
Welcome to the Performance Improvement Managers Network Call!

Sharing, Helping, Growing: Part II

January 26, 2012

1-888-566-8978 or 1-517-623-4997, code: 3478212



Centers for Disease Control and Prevention

Office for State, Tribal, Local and Territorial Support

Agenda

Today's Presenters:

Madeleine Shea, Maryland Department of Health and Mental Hygiene

Jaime Dircksen, Chicago Department of Public Health

Laura Sawney-Spencer, Cherokee Nation

Moderators:

Liza Corso & Teresa Daub, CDC/OSTLTS

*Advancing Accreditation and
Quality Improvement through the
National Public Health Improvement Initiative*

Madeleine Shea, Ph.D.

Director

Office of Population Health Improvement

January 26, 2012

Maryland 2011 Initiatives

- Launched State Health Improvement Process (SHIP)
- Supports to Safety Net Providers
- Awarded Community Transformation Grant
- Designed a Public Health Informatics Unit

State and Local Health Improvement Process - 3 “E”s

EQUITY



ECONOMICS



ENGAGEMENT

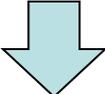
SHIP: A Means to Achieve Health Equity

↑ LIFE EXPECTANCY FOR ALL MARYLANDERS

- **28 racial and ethnic disparity measures**
- **Tools to promote equity**
- **Spanish language tools**
- **Health literacy technical assistance**
- **News and events**

www.dhmh.maryland.gov/ship

SHIP : A Means to Improve Health ECONOMICS

EVIDENCE BASED TOOLS TO  COSTS OF CARE

HOSPITAL MEASURES

Asthma, Behavioral Health, Diabetes, Domestic Violence, Hypertension ED visits; Alzheimer's/Dementia Hospitalizations

MEASURES WITH LIFECOURSE IMPACTS

Adult/ Adolescent Smoking, Obesity, Low Birth Weight Babies, High School Graduation, Child Maltreatment

SHIP: A Tool to Improve Health Economics (cont'd)

Diffusion of Innovation

The screenshot displays the website for the Maryland Department of Health and Mental Hygiene. At the top, there is a navigation bar with links for 'Problem Solver', 'Maryland.gov', 'Online Services', 'State Agencies', and 'Phone Directory'. The main header features the state seal and the text 'DEPARTMENT OF HEALTH AND MENTAL HYGIENE'. Below this, a search bar and links for 'Email Friend' and 'print page' are visible. The main content area is titled 'Health Care Innovations in Maryland' and includes a 'Welcome' message, a paragraph about rising health care costs and tight budgets, and a section titled 'About the Database' which states that featured projects are already delivering care in the state. A circular image shows a doctor interacting with a patient. To the right, there are sections for 'News Updates' (listing Governor Martin O'Malley and Lt. Governor Anthony G. Brown) and 'Related Information' (listing 'Coming Soon...'). At the bottom of the page, there are links for 'Accessibility', 'Privacy Notice', 'Terms of Use', and 'Contact the Department', along with the address '201 West Preston Street - Baltimore, MD 21201 - (410) 767-6500 or 1-877-463-3464'.

Problem Solver | Maryland.gov | Online Services | State Agencies | Phone Directory

DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Search

Email Friend print page

INNOVATIONS HOME | CLINICAL INNOVATIONS | FINANCING MECHANISMS | INTEGRATED PROGRAMS

Health Care Innovations in Maryland

Welcome

In this time of rising health care costs and tight budgets, Maryland's consumers, hospitals, clinicians, insurance plans and community groups are working together to develop creative programs that enhance patient care, improve population health and cut costs.

About the Database

The health care projects featured in this database are already delivering care in the state of Maryland. Search below to learn more about the future of Maryland's health care, and some of the innovative tools that will get us there.

Integrated Programs

Clinical Innovations

Financial Mechanisms

Governor Martin O'Malley
Lt. Governor Anthony G. Brown

News Updates

DHMH News Updates

Related Information

Coming Soon...

STATE STAT MARYLAND
MD IMap
MARYLAND
BAY STAT CHESAPEAKE

Accessibility | Privacy Notice | Terms of Use | Contact the Department

201 West Preston Street - Baltimore, MD 21201 - (410) 767-6500 or 1-877-463-3464

SHIP: A Means for ENGAGEMENT to Improve Health

Local Coalitions in All Maryland Jurisdictions

Start-up Funding from Maryland Hospitals

Coalitions Will Leverage Additional Funds for Sustainability

- **State**
- **Federal**
- **Local**
- **Private**

Performance Management Quality Improvement & Accreditation

**Jaime Dirksen
Deputy Commissioner,
Performance Management & Strategy**

Public Health Interventions

“what we do”

Public Health Outcomes

“the difference made by what we do”

**CDPH Balanced
Scorecard**

Resource Management

“how effectively and efficiently we use
our resources”

**Community and Customer
Engagement**

“community partner engagement and
customer satisfaction”

Performance Improvement Initiated

2010

- 29 programs reporting
- 1 program presents weekly to Executive Team
- ~350 measures
- No formal Office of Performance Management

2011

- 38 programs reporting monthly
- 2 programs present weekly to Executive Team
- ~500 measures
- Office of Performance Management and Strategy Review established (NPHII)

*Performance Management is meant to be an evolving process



Performance Management Implementation

March 2010: PM team created; Balanced Scorecard rolled out to all staff

April /May 2010: Programs developed performance measures/Programs began reporting and Weekly Performance Management Sessions with Executive Team begin.

February 2011: Office of Performance Management and Strategy Review created with CDC Infrastructure funds

May 2011: Refined all measures and began reporting unit cost, productivity and sick time by program

October 2011 Quality Improvement Training for all Senior Managers



Department Quality Improvement Opportunities Identified

Tobacco Program Redesign

- Moving from direct services to policy and infrastructure focus

Initiating STI Billing

- Generate revenue for services delivered

Food Inspections at Stadiums

- Inspect stadiums during events vs. when closed



Accreditation Launch at CDPH

- National Public Health Performance Standards Program
- Prerequisites in progress
- Application for Accreditation Team (Aug-11)
- Assembled 15 member team in September
- Commissioner Meetings with all staff



Release of *Healthy Chicago*

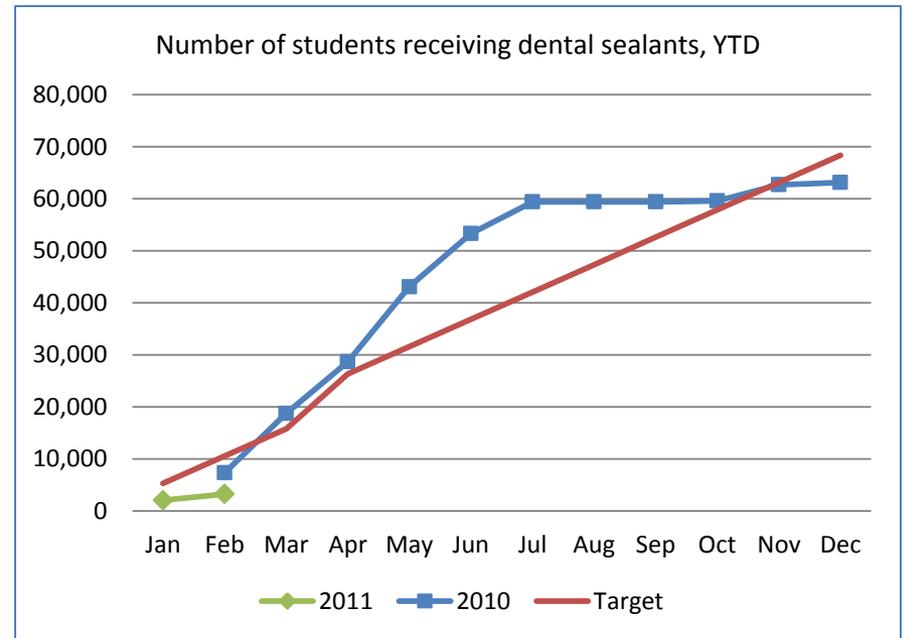
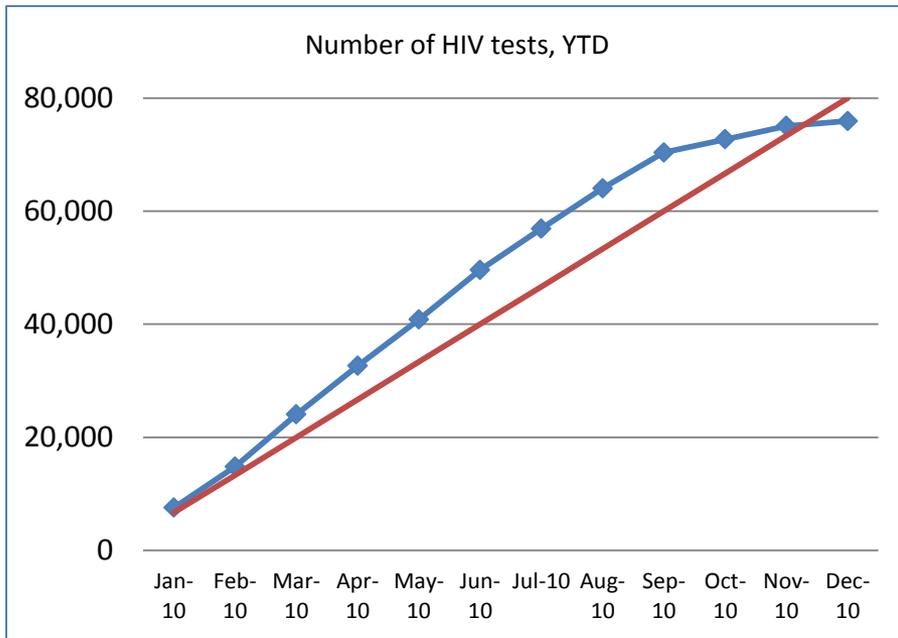
A comprehensive public health agenda that serves as a blueprint for action to create:

- » Healthy City
- » Healthy Neighborhoods
- » Healthy Homes
- » Healthy People

Healthy Chicago was released by Mayor Rahm Emanuel on August 16, 2011
Healthy Chicago is our Strategic Plan



Healthy Chicago Strategy implementation will be reported through CDPH's Performance Management process.



Progress will be reported monthly to the Mayor.



Essential Elements for Success

- Department Leadership and understanding
- Acknowledge staff resistance to performance management happens at all levels of the organization.
- Additional resources are needed for sustainability
- It takes time to shift the *perception* of Performance Management from a punitive process to a staff empowerment/quality improvement process.
- Weekly review meetings provide opportunity to better understand our work and our talents.
- Must have consistent review of data, processes and outcomes
- Focus
- Communicate



FOR MORE INFORMATION



www.Cityofchicago.org/Health



HealthyChicago@cityofchicago.org



[Facebook.com/ChicagoPublicHealth](https://www.facebook.com/ChicagoPublicHealth)



[@ChiPublicHealth](https://twitter.com/ChiPublicHealth)



CAREline, (312) 745-CARE [2273]

ᏍᏍᏍᏍ ᏍᏍᏍᏍ
CHEROKEE NATION®
Healthy Nation



CN's Tribal Public Health System

Expanding and improving CN's Tribal
PH system for the betterment of our
people & environment.

Laura Sawney-Spencer MPH, CPH
laura-spencer@cherokee.org

Population Size of CN



- Total Cherokee citizen population:
 - 312,337
- Cherokee citizens that reside in Oklahoma:
 - 208,060
- Cherokee Citizens that reside within CN’s 14 county Tribal Jurisdictional Service Areas (TJSAs):
 - 163,491

County	Total	In	Out
ADAIR	13368	13368	0
CHEROKEE	19937	19937	0
CRAIG	4751	4751	0
DELAWARE	11083	10462	621
MAYES	12388	12186	202
MCINTOSH	1791	1600	191
MUSKOGEE	15375	12172	3203
NOWATA	2952	2952	0
OTTAWA	5457	3964	1493
ROGERS	15342	12694	2648
SEQUOYAH	14245	14245	0
TULSA	34138	9638	24500
WAGONER	7003	3154	3849
WASHINGTON	5661	5661	0
Total	163491	126784	36707

Registration Numbers Disclaimer: The tribal citizenship numbers provided in this report must not be deemed as 100% accurate as this information comes from RAW (not-corrected) data as listed in the tribal registration database. The numbers provided IS accurate as listed within the tribal registration database and according to the information provided within the request. For clarification of statements provided in this disclaimer, please contact tonia-williams@cheorkee.org or call 918-453-5688.

GWYB DBF

Overview of CN's Efforts to Achieve PH Excellence for our Tribe & our People



- Apply and successfully achieve PHAB Accreditation.
- Complete a Tribal PH System's self-assessment (NPHPSP).
- Complete a Tribal Health Assessment (CN-THA).
- Develop & publish, "CN's Tribal PH Strategic Plan" (CN-TPHSP).
- Develop & publish, "CN's Tribal Health Improvement Plan" (CN-THIP).
- Develop and publish a reoccurring health report, "State of the Cherokee Nation" health report.
- Develop and publish, "CN Tribal Community Health Profiles" for the Tribal communities/counties that make up CN.



Overview of CN's Efforts to Achieve PH Excellence for our Tribe & our People cont...



- Implement Digital Storytelling to supplement CN's health reports and health profiles – a new technological spin on Cherokee traditional “oral” storytelling.
- Develop a Surveillance/Epidemiology division that will allow CN to produce, collect, house and publish CN specific data.
- Develop a virtual system to manage PH Performance & Quality improvement efforts.
- Develop A Tribal Public Health Code.
- Develop and publish a guide to provide tribe specific examples and guidance to any Tribal Health Department/Tribal Nation interested in accreditation, “A Tribal Roadmap to PHAB Accreditation”.



Feb 2011
Preparation

- Hiring of Manager of PH project/PIM
- Establish Cherokee Nation's Public Health Committee

Aug 2011
Preparation

- Completion of CN's Tribal Public Health System Self-assessment via NPHSP Standards
- Received the generated report from our NPHSP assessment reports from PHF

Sept 2011
Preparation

- CN "Data Collection Inventory" list developed

Oct 11-Dec 11
Preparation

- Complete a Tribal Health Assessment (THA)
 - ✓ Determine Data points that will be included in the THA
 - ✓ Generate a "CN State of the Tribe Health Report"

Nov 2011
Pre-application (SOI)

- Complete PHAB Accreditation Readiness Checklists. The Checklists address eligibility, completion of prerequisites, internal processes, and initial preparation tasks.
- Completion of the PHAB Online Orientation is mandatory for the health department director and the health department's Accreditation Coordinator (AC).
- Submit Statement of Intent (SOI) to apply. Six months after receipt of the SOI, PHAB will forward our Tribal PH the link to the PHAB application form.

Dec 11-Feb 12
Preparation

- Develop CN's PH System's Vision & Mission statements
- Develop CN's "Tribal Public Health Strategic Plan"
 - ✓ Will include a section that details CN's "Tribal Health Improvement Plan"

The PHAB accreditation process consists of seven steps:

- 1. Pre-application**
- 2. Application**
- 3. Document Selection and Submission**
- 4. Site Visit**
- 5. Accreditation Decision**
- 6. Reports**
- 7. Reaccreditation**

Mar 12-Apr 12
Supplemental
Preparation

May 2012
Application

May 12-Nov 12
Documentation
Selection &
Submission

Nov 2012
Site Visit

Dec 2012
Accreditation
Decision

- Training & Production of Digital Stories to supplement our “CN State of the Tribe Health Report” and “Tribal Public Health Strategic Plan”
- Publication and Dissemination of health report & strategic plan throughout CN & our communities
- Mass Marketing of CN’s Tribal PH System

- Submit the PHAB online application form to provide PHAB a formal notification of CN Tribal PH system’s official commitment to initiate the accreditation process
 - ✓ Must submit our **Tribal PH Strategic Plan** that includes our **Tribal Health Improvement Plan**, and our **THA** (in the form of our **tribal health report**),
- Submit payment for the PHAB application fee at the time the online application is submitted
- Accreditation Coordinators are required to participate in PHAB training
 - ✓ This in-person training will last two days and will be provided to groups of applicants
- After we submit the SOI, PHAB online application form and once PHAB approves our application as eligible & complete and the AC attends the required PHAB accreditation training – PHAB will provide us access to PHAB’s online accreditation system to upload the required documentation for each measure.

- Applicants must complete the uploading of the supporting documentation and submit it to PHAB within 12 months of the date that PHAB provides access to the electronic system for submission of documentation
- Members of the PH Committee will be assigned a domain/measure(s) to find & upload the appropriate documentation

- The visit serves several purposes:
 - ✓ Verify the accuracy of documentation submitted by the health department
 - ✓ Seek answers to questions regarding conformity with the standards and measures
 - ✓ Provide opportunity for discussion and further explanation.
- Site visits will typically last two to three days
- Two weeks following site visit a report will be delivered. The report will describe:
 1. How conformity with each measure was demonstrated, or detail what was missing
 2. Areas of excellence or unique promising practices
 3. Opportunities for improvement.

- The Accreditation Committee, appointed by the PHAB Board of Directors, will review and determine the accreditation status of applicant health departments.
- There are two accreditation status decision categories:
 - ✓ “Accredited” (5 years) or
 - ✓ “Not Accredited.”
- The Accreditation Committee will make accreditation decisions based on the site visit report, including the site visit team’s scores and descriptive information.
- If accredited, the health department submits annual reports and fees for five years.
- As accreditation status nears expiration, the health department applies for reaccreditation.

The PHAB accreditation process consists of seven steps:

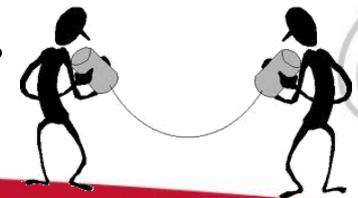
1. Pre-application
2. Application
3. Document Selection & Submission
4. Site Visit
5. Accreditation Decision
6. Reports
7. Reaccreditation

CN Tribal PH System's NPHPSP self-assessment

- The process of completing the NPHPSP provided a great learning opportunity.
 - Allowed CN to gain insight into our current PH infrastructure.
 - Allowed CN to see our strengths & weaknesses.
 - Promoted communication as well as initiated and/or promoted collaboration among various departments within CN.



- The Public Health Foundation generated an informative report.
 - CNHN using this informative report to guide the expansion and improvement of CN's Tribal PH system.
 - This informative report is being used to set priorities and provides direction for CN's future PH efforts



CN's Tribal Health Assessment

- Great insight into CN's health status and health needs as well as insight into other unique areas including;
 - Need of a “virtual system” to house data collected by the various CN departments.
 - Need and importance of having a system in place to allow people within CN and potentially people outside of CN to access data from a “virtual system.”
- Reminded CN of the need for putting more efforts into collecting Cherokee specific data as well as generating CN specific health reports/information.
 - Data collection, interpretation of data and reporting of data by Cherokee Nation for Cherokee Nation.
 - Epidemiological Research conducted by CN and published by CN.
- CN will use a three tier definition to define the population served by CN.
 - Cherokee Specific
 - American Indian specific
 - General population (total population including ALL races)



Developing a PH Strategic Plan for a Tribal Nation

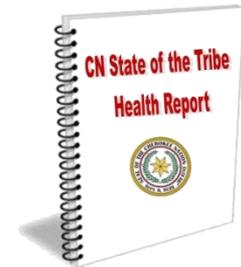


- NPHPSP and THA results will guide the development of CN's Tribal PH Strategic Plan.
 - CN's THIP
- CN's Tribal PH Strategic Plan will outline CN's PH efforts for the next four years.
 - An internal document as well as a public document is being developed.
- Public document will be published and disseminated throughout CN as well as outside of CN for educational, informative and advocacy purposes.



CN “State of the Nation” Health Report

- CN will develop its first ever, “CN State of the Nation” health report.
- This will be published and disseminated throughout CN for informative, educational and advocacy purposes.
- This health report will refer back to both the “CN Tribal PH System’s Strategic Plan” and the “CN Tribal Health Improvement Plan.”



Digital Storytelling – Keeping an Oral Tradition



- Staff will be trained in the art of Digital Storytelling.
- Health reports and Tribal Community Health Profiles will be supplemented by use of Digital Stories by staff and eventually by community members.
- These videos will supplement CN's health reports & profiles for marketing, educational, informational and advocacy purposes.

Reconnect on phConnect

- Virtual discussion and Q/A with PIMs, partners, and others
- Coming soon - featured resources!
 - www.phconnect.org/group/pimnetwork



Questions & Discussion

All lines are open and live!

*Please remember to use your mute button or *6*

Thank you!

Please send your questions and
comments to:

pimnetwork@cdc.gov



Centers for Disease Control and Prevention

Office for State, Tribal, Local and Territorial Support