

APPENDIX A: Storyboard

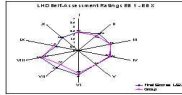
Washington County Department of Public Health and Environment
 ADDRESS: 14949 62nd Street North, Stillwater, MN 55082 PHONE NUMBER: 651-430-6655
 SIZE: 90 Employees, 3 service centers POPULATION SERVED: 233,104
 PROJECT TITLE: Building Program Evaluation Capacity



PLAN
 Identify an Opportunity and Plan for Improvement

1. Select Project

Once the grant application was approved, a QI Leadership Team was developed to oversee the project. After completion of the LHD Self-Assessment Tool, "Evaluate and Improve Programs" was selected as the Essential Service needing most improvement for the department. A Radar Chart was used to analyze assessment scores.

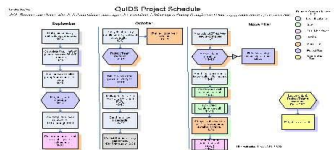


Department Managers then prioritized a list of potential programs to target for the project. Based on historical gaps in evaluation and other key criteria, the Chemical Health program was chosen for the QI project.

A logic model was developed to determine the project activities and intended short, intermediate and long-term outcomes.

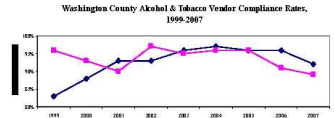


The Project Schedule was then developed which illustrated tasks, due dates and staff involved.



2. Assemble Team

A Project Team was assembled, consisting of a Program Manager, Planner, two staff involved with the vendor compliance program, a graduate student, and one staff member working in health promotion. A consultant was hired to assist with focusing the scope of the project, developing an aim statement, and training staff on QI tools and techniques. Based on a brainstorming session, the Project Team chose to focus on the alcohol and vendor compliance program. Underage sales of alcohol and tobacco were increasing in Washington County in the past few years and the program lacked an evaluation mechanism.

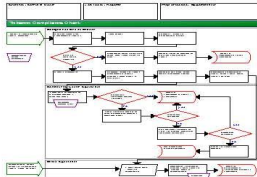


3. Develop Aim Statement

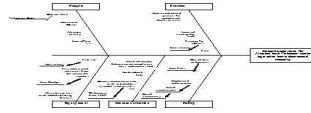
During an all-day training session with a QI consultant, the following AIM statement was developed by the Project Team: Enhance compliance with alcohol and tobacco underage sales regulations in Washington County through stakeholder engagement and program evaluation.

4. Examine Current Process

A tobacco compliance process map was reviewed to understand the flow of program operations.



A fishbone (cause and effect) diagram was developed to identify root causes for lower vendor compliance rates.



A main factor identified through the fishbone diagram was the lack of communication between vendors and county staff. Vendors did not have a means to provide customer service feedback to county compliance staff.

SWOT Analysis			
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> 1. Well-developed training materials 2. Strong relationships with vendors 3. Dedicated staff 4. Comprehensive regulatory knowledge 5. Established communication channels 6. Proactive enforcement 7. Strong community support 8. Effective use of technology 9. Clear policies and procedures 10. High staff morale 11. Strong leadership 12. Effective budget management 13. Strong public relations 14. Effective crisis management 15. Strong financial management 16. Strong human resources management 17. Strong information technology management 18. Strong legal and regulatory compliance 19. Strong environmental and safety management 20. Strong risk management 	<ul style="list-style-type: none"> 1. Limited communication with vendors 2. Inconsistent enforcement 3. Limited staff resources 4. Limited training opportunities 5. Limited public relations 6. Limited budget resources 7. Limited information technology resources 8. Limited legal and regulatory compliance resources 9. Limited environmental and safety resources 10. Limited risk management resources 	<ul style="list-style-type: none"> 1. Increased vendor participation in training 2. Improved communication with vendors 3. Increased staff resources 4. Increased training opportunities 5. Increased public relations 6. Increased budget resources 7. Increased information technology resources 8. Increased legal and regulatory compliance resources 9. Increased environmental and safety resources 10. Increased risk management resources 	<ul style="list-style-type: none"> 1. Increased vendor non-compliance 2. Increased enforcement costs 3. Increased staff turnover 4. Increased training costs 5. Increased public relations costs 6. Increased budget cuts 7. Increased information technology costs 8. Increased legal and regulatory compliance costs 9. Increased environmental and safety costs 10. Increased risk management costs

5. Identify Potential Solutions

Five areas were discussed as potential activities based on a SWOT analysis:

- Improve the data collection, reporting and analysis process
- Improve overall vendor compliance rates
- Work to enhance relationships with external stakeholders
- Diagram time spent on each aspect of the vendor compliance program by staff to pinpoint the internal resources devoted to the program
- Enhance vendor compliance education

The decision was made to focus on soliciting stakeholder feedback as a way to enhance relationships with external stakeholders and to use this information to improve the compliance check program.

6. Develop Improvement Theory

Prediction: Soliciting stakeholder feedback would allow the department to assess and improve service delivery.

DO
 Test the Theory for Improvement

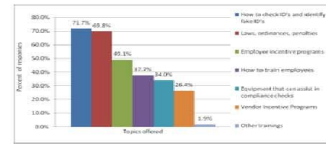
7. Test Theory

An on-line pilot survey to 56 alcohol and tobacco vendors was developed and marketed by postcard notification, resulting in an 11.1% response rate. Recommendations were then made to improve the survey response rate by utilizing both mail and on-line survey response collection methods. Survey questions were also revised after the pilot test in order to collect more valuable information from stakeholders. Two stakeholder surveys were then distributed, one to vendors and one to police chiefs and city administrators. These surveys asked stakeholders to rate services provided by the county and to provide feedback on desired training and equipment. Response rates increased by 10 percentage points for the vendor survey based on the changes made to the survey collection methodology. Both survey response rates were over 20%.

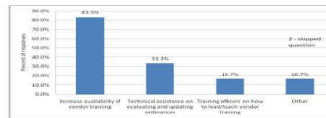
CHECK
 Use Data to Study Results of the Test

8. Analyze Results

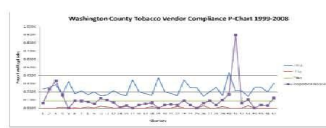
Key findings of the vendor survey included: vendors believe the training programs they use are effective; the majority of vendors utilize corporate training programs; those who participated in county training believed it was effective; few training programs are offered on-line; vendors want information on how to check IDs and identify fake IDs, information on laws, ordinances, penalties, and employee incentive programs; the majority had no problems passing compliance checks; and the majority did not think the county could assist them further with compliance issues.



Vendors indicated that the main barriers to reducing underage sales of alcohol and tobacco were high employee turnover and inconvenient times of day for trainings. From the police chief/city administrator's perspective, the main barriers were training for employees and vendor compliance issues. The police chiefs/city administrators were interested in obtaining increased availability of vendor training and technical assistance on revising rules, regulations and ordinances. Result: Analyzing stakeholder feedback did indeed allow the Project Team to assess service delivery.



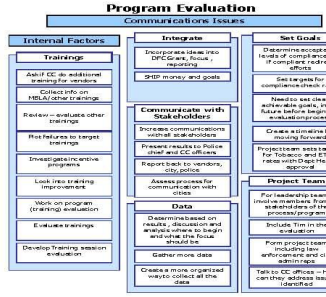
In addition to analyzing survey results, other tools were used to collect and analyze program-related data and to determine the next steps for improving the compliance program. Vendor compliance rates were tracked on a control chart to determine common cause and special cause variation.



ACT
 Implement Action Plan

9. Use Results to Develop Action Plan

An affinity diagram was completed to review the results and plan the next steps.



10. Establish Future Plans

Next steps include: maintaining police chief involvement on future planning teams; establishing goals, measures and targets for program results; analyzing content, locations, and times of county and other vendor trainings; and incorporating these activities into future projects. Additionally, the survey results will be sent to all stakeholders through a link on the Washington County website. Finally, the department will strive to maintain an ongoing focus on program evaluation and quality improvement using QI tools and techniques for all services.

