Looking Beyond: Sustainability Planning in Preparation of Performance Improvement Efforts and Reaccreditation

Thomas Reizes, New York State Department of Health
Amandeep Sandhu, Association for State and Territorial Health Officials
Jamie Ishcomer, Association for State and Territorial Health Officials

June 27, 2018
Session Objectives

• Identify steps involved in sustainability planning for accreditation maintenance and preparation for reaccreditation

• Learn strategies to engage leadership and staff in sustaining accreditation to ensure an organizational culture of continuous quality improvement
Vision
State and territorial health agencies advancing health equity and optimal health for all.

Mission
To support, equip, and advocate for state and territorial health officials in their work of advancing the public’s health and well-being.
CDC Funding Acknowledgment & Disclaimer

• Acknowledgment of funding source:
  • The ASTHO Sustainability Plan Template and information shared in this presentation was supported by funds made available from the Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support.

• Disclaimer:
  • The content, findings, and conclusions shared in this presentation are those of the authors and do not necessarily reflect the official position of or endorsement by the Centers for Disease Control and Prevention.
  • The ASTHO Sustainability Plan Template is not a PHAB required document.
Why is Sustainability Planning Important?

- **Consistent vision** and direction to move forward
- Maximizes **effectiveness**
- **Accountability**
- Regular **monitoring**
- Culture of **continuous quality improvement**
- Tool to **engage staff**
- Resource to demonstrate ongoing and **continuous nature of accreditation activities**
Activity Time!

Use the worksheet in front of you to list out the major activities that you think are involved in sustainability planning for maintaining PHAB Accreditation.
Starting Early Will Put You on the Road to Success

Preparation is KEY when unplanned circumstances arise:

• Agency Staff/Leadership Turn-Over
• Change in Political Climate
• Funding/Budget Cuts
• Emerging/Competing Priorities
ASTHO’s Sustainability Plan Template Sections

1. Agency Profile
2. Benefits of Public Health Accreditation
3. Communication Plan
4. Organizational Sustainability – Funding
5. Organizational Sustainability – Accreditation Team Structure, Roles, and Responsibilities
6. History of Agency’s Accreditation Progress
7. Accreditation Maintenance: Using the PHAB Site Visit Report
8. Accreditation Maintenance: PHAB Annual Reports
9. Accreditation Maintenance: Updating Key Accreditation Plans
10. Accreditation Maintenance: Documentation Updates and Tracking
11. Reaccreditation Plan
12. Staff Engagement and Training
13. Document Submission and Tracking
ASTHO’s Sustainability Plan Template Sections

1. Agency Profile
   • Mission and Vision
   • Strategic Priorities
   • Governance

2. Benefits of PHAB Accreditation
   • Specific to Your Agency
   • Consider Impacts Relevant to Different Audiences
     – Agency Leadership
     – Agency Staff
     – Governing Entity/Policy Makers
     – Community Partners/Members
3. Communication Plan
   - Keep Staff and Stakeholders Informed
   - Considerations:
     - Resources available
     - Audience
     - Purpose and message
     - Mode
     - Frequency and timing

4. Organizational Sustainability - Funding
   - Funding Source(s)
     - Initial accreditation
     - Maintenance related tasks
     - Reaccreditation tasks
   - Human Resources (FTE)
   - Other (Plan development)
5. Organizational Sustainability – Team, Roles & Responsibilities
   • Accreditation Coordinator
   • Domain Team Leads
   • Domain Team Members
   • Document Reviewers/Approvals

6. History of Agency’s Accreditation Process
   • Key Dates
   • Successes and Best Practices
   • Challenges and Lessons Learned
   • Site Review Feedback
Disclaimer: Please note this is an ASTHO developed resource. It is not required by PHAB.
7. Plan for Action Using the PHAB Site Visit Report

- Measure Identified by PHAB
- Opportunity for Improvement
- Strategies for Improvement
- Timeline for Completing Improvement
- Responsible Parities for Implementing Strategies for Improvement
NYSDOH’s Use of PHAB Site Visit Report

Responsible Parties:
- Office of Public Health Practice (OPHP)
  - Accreditation Coordinator (AC)
  - CDC / National Public Health Improvement Initiative (NPHII) funded Performance Management Group (PMG)
- Executive Staff & Office of Public Health (OPH) Leadership
  - Strategic Planning and Performance Improvement Group
  - Public Health and Health Planning Council (PHHPC, NYSDOH’s governing body)

Plan & Timeline:
- The OPHP-based AC and PMG staff worked together to review site visit report
- Developed plan with Executive Staff and OPH Leadership to address in time for the first annual report
NYSDOH’s Use of PHAB Site Visit Report

Maintaining Momentum

• Participation in accreditation has supported and strengthened the NYSDOH’s efforts to adopt and sustain a culture of quality improvement
• CDC-NPHII Grant ends and the Strategic Planning and Performance Improvement Group (SPPIG) begins
• Led by SPPIG, the NYSDOH has:
  - Established a **performance measurement (reporting) system (PMRS)**
  - Established the **Performance Improvement Council (PIC)**
  - Implemented a **quality improvement program** that includes staff training as well as use of quality improvement techniques to assess and improve DOH programs
8. Plan for Action to Complete PHAB Annual Reports

• Section 1
  – Continued Conformity
  – Priority Measures
  – Adverse Findings

• Section 2
  – PM/QI Activities
  – Continuing Processes
  – Emerging Issues
NYSDOH’s Annual Reports

The Plan:
- Address and bring into conformity two priority measures in Section I of the annual report
  - Measure 5.3.2A (Adopt a department strategic plan)
  - Measure 12.3.2A (Track actions taken by the governing entity)

Timeline: dictated by PHAB’s Schedule for annual reports
- Kept the department engaged in and thinking about reaccreditation
- Assured aspects of the Standards and Measures stayed on the radar
  - Update the six Major Plans and ensure conformity with Version 1.5
  - Update the Strategic Map and Adopt a Strategic Plan
ASTHO’s Sustainability Plan Template Sections

9. Plan of Action Update Key Accreditation Plans
   • Lead of the Plan
   • Expiration Date
   • Last Reviewed Date
   • Responsible Parties for Updating
   • Responsible Parties for Reviewing

10. Documentation Updates and Tracking
    • Domain and Measure
    • Documentation Provided
    • Program Area
    • Dates of Last and Next Update
    • Responsible Parties for Updating
    • Responsible Parties for Reviewing
ASTHO’s Sustainability Plan Template Sections

11. Reaccreditation
   • High Level Activities
   • Responsible Parties

12. Staff Engagement
   • Topics
   • Target Audience
   • Facilitator
   • Timeline

13. Documentation Submission and Tracking
   • Storing/Saving Documentation
   • Editing Documentation
   • Sharing Documentation
Activity Time!

Now, lay out the activities on the timeline based on when you think you should start them.
New York State Department of Health’s Journey to Reaccreditation

Date: 6/28/2018
Presented by: Tom Reizes
Reaccreditation Coordinator
New York State Department of Health
NYSDOH Reaccreditation Coordinating Team

- Tom Reizes, Office of Public Health Practice (OPHP), Director, Workforce Development Group & Reaccreditation Coordinator
- Jan Chytilo, Deputy Director, OPHP
- Bob Schmidt, Director, Strategic Planning & Performance Improvement Group (SPPIG) & Domain 9 Team Lead
- Other OPHP Staff:
  - Asante Shipp-Hilts (Domain 4 Team Lead)
  - Starann Dowling
  - Isaac Michaels
  - Ngozi Akubuo
Initial PHAB Accreditation

1996
- NYS Communities Working Together & Report

1999-2004
- Robert Wood Johnson Foundation – Turning Point
  - Capacity Building Grant (1999-2004)

2003-2007
- Key Report Developed by PHHPC
  - Roadmap: Strengthening the PH Workforce in NYS (2006)
  - Final Report to the Commissioner (2007)

2008
- First Prevention Agenda: To Make New York the Healthiest State in the Nation (2008-12)
- CDC/NPHII-funded Performance Management Group
Initial PHAB Accreditation

- **2008**
  - CDC/NPHII-funded Performance Management Group

- **2012-13**
  - Accreditation Readiness Assessment
  - 1st Strategic Map; Quality Improvement Plan & Emergency Operations Plan
  - 2nd Prevention Agenda (Combined SHA/SHIP) & Workforce Development Plan

- **Dec 2013**
  - PHAB Application Submission

- **2014**
  - June: PHAB Accreditation Site Visit
  - September: Accredited (under PHAB v 1.0)

- **Annual**
  - Annual Reporting: September 2015, 2016, 2017, 2018
Where we are in the Journey

2015
• Established Strategic Planning & Performance Management Group (SPPIG)

2016
• Developed Performance Management Reporting System (PMRS)
• Performance Improvement Council (PIC)

2017
• March - June: Established Reaccreditation Coordinating Team (RCT) & completed Initial Review of PHAB Reaccreditation Guide; Initiated Planning
• July: Begin work on third Prevention Agenda
• October: Receive ASTHO TA Grant for Reaccreditation Maintenance

2018
• January-April: Planning and Identification of Staff to work on Domain Teams
• May: Reaccreditation Kick-off (Orientation, Strategic Plan/PMRS, Gap Analysis)
• June: Implementation (Narrative Writing; Work of Domains through December)
Overview: NYSDOH’s Roadmap 2017-18

Planning:
- Reaccreditation Charter
- Reaccreditation Timeline
- Peer-to-Peer Connections with OK, WA, CA
- Communication/Engagement Plan

Identification of Staff to Lead and Work on Domain Teams
- Domain Summaries - Provided Section Specific Domains to Help ID Designees
- Roles and Responsibilities

Implementation: Training Plan
- Reaccreditation Orientation Training
- Strategic Planning and Performance Management Reporting System Training
- Orientation to Work of the Domain Team Training & Gap Analysis Event
- Narrative Writing Training
Overview: NYSDOH’s Roadmap 2019-2020

Review
• Internal within Domain
• Cross-Domain Review

Finalization
• Final Updates to Narratives and Continued Advancement Boxes
• Cover Pages for Examples and Adopted Items
• RCT Review

Application & Document Submission
• Pre-Site Visit Report
• Virtual Site Visit
• Decision ???
Overcoming Challenges and Lessons Learned

Keeping Leadership Engaged

- Regular communication
- Charter
- Communications Plan
- Training Plan
- Team planning and building with leadership

Keeping Staff Engaged

- Communications plan
  - DOH News / Insider
  - Trainings
- Team Welcome Email
- Representation from across the department
- Clear guidance and domain team autonomy
Overcoming Challenges and Lessons Learned

• Accreditation vs. Reaccreditation
• Communicating the Value
• Competing Priorities
• Benefits of a Charter and Realities of a Fluid Timeline
• What we did last time
• Staff Turn Over
Activity Time!

Fill out your “My PHIT Action Plan” with how you plan to take this information back to your health department to support their sustainability efforts.
Questions?
Resources

Sustainability Planning
• PHAB: Annual Report Guidelines for Accredited Health Departments

Reaccreditation:
• PHAB: Guide to National Public Health Department Reaccreditation: Process and Requirements
• PHAB: An Introduction to PHAB Reaccreditation Webinar
• PHAB: Reaccreditation Frequently Asked Questions
Contact

- Thomas Reizes, New York State Department of Health (thomas.reizes@health.ny.gov)
- Amandeep Sandhu, Association for State and Territorial Health Officials (asandhu@astho.org)
- Jamie Ishcomer, Association for State and Territorial Health Officials (Jishcomer@astho.org)