability to share costs related to the site visit, and commitment to provide all required arrangements and resources (such as administrative support and meeting room space). In addition, the application includes a series of short narrative sections that allow the state to provide: a brief overview of the chronic disease unit; results of a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis; and desired outcomes of the site visit.

The application must be signed by the state's NACDD voting member and accompanied by a letter of invitation from the State Health Officer or his/her designee. The letter should demonstrate the presence of high-level support for the STAR visit. The letter should also indicate that the State Health Officer or a senior Department official (i.e., an official who is organizationally above the most senior person in the

chronic disease unit) will agree to be interviewed, and will attend at least a summary session if the state receives a STAR visit.

The application and the letter of invitation from the State Health Officer or designee should be submitted to NACDD by the deadline specified in the request for applications.

Step 4: Receive a response from NACDD

NACDD staff and consultants will review all applications and will contact those states selected to participate in STAR. Selected states should begin work on the STAR Site Visit Preparation Tasks Checklist, Appendix B. In some cases, states will be asked to provide additional information or to have conversation with NACDD and to resubmit their application. States that are determined eligible to receive a site visit will be notified within 4 weeks of submitting their application. While NACDD will make every effort to accommodate the state's first choice of STAR visit dates (indicated in the application), team member availability will dictate which of the preferred dates will be selected. If your state is not selected, key reasons will be included in a notification letter.

STAR BRIEFING BOOK DEVELOPMENT

A briefing book is required to be developed by all states selected for STAR. The purpose of the briefing book is to familiarize site visit team members with the state and its programs prior to arriving for the site visit. This allows the team to concentrate less on becoming familiar with the state and more on interviewing key partners and leadership during the visit. Thus, the clarity of the briefing book directly impacts the efficiency and utility of the site visit. The state is strongly encouraged to thoughtfully compile relevant information to provide a well-rounded perspective to maximize the usefulness of face-to-face discussions. See Appendix C for a Quick Guide to the Briefing Book.

The state chronic disease unit should begin preparing for the site visit at least three months prior, since this needs to be done in addition to on-going job responsibilities. Planning should involve making a list of documents to include in the briefing book and assigning responsibility to staff members for gathering or summarizing specific materials. Also allow about a month for compilation of the briefing book, i.e., the logistics of actually putting the document together. States that have experienced site visits consistently report that it is important to start preparing the briefing book early, in order to reduce deadline anxiety and keep on schedule. The emphasis in preparing the briefing book should be on quality, not quantity; it should not be a burden on the state or on the site visit team.

The STAR Site Visit Team's final report will be based on the information in the briefing book, documents provided on-site, and on interviews and discussions held during the visit. The team cannot consider information it has not seen during team deliberations. The more comprehensive the written materials, the better prepared the team will be to make recommendations that are useful to the state program. However, "comprehensive" does not mean "large quantity." Make sure that all relevant issues are addressed in the briefing book and provide introductory narratives or cover memos when documents are not self-explanatory.

For the most part, the briefing book should consist of materials **that already exist in the state**; although it is sometimes more efficient to compose a new document that summarizes the relevant information.

Use the *The Framework for Comprehensive Chronic Disease Programs* (Appendix A) and the Quick Guide (Appendix C) to compile the briefing book. The briefing book will be organized by section according to the nine elements of *The Framework* and the defining indicators of each element. See Appendix D for the Sample Briefing Book Table of Contents.

- In Section II of the briefing book, Epidemiology and Surveillance, complete and include Appendix E, Core Data Sets Template and Appendix F, Chronic Disease Indicators Template.
- In Section VIII of the briefing book, Program Management and Administration, complete and include Appendix G, State Chronic Disease Budget Template.

At the end of each section of the briefing book, please reference or list all items being held on-site for review. See Appendix H for a Sample Completed Briefing Book Section. If multiple examples of evidence related to a certain component exist, only one or two highly relevant samples are necessary for the briefing book. If an item is too large to include, at least one copy should be provided on-site at the visit. (More copies should be available on-site if an item relates to more than one component.)

The briefing book should be completed and one copy mailed to each team member and one to the NACDD National Office **no later than four weeks prior to the visit. If the briefing book is not complete at this point, the visit is subject to cancellation.** A complete briefing book should also be available on-site during the site visit.

The feedback from states that have had site visits indicates that preparing the briefing book is a valuable experience for the state chronic disease unit. Not only does this process provide a comprehensive overview for the visiting team, it also compiles important information in one place for future use and reference. States have found such books useful in preparing grant applications, responding to requests for information from policymakers and orienting new employees.

DEVELOPING AND FINALIZING THE AGENDA FOR THE STAR SITE VISIT

Suggested STAR Site Visit agenda

NACDD has developed a suggested agenda for STAR site visits. See Appendix I. The state is responsible for organizing the STAR site visit agenda in consultation with the NACDD STAR Project Coordinator. Scheduling STAR interviews is such a critical part of this process that detailed instructions are provided in the next section of this guide.

Scheduling meetings between program staff and STAR Site Visit Team

The meetings between chronic disease program staff and the STAR Site Visit Team are very important. All staff members should understand the purpose of the STAR process. STAR is there to be supportive; sharing information about the program's assets *and* challenges will help the STAR provide an accurate statement about the program's current status and help evolve useful recommendations for future growth.

The first meeting between program staff and the STAR Team will occur on the first day of the visit. The purpose will be to clarify expectations and answer any questions that may have come up during the teams' review of the briefing book. The state should work with the STAR Team Leader to determine the best way to organize that time. There will be a social event that evening which provides an opportunity for informal networking.

A "check in" meeting between program staff and the STAR Team takes place on the second morning. During this time, the team members will ask questions about any issues that are still unclear to them. State chronic disease program staff can also use this time to raise issues that have not been addressed sufficiently during the site visit interviews.

Evening social event

The social event on the first evening for state chronic disease prevention and control staff and the STAR Team is an important part of the site visit. The state is responsible for organizing this informal dinner/social gathering. The atmosphere should be one where guests can mingle and talk. Make sure that the location offers opportunities for interaction. This gathering is meant to allow for networking as well as informal discussions regarding the assessment. The importance of this event should not be underestimated as it is an opportunity for staff to speak to team members candidly about issues that might not be addressed in writing or in the formal atmosphere of an interview session.

STAR report read-out

The STAR team will gather at 9:30 a.m. on the last day of the site visit for the reading of the report at 10:00. All chronic disease unit staff members should be present. In addition, be sure to invite the State Health Officer or designee, and any other guests that you would like to have present.

Tell invited participants what to expect from the report read-out. If equipment is available and it is arranged in advance with the STAR team leader, it may be possible to have a power point presentation or overhead of the recommendations. After preliminary opening remarks by the team leader, s/he or designee will read the report's Executive Summary and recommendations aloud. Please advise all

participants that this is not a time to discuss next steps or to ask the team for assistance. After the reading is concluded, participants will have an opportunity to ask brief questions. The team will leave a copy of the draft report with the state chronic disease unit director. The state will have an opportunity to provide factual corrections to NACDD before the report is finalized. However, the report will not change in substance.

SCHEDULING STAR INTERVIEWS

The state is responsible for scheduling STAR site visit interviews in consultation with the NACDD Project Coordinator and arranging participation of the interviewees including:

- identifying potential interviewees;
- scheduling interviewees into interview time slots; and,
- securing an appropriate location for interviews.

Just as the briefing book is organized by component, the agenda should also be organized in this way. Although the state may want to involve as many individuals as possible in the visit, it becomes logistically impossible for the team to conduct useful interviews with more than 16 interview slots on site. Thus, individuals who meet with the team should be chosen carefully and span a wide variety of interests so that each of the nine components of chronic disease programs is covered adequately.

Step 1: Make a list of potential people to interview

The most important aspect of the selection process is to remember that STAR is a tool to help build the state chronic disease prevention and control unit and should not be viewed as an evaluation. The interview process is an opportunity for the STAR Team to learn about collaboration between the chronic disease unit and its partners (or potential partners) within and outside of the health department. The chronic disease unit must be willing to show its vulnerability, and needs, as well as its strengths. In addition, when planning the list of partners to be interviewed, take into consideration the program's goals for the STAR visit. How can this process be used to showcase the importance of the core components of a comprehensive chronic disease unit? Which partners could help advocate for building the chronic disease unit? Use this process to raise awareness among current and future partners about chronic disease issues and their potential role in collaboration with the state health department.

There are some partners that NACDD views as essential to the STAR interview process. These partners are usually based on one or more of the program elements of the *Framework for Comprehensive Chronic Disease Program* (Appendix A), on data trends for the individual state being visited, and on particular needs identified by the state unit's self-assessment during the application process. For example, the STAR site visit team always wants to interview someone who has oversight and/or authority over the major data sources used for surveillance and program evaluation. Use the knowledge possessed by the chronic disease program, regarding the politics and power in place in the health department. Let the STAR site visit team leader and/or other team members know what the program wants to achieve with partners. This will aid the team in developing questions for the partners to be interviewed.

Some of the categories from which to select interviewees include:

- Partners with which the chronic disease unit works well
- Partners with which the unit wants to work
- Partners with which the unit does not work well (this is an opportunity to learn about how to improve the relationship)
- Partners that don't focus on chronic disease prevention and control, but potentially could

- Partners that focus on populations at high risk for chronic disease (for example, the state unit on aging, mental health agencies, departments of education or corrections, tribal organizations, state Medicaid agency)
- Partners with political influence such as advocacy groups, voluntary organizations (e.g., American Cancer Society, American Heart Association) legislators, universities, advisory committee chairs/members, medical associations, hospital associations
- Partners in the media
- Partners that could provide funding, such as local foundations

NACDD has developed a more complete list of partners that you should consider inviting to participate in STAR interviews. See Appendix J.

Step 2: Discuss draft list of interviewees with the STAR Team Leader

Schedule a conference call with the STAR team leader to occur **at least five weeks prior** to the site visit. During the call, review the list of potential interviewees and solicit ideas from the team leader regarding people who should be added or deleted from the list. At this time, the state staff should share with the team leader recommendations regarding interaction with particular interviewees and discuss issues related to potential groupings of interviewees. The goal will be to include up to three interviewees in each one-hour interview time slot. The STAR team leader may wish to have the opportunity to interview individuals who are not on your list, and will coordinate that with the staff coordinating the site visit.

Step 3: Invite people for the STAR site visit interviews

After you have finalized a list of people for the STAR Team to interview during the site visit, work with the NACDD STAR Project Coordinator to e-mail or send invitations. See Attachment K for the invitation letter template. Please note that it is signed by the NACDD Executive Director.

Those to be interviewed often have busy schedules, so make sure to attend to this at least four weeks prior to the site visit. Confirm the participation of invited partners and ensure that they are available for the times listed in the draft agenda. Their absence from the scheduled interviews can have a negative effect on the review process. Work with the STAR Site Visit team leader to schedule alternative pre-site visit interviews for critical partners that cannot be available.

Make sure to let partners know that they will not be expected to give a prepared presentation. Clarify that they have been invited to help a team of professionals assess the status of the state chronic disease program in relation to *Framework for Comprehensive Chronic Disease Programs* (Attachment A). Tell the invitees which *Framework* elements they will be expected to address during the interview. Stress that the invited partners will be expected to comment on past experiences of collaboration with the chronic disease unit, as well as ways program strengths and areas in which the program could be improved.

Step 4: Confirm interviewees

About **three weeks prior** to the STAR site visit, the state will confirm interviews and time slots.

Step 5: Review interview list with STAR site visit team

Within 2 weeks of scheduled site visit a call will be held with site visit team to review interview questions and schedule. The site visit team leader will schedule this call.

STAR SITE VISIT LOGISTICS

Hotel

It is the state's responsibility to coordinate most of the logistical arrangements for the STAR site visit team. This is to be done in coordination with the NACDD National Office. The state should suggest 2-3 hotels that are convenient to the health department (preferably one with a no-smoking policy and an on-site restaurant and business center). Individual confirmations should be sent to each team member. A single room should be reserved for each STAR team member, showing arrival on Monday afternoon or Monday morning as needed and departure on Friday afternoon. Guest rooms should have internet access and a desk or table with good lighting to allow for the many hours of reading and writing that takes place in the evenings.

The state should reserve a room in the hotel that will serve the needs of the STAR team during its meetings. In some cases, the team leader's room can serve as the meeting space if it is a large enough suite. However, in most cases, an additional hotel meeting room will need to be reserved. The room should include a table that can comfortably seat 8-10 people; lighting appropriate for day or night work; at least three electrical outlets; and a climate control mechanism that allows the group to adjust the temperature to their comfort level.

Occasionally, the hotel meeting room has been used for interviews in cases where conference rooms are not available in state buildings; in that case, it will need to be big enough to accommodate those interviewees in addition to the team. To be certain that all criteria have been met, a state staff member should preview the room before booking it. Please also ensure that the room is available to the team during the entire site visit, until at least midnight each day (although 24 hour access is preferable).

Conference room

During the site visit, the site visit team will need a comfortable meeting room in which team members may leave their belongings, conduct interview sessions and review documents. The room should have good light, plenty of outlets for computers and a table arrangement that allows team members and interviewees to face and easily interact with each other. Arrange for a meeting room with windows if possible. The state should provide water and access to hot and cold drinks for the team and interviewees during all sessions. The state should also provide table tents and name tags for both the team members and each of the interviewees and be prepared to provide additional support as requested by the team (e.g., flip chart and markers, photocopier, printer). Team members will each bring a laptop computer (equipped with Microsoft Word software and jump drive or CD drive). However, the state should have a laptop computer available to the team if needed.

Hospitality packet

The state should provide a "hospitality" packet to the team prior to the site visit. The packet is for work use and should not include tourist information. If a team member plans to extend the visit for personal reasons, that team member is responsible for collecting his/her own travel information. The hospitality packet should include:

1. information for traveling between the airport and hotel and between the hotel and health department (including various transportation options and costs)
2. a list of restaurants in the vicinity
3. a map of the area

4. contact information for key state contacts (day and evening)
5. a few takeout menus of nearby restaurants
6. the location of the nearest copy center (e.g., Kinko's)

Cost sharing

If the state chronic disease unit is able to cost share with NACDD to offset the expense of the visit, the terms of the cost sharing will be spelled out in writing and agreed upon prior to the visit. Terms will be included in the letter of agreement from NACDD to the state. Cost sharing can include travel, honoraria, meals and/or accommodations for the STAR. This can be paid for directly or NACDD can be reimbursed at the conclusion of the STAR visit. The state chronic disease unit should consult with its contracts and grants management/business office to determine the most appropriate mechanism for facilitating any cost sharing arrangement. The state may wish to work with other organizations such as foundations or public health institutes to seek support for the visit. Cost sharing is not a requirement, but does allow NACDD to extend its resources so that more states can participate in STAR.

Conference call

The state chronic disease director is expected to participate in a conference call with the site visit team, which will be scheduled by NACDD and chaired by the Team Leader. The call will be scheduled two or three weeks prior to the STAR site visit. The purpose of the call is to review the information presented in the briefing book, the agenda, and provide an opportunity for the team to ask for additional information or clarification.

CONDUCTING THE STAR SITE VISIT

Step 1: Meetings with State Staff

At the first meeting with state staff, the STAR site visit team leader will welcome the staff, briefly explain/clarify the STAR Program and process, and introduce the other team members. This is a special time for the STAR team to get to know the state staff and for the staff to share their ideas, perspectives and concerns to the team for their use in developing recommendations for the report. During meetings between team members and staff, thoughts should be expressed about how direct the recommendations can be and what kind of pointed recommendations may cause problems for the program. The intent of the STAR visit is to be helpful to the program's growth. Politics and sensitive issues such as jurisdiction, power and advocacy must be taken into account.

The second evening is set aside for the team to meet with the state staff and other key partners, as determined by the program director, on an informal basis and to collect information that may not have been shared in the briefing book but is pertinent to the tone of the report and its recommendations. State staff is encouraged to be as candid as possible with the site visit team. The staff needs to be assured that the information will be held confidentially by the team and any reference in the recommendations will not identify sources but rather the issues only.

Step 2: Interviews with Partners

Prior to beginning the partner interviews, seating arrangements will be made by the site visit team leader in consultation with the team and the state chronic disease director hosting the visit. The format should be set up so that the partners feel welcome and that their confidential input is not only desired but is seen as very important to the overall success of the state chronic disease unit.

The STAR leader will explain the STAR Program very briefly. The STAR team will have name cards in front of each member. The partners should have already received a list of team members in their letter of invitation and the state should have a list available in the room describing who is on the team. With many interviews to conduct, it is not time efficient for the leader to introduce the team for each partner that comes into the room. The team leader may ask interviewees for a short summary of their role in the state, but the majority of time will be allotted for the team to pose questions to these partner representatives. It should be noted that all team members will participate in the questioning of interviewees on all *Framework* elements during the review, but the team member who is primarily responsible for a specific element will take the lead for those questions. State staff do not participate in the partner interviews. Any questions that the state staff believes to be crucial should be brought to the team's attention during the pre-site visit conference call or during the meeting on the first morning.

STAR team members should be present for all interviews and remain focused on the task. Although state staff may want team members to share their experiences and give advice, *this is not a technical assistance visit*. NACDD will provide information regarding options and resources for technical assistance following the visit.

Step 3: Report Writing

The STAR site visit team reads and listens to a great deal of information during this process. It is critical for the team to have access to the chronic disease director by phone during the report writing phase. The

chronic disease director and/or person requesting the visit is asked to share a cell phone and/or home phone number and be available during the times that the team is writing to answer questions or clarify information that may have been heard differently by two team members. The afternoon and evening of the second and third day of the site visit the state chronic disease director and/or person scheduling the visit should be available by phone if needed. These are the times that the team has reserved for its work on the report.

Step 4: Reading the Report to the State

The STAR team will gather at 9:30 a.m. on the final day of the visit at the state health department for the 10:00 reading of the report. It is expected that the state will have invited the NACDD representative member, all chronic disease prevention and control program staff, the Secretary of Health/State Health Officer or designee, and any other guests the state program staff wish to invite. The STAR site visit team leader (or assigned team member) will read aloud the Executive Summary and recommendations from the report. This is not a time to request or receive technical assistance, but there will be time for questions immediately following the reading. It is important to note that the final report is not intended for broad distribution, and is for the state's use only.

Step 5: Wrapping things up

After the report reading is completed, the STAR site visit team will stay to meet with the state staff to debrief. A luncheon gathering can be planned for this purpose. Although NACDD requires that the state staff be present for the reading of the report, they are not required to have lunch with the team. The state staff should assist the team in making arrangements to get to the airport if needed.

After the visit, the state will have **20 working days** to provide specific factual corrections to the NACDD National office. These will be reviewed by the Site Visit Team Leader (and the rest of the team if deemed necessary by the Team Leader) within 10 working days. The final report will be sent to the NACDD Representative Member within two months of the site visit. A copy of the report may also be sent to other officials or funding agencies, if appropriate and agreed upon in advance. A copy of the report will be kept on file at the NACDD National Office.

AFTER THE STAR SITE VISIT

Participate in NACDD's process and impact evaluations

Immediately following the site visit, the state chronic disease unit director and senior staff will be asked to complete a questionnaire that addresses the STAR process and its immediate outcomes. Over the next 18 months, every 3-4 months, the state chronic disease director will be asked to complete an impact analysis designed to determine how the state is making progress on implementing STAR recommendations. The state will have the opportunity to articulate barriers to progress and request technical assistance to overcome those barriers. Please be candid when responding. Evaluation information will be used to improve the STAR program.

Request technical assistance

Following the assessment, the chronic disease prevention and control unit may realize that it needs assistance. NACDD has developed and is maintaining a technical assistance resource directory and will make referrals to assist states in obtaining additional assistance as needed.

Request a follow up call with the team

The state may choose to participate in a follow-up call with the team. This may be requested at any time following the visit for clarification of the report and recommendations, technical assistance, etc. Please contact the NACDD office if you would like to schedule this call.

Develop strategies for using the site visit report

NACDD recommends that states use their site visit reports to help support development of comprehensive, integrated chronic disease programs. States can reflect on ways to take action on the recommendations provided in the report. Goals and measurable objectives can be developed based on the recommendations. Write a timeline for implementation and set dates to check in regarding progress.

Use the information in the STAR report

States are encouraged to use the STAR report as a resource. There are many ways that you can use the report after a site visit.

Here are some ideas:

- Use the report to support future grant writing.
- Use the information to determine training needs for your staff.
- Use the report/information for legislative and/or budget hearings
- Use the information for presentations at state/national meetings
- Use the information when approaching new partners

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