

**NEW YORK STATE DEPARTMENT OF HEALTH
AGENCY REACCREDITATION**



**NYSDOH PHAB Accreditation Project
Charter & Scope of Work
(v2.0 - Revision for Reaccreditation - September 2019)**

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PROJECT SCOPE OF WORK

<i>Purpose:</i>	<i>The Reaccreditation Coordinating Team will organize agency processes in the planning, preparing and application to the Public Health Agency Board (PHAB) for reaccreditation by September 2019.</i>
<i>Target Audience:</i>	<i>NYSDOH Executive Staff; Center and Division Leadership; Domain Team Leads; Domain Team Members</i>

PROJECT IDENTIFICATION	
Project Name:	DOH Reaccreditation Process
Project Sponsors:	Howard Zucker, Brad Hutton, Mary Beth Hefner
Project Coordinator:	Tom Reizes
Date:	

DOCUMENT HISTORY		
Revision	Author	Revision Date
First revision (v1.1)	Drew Hanchett	1/10/12
Second Revision (v1.2)	Sylvia Pirani	2/4/12
Third Revision (v1.3)	Drew Hanchett	4/26/12
Reaccreditation Revision (v2.0)	Tom Reizes	04/30/18

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PROJECT DESCRIPTION
PROJECT BACKGROUND, NEED AND VISION:
<p>Background and Need</p> <p>NYSDOH’s five-year accreditation expires September 2019. Initial public health accreditation demonstrated that the health department has the capacities required to provide the ten Essential Public Health Services. Reaccreditation focuses on capabilities and performance as well as on continuous quality improvement.</p> <p>Reaccreditation is a way for NYSDOH to systematically increase the performance management capacity of the department and to ensure that public health goals are effectively and efficiently met. The requirements and process for reaccreditation are designed to encourage the health department to continue to evolve, improve, and advance, thereby becoming increasingly effective at improving the health of the population we serve.</p> <p>Reaccreditation builds on initial accreditation. The reaccreditation Measures are designed to assure the health department’s continued conformity with the PHAB Standards and Measures for initial accreditation and to demonstrate conformity with any new requirements adopted since the health department’s initial accreditation. Reaccreditation Measures combine the requirements in Version 1.5 of the Standards and Measures for initial accreditation with the new requirements for reaccreditation. Reaccreditation requirements focus on the implementation of the initial accreditation Standards and Measures and their significant and critical elements, rather than a detailed list of required documents as evidence of a high functioning state health department.</p> <p>NYSDOH has the opportunity to voluntarily apply for reaccreditation through the national Public Health Accreditation Board (PHAB). In addition, NYSDOH was selected to receive capacity building support, in the form of technical assistance from the Association of State and Territorial Health Officials to support reaccreditation planning, and Domain Team orientation and training.</p> <p>Vision: New York State Department of Health will be reaccredited in 2020 and sustainability/maintenance of reaccreditation through 2025.</p>
PROJECT MISSION:
<p>To manage the reaccreditation process for the New York State Department of Health.</p>
CONSTRAINTS:
<ul style="list-style-type: none">• Identification of confirmed source of funding for the Reaccreditation Fee for Years 3-5.• Lack of NYSDOH staff time to support readiness activities.• Competing assignments and priorities.• Retirement and job turnover.

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PROJECT ORGANIZATION:	
ROLE/NAME	RESPONSIBILITY/AUTHORITY
Project Sponsors	
<ul style="list-style-type: none"> • Howard Zucker, MD, JD, Commissioner of Health • Brad Hutton, MPH, Deputy Commissioner - Office of Public Health (OPH) • Marybeth Hefner, Director of Division of Administration (DOA) 	<ul style="list-style-type: none"> • Provide high-level, strategic direction • Secure funding for reaccreditation fees and support for staff to complete the process • Champion the project to demonstrate leadership commitment • Build organizational support among the organization's executives • Ensure key players, such as the Public Health and Health Planning Council – Ad Hoc Committee and NYSDOH staff, participate in the reaccreditation process • Provide communication messages to NYSDOH staff to garner buy-in to the reaccreditation activities • Review project progress and provide feedback if direction and/or timeline needs to be adjusted • Participate in Mock and PHAB virtual site visit and status meetings, as appropriate • Sign-off on required documentation
Executive Committee	
<ul style="list-style-type: none"> • Adrienne Mazeau (OPH) • Sylvia J. Pirani (OPHP) • Robert Schmidt (SPPIG) • Johanne Morne (AI) • Nora Yates (CCH) • Michael Cambridge (CEH) • Michael J. Primeau (OHEP) • Wilma Alvarado-Little (OMHHDP) • Jill Taylor (Wadsworth) • Lisa Ullman (OPCHSM) 	<ul style="list-style-type: none"> • Champion the project to demonstrate leadership commitment • Provide Center-level expertise, general guidance and support to the reaccreditation Project Sponsors, and Coordinator • Identify and ensure key players, such as NYSDOH staff and partners, participate in the reaccreditation process • Identify and address organizational constraints or obstacles facing the project • Assist in issue resolution • Provide communication messages to NYSDOH staff to garner buy-in to the reaccreditation activities • Participate in Mock and PHAB virtual site visit as needed
Reaccreditation Coordinator and Reaccreditation Coordinating Team (RCT)	
<ul style="list-style-type: none"> • Tom Reizes <ul style="list-style-type: none"> ○ Jan Chytilo ○ Isaac Michaels ○ Starann Dowling ○ Asante Shipp-Hilts ○ Robert Schmidt ○ Sylvia Pirani - Adviser 	<ul style="list-style-type: none"> • RC provides methods and tools for the planning, execution, and timely completion of all reaccreditation activities • Participate in PHAB required reaccreditation training • RCT acts as liaison between Project Sponsors, Executive Committee, Domain Teams and NYSDOH divisions/programs • RC provides overall direction to the Domain Teams

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	<ul style="list-style-type: none"> • RC provides communication of reaccrreditation activities to Project Sponsors and Executive Committee • RCT facilitates training for Domain Teams (DTs) • RCT provides technical assistance and meets quarterly with Domain Team Leads (DTLs), • RCT and PAG develop a reaccrreditation charter, communication and engagement plan, timeline and SharePoint and other tools to facilitate collection of documentation, coversheets and completed PHAB forms • Determine process for review and approval of final documentation, completed PHAB Forms and coversheets <ul style="list-style-type: none"> ○ Consider value / feasibility of a mock site visit • Serve as collection point for agency’s final input, review and upload of required documentation to PHAB • Participate in the PHAB virtual site visit and status meetings
Domain Team Leads	
<ol style="list-style-type: none"> 1. Trang Nguyen 2. Ernie Clement 3. Gary Holmes 4. Asante Shipp-Hilts 5. Karen Hagos / Sean Ball 6. Justin Pfeiffer/Richard Thomas 7. Lisa Ullman 8. Thomas Reizes 9. Robert Schmidt 10. Ian Brissette 11. Mary Beth Hefner 12. Sylvia Pirani 	<ul style="list-style-type: none"> • Participate in reaccrreditation training (Domain Orientation, Strategic Map / Performance Management Reporting System Training, and Narrative Writing Training) • Facilitate a gap assessment of team makeup • Facilitate Domain Team gap analysis of assigned measures. (e.g. identification of documentation that already exists and development as needed of documentation needed to meet conformity to measures) • Schedule and facilitate Domain Team meetings • Manage the Domain Team’s collection of documentation representative of NYSDOH policies, practices and programs • Guide the Domain Team’s interpretation and application of PHAB reaccrreditation requirements (Standards and Measures) to select NYSDOH documentation • Facilitate the Domain Team’s development of written narratives that “Tell the NYSDOH Story” • Ensure the Domain Team is adhering to timelines and achievement of deliverables • Coordinate and communicate quarterly with the Reaccrreditation Coordinator and RCT members • Assist in high-level inter-agency and/or cross-departmental issue resolution • Participate in the PHAB virtual site visit and status meetings as needed
Domain Team Members	

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<p>See Appendix A</p>	<ul style="list-style-type: none"> • Participate in reaccreditation training (Domain Orientation and guidance on narrative writing) and initial Domain gap analysis and other meetings • Provide program knowledge and public health experience and expertise during team discussions documentation preparation, and when connecting departmental activities to domain intent • Detect gaps and risks and recommend resources to address concerns • Provide documentation, write narratives, and describe plans for advancement in areas addressed by requirements • Attend team meetings and complete deliverables in a timely manner • Contribute to narrative writing and documentation of agency-wide examples, policies and practices that supports the measures • Participate in review of Domain documentation • Participate in the PHAB virtual site visit as needed
<p>External Stakeholders</p>	
<ul style="list-style-type: none"> • Members of the Public Health Committee of the Public Health and Health Planning Council (PHHPC) • Members of the Ad Hoc Committee to lead the SHIP • <u>Governor’s office</u> • New York State Association of County Health Officials (NYSACHO) and <u>Local Health Departments</u> 	<ul style="list-style-type: none"> • Provide support for development of SHIP, Prevention Agenda and endorsement of final plan • Provide support for agency reaccreditation application as needed • Provide documentation/examples, if requested • Participate in PHAB virtual site visit, if needed

<p>SCOPE ELABORATION</p>
<p>There are five phases of this project, described below. Timeframes may overlap as shown on the timeline as certain tasks need to happen simultaneously.</p> <p><u>SCOPE OVERVIEW</u></p> <p>Phase One: Process Evaluation and Reaccreditation Plan Development (August 2017 – April 2018) Phase one involves evaluation preparation for and communication of NYSDOH’s intent to apply for reaccreditation to internal and external leadership, and completing work prior to convening Domain Team Leads (DTL) and Team Members.</p>

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Following activities will be completed:

1. Brief internal leadership (NYSDOH leadership, NYSACHO and Governing Authority)
2. Establish Reaccreditation Coordinating Team and Process
3. Assure Reaccreditation Coordinator and NYSDOH Commissioner complete PHAB online reaccreditation training
4. Develop an internal online system to facilitate documentation collection
5. Identify how to pay for reaccreditation fee
6. Create Reaccreditation project charter
7. Complete required PHAB Training (Online)
8. Create reaccreditation timeline
9. Develop reaccreditation communication plan
10. Identification of DTL and Team Members
 - a. These teams will have responsibility to track domain specific measures, identify adopted items (plans, policies, frameworks, etc.) and examples, complete coversheets that outline where site reviewers will find important required guidance and develop narratives that describe how the department meets conformity to measures on an agency-wide basis.
 - b. Provide plans for advancement of the health department's future work to ensure agency-wide implementation and/or use.
11. Provide reaccreditation training to DTL and Members

Phase Two: Documentation Preparation and NYSDOH Quality Review (May 2018 – June 2019)

Phase two involves identifying examples and / or developing narratives that meet PHAB's guidance for required documentation

1. Domain Teams meet
2. Domain Teams will participate in an initial Domain gap analysis by reviewing all standards, measures, and required documentation for their Domain
 - a. The gap analysis process will highlight areas where new programs and/or documentation need to be developed for NYSDOH to meet conformity to reaccreditation standards and measures
 - b. Completing the gap analysis will allow NYSDOH to have time to address any gaps identified
3. DTL and members collect NYSDOH Documentation and complete PHAB Forms
4. DTL and members improve documentation when necessary or develop new documentation where missing
5. DTLs will meet with and update Reaccreditation Coordinator at quarterly intervals
6. RCT is available and meet with DTLs quarterly to track progress and provide assistance / training when needed
7. DTLs Upload the required documentation (Plans, Examples, Narratives) to Reaccreditation SharePoint site and identify gaps to be reported to the RCT and Executive Committee
 - a. Soft deadline to upload for review: January 31, 2019

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- b. Hard deadline for review: June 30, 2019
- 8. RCT, DTLs and members work together to provide documentation review and provide feedback to other Domain Teams (may include Executive Committee review, TBD)
 - a. RCT and Domain Teams conduct qualitative review and approval of documentation, and forms,
 - b. Consider conducting a Mock Site Visit Review - DTLs present current documentation findings for reaccreditation to the Mock Review Panel (RCT, DTLs or their designees, may include Executive Committee) for feedback and approval.
 - c. Reviewers re-assess uploaded documentation to assure all Standards and Measures are addressed per PHAB guidance.
 - d. Contact DTLs for clarification and/or to improve documentation when necessary or develop new documentation where missing.
- 9. Domain 1 Team and RCT identify public health outcomes for annual reporting

Phase Three: PHAB Application, Fee and Documentation Submission (July 1 – December 15, 2019)

Phase three involves submitting the fee and formal application (binding).

- 1. July 1, 2019: Request an early invoice from PHAB
- 2. Submit application and fee no later than September 28, 2019, and receive receipt for fee
- 3. PHAB reviews and accepts application (usually within 2 weeks of submission)
- 4. Reaccreditation Coordinator and RCT makes final assessment to ensure all documents are uploaded to ePHAB
- 5. Submit Documentation Forms within 8 weeks of approved application (P. 76 of PHAB Guide)

Phase Four: PHAB Review and Virtual Site Visit (December 2019 – June 2020)

- 1. Review PHAB's Pre-Site Visit Report and Respond to any open measures
 - a. Must upload clarifying documents within 6 weeks
- 2. Schedule videoconference site visit
- 3. Commissioner and Reaccreditation Coordinator participate in videoconference site visit, not to exceed four (4) hours
 - a. RCT, DTLs and Members will participate as needed.

Phase Five: Reaccreditation Report, Decision (July 2020 – June 2025)

- 1. Obtain reaccreditation report
- 2. Review report for possible quality improvement projects, action plans and/or improvements for PHAB annual report
- 3. Maintain RCT and work with SPPIG and Centers to coordinate Annual Report Writing
- 4. Complete Annual Reports
- 5. Review tools for Reaccreditation Sustainability Plan

Phase Six: Reaccreditation Sustainability (2021 – 2025)

- 1. Prepare for Sustainability: Submit Annual Reaccreditation Reports and data on Selected Public Health Outcomes.
- 2. Activities to be determined

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SCOPE DETAIL and DELIVERABLE DESCRIPTION DOCUMENTS

The table below contains the major deliverables of the project, as well as a corresponding outcomes for each, laid out according to the phases of the project.

OUT OF SCOPE

While the Medicaid and health care surveillance program fall outside the scope of PHAB’s authority, participation from OHIP, OPCHSM and others will be essential in helping us to identify documentation in key domains.

WORK PLAN TABLE

Phase One: Process Evaluation and Reaccreditation Plan Development (August 2017 – April 2018)

Activity	Lead Staff	Date to completed by	Deliverable
Establish Reaccreditation Coordinating Team (RCT)	Tom Reizes, Jan Chytilo	April 15, 2017	RCT and Process
RCT Preliminary Review	Tom Reizes, Sylvia Pirani	June 15, 2017	Initial Reaccreditation Guide Tracking Documents
Brief internal and external stakeholders (DOH leaders, NYSACHO and PHHPC)	Brad Hutton, Sylvia Pirani, Tom Reizes	August 10, 2017	Email Announcing Reaccreditation, Reaccreditation Coordinator and RCT
Identify how to pay for reaccreditation fee.	Sylvia Pirani, Tom Reizes, Marybeth Hefner	August 2017 - approved	Documentation of fee funding source by Spring 2019
Develop Initial Tools for Communication	RCT	September 15, 2017	Domain Spreadsheets Outlining Measures by Proposed Staff/Section
Develop internal online system to manage project documentation	Star Dowling	December 2017	SharePoint site
Complete PHAB online reaccreditation training	Commissioner Zucker Tom Reizes	February 2018	Certificate of Completion to be submitted with application
Request Designees for Domain Teams	Tom Reizes	April 2018	Insider Article – Published January 2018 - Emails to center and division leadership
Final Designee List	Center & Division Leads	May 1, 2018	Appendix A of this Charter

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Participate in ASTHO TA Meetings	Tom Reizes	November 2017 - May 2018	Midpoint Report to ASTHO – February 16, 2018 - Submitted Final Report to ASTHO – May 31, 2018
Activity	Lead Staff	Date to complete by	Deliverable
Complete DOH Strategic Plan	Sylvia Pirani	Fall 2018	Strategic Map on the DOH internal website as of December 2016 Strategic Plan on DOH website when ready
Complete NY State Health Assessment	Trang Nguyen	December 2018	Completed Assessment approved and issued by PHHPC
Complete NY State Health Improvement Plan	Sylvia Pirani	December 2018	Completed Plan approved and issued by PHHPC
Design a Reaccreditation Orientation and Narrative Writing Training	ASTHO TA	Winter 2018, April 2018	Orientation Training
Phase Two: Domain Team Development, Documentation Preparation and Review (May 2018 – June 2019)			
Activity	Lead Staff	Date to complete by	Deliverable
Identify and confirm Team Leads and Members	Center and Division Directors, RCT	April 2018	Domain Team Rosters
Deliver Orientation	RCT, ASTHO TA	May 2, 2018	Deliver Webinar or in-person training to DTLs and members
Domain Team Orientation & Gap Analysis meeting	RCT, DTLs	May 22, 2018	Attendance List, Agenda and Meeting Materials Deliver in-person training to DTLs and members
Narrative Writing Training	ASTHO TA, RCT, SPPIG,	June 5, 2018	Attendance List, Agenda and Meeting Materials - Deliver Live Webinar Select DTLs & Members

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Teams collect documentation and complete PHAB forms	DTLs and Members	June – September 2018	Updated PHAB Forms and Tracking Sheets
Midpoint 3- Month Check	RCT and DTLs	October 2018	Meetings with DTLs
Final 6-Month Check	RCT and DTLs	October 2018	Meetings with DTLs
Activity	Lead Staff	Date to complete by	Deliverable
Teams improve documentation when necessary or develop new documentation where missing	DTL and Members	February 1 - March 31, 2019	Receive feedback
Conduct qualitative review and documentation review	RCT and Domain Team Leaders and Members	April 1 - June 30, 2019	Finalized PHAB Forms, Examples and Adopted Items with Cover sheets and Updated to be current June 2019
Teams submit final required documentation forms	Domain Team Leaders	June 30, 2019	Domain Form packs with Coversheets as needed
Select Population Health Outcomes for Annual Reporting	RCT, Trang Nguyen	June 30, 2019	Selected PH Outcomes to Track
Phase Three: PHAB Application, Fee and Documentation Submission (July 1 – December 15, 2019)			
Activity	Lead Staff	Date to complete by	Deliverable
Request early invoice for Reaccreditation Fee from PHAB	Tom Reizes	July 1, 2019	Invoice
Submit application	Tom Reizes	No later than September 30, 2019	Receipt for application
Submit Fee	Sylvia Pirani, HRI Mary Beth Hefner/FMG	September 30, 2019	Receipt for Fee
Make final assessment to ensure all forms are uploaded to ePHAB	RCT	September/October 2019	Sign off obtained for reaccreditation documentation submittal
Submit Documentation/Forms and Fee	Commissioner Zucker	Within 8 weeks of application submission (September 30, 2019 plus 8 weeks)	PHAB Confirmation of Receipt
Documentation is submitted via PHAB online system	Tom Reizes	September 2019	Reaccreditation documentation submitted

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PHASE FOUR: PHAB REVIEW AND VIRTUAL SITE VISIT (December 2019 – June 2020)			
Activity	Lead Staff	Date to complete by	Deliverable
Review and Respond to PHAB's Pre-Site Visit Report	RCT & DTLs for any Domains Reopened	Response Within 6 Weeks of Report	PHAB's Report DOH Response
Schedule and Participate in Virtual Site Visit	Dr. Zucker, Tom Reizes, Brad Hutton, Sylvia Pirani, DTLs and Members as needed	Winter 2020	4-hour Videoconference
PHASE FIVE: REACCREDITATION REPORT DECISION (July – December 2020)			
Activity	Lead Staff	Date to complete by	Deliverable
Obtain Reaccreditation Site Visit Report	Dr. Zucker	June/July 2020	Receipt of Reaccreditation Status
Submit additional documents for specific measures as required by PHAB Reaccreditation Committee	RCT, DTLs and members as needed	Within 6 months	Receipt of submission (as needed)
Receive Decision from PHAB	PHAB Reaccreditation Committee	Next Quarterly Meeting in 2020	PHAB's Decision Letter
PHASE SIX: REACCREDITATION SUSTAINABILITY (2021- 2025)			
Activity	Lead Staff	Date to complete by	Deliverable
Plan for Annual Reports and Reaccreditation in 2025	RCT	June 2021	Sustainability Plan
Possible Activities - See Page 76 of Guide			
Sustainability Planning	RCT		
Public Health Outcomes Committee & Annual Report Writing	RCT, PHIG, SPPIG	Annually September	Annual Reaccreditation Report
Follow up on Continued Advancement by Measure	RCT, DTLs and Members as needed		
Ongoing PIC Activities and Writing	SPPIG, PIC		
Renew Prevention Agenda	OPH, PHHPC	2022-23	
Prepare for Reaccreditation 2024		2023-24	

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PROJECT APPROVALS:
<i>The signatures below signify acceptance of the information provided within and the authority established in this document.</i>
PROJECT SPONSORS
Name: Howard Zucker, MD, JD, Commissioner NYSDOH
Signature:
Date:
Name: Brad Hutton, MPH, Deputy Commissioner, OPH
Signature:
Date:
Name: Mary Beth Hefner, Director, DOA
Signature:
Date:
REACCREDITATION COORDINATOR
Name: Thomas Reizes, MPH,
Signature:
Date:
APPENDIX A
DOMAIN TEAM MEMBERS
<p>Domain 1: Community Health Assessment + M5.2 (State Health Improvement Plan) Team Lead: Trang Nguyen (OPHP) Team Members: OPHP: Chris Davis / Wei Fan / Stephanie Mack / Isaac Michaels (PHIG), CCH: Dina Hoefer (DEPI), Mycroft Sowizral (DCDP), CEH: Alicia Fletcher (BOHIP), June Moore (BEOE, listener), Ryan Macfee (BTSA, listener), OMHHDP: Reviewer</p> <p>Domain 2: Investigate + M5.4 (Emergency Operations Plan) Team Lead: Ernie Clement (DEPI) Team Members: CCH: Stephanie Ostrowski (DEPI), Christine Compton (DEPI), Aura Weinstein (DCDP), Labs: Lisa Mingle and Denise Dubois, OHEP: Becky Hathaway / Jeanne Behr, CEH: Krista Anders/Justin Deming (BEEI), Alex Damiani (BERP), Mike Hughes (BTSA, listener), Adam Helman (Prep)</p> <p>Domain 3: Inform and Educate Team Lead: Gary Holmes (PAG) Team Members: CCH: Karen Davda / Susan Slade (DFH), Wendy Gould (DCDP), OHEP: Becky Hathaway / Jean Behr, PAG: Cathy Scala / John Emery, CEH: Gena Gallinger / Hanna Birkhead (O&E), Tom Johnson (BTSA, listener), OMHHDP: Wilma Alvarado-Little / Claire Mone, AI: Richard Cotroneo</p>

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Domain 4: Engagement with Community

Team Lead: Assante Shipp-Hilts (OPHP), **Team Members:** **CCH:** Lewis Clarke (DON), Stephanie Sheehan (DCDP), **AI:** Karen Bovell, **CEH:** Patrick Palmer (BWSP), Deanna Ripstein, **OMHDDP:** Michèle Benedict / Joyce Meadows

Domain 5: Public Health Policies

Team Leads: Karen Hagos / Sean Ball (AI), **Team Members:** **CCH:** Nevillene White / Megan Carroll (DFH), Harlan Juster (DCDP), **OMHHDP:** Kristen Pergolino

Domain 6: Enforce Public Health Laws

Team Lead: Richard Thomas (DLA)

Team Members: **Labs:** Matthew Kohn, **CEH:** Robert Dansereau (BERP), Daniel Lang (Exec), Tim Shay (BCEHF) **AI:** Richard Cotroneo (AI-Listener)

Domain 7: Access to Health Care Services

Team Lead: Lisa Ullman (OPCHSM), **Team Members:** **OPCHSM:** Karen Madden (ORH), Alejandra Diaz, Danielle Holahan (NYSOH) **OMHHDP:** Harrison Moss / Patricia Kehn, **OHIP:** Designee, **OPHP:** Jan Chytilo (OPHP)

Domain 8: Competent Public Health Workforce

Team Lead: Tom Reizes

Team Members: **HRMG:** Helen Canon (SDU), Katie MacVeigh (EAP), Yvonne Masse (EAP), **CEH:** Susan Dorward, **OMHHDP:** (reviewer), **HRI:** reviewer

Domain 9: Performance Management and Quality Improvement + M5.3 (Strategic Map)

Domain Team Lead: Robert Schmidt

Team Members: **SPIIG:** Bonnie Brautigam / Janice Dee / Leeander Essenter / Benjamin Thomas, **CEH:** Claudine Jones-Rafferty, **OPH:** Designees from the Performance Improvement Collaborative (PIC), **OPCHSM:** Stephen Lansing (OHIP), **OITS:** Matt Leary

Domain 10: Evidence-Based Public Health

Team Lead: Ian Brissette (DCDP)

Team Members: **OPHP:** Chris Maylahn, **DFH:** Eric Zasada / Amanda Roy, **AI:** Mara San Antonio Gaddy / Julie Harris, **CEH:** Michael Bauer (BOHIP), Kevin Malone (Exec)

Domain 11: Administrative and Management Capacity

Team Lead: Mary Beth Heffner (DOA)

Team Members: **DOA:** Diane Christensen (Audits), Eleanor Beauchea / Charles McElrath (HRMG), Andy Ruby (FMG), **DLA:** Jennifer Moore (Ethics), **CCH:** Rachel Iverson / Rich Kardas (DCDP), **OITS:** Matt Leary (Listener)

Domain 12: Governing Authority

Team Lead: Sylvia Pirani (OPHP), **Team Members:** Colleen Leonard (Secretary to PHHPC), Lisa Thompson