Preparing for National Accreditation





Objectives

- Describe key steps in accreditation preparation
- Share resources available for quality improvement and accreditation preparation
- Share lessons learned by others





Outline

- Prerequisites
 - Community Health Improvement Process
 - CHA
 - CHIP
 - Strategic Plan
- Self Study Process
 - Creating an accreditation team
 - Selecting documentation
- Engaging your governing entity
- Quality Improvement







The Prerequisites for Accreditation





Three Prerequisites

- Community Health Assessment (PHAB Standard 1.1)
 - Measure 1.1.1 1.1.2
- Community Health Improvement Plan (PHAB Standard 5.2)
 - Measure 5.2.1 5.2.4
- Agency Strategic Plan (PHAB Standard 5.3)
 - Measure 5.3.1 5.3.3

Standards and Measures VERSION 1.5 – Overall Changes





Why Prerequisites?

- Good measure of capacity to address identified health needs
- Foundation for other documentation
- Identify community and health department needs
- Springboard to the future





Connecting the Prerequisites







The Community Health Improvement Process





Community Health Improvement Process

Community
Health
Assessment

Community
Health
Improvement
Plan

Community
Health
Improvement
Process





Common Elements in Community Health Improvement Process Models

- 1) Prepare and plan
- 2) Engage the community
- 3) Develop a goal or vision
- 4) Conduct community health assessment(s)
- 5) Prioritize health issues
- 6) Develop community health improvement plan
- 7) Implement community health improvement plan
- 8) Evaluate and monitor outcomes





Common Community Health Improvement Process Models/Frameworks

- PRECEDE-PROCEED (1970s)
- Planned Approach to Community Health (PATCH) (1983)
- Healthy Communities (1980s)
- Assessment Protocol for Excellence in Public Health (APEX PH)
 (1991)
- Protocol for Assessing Community Excellence in Environmental Health (PACE EH) (2000)
- Mobilizing for Action through Planning and Partnerships (MAPP)
 (2001)
- Association for Community Health Improvement (ACHI) Toolkit
- State-specific models/frameworks





The Community Health Assessment





Community Health Assessment

A systematic examination of the health status indicators for a given population that is used to identify key problems and assets in a community.





PHAB Standards and Measures version 1.5: CHA

Standard 1.1: Participate in or lead a collaborative process resulting in a comprehensive community health assessment

Measure: 1.1.1 T/L: Tribal/local partnership that develops a comprehensive community health assessment of the population served by the health department

Measure 1.1.2 T/L: A tribal/local community health assessment

Measure 1.1.3 A: Accessibility of community health assessment to agencies, organizations, and the general public





PHAB Requirements & Documentation: CHA Process (Measure 1.1.1 T/L)

- Participation of representatives from a variety of sectors of the Tribal or local community
 - Membership list
 - Meeting attendance records
- 2. Regular Meetings or communications with partners
 - Meeting agendas
 - Meeting minutes
 - Copies of e-mail communications
- 3. The process used to identify health issues and assets
 - Mobilizing for Action through Planning and Partnership (MAPP)
 - Association for Community Health Improvement (ACHI) Assessment Toolkit
 - Assessing and Addressing Community Health Needs (CHA)
 - University of Kansas Community Toolbox



PHAB Requirements & Documentation: CHA Document (Measure 1.1.2 T/L)

- 1. Dated within the last five years
- 2. Data/information from various sources and how data were obtained
 - Primary and secondary data
 - Quantitative and qualitative data
 - "Non traditional" data collection encouraged
- 3. Demographics of the population
- 4. Description of health issues
 - Population groups with particular issues/inequities
- Description of factors that contribute to specific populations' health challenges
 - Health status disparities, health equity and high health-risk populations
- 6. Description of Tribal or communityassets or resources to address health issues





PHAB Requirements & Documentation: CHA Document (Measure 1.1.2 T/L continued)

- 7. Local community has had an opportunity to review and contribute to the CHA
 - Publication in local press with feedback forms
 - Publication on LHD website with comment forms
 - Community/town forums
 - Listening sessions
 - Newsletters
 - Presentations/discussions at local meetings
- 7. Ongoing monitoring, refreshing, and adding of data and data analysis
 - Town meetings
 - Community groups





PHAB Requirements & Documentation: CHA Distribution (Measure 1.1.3A)

- 1. Information provided to partner organizations concerning the availability of the community health assessment
- 2. Availability of the CHA findings to the public





Common Steps in Conducting a Community Health Assessment

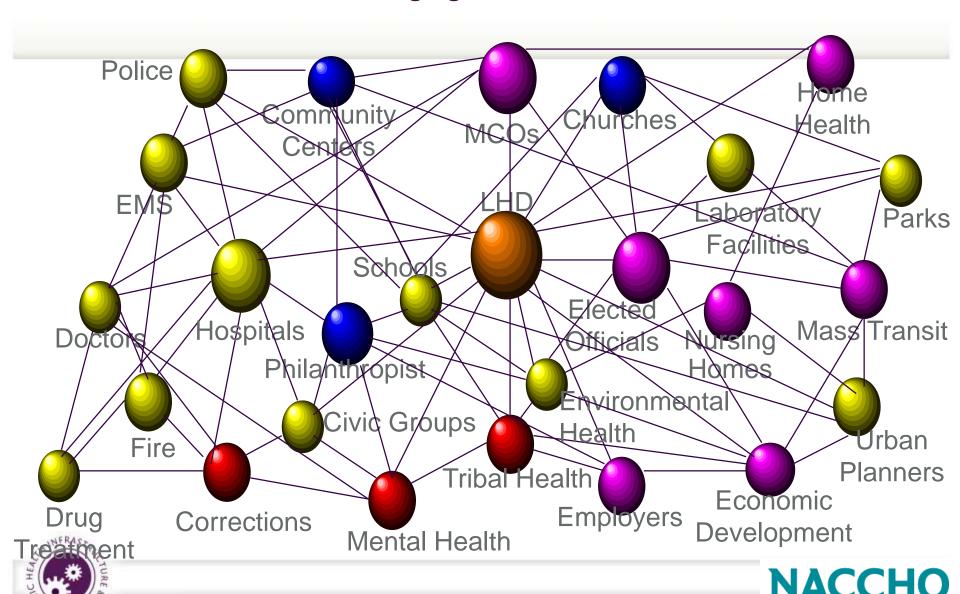
- 1. Develop an assessment plan
- 2. Engage the community and local public health system partners
- 3. Define the population
- Identify community health indicators that align with your Community's vision* or goals for the assessment
- 5. Collect data on identified indicators
- 6. Analyze data
- 7. Summarize key findings
- 8. Report results back to community and partners

*not a PHAB requirement and in some cases visioning may come before the CHA conduct





Common Partners to Engage



Common Sources of Community Health Assessment Data

- 1. Local, state, national databases
 - County Health Rankings
 - State vital records
 - •Healthy People 2020
- 2. Previously conducted health assessments or reports
 - United Way CHA
 - Hospital CHNA
 - •Federally-qualified community health centers





Common Sources of Community Health Assessment Data

- 3. Partners who have access to data through their organizations
 - County government agencies such as courts, police, schools, libraries, parks, city planners
 - Non-profit organizations
 - Managed care organizations
 - Universities and colleges
 - Chambers of Commerce





Community Health Improvement Plan





Community Health Improvement Plan

A community health improvement plan is a long-term, systematic effort to address public health problems on the basis of the results of community health assessment activities and the community health improvement process.





PHAB Standards and Measures: CHIP

Standard 5.2: Conduct a comprehensive planning process resulting in a Tribal/state/community health improvement plan

Measure 5.2.1L: A process to develop a CHIP

Measure 5.2.2L: CHIP adopted as a result of the community health improvement process

Measure 5.2.3A: Elements and strategies of the health improvement plan implemented in partnership with others

Measure 5.2.4A: Monitor and revise as needed, the strategies in the community health improvement plan in collaboration with broad participation from stakeholders and partners





PHAB Requirements & Documentation: CHIP Process (Measure 5.2.1L)

- 1. Broad participation of community partners
 - Participant lists, attendance rosters, minutes, subcommittees
- 2. Information from community health assessments
 - List of data sets
 - Evidence of participants' use of CHA
- 3. Issues and themes identified by stakeholders in community
- 4. Identification of community assets/resources
- 5. A process to set community health priorities





PHAB Requirements & Documentation: CHIP Document (Measure 5.2.2L)

- 1. Dated within the last five years
- Desired measurable outcomes or indicators of health improvement and priorities for action
 - Strategies should be evidence based or promising practices
- 3. Policy changes needed to accomplish health objectives
- Individuals/organizations responsible for implementing strategies
- 5. Consideration of state and national priorities





PHAB Requirements & Documentation: CHIP Implementation (Measure 5.2.3A)

 A process to track actions taken to implement strategies in the CHIP

2. Implementation of the plan





PHAB Requirements & Documentation: Monitor CHIP Progress (Measure 5.2.4A)

- Report on progress made in implementing strategies in the CHIP
 - Progress related to health improvement indicators
 - Annual basis
- 2. Review and revision, as necessary, of the CHIP strategies based on results of the assessment
 - If the plan was adopted less than a year before it was uploaded, the health department may provide (1) revisions of an earlier plan or (2) detailed plans for a revision process.





Agency Strategic Plan





What is a strategic plan?

A strategic plan results from a deliberate decision-making process and defines where an organization is going. The plan sets the direction for the organization and, through a common understanding of the mission, vision, goals and objectives, provides a template for all employees and stakeholders to make decisions that move the organization forward.

(Swayne, Duncan, and Ginter. *Strategic Management of Health Care Organizations*. Jossey Bass. New Jersey. 2008).

PHAB Acronyms and Glossary of Terms, Version 1.0





What is the difference between a Community Health Plan and Strategic Plan?







PHAB Standards and Measures: Strategic Plan

Standard 5.3: Develop and implement a health department organizational strategic plan

Measure 5.3.1A: Department strategic planning process

Measure 5.3.2A: Adopted department strategic plan

Measure 5.3.3A: Implemented department strategic plan





PHAB Requirements & Documentation: Strategic Planning Process (Measure 5.3.1A)

- 1. Management involved in the process
- Steps must be defined and described
- 3. Members of the Governing Body involved in the process





PHAB Requirements & Documentation: Strategic Plan (Measure 5.3.2A)

- 1. Dated within the last five years
- 2. Mission, vision and guiding principles/values for the health department
- 3. Strategic priorities
- 4. Goals and objectives with measurable and time-framed targets
- Consideration of key support functions required for efficiency and effectiveness
- 6. Identification of external trends, events, or other factors that may impact community health or the health department
- 7. Assessment of the HD's weaknesses and strengths
- 8. Link to the CHIP and the LHD's QI plan
- 9. Annual reports on progress towards goals (5.3.3A)



A

Where You Are Mission and Mandates Structure and Systems Communications Programs and Services **Budget** Support

Vision, Mission, and Goals

Strategic

Issues

Where You Want To Be Mission and Mandates Structure and Systems Communications **Programs and Services** Budget Support

Shateer Implementation

Stratest Comulation

В

How to Get There Strategic Plan **IT and HR Plans** Communications Hiring and Training **Restructuring and** Reengineering **Budget Allocations**





Develop Mission, Vision, and Values

Mission: The organization's purpose; what is does and why

To promote, protect and assure conditions for optimal health for residents of Madison County through leadership, partnership, prevention and response. (Madison County Health Department, Illinois)

Vision: Futuristic view regarding the ideal state or conditions that the organization aspires to change or create.

The Northern Kentucky Health Department will be a nationally recognized leader in advancing the health and safety of the community. (Northern Kentucky Independent Health District)





Develop Mission, Vision, and Values

Values: Principles, beliefs or underlying assumptions that guide the organization.

Collaboration: We work together for the mutual benefit of the community through the sharing of information, resources and ideas to achieve a common goal.

Excellence: We strive to provide the highest quality services through individual efforts and teamwork.

Innovation: We creatively apply the most advanced technology, information and research to be a revolutionary leader in public health.

Integrity: We act with a consistency of character and are accountable for our actions.

Respect: We approach all people with significance, understanding, compassion and dignity.

Service: We responsively deliver our exceptional and comprehensive programs with a highly skilled workforce







Conduct a SWOT/SWOC & Environmental Scan

- Determine the value of existing data
- Collect or compile any additional data needed
- Summarize the data and information
- Complete a SWOT/SWOC Analysis

Strengths
 Weaknesses
 Opportunities
 Threats or Challenges





Potential Data Sources								
LHD Annual reports	Partnership or stakeholder analysis results							
Community Health Assessment (CHA) results	Policy and legislative scan							
An agency review against national standards, such as those of PHAB	LHD program evaluation and QI results							
Local Public Health System Assessment (LPHSA) results	Customer service/ satisfaction feedback							
LHD Financial Analysis	Results of a traditional SWOT analysis previously completed							
Employee/Workforce climate survey results or feedback	Competitive or market analysis							





Analyze Results and Select Strategic Priorities

- Analyze SWOT/SWOC and other data
- Identify and frame cross-cutting themes, emerging issues and key strategic issues

Which issues are strategic?

Which issues are in the community health plan that the LHD will address?

What does the LHD need to do to prepare for threats and challenges?

What does the LHD need to do to improve weaknesses What does the LHD need to do to achieve the vision?

Prioritize issues for inclusion in strategic plan





Develop Strategies, Goals, and Objectives

Goals

Long-range outcome statements that are broad enough to guide the organization's programs, administrative, financial and governance functions. (Allison & Kaye, 2005)

Objectives

Short to intermediate outcome statements that are specifically tied to the goal.

Objectives are clear and measurable.

SMART objectives

S – Specific

M – Measurable

A – Achievable

R - Relevant

T – Time-oriented

Measure of change, in what, by whom, by when



20% increase in health department nursing staff by January 2014.



Develop Measurement and QI Plans

- Establish a process for monitoring implementation and evaluation
- Use QI to improve process and outcomes
- Maintain flexibility with the plan as the environment changes
- Communicate success and results through annual reports and other methods
- Revise and update the plan as needed





Form and Accreditation Preparation Team: Appoint an Accreditation Coordinator

Roles and Responsibilities:

- Serve as primary contact to PHAB
- Oversee the department Accreditation Preparation team
- Analyze results of selfstudy process and make recommendations

- Implement communications plan
- Maintain electronic filing system
- Serve as "Accreditation Expert"
- Maintain accreditation status





Form an Accreditation Preparation Team: Appoint an Accreditation Coordinator

Knowledge, Skills, Abilities:

- Understanding of PHAB process and standards
- Knowledge of health department jurisdiction
- Basic computer skills
- Excellent organizational skills
- Strong communication skills
- Strong facilitation skills
- Ability to collaborate with multiple audiences





AC Coordinator Other Considerations

- # of FTEs needed varies
- PHAB online training modules must be completed prior to statement of intent
- PHAB in-person training
- Must be on site during entire site visit





Select the Accreditation Preparation Team

- Select as early as possible
- Ensure team is multi-disciplinary
- Experience and longevity







Accreditation Preparation Team: Roles & Responsibilities

- Identify, collect, and organize documentation
- Analyze results
- Identify opportunities for quality improvement
- Serve as Accreditation Champions
- Share information with all staff





Accreditation Preparation Team: Composition

The Accreditation Preparation Team consists of any combination of:

- The Health Director
- The Accreditation Coordinator
- Senior Management
- Program and frontline staff





Accreditation Preparation Team: Composition

Organizational characteristics to consider:

- Size of LHD
- Organization structure
- Manner in which tasks are delegated to staff
- Workload
- Current progress with self-study process





TRDHD Accreditation Team

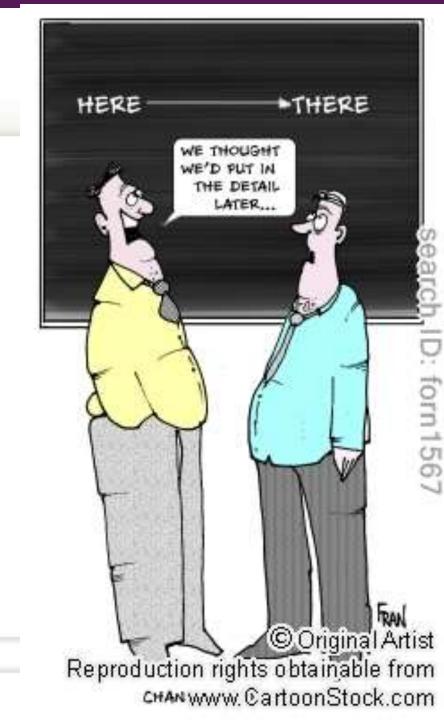






Develop a Plan

- 1. Delegate responsibilities
- 2. Train the team
- 3. Develop a timeline





Train the Team

- Overview of PHAB accreditation process
- Discussion of the standards and measures
- Purpose of the self-study process
- Detailed description of the self-study process
- Description of PHAB materials
- Roles and responsibilities





Develop a Timeline

- Include collection of documentation and analysis of results
- Stay on schedule
- Set realistic goals
- Allow for staff time





West-Allis Health Department: Case Example

3-year plan:

- Year 1: 40% of documentation collected
- Year 2: 80% of documentation collected
- Year 3: 100% of documentation collected

"The key to our success has been timing and pace."

Terry Brandenburg,
 Former Health
 Commissioner





Selecting and Organizing Documentation

- Organize the process
- Gather documentation





PHAB Materials



Public Health Accreditation Board

Standards &Measures

Version 1.5 Adopted December 2013



Public Haudit Assessment Street

National Public Health Department Accreditation

Documentation Guidance

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Organize Documentation: Storage

- SharePoint
- Cloud
- Shared drive

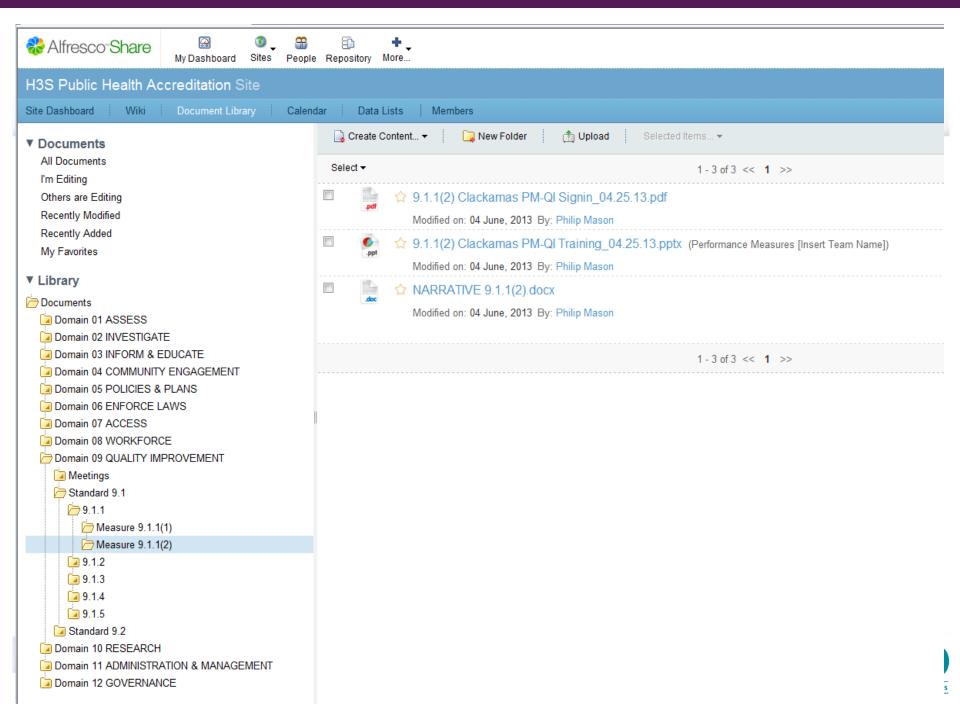
Not recommended:

- e-PHAB
- Hard copies
- On a computer







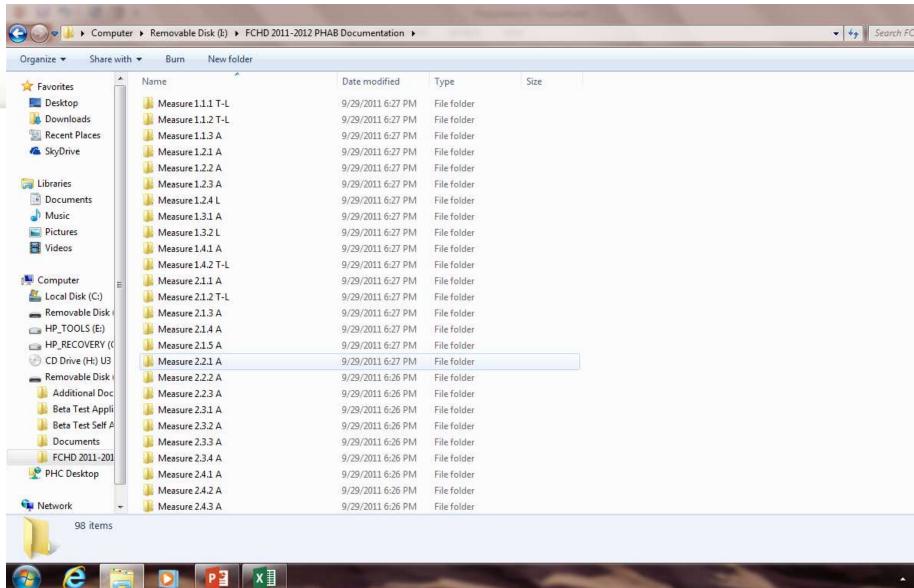


Name + D1 Assessments for Population Health Data D2 Investigate Health and Environmental PH Hazards D3 Inform and Educate PH Issues and Functions D4 Engage Community to Address Health Problems D5 PH Policies and Plans D6 Enforce PH Laws D7 Improve Access to Healthcare Services D8 Maintain Competent PH Workforce ■ D9 CQ1 D10 Apply Evidence Base Practice in PH D11 Maintain Administr and Mngmnt Capacity D12 Engage the Public Health Governing Entity 2.1 Conduct Timely Investigations 2.2 Mittigate Health and EH Hazards 2.3 Access to Lab and EPI EH Expertise 2.4 Plan for Non Emergency Communications El LHD_Domain2_Evidence.xlsx 2.2.1 Protocols for Containment of Hazards 🎥 2.2.2 Demonstrate Triggers for ERP 2.2.3 Complete AAR Following Outbreaks





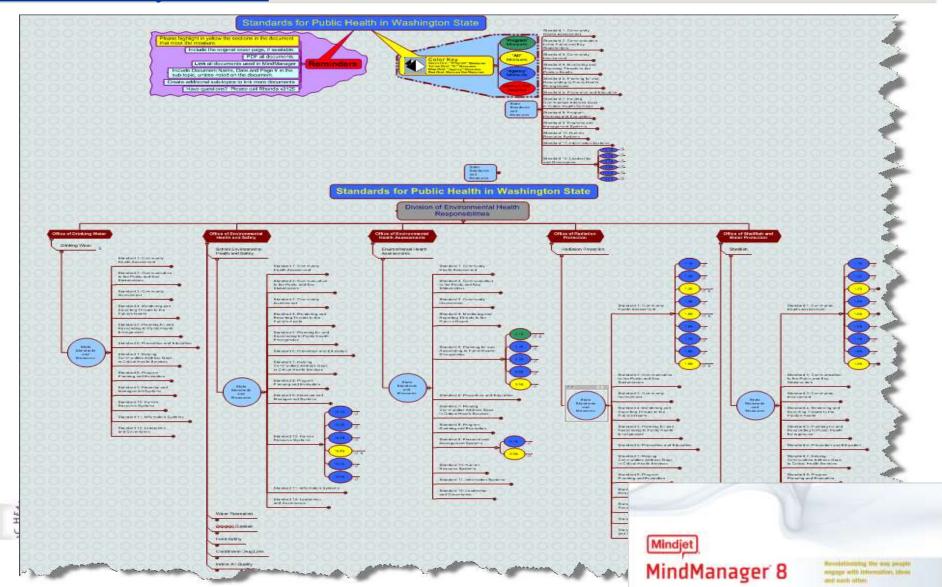
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 2.2.1.1_WMD_HazMat_Final_2013.pdf



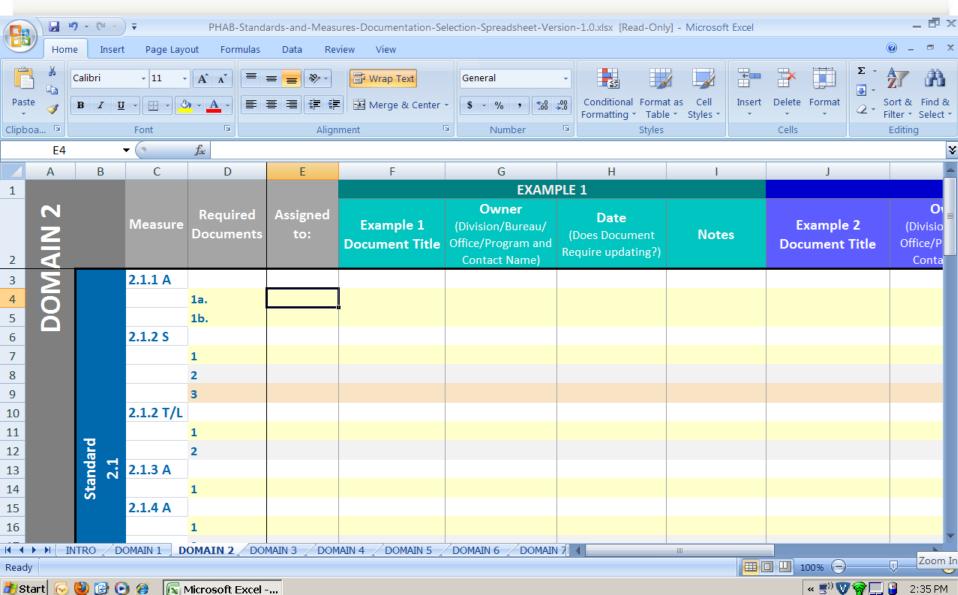


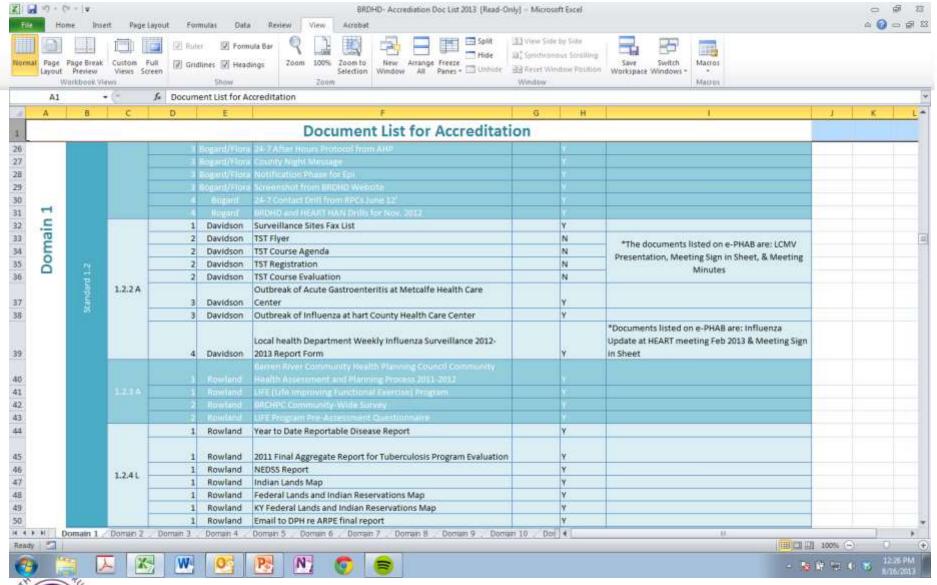


Organize Documentation: Mind Manager Software www.mindjet.com



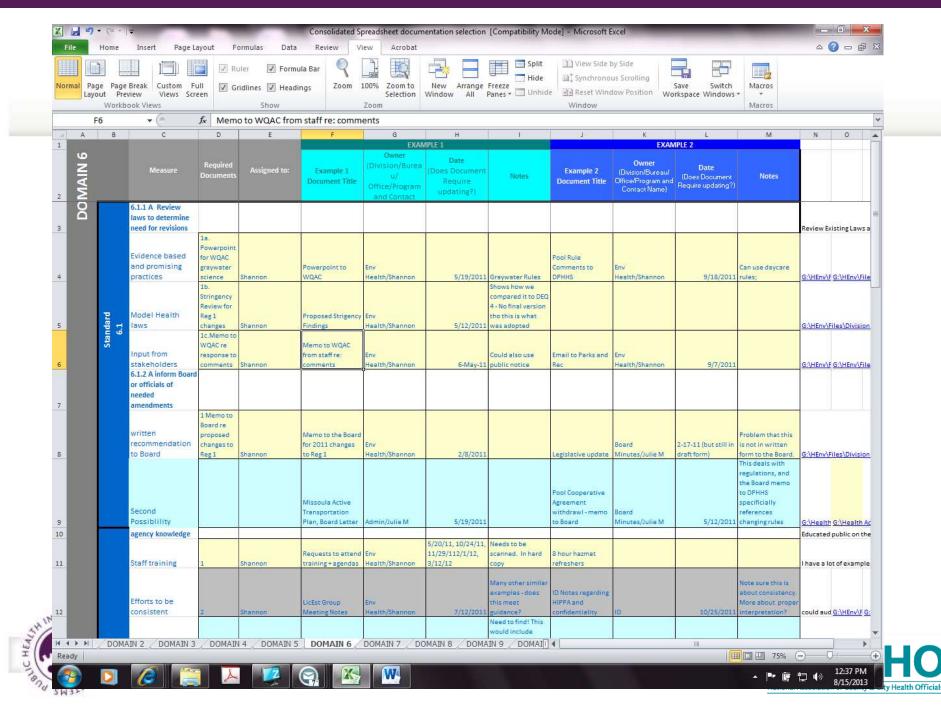
Organize Documentation: PHAB Documentation Selection Spreadsheet











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	Owner's reasoning for why these documents fit the guidance		Documentation Guidance	Evidence Title of document/resource and page number (if available)	Owner Division/Bureau/Office & contact name	Full Hyperlink or Location Description See Key to Data Fields tab for instructions	Documentation Type See pg 3 of the Interpretation Guide for guidance	Date of Document or enter "unknown"	Does document meet date requirement of the measure? Within 5 years (2005- present) or other required timeframe
		2.1.2	Examples of documentation				use drop-down menu	(xx/xx/xx)	use drop-down menu
		1	Audits, progrommati reviews or peer revie reports against proto	ews of investigation ocols					
ı	This is a program evaluation for CPH's Tuberculosis clinic.			2010 Program Evaluation for Tuberculosis Program	Pete Denkowski - TB	S:\PHEvent Shared\Laurie\Accre ditation\PHAB Evidence Folders\D2	Reporting Activities, Data, Decisions	08/04/11	yes
	This is a clinic chart audit conducted by the Sexual Health Clinic. Patient information has been redacted.			Sexual Health Clinic Audit	Mysheika	NGWARC220Megath ealth_share\$NPH Event Shared\Laurie\Accre ditation\PHAB			
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	This is an After Action Report for a response to an outbreak of meningitis			Meningitis AAR	Beth Ransopher	S:\text{APH Event} Shared\tLaurie\tAccreditation\tPHAB} ditation\tPHAB	Reporting Activities, Data, Decisions	05/27/11	yes
	This is an After Action Report for a response to an outbreak of Varicella			Chickenpox AAR	Ryan Younge	S:\PH Event Shared\Laurie\Accre ditation\PHAB	Reporting Activities, Data, Decisions	10/14/11	yes
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Selecting Documentation

- Relevant to the Domain, Standard, and Measure
- Do not submit more than the PHAB requirement
- Broad program representation
- Reuse of documents
- Multiple documents







Submitting Documentation: General Guidance

- No draft documents
- All documentation must be in use at the time of application
- Everything must be submitted electronically to e-PHAB
- PDF versions are preferred; Word, Excel, and PPT accepted
- Recommended to provide explanation: document descriptions and whole measure narratives
- Where examples are required the agency must submit two, unless otherwise noted
- Signed and dated
- Highlight relevant sections of documentation





Engage the Local Board of Health





Defining the Local Governing Entity (LGE)

The LGE should meet the following criteria:

- Official part of the local government
- Responsible for policy-making and/or governing the LHD
- Serves advisory function to LHD
- Point of accountability for the LHD





PHAB Standards and the LGE

Domain 12: Maintain capacity to engage the public health governing entity

Standard 12.1: Maintain Current Operational Definitions and Statements of the Public Health Roles, Responsibilities and Authorities

Standard 12.2: Provide Information to the Governing Entity Regarding Public Health and the Official Responsibilities of the Health Department and of the Governing Entity

Standard 12.3: Encourage the Governing Entity's Engagement in the Public Health Department's Overall Obligations and Responsibilities





Common Barriers to Attaining LGE Buy-In

- Don't understand accreditation
- Don't understand public health
- The costs of accreditation
- Don't see the benefits





Attaining BOH Buy-in for Accreditation

Communicate the following to attain BOH buy-in:

- Public health and the LHD's role, if necessary
- Overview of accreditation
- BOH's role in accreditation
- Accreditation costs
- Accreditation benefits and incentives





Accreditation in Your LHD

- Communicate examples of how you are already preparing
- Examples could include the following:
 - Networked with accredited LHDs
 - Took advantage of training opportunities like this one!
 - Provided feedback on PHAB documents
 - Reviewed the standards
 - Developing prerequisites
 - Other



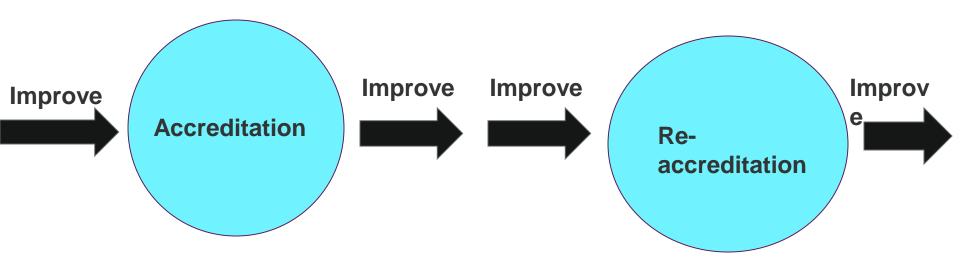


Quality Improvement





Quality Improvement



Improving the public's health through continuous quality improvement





Quality Improvement

The use of a deliberate and defined improvement process focused on activities that are responsive to community needs and improving population health. It refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve the health of the community. *

* Definition developed by the Accreditation Coalition Workgroup and approved by the Accreditation Coalition on June 2009

Quality Improvement

PHAB Requirements for QI

- Domain 9
- Performance Management System
- QI Plan
- QI Projects





Infrastructure for an Agency-Wide QI Program

- Leadership commitment
- Data driven
- QI plan
- QI team
- Link QI to agency strategic plan and direction
- Continued QI training





Questions?



