

2013-2014 Accreditation Support Initiative (ASI) for Local Health Departments

FINAL REPORT

1. **Community Description**

Briefly characterize the community(ies) served by your agency (location, population served, jurisdiction type, organization structure, etc.). The purpose of this section is to provide context to a reader who may be unfamiliar with your agency.

Madison County Health Department (MCHD) is a local public health department operating at the county level serving the entire population and all communities within the Madison County jurisdiction. The Board of Health is the Madison County Board with a Health Advisory Committee. The department was established by resolution in 1994 and was certified by the Illinois Department of Public Health in June 1996. Since established by resolution, MCHD is a department of local county government. MCHD has a staff of approximately 36 FTE. Current MCHD Division address programs in the areas of Environmental Health Services, Personal Health Services, Epidemiology, Health Education, and Public Health Emergency Response as well as participation in numerous community coalitions. MCHD serves a growing population of 269,282 residents (US Census Bureau, 2010). Madison County has a unique demographic location and composition. Madison County is part of a large metropolitan area as a suburb of St. Louis, MO and is 715 square miles in size or 474,043 acres of land (US Census Bureau, 2000; Madison County 2020 Land Use and Resource Management Plan, August 2000). Madison County houses a variety of communities that include inner city, urban, suburban, and rural.

2. **Project Overview**

Provide an overview of the work your agency conducted with or because of this funding, including the significant accomplishments/deliverables completed between January 2014-May 2014 and the key activities engaged in to achieve these accomplishments. This should result in a narrative summary of the chart you completed in Part 1, in a format that is easily understandable by others.

MCHD committed to fulfilling two deliverables as part of this ASI Grant Initiative both centered on Building a Culture of Quality Improvement.

Develop a QI Plan that includes all required components for submission to Board for approval

The development of the QI Plan and engaging participation by staff were tremendous accomplishments during this grant period and have set the tone for continued processes and additional future successes. The key activities conducted to meet or support the development of the QI Plan include:

- Formed a QI Council of 6 staff and 2 managers with the Public Health Administrator as the Council Sponsor. The QI Council met 6 times during this period. QI Council completed the developmental stage of forming the Council, producing the final QI Plan draft for

submission to the Board of Health for approval, and identifying and initiating the first two QI Project Teams

- Contracted with the IL Public Health Institute (IPHI) on a consultant/trainer basis to provide QI Overview Training for Management and Public Health Administrator; provide QI 101 Training with MCHD staff and managers; provide QI Infrastructure and Plan Development Training; provide materials for Public Health Administrator to conduct Overview Training with Health Advisory Committee and Health Department Committee; facilitate QI Plan development at monthly QI Council meetings and between meetings through emails and phone calls; provide examples and materials for QI Plan development; provide feedback on QI Plan development and drafts; provide guidance in setting up processes and procedures; and provide guidance for next steps into developing PM System Plan
- Surveyed all staff for baseline assessment of QI using the QI Maturity Assessment Tool
- Decided on processes and procedures
- Solicited for QI Project Proposal Ideas
- Selected 2 QI Projects to work on
- Extended an additional contract to IPHI beyond the NACCHO ASI grant for a Learning Collaborative to work with the first two QI Project Teams
- Wrote and edited the QI Plan
- Submitted final draft QI Plan to Health Department Committee for feedback prior to submission to Board of Health at their June quarterly meeting

Host a half-day training on developing QI infrastructure; plan and build a QI culture; and host a full-day staff training on QI process, PDCA cycle, and QI tools

- Five trainings were conducted during this grant period to assure that every level of MCHD received training about quality improvement. The results were that staff expressed excitement and enthusiasm for QI and the opportunities that will come with a QI Plan and process in place at MCHD; staff expressed interest in additional trainings related to QI; enthusiasm, buy-in, and engagement by most staff in the QI process, principles, and tools; and Health Advisory Committee and Health Department Committee continue to support MCHD's efforts to build a culture of QI. The trainings conducted included:
 - QI Overview Training with Managers and Public Health Administrator on 1/13/2014 led by IPHI
 - QI 101 Training with MCHD staff and managers on 1/23/2014 led by IPHI
 - QI Infrastructure and Plan Development Training with QI Council on 1/24/2014 led by IPHI
 - QI Overview Training with Health Advisory Committee on 5/1/2014 supported by IPHI and led by Public Health Administrator
 - QI Overview Training with Health Department Committee on 5/14/2014 supported by IPHI and led by Public Health Administrator

3. **Challenges**

Describe any challenges or barriers encountered as your agency worked to complete the selected deliverables. These can be challenges your agency may have anticipated at the start of the initiative or unexpected challenges that emerged during the course of implementing your proposed activities

and completing your deliverables. If challenges were noted in your interim report, please **do** include them here as well. Please include both tangible (e.g., natural disaster, leadership change) and intangible (e.g., lack of staff engagement) challenges.

The greatest challenge that MCHD faced to complete this work was time, need for more training on Performance Management, and QI experience. The time period of 6 months went very quickly and the process of developing a QI Plan took more time individually and as an agency than originally anticipated. QI Council members committed to the task at hand and accomplished the goal with a solid initial QI Plan for MCHD. With additional training on Performance Management and building some QI experience, the QI Council and all MCHD staff will continue to grow and integrate QI into daily operations creating a culture of QI at MCHD.

4. **Facilitators of Success**

Describe factors or strategies that helped to facilitate completion of your agency's work. These can be conditions at your agency that contributed to your successes or specific actions you took that helped make your project successful or mitigated challenges described above. Please include both tangible (e.g., influx of funds from another source) and intangible (e.g., staff or leadership engagement) facilitators.

MCHD had several factors that together facilitated the successful completion of the QI Trainings and QI Plan development. The Public Health Administrator is very supportive and excited about quality improvement and championed the efforts at MCHD. The 2011-2016 MCHD Strategic Plan has four goals areas one of which is to Improve Quality & Outcomes of Programs and Services. Being able to work toward one of the agency strategic goal areas gave additional depth to the reason for the work and the importance of the work. Contracting with IL Public Health Institute (IPHI) was a cornerstone to completing these trainings and QI plan development. Their expertise on the subject matter along with their knowledge and experience with others across the state and nation were invaluable to fulfilling the deliverables, establishing a strong training base, and producing a quality plan. Finally, the engagement and enthusiasm of MCHD staff to become involved in the QI Council, submit suggestions and feedback, participate in the survey, involvement at the training, and requests for future trainings and opportunities has been the key element for the success of this project as well as for continued integration of QI into the culture at MCHD.

5. **Lessons Learned**

Please describe your agency's overall lessons learned from participating in the ASI. These can be things you might do differently if you could repeat the process and/or the kinds of advice you might

give to other health departments who are pursuing similar accreditation-related funding opportunities or technical assistance activities.

One lesson learned was that the quick timeframe may have been as much of a benefit as a challenge. The focused approach and short deadline helped to raise quality improvement planning into a priority position among daily functions. For the QI Council, learning so much so quickly and working on so many elements in a short timeframe elevated MCHD's experience and staff investment which will carry on throughout QI implementation.

6. **Funding Impact**

Describe the impact that this funding has had on your agency. How has this funding advanced your agency's accreditation readiness or quality improvement efforts?

This funding has been invaluable to MCHD's ability to focus on quality improvement and initiate QI for the department. With the funding, MCHD was able to contract with the Illinois Public Health Institute (IPHI) to provide trainings, consultation, guidance, and assistance with developing the QI Plan. Without their expertise and experience, MCHD would not have been able to produce this level of quality product or learning for staff and the QI Plan. MCHD chose to invest additional funds beyond the NACCHO ASI Grant funds for another contract with IPHI to facilitate a six-month Learning Collaborative and guide the first two QI Project Teams through the initial QI Projects in a systematic way while learning from each other. Developing the QI Plan and training staff in QI to integrate into the daily operations has been another significant step forward in MCHD's journey to accreditation.

7. **Next Steps and Sustainability**

What are your agency's general plans for the next 12-24 months in terms of accreditation preparation and quality improvement? How will the work completed as part of the ASI be sustained moving forward?

MCHD plans to continue to integrate QI into daily operations and host multiple QI Project Teams and the QI Council for continued improvement. MCHD has formed a Performance Management System development team. The PM Team attended a regional Performance Management Training focused on developing measures for programs. The PM Team will participate in two interactive learning calls and one final webinar call as part of this training series. Then the PM Team will work on a strategic approach to developing the MCHD Performance Management System including performance measures (for the department, divisions, programs, and individuals) and workforce

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development. The Public Health Administrator and Project Director will continue to conceptualize and plan the strategic approach MCHD will take on the journey to accreditation.