A-Plan Teams

Purpose:

The Public Health Accreditation Board (PHAB) requires health departments to complete the following plans/policies/systems (aka A-Plans), which should be mutually reinforcing:

1. Performance Management Policy/System(PM)
2. Quality Improvement Plan(QIP)
3. Strategic Plan (SP)
4. Community Health Assessment & Community Health Improvement Plan (CHA/CHIP)
5. Workforce Development Plan (WDP)
6. Emergency Operations Plan (EOP)

A-Plan Team Composition:

Each A-Plan Team will consist of a group of PHMDC staff who will work to complete the required A-Plans. Each team will have two A-Plan Team Co-Leads who were identified by the X-Team through a nomination process. The ACT, Managers, and A-Plan Co-Leads will identify and nominate team members for each team. The following considerations are used to identify A-Plan Team Co-Leads and team members:

* Public Health Accreditation Board Recommendations
* Relevant job duties to the A-Plan
* Time commitments
* Division representation and equity
* Interest and Experience with Accreditation
* Specific identified skills: Organizing, Planning, Priority Setting, Written Communication, and Interpersonally Savvy

Role of A-Plan Teams:

The role of the A-Plans will be to:

* Plan for, develop, and implement the assigned A-Plan within the timeframe required
* Identify and review examples of relevant plans/policies/systems to learn about best practices and effective, innovative models.
* Create and follow through on A-Plan work plan
* Identify, assign, and create accountability for roles and responsibilities to complete the assigned A-Plan
* Identify ways to coordinate with and align to the other A-Plans (during and outside of bi-monthly A-Plan Co-Lead meetings)
* Solicit and incorporate input from all staff on A-Plan
* Ensure that PHAB requirements are met for the A-Plan and its alignment to other A-Plans and Domain requirements

Role of Performance Management/Accreditation Coordinator:

The PM/Accreditation Coordinator will provide high level guidance to the A-Plan Team Leads and their teams during the process of developing and implementing the plans/policies/systems. **The PM/Accreditation Coordinator is not responsible for leading and facilitating all A-Plan Teams.**

Time Commitment and Logistics:

Time Commitments:

* Each A-Plan team will meet as a group at least monthly.
* The PM/Accreditation Coordinator will facilitate monthly A-Plan Team Leadership meetings with the Co-Leads to ensure that the plans are integrated and mutually reinforcing.
* A-Plan teams will allocate approximately 2-4 hours a week (once meetings begin January 2018) during the Pre-Application/Preparation Period (August 2017 – June 2018), and the Registration & Application Period (June 2018 – December 2018).
* Some work will be expected outside of the meetings.
* After 6 months, the time commitment will be assessed for appropriateness.
* Time commitments for the Document Selection & Submission Period (December 2018-May 2020) and the Site Visit (March 2021) are to be determined, but work will need to occur to sustain each of the A-Plans and their implementation.
* In December 2018, we will assess the needs of each team, and may restructure the teams, or invite new members to participate.
* Time commitments for the Re-Accreditation period (following the initial Accreditation Decision) are to be determined.

Staffing Structure:

Co-Leads

* The A-Plan Team Co-Leads will share responsibility for organizing the agenda, meeting space, and facilitating the A-Plan Team meetings (at least monthly).
* During the process of identifying/assigning individual and shared responsibilities, the Co-Leads will work together to determine how to operate most effectively given each person’s experience, interest, time, etc. For example, Co-Leads may want to discuss who will create agendas, who will facilitate meetings (or how to co-facilitate), or who will find a meeting space. Co-Leads should determine the framework for sharing responsibilities that works best for their team.
* A-Plan Team Co-Leads will set the parameters of the work, and will help define the structure of the team.
* The A-Plan Co-Leads will identify someone on the team to take meeting minutes at each meeting who will document meeting processes and decisions made. Meeting minutes will be saved in the assigned A-Plan folder in the Accreditation folder on the PH Common Drive.
* The intent of the role of Co-Lead is to authentically share power and responsibility. Co-Leads may have different levels of positional authority within the organization (e.g. Co-Leads may be staff members, or managers). However, the expectation when working within this group will be to share equal power in leading the A-Plan team.
* Co-Leads should contact (via email or in person) the PM/Accreditation Coordinator in the following instances:
  1. If either Co-Lead has concerns about responsibilities unmet or unequal by Co-Leads or team members
     + The PM/Accreditation Coordinator will identify if the issue requires supervisor notification.
  2. If Co-Leads/A-Plan Teams need help or guidance with respect to the PHAB requirements, timelines, or other tools or resources to support their work.
* If there is need to revisit leadership or composition of the A-Plan team (due to competing duties, challenges with completing required tasks, or other concerns), the Accreditation Coordinator will bring this to the relevant supervisors and ACT.

Team Members

* Team members will participate in and contribute to all meetings and work, and communicate to team members when they are unable to attend or complete tasks.
* Team members will serve as ambassadors and liaisons to their respective plans by sharing with others across the agency about the progress and successes of the team and helping to build shared understanding about the A-Plan process and implementation. Team members will also help promote the value of the A-Plan as part of the agency accreditation process.
* Team members will provide vision and guidance for the A-Plan and support implementation efforts of the required plans.
* Team members will work to align their A-Plan efforts with other A-Plans.
* Team members will be responsive to Co-Leads expectations and requests.

X-Team Members (liaisons and team members):

Each A-Plan team will have an X-Team member who is either on the team, or acting as a liaison.

*X-Team member on the team:*

* An X-team member who is on an A-Plan team is expected to attend and participate in all A-Plan team meetings.
* An X-team member who is on an A-Plan team will not lead the meetings (Co-Leads will lead the meetings). The X-team member participant will help Co-Leads by sharing information or resources from the Department level perspective.
* X-team members on A-Plan teams are expected participate in creating the group working agreements, and to use the same participative decision-making processes along with the group (see “Decision-Making Processes” section)
* X-team members on A-Plan teams will be expected to take any relevant information, questions, or concerns to X-team meetings for discussion.
* X-team members on A-Plan teams will be expected to share any relevant information, questions, concerns, or resources brought by the X-team to the A-plan team for discussion.

*X-Team member liaisons:*

* X-team member liaisons will not be expected to attend and participate in all A-Plan team meetings, but may do so if needed/desired.
* X-team member liaisons will identify a mechanism for getting information from the A-Plan Co-leads to share the team’s progress with X-team. This could be in-person meetings between the X-team liaison and Co-leads, reviewing meeting minutes, receiving email updates, etc.
* X-team members acting as liaisons will be expected to take any relevant information, questions, or concerns to X-team meetings for discussion.
* X-team members on A-Plan teams will be expected to share any relevant information, questions, concerns, or resources brought by the X-team to the A-plan team for discussion.

Decision-Making Processes:

* The A-Plan Teams are made up of representatives at different levels of the Department (Managers and Staff) and will necessarily require specific decision-making processes to ensure all team members can be active participants whose perspectives are heard and valued.
* The A-Plan Teams will commit to integrating health and racial equity concepts and practices into the A-Plans and their implementation.
* The A-Plan teams will make decisions that have an impact on the Accreditation process, and the Department as a whole. Therefore, this team will use specific, participative methods of decision-making that have been demonstrated to be effective in creating alignment.
  + - Working agreements will be created by the group and each meeting will start with a review of shared agreements.
    - Decisions will be based on seeking alignment.
      * Test for alignment – thumbs up, down, or in the middle. Those with thumbs down or in the middle are asked to talk about why they do not want to move forward with the decision.

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|  | INSTEAD OF SEEKING MAJORITY RULE… | WE STRIVE TO SEEK ALIGNMENT… |
| The Goal | To convince/vote | To understand |
| The Focus | The positions | The whole picture |
| The Emphasis | Having your say | Feeling heard |
| The Result | Each side for itself | We’re in it together |
| The Skills | Debating | Suspending judgement, seeking new ground |
| The New Practices |  | Instead of saying “I disagree” Ask “Why do you say that?”  Listen for underlying beliefs and assumptions |

\*Please refer to the Accreditation Master Work Plan for additional details.

Process Requirements for all A-Plan Teams:

All A-Plan teams must:

1. Create a work plan for the A-Plan team (Co-Leads will create the first draft and share with the team members, ACT, and X-team liaison)
2. Conduct a baseline assessment of current practices, strengths and weaknesses related to the A-Plan.
3. Identify (at least 3) other health department examples of the A-Plan to learn from and derive ideas for PHMDC.
4. Create a draft A-Plan that includes an implementation plan.
5. Get feedback on draft A-Plan from staff across the Department, the ACT, and the X-Team.
6. Use feedback to finalize the A-Plan and implementation plan.