

Gaining Ground

Domain 5: Policies & Plans Webinar Transcript

Webinar Series Overview:

PHAB accreditation uses an established framework of standards based on twelve domains. The first ten address the Ten Essential Services of Public Health. The last two focus on your health department's infrastructure and governance. This 12-part video series provides information, tips, and resources on how you can use the specific performance measures in each domain to advance the quality and performance of your department. Applying the standards now will help your department reach its strategic goals, even as you consider taking the next steps toward accreditation.

Domain 5 Introduction:

The goal of this presentation is to provide an overview of PHAB Domain 5. Domain 5 provides the PHAB accreditation requirements for developing public health policies and public health plans. My name is James Hodina. I am the Environmental Manager for Linn County Public Health in Cedar Rapids, Iowa. I served as the Accreditation Coordinator for our agency when we went through the PHAB accreditation process. Our agency was accredited by PHAB in March of 2015. As a member of our agency's management team, I was involved with the development of many of the plans and policies as required in Domain 5. There are 12 domains as shown here. This presentation is just going to focus on Domain 5: Public Health Policies and Plans. Written policies and plans serve as tools to guide the health department's work and bring structure and organization to the department. Written policies and plans provide a resource to the health department staff as well as to the public. Policies and plans help to orient and train staff, inform the public and partners, and serve as a key component of developing consistency in operations and noting areas for improvement. The development of policies and plans can be a vehicle for community engagement and shared responsibility for addressing population health improvement. Domain 5 is broken down into four areas, called "standards." These standards may be broken down further into separate "measures." Within the four standards of Domain 5, there are 12 measures. You may already have many of these documents prepared. This may be through other grants or programs that your health department is engaged in. It may be apart of a larger organization such as a county strategic planning process or a county emergency preparedness plan.

Standard 5.1:

Standard 5.1 is looking for how your organization provides public health resources when developing policies, establishing practices, and building capacity in your community. It is important to note that this standard addresses external or

community-facing policies that support community health. Some examples may include:

- Health in all policies
- Workplace policies
- School-based policies
- Healthiest State initiatives
- Blue Zones
- Plans for communities (land use, trails, walkability plans)

These are not internal policies governing your agency's services and practices. Those are covered under Domain 11. Nor is this addressing new standards or laws, which may be covered under Domain 6.

Measure 5.1.1:

The first measure of this standard is to monitor and track policies being set that impact public health. Health departments possess knowledge and expertise on current public health science, evidence-based interventions, and promising practices. Public health departments need to be engaged whenever governing entities, elected officials, and others set policies and practices with public health implications. For this measure, health departments must provide evidence that the department stays informed of public health issues that are being discussed by the governing entity such as your Board of Health, elected officials, or other entities such as schools or in the workplace that set public health policies and practices.

Measure 5.1.2:

The second measure of this standard is engage in activities that contribute to the development and/or modification of policy. This may include meetings with an elected official or an organization's Board of Directors. Some local public health examples could include any resolutions adopted by the Board of Health or Board of Supervisors— for instance, a local Board of Health adopting a statement supporting the ban on public consumption of raw milk, any materials you share with elected officials on public health law— for example, any meeting with an elected official or officials presenting information on public health issues in the upcoming legislative session. Evidence to provide in this situation would include the meeting invitation, an attendance sheet, and the presentation materials. Or maybe your organization works with schools to develop policies promoting nutrition and physical activity. Examples of a meeting, presentation, and model policies would be appropriate documentation.

Measure 5.1.3:

The third measure of this standard is inform officials and the public of intended and unintended public health impacts from current and/or proposed policies. Documentation may include: an impact statement, a fact sheet, or presentation on a current or proposed policy. The information presented must be science-based, and don't forget to document the distribution of materials, the attendance at meetings

and presentations. For example, perhaps you send out information to regulated organizations on an update to an existing rule or policy, or perhaps you made a presentation to a school board to adopt a policy supporting physical activity and nutrition.

Main Concepts for All Plans:

Main concepts for all plans include: You must document the process that you used. Where appropriate, national or state guidelines or requirements should be followed. The process should be collaborative with stakeholders. In all cases, you must provide a copy of the current plan. The plan should be monitored or tested over time. Documentation of the review is necessary. And, finally, the plan should be updated or revised based on the monitored results.

Standard 5.2:

Standard 5.2 is to conduct a comprehensive planning process resulting in a Tribal, state, or community health improvement plan. This is a required document to be submitted with your PHAB accreditation application. It is the output developed from the Community Health Assessment in Domain 1. Please note that your state or local organization may use slightly different terms for the Community Health Assessment/Community Health Improvement Plan. It is acceptable if these documents cover larger geographic areas greater than the health department's own jurisdiction. You may, for example, have supported your local hospital's requirement for a CHA/CHIP, which serves a population that extends outside of your county. There are different PHAB measures for the state CHIP and the local CHIP, as well.

Measure 5.2.1:

In the first measure of Standard .2, the documentation of the process used for developing the CHIP is required. The process must include: a demonstration of community collaboration, use of information from the Community Health Assessment, show that the issues and themes are identified by the community, and that community assets and resources are identified and assessed. When preparing documentation, don't forget: the participant list, including the organizations that they represented, attendance rosters, minutes, or workgroup subcommittee members, evidence that stakeholder discussions were held and that they identified issues and themes, evidence that participants developed a set of priority community health issues, and identification of assets and resources available to implement the Community Health Improvement Plan.

Measure 5.2.2:

The second measure for Standard 5.2 is the Community Health Improvement Plan. Yes, the plan itself. It must have been prepared within the last five years and must include: community health priorities, measurable objectives, improvement strategies and performance measures with measurable and time-framed targets, policy changes needed to accomplish health objectives, individuals and organizations that have accepted responsibility for implementing strategies, measurable health outcomes or

indicators to monitor progress—a report card, for example, and alignment between the Community Health Improvement Plan and any state or national priorities, as well.

Measure 5.2.3:

The third measure for Standard 5.2 is about how the plan is implemented. It asks, what is the process used to track implementation? What are the strategies used? What are the responsibilities of partners and how is the plan status tracked? You must document the areas of the plan that were implemented. Be specific and describe how it was accomplished. Public health partners are implementing parts of the plan? Then documentation from them may also be needed. For example, anyone you may have partnered or contracted public health services with as part of that plan should have documentation showing the progress and results. You may find that some of the documentation from Measure 2 is also applicable to Measure 3. That is okay! If one document shows the different measures in each standard, then please provide that. New documentation might include a grant or contract and how that grant or contract is used to implement the CHIP.

Measure 5.2.4:

... is about monitoring and reviewing the plan. You should provide an annual report on the progress made, and the report should be dated within 14 months. You need to show that you keep the Community Health Improvement Plan current based on analysis of that report card. A documented review of the plan based on annual progress reports should be shown, and any revisions to the plan on the review also dated within the last 14 months should be provided. If the Community Health Improvement Plan was recently adopted, in other words less than 14 months ago, and a review has not yet been completed, a report of the previous Community Health Improvement Plan may be submitted instead.

Standard 5.3:

Standard 5.3 is develop and implement a health department organization strategic plan. This is also a required documentation with your application for PHAB accreditation. The strategic plan is a 3-to-5 year operational plan that focuses on the entire health department. These are not program-specific strategies, although such plans could be used to support objectives in the organizational strategic plan. The strategic plan, though, should have links to the Community Health Improvement Plan and the agency's Quality Improvement Plan.

Measure 5.3.1:

The first measure for Standard 5.3 asks for a description of the process used for developing the strategic plan. The process may be facilitated internally or by an outside consultant. The process may have been apart of a larger organizational planning process, such as with a county or state. If so, the health department must have been active participants. Participants must include various levels of staff, as well as representatives of the health department's governing entity, and the process, methods, and steps must be described. Unlike other public health planning activities,

there is not necessarily a nationally-accepted public health model for strategic planning such as MAPP for the Community Health Assessment. So, additional documentation of the strategic planning process may be necessary.

Measure 5.3.2:

The second measure for Standard 5.3 is the strategic plan document. Again, if the plan is part of a larger organizational plan, it must have a section addressing the public health department. It needs to be produced or revised within the last five years. There is no requirement, though, for the format or the length of the strategic plan. However, it must include: a mission, vision, and values statement, strategic priorities, goals and objectives with measurable time-framed targets. You must consider information management, workforce development, communication, and financial stability for the organization. It should address external trends and show documentation on the strengths and challenges the organization faces. Again, linkages to the Community Health Improvement Plan and the Quality Improvement Plan should also be shown.

Measure 5.3.3:

The third measure for Standard 5.3 is the measurement and assessment of the department's implementation of the strategic plan. As with the other standards we've described, the health department must show progress toward achieving the goals and objectives of the plan. The health department should provide reports that include how targets are monitored. Do you review this periodically in the health department meetings? Show progress by steps or objectives completed and activities implemented. Remember, when updating living documents, you may want to keep archives of prior versions to show progress over time. Reports must be completed no less than annually, and at least one report must be dated within 14 months. You may have strategic plans with action steps or targets on an Excel spreadsheet, for example. Each month you may review and update the status of the plan. You may have significant changes within your organization or leadership. In those situations, you want to show how your health department revisited the strategic plan and how it was updated.

Standard 5.4:

Standard 5.4 is to maintain an All-Hazards Emergency Operations Plan. An All-Hazards plan is an action plan for the jurisdiction developed to mitigate, respond to, and recover from a natural disaster, terrorist event, or other emergency that threatens people, property, business, or the community. The plan identifies persons, equipment, and resources for activation in an emergency and includes steps to coordinate and guide the response and recovery efforts of the jurisdiction.

Measure 5.4.1:

The first measure for Standard 5.4 is a collaborative process for developing the All-Hazards Emergency Operations Plan. The health department must document that it participates in preparedness meetings with other government agencies and other levels of health departments such as state or local level. The health department must

document that it participates in drills and exercises or actual implementation of the plan. Description of a real emergency exercise could be provided; a de-briefing or After Action Report is another example. Collaborating with others in revising emergency plans including documentation of the review such as minutes is important, providing updated contact information, delineation of roles in the Emergency Operations Plan, and a copy of the revised plan should also be provided.

Measure 5.4.2:

The second measure for Standard 5.4 is the All-Hazards Emergency Operations Plan. Yes, the plan itself. The plan must meet national or state guidelines. The plan may be a standalone document that delineates the department's roles and responsibilities or it may be a section within a larger plan. The plan must address the entire population, including those with special needs and vulnerable populations. The All-Hazards Emergency Operations Plan must include: designation of health department staff assigned emergency operations coordinator, roles and responsibilities of partners, communication with other organizations that are responders, and a continuity of operations during an emergency. Documentation of testing the All-Hazards Emergency Operations Plan through exercises and drills should be shown with the revisions as needed. This could include a description of the testing and evaluation process and an After Action Report. Documentation that the Emergency Operations Plan was revised based on the After Action Report should be shown. This may be done by a review of meeting minutes of the Emergency Operations Plan and the actual revision of the Emergency Operations Plan.

Conclusion:

That concludes our presentation on Domain 5: Develop Public Health Policies and Plans. We hope this overview is helpful. Here are a few prominent resources where you may find additional information on how to plan, implement, measure, and revise your public health policies and plans:

- NACCHO
 - Domain 5 Documentation Examples Toolbox
 - Health in All Policies (HiAP)
 - MAPP Related Toolkit
- The Federal Emergency Management Agency
 - Principles of Emergency Management
- Centers for Disease Control and Prevention
 - Community Health Assessments & Health Improvement Plans

On behalf of the Gaining Ground Coalition, thank you for joining us today.