St. Louis County Department of Health serves the largest County (St. Louis) in the State of Missouri with a population of approximately 992,412 residents which makes up 16% of the State’s total population. St. Louis County is made up of 524 square miles, with 404,312 households. Our state structure is centralized and we are governed by our Advisory Board.

The activities we engaged in during this project period included:

- Increase knowledge of the DOH staff and community partners on the MAPP process in the preparation for completing the Community Health Plan.
- SLDOH staff will become educated on the role and process of public health strategic planning.
- SLDOH will increase knowledge of Division Directors and Program Managers on the agency performance management system in order to monitor achievement of organizational objectives.

Steps to complete these activities and accomplishments:

- DOH staff attended MAPP training in Denver which resulted with a more comprehensive understanding of the process by both internal and external partners and a written plan for the both the CHIP steering and core committee members.
- Training conducted by St. Louis University School of Public Health for hospital and other non-profit community partners on the MAPP process. Will County Illinois presented the MAPP process and demonstrated its successful implementation with hospital and non-profit partners for the last three years. This resulted in a stronger CHIP committee having an organized plan with timeframes for implementing each phase of the MAPP process.
- St. Louis County DOH staff became more educated on the role and process of public health strategic planning by reviewing NACCHO’s webinar on Strategic planning, SLU School of Public Health training on strategic planning, and My Strategic Plan Software training.
- SLU conducted training for Program Managers and Division Directors on writing goals and SMART objectives. This resulted in identifying lack of access to data to measure performance.
- SLU met with Division Directors to provide technical assistance for specific issues identified in the PHAB Domains. This resulted in a workforce development plan for employees, MAPP training and an environmental health assessment.
- DOH staff completed training by State Health Department contractor on the use of software program. Using this system results in a performance management system.
2. **Reflections: Successes, Challenges, and Lessons Learned**

### Strategies for successful implementation of activities:

- Twice a month meeting with Accreditation team focused on PHAB’s standards and measures focusing on the process and not the outcome for each Domain agency wide.
- Unable to draft an agency strategic plan in the period of this grant, we went forward and trained staff on the process but focused on the current contracts we have with our State Health Department in order to use these goals and objectives in our software program. This would allow us to practice with the new software and become competent in its reporting requirements.

### Barriers/Challenges:

- State accreditation process not as comprehensive and or precise as PHAB’s national standards and measures. What was considered a CHA and CHIP and agency strategic plan for our State would not meet all of the national guidelines.
- Contract with agency to produce CHA was based on guidelines of State accreditation process therefore it did not meet all of the requirements for national accreditation.
- SL Co DOH staff lacked a complete understanding of the CHA requirements for national accreditation resulting in the CHIP process delayed until MAPP training could be attained.
- SL Co DOH was not able to pilot the software program for the State as originally planned in November due to the roll out date being extended. The program became available by February at the same time we became aware that our CHA was not complete for national standards. Therefore, we were not able to start on an agency strategic plan until we can complete the CHA.
- DOH currently does not utilize a formal, centralized system for performance management.
- Budget issues continue to be a major issue for staff who are now entering their fourth year without raises.

### Successes:

- As a result of the training we developed a plan for the CHIP and are on schedule to implement this process in the next 6-8 months.
- Set up quarterly meeting with State Health Department and other LPHA in Missouri who are applying for national accreditation to share resources and coordinate our efforts with the State.
- Hospital partnership with CHIP very strong. Due to success with Health Summit, Will County, Illinois was used as a model in our MAPP training and hospital and non-profit partners more committed.

### Lessons learned:

- Having a complete and thorough understanding of the MAPP process and how the three prerequisites link is critical.
- Understanding that the Domains are focusing on processes and how internally these processes need to be across all divisions.
• Importance of writing measurable objectives and development of processes for monitoring performance.
• Timing of applying for national accreditation is important especially during times of budget issues.

NACCHO or CDC assistance:
• Webinars and trainings specific to our scope of work seemed to have occurred later in grant period.
• It would be optimal if trainings like MAPP and the Agency, Systems and Community Health Improvement Training could have been recorded and then uploaded to website for agencies unable to attend due to budget restraints or for those who did attend but could not attend each breakout.

3. **Impact and Next Steps**

**Improvements/outcomes:**
• Increased knowledge of MAPP process and plan for initiating process in St. Louis County of DOH employees, hospital partners and non-profit partners.
• Workforce Development plan for 500+ employees of St. Louis County DOH.
• Increased knowledge of DOH staff in writing goals and SMART objectives.
• Increased knowledge of DOH staff in strategic planning process and the link between the CHA, CHIP and agency plan.
• Increased knowledge of DOH staff on link between the agency strategic plan, quality improvement and performance management.
• Increased knowledge of DOH staff in PHAB requirements for accreditation as compared to local requirements with a focus on systems versus outcomes only.

**Impact of project to date:**
• Trainings have increased knowledge of Health Department staff to now link the strategic plan, quality improvement, strategic implementation and performance management and the link between the CHA, CHIP and strategic plan.
• Trainings also increased knowledge of DOH staff, hospital and non-profit partners on the MAPP process and how to initiate it in our community. Resulting in participants of the training able to describe what is public health, what is MAPP, how to begin the MAPP process, the six phases of MAPP and next steps for initiating MAPP in St. Louis County.

**Preparation for accreditation or quality improvement:**
• Using the MAPP process will result in a complete and thorough CHA and CHIP that meets PHAB’s national accreditation requirements.
• Agency strategic plan will be in place and will be based on Community CHA.
• Agency will have a performance management system that will be reviewed quarterly using measurable objectives as
• Division Directors and program managers have a better understanding the accreditation
process in preparation for application.

- Workforce development plan will be implemented thus assisting DOH to meet standards for Domain.
- Performance management strategy team in place to prepare agency for accreditation requirements.

**Plans for next 12 months:**

- Hire a consultant to assist DOH staff and community partners with MAPP process and agency strategic plan.
- Accreditation team will begin reviewing each Standard and Measure developing quality improvement plans for agency with a focus on system wide processes.
- Workforce Development plan will be implemented.
- Continue meeting with State and other local health departments to coordinate efforts in the State.
- Apply to PHAB for national accreditation.