

**Cover Sheet for Example Documentation
for PHAB Domain 9 Standard 1 Measure 2**

The following documentation has been submitted to ASTHO for the Accreditation Library as a potential example of Health Department documentation that might meet the PHAB Standard and Measure 9.1.2A. This document is not intended to be a template, but is a reference as state health agencies develop and select accreditation documentation specific to the health department's activities.

Please note that the inclusion of documentation in this library does not indicate official approval or acceptance by PHAB.

Document Title:	Quality Improvement Steering Committee Charter Performance Accountability Liaisons (PALS)Team Charter						
Document Date:	July/August 2008						
Version of Standards and Measures Used: V1.0							
Related PHAB Standard and Measure Number							
Domain:	9	Standard:	1	Measure:	2	Required Documentation:	2
<p>Short description of how this document meets the Standard and Measure's requirements:</p> <p>The Department of Health has an agency Quality Improvement Steering Committee that helps guide our quality improvement efforts. We also have a cross divisional agency team called the Performance Accountability Liaisons (PALs) that helps implement all of the performance management activities to include: GMAP, HealthMAP, Strategic Planning, Washington State Quality Award, Public Health Standards, Quality Improvement, and Activity Inventory Measures. The documentation demonstrating our current, functioning performance management teams are the charters for the steering committee and PALS.</p>							
Submitting Agency:	Washington State Department of Health						

Quality Improvement Steering Committee Charter

August 2008

Mission Statement

The Quality Improvement Steering Committee (QSC) is chartered by the Senior Management Team (SMT) to prioritize and direct the implementation of agency-wide performance management activities (quality improvement projects, WSQA, Public Health Standards assessment, etc.) and strategic and key services projects. The team will manage agency performance by monitoring performance measures and tracking strategic and other agency sponsored projects. The QSC will oversee and provide guidance to the Performance Accountability Liaisons (PALS) Team.

Responsibility

The Quality Improvement Steering Committee is responsible for:

1. Ensuring that DOH has a Quality Improvement program that results in improved functioning of the department.
2. Working with PALS input, developing quality improvement policy and direction supportive of agency goals and consistent with desired agency culture.
3. Guiding and coaching PALS peers and program staff on strategies to achieve operational change.
4. Guiding the quality improvement program and project selection process with PALS input.
5. Establishing improvement program policies, goals and performance indicators.
6. Creating and maintaining a quality improvement project selection and review process.
7. Providing guidance and oversight of agency quality improvement activities, including:
 - Conducting quarterly performance reviews.
 - Identifying and reviewing implementation issues.
 - Resolving staff, management and resource conflicts.
 - Recommending program improvements.
 - Preparing an annual report.
8. Identifying “best practices” and sharing/promoting successful efforts.

The QSC promotes the quality improvement program and supports recognition of both individual and team accomplishments. Its members are responsible for helping create a quality improvement culture. In this culture, employees use quality improvement principles and tools in their day-to-day work, with extensive support and guidance from leadership.

The steering committee reports to the SMT. Its executive sponsors play a critical role in maintaining leadership support.

Process

1. The PALS team reviews proposed projects, returns the project to the submitter for additional information or to manage at a lower level, or sends recommendation to add to the list of agency level sponsored quality improvement projects.
2. If the project is accepted for agency level sponsorship the QSC will then assess the project for prioritization against other current or proposed projects.
3. The project will be routed to the QSC for project management technical assistance and oversight.
4. Projects that are prioritized as Tier 1 projects will be assured the appropriate resources for project completion.
5. Projects prioritized as Tier 1 will be tracked by the QSC and will report progress, benchmarks, milestones, resource constraints and results at each QSC meeting.
6. Projects ranked as Tier 2 or Tier 3 will be reported quarterly.

Project Ranking Definition

- **Tier 1** projects are **Essential** activities with the agency's highest level of commitment which may require current activities or resources to be adjusted.
- **Tier 2** projects are **Important** activities, which are very important but must be considered against other ongoing activities if funds or resources are not sufficient.
- **Tier 3** projects are **Beneficial** activities, which are beneficial to agency programs, but will only be pursued if they do not infringe upon higher level priorities.

Membership

New members will be nominated by the team or the SMT and invited to participate. Meetings will be held every six weeks and generally last one hour. The QSC shall consist of the Deputy Secretary who shall serve as chair, the Director of Performance and Accountability, two to three additional SMT members, two to three members of the Chief Administrators' Group and one or two members of the PALS workgroup and lead staff.

Members will serve a minimum of two years and be replaced on a staggered time frame for continuity and to develop experience and expertise with this oversight function.

Office of Performance and Accountability staff provide administrative support to the committee.

PERFORMANCE ACCOUNTABILITY LIAISONS (PALS) TEAM CHARTER

July 9, 2008

Mission Statement

The Performance Accountability Liaison Team (PALS) will work to promote a culture of quality improvement throughout the department by collaborating in performance management activities that support the vision, mission, strategic goals and key services of the Department of Health.

Responsibility

PALS members will participate in and contribute to variety of performance management activities including the following:

1. Quality Improvement

- Lead, encourage and support a Quality Improvement Initiative that results in improved functioning of the department.
- Assist in developing quality improvement policy and direction
- Guide and coach PALS peers and program staff on strategies to achieve operational change.
- Participate in the quality improvement project selection process providing input through a Quality Improvement Committee sub group of PALS members.
- Work to increase awareness and communication of philosophies, strategies, information and best practices related to quality results and improvement initiatives at all levels.
- Provide tools, expertise and training to support the pursuit of innovative quality results and improvement initiatives.
- Provide recognition for individuals and teams who achieve quality results.
- Mentor, motivate, encourage and empower people who pursue and support continuous improvement and foster a culture of quality results.
- Eliminate barriers to empowerment and staff/management partnerships with a focus on positive quality results.

2. Public Health Improvement Partnership (PHIP)

- Provide direction and input to coordination of and preparation for the Standards Assessment processes, including training, site visits and communicating results.
- Be a key contact within their area for reviewing Public Health Standards Assessment results, developing follow up action plans and participating in progress monitoring and improvement.

3. Strategic Planning

- Act as the coordinating workgroup and assist in developing the DOH Strategic Plan
- Recommend strategic projects to support the vision, mission and strategic goals of the Department of Health.

- Disseminate information to inform employees and stakeholders of the DOH vision, mission and strategic direction.
- Act as key contacts for quarterly reporting on strategic plan progress and measures.

4. GMAP/HealthMAP Performance Analysis and Review

- Be a key resource for communicating and reporting on GMAP and HealthMAP progress within the DOH.
- Be a key contact within their area for coordinating and developing DOH presentations for the Governor's GMAP forums.
- Assist in the quarterly development of their program/division's HealthMAP sessions.
- Provide information about trainings and opportunities to observe these forums to their represented areas.

5. Performance Measures

- Assist in the alignment of division strategic plan measures to agency-wide strategic plan measures.
- Coordinate reporting on all performance measures within their area and ensure the quarterly reporting of OFM Activity Measures within their program/division.

Membership

The PALS is an ongoing committee that will meet as frequently as needed to evaluate strategic and quality improvement projects in a timely manner. Team members will be a cross-representation of all levels of staff from within the agency. Each division and the offices of the Secretary and Central Administration will have a primary and a back up member on the group. Team members will be replaced as openings occur to assure the continuity of the team.

Accountability

Individual Performance and Accountability Liaisons team members are accountable to their senior management team sponsors for their performance while representing their units in working toward collaborative and coordinated agency performance management outcomes. The PALS team is responsible as a group to respond to the Director for Performance and Accountability to accomplish specified performance management activities and events.

Current Team Assignments

Chair: Director, Office of Performance and Accountability (OPA)
 Recorder: Administrative Assistant, OPA
 Time Keeper: Administrative Assistant, OPA