Moving Toward A Culture of Quality: Lessons Learned from Public Health Accreditation *Beta* Test Sites

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Project Goals

* Describe how *beta* sites created a culture of quality improvement (QI)
* Describe strategies for developing workforce competency in QI
* Assess processes used to develop and identify a QI plan & project
* Develop a training curriculum to increase workforce competency

Background

* PHAB Accreditation Standards & Measures *beta* tested Fall 2009 – 2010
* 30 participating state, local, territorial or tribal public health agencies as *beta* sites
* First accreditation cycle began in Fall 2011
* 11 public health agencies awarded accreditation in February 2013

Study Questions

* How did public health agency *beta* sites meet the PHAB Domain 9 Standard & Measurement criteria?
* How were they developing agency capacity & workforce competency in quality improvement principles and practices?

PHAB Domain 9 Standard & Measurement Criteria

<u>Standard</u>: Evaluate & continuously improve health department processes, programs, & interventions.

<u>Measurement Criteria</u>:

9.1. Use a performance management system to monitor achievement of organizational objectives.

9.2. Develop and implement quality improvement processes integrated into organizational practice, programs, processes, and interventions.

Sample & Methodology

* Purposive sample of 6 PHAB accreditation *beta* sites & coordinators
* An exploratory approach using semi-structured interviews to identify salient patterns, best practices & themes
* Agency demographic survey
* Content Analysis

Performance & Quality Improvement

Continuum of Quality Improvement

"Big QI"

"little qi"
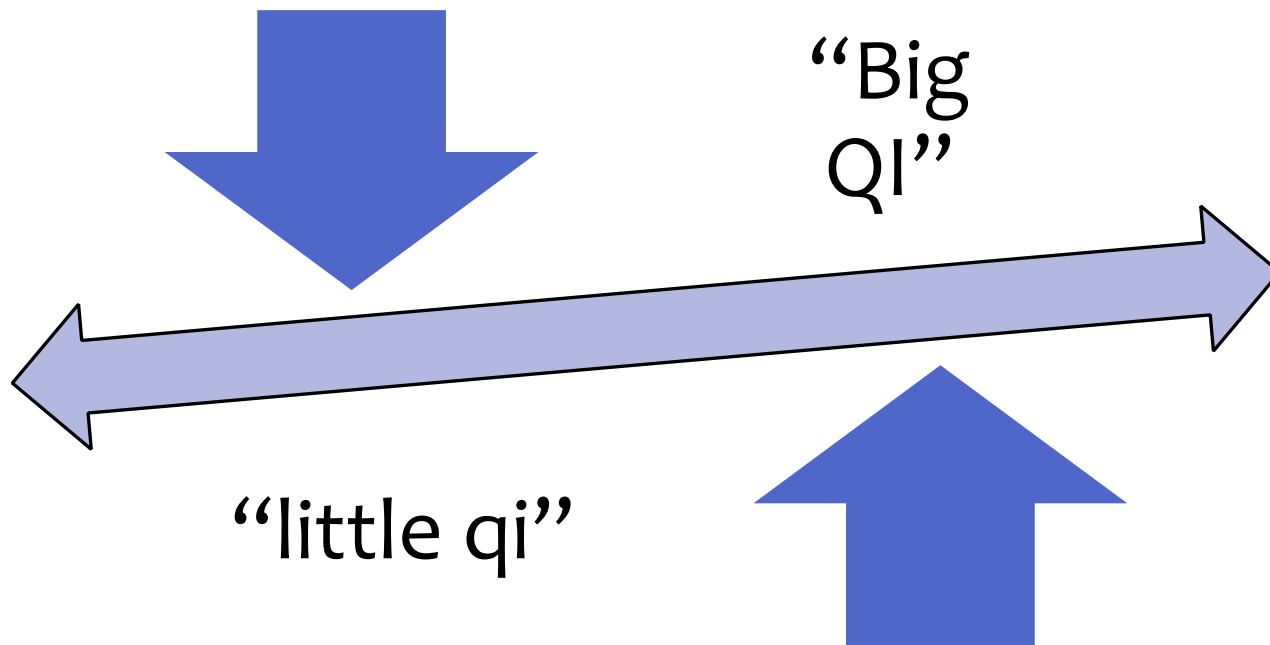
Accreditation & Quality Improvement

What is Performance Management?

* System integration > Daily Practice
* Organizational Objectives
* Performance Indicators
* Progress & Reporting Monitoring
* Problem ID > Focused QI Processes

Accreditation & Quality Improvement

What is Quality Improvement?

* Focused on Community Needs
* Improves Population Health
* Defined, Deliberate Improvement Process
* Continuous & On-going Efforts
* Achievable & Measurable Improvement in Services &/or Processes

Findings

* Creating a Culture of Quality
* Workforce Development
* Preparing for Accreditation

Creating a Culture of Quality

Essential Conditions:
* Organizational Infrastructure
* Systematic Framework
* Stakeholder Engagement

Workforce Competency

Development Strategies:

* Use "Train-the-Trainer" Model

* Engage Frontline Staff

* Access & Utilize Technical Assistance

Preparing for Accreditation:
QI Plan & Project Development

Key Processes:

* Conduct Organizational Assessment
* Identify Quality Improvement Priorities
* Select Framework & Methodology

Recommendations:
I. Accreditation Preparation & Processes

A. Public health agencies can optimally prepare by developing a standard framework for data collection, documentation and tracking of quality improvement activities, methods, and processes.

B. Public health agencies should engage a more diverse array of internal and external stakeholders.

C. The accreditation process could be improved through increased, continuous communication, clear site review expectations, and content expert site reviewers.

Recommendations:
II. Quality Improvement Resources

A. Public Health leadership should allocate dedicated infrastructure and resources to coordinate and facilitate accreditation efforts.
B. Accreditation efforts can be best supported by developing and/or facilitating access to a database of "best practice" or technical assistance resources.
C. Develop an "Accreditation 101" resource guide that provides step-by-step information.

Recommendations:
III. Workforce Competency

A. Develop a public health competency framework that identifies and evaluates specific performance expectations, objectives, and training opportunities to improve agency performance and accountabilities for improving population health outcomes.

B. Enhance public health agency capacity by developing and/or participating in collaborative learning partnerships, as well as subject matter experts, in academia, business community, and other health care organizations that includes public health practice.

Conclusions

* Variability exists in agency infrastructure & capacity to meet accreditation standards.
* Systematic approaches are needed for PH workforce competency development.
* Accreditation is an incentive & motivating factor toward improving the public health system and population health outcomes.

Questions