Agenda

- Welcome and introduction
- Presentation:
  - Prevention Services Division 2019-2021 Strategic Plan Implementation, Gina Febbraro, CDPHE
- CDD response: Steve Cramer, Missouri
- Q and A, Discussion
- CDC and NACDD Updates and Announcements
Speakers

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Colorado Department of Public Health and Environment

Steve Cramer
Chronic Disease Director
Missouri Department of Health and Senior Services
Prevention Services Division
2019-2021 Strategic Plan Implementation

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Today’s Objectives:

● Describe how Division-wide strategic planning and performance improvement operationalized a culture of collaboration and results.

● Highlight lessons learned and resulting improvements between previous and current strategic plans.

● Share tools, resources, and processes that support cross-Division implementation.
Prevention Services Division

Mission: Improves the health, well-being, and equity of all Coloradans through health promotion, prevention, and access.

Branches and Functions:
- Children, Youth and Families
- Health Access
- Health Promotion and Chronic Disease Prevention
- Health Services and Connections
- Nutrition Services
- Violence and Injury Prevention — Mental Health Promotion
- Fiscal, Contracting, Compliance and Operations
- Communication, Policy, Planning and Improvement

Resources: 177 FTE, $238 million budget, and largest Division in Dept.
Performance Improvement at CDPHE

- Colorado SMART Act (revised to current 2013)
- Office of Performance Improvement under Governor Hickenlooper
- Public Health Accreditation standards, domain 9
- CDPHE accreditation process
- CDPHE/PSD leadership support and Dept. resources
- CDPHE/PSD strategic plan
PSD Planning & Improvement Consultant

Provide in-house consultation, facilitation, and project support on:

- Assessment and planning
- Strategic plan implementation
- Performance management
- Quality improvement (process and program improvement)
- Change management
- Organizational development

Twenty years in public health, 14 at CDPHE in program management/QI

Thank you for having me!
Strategic Planning
The Prevention Services Division improves the health, well-being and equity of all Coloradans through health promotion, prevention and access to health care.
2016-2018 PSD Strategy Implementation

- Focused on approaches - organizational or programmatic practices/standards

- Approach teams formed (5)

- Teams were comprised of staff from across the Division

- Approach team leads met monthly to coordinate

- Approach team leads and strategy team met quarterly for updates, support and input

These were cross-cutting teams driving towards shared outcomes!
# 2016-2018 PSD Strategy - Action Plans

**Background:**
Performance management and quality improvement are best practices within the field of public health as identified in the standards for public health accreditation. Though there are performance management and quality improvement practices being implemented throughout PSD in a variety of Branches and programs, an opportunity exists to improve the culture around continuous quality improvement. By integrating process improvement into PSD’s everyday efforts, the Division as a whole will be more effective in achieving outcomes.

**Goal #1:**
By September 2018, strengthen the culture and practice of quality improvement in PSD from Phase 3-4 to Phase 4-5 in NACCHO’s QI Roadmap.

| Data Source | PSD Approach Team’s assessment using the NACCHO QI Roadmap tool; CDPHE staff engagement/QI bi-annual survey; |

**Objective A:**
Increase PSD staff’s meaningful use/practice of QI as measured by an increase in the percent of PSD staff participating in QI projects (at the time of the survey) 45% to 55%, an increase in the number of staff trained in QI from 88 to 120, and increase the number of cross-cutting PSD projects from 5 to 10.

| Data Source: | PSD staff engagement survey, training attendance logs, CDPHE QI project tracking document |

**Key Activities**

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<thead>
<tr>
<th>Start and End Date: (MM/YY - MM/YY)</th>
<th>Responsible Persons/group</th>
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<tbody>
<tr>
<td>09/17-12/17</td>
<td>Gina</td>
</tr>
<tr>
<td>08/17-10/17</td>
<td>Jignasa</td>
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**Leadership Strategy**
Support PSD supervisors and leaders in their application and promotion of quality improvement through Branch manager meetings, individual consultation and tactical support.
Request leadership support and if received, add QI orientation to onboarding requirements for PSD staff.

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**Communication Strategy**
Communicate common QI goal for PSD to save staff time through staff meetings, Commonhealth, leadership venues.
Promote training and resources through the Commonhealth and QI page on PSD intranet.
Promote the use of the CDPHE QI project tracking log through Commonhealth.
Highlight current or new PSD QI projects to influence cultural norm and to promote staff sharing and learning.

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<tbody>
<tr>
<td>09/17 - ongoing</td>
<td>Team</td>
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<tr>
<td>9/17 - ongoing</td>
<td>Grace, Reid, and others</td>
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<tr>
<td>10/17, 1/18, 4/18</td>
<td>Grace/Gina</td>
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<tr>
<td>09/17 - ongoing</td>
<td>Grace</td>
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This is just another action plan template, but in a shared Google workbook!
## 2016-2018 PSD Strategy - Four Squares

### Performance Improvement Approach Team

### Quarter Reflected: July - September 2018

#### SUCCESSES

What were the key successes in the action plan this past quarter or that you hope to achieve in this current quarter? Examples may include remarkable progress on plan activities or effective efforts that other PSD Approach Teams may want to know about so they can duplicate/leverage within their work.

#### BARRIERS

What were the roadblocks to action plan progress this past quarter or those you anticipate in this current quarter? Do you want help addressing each roadblock or will you problem solve on your own? What kind of help do you need (encouragement, information/resources, peer support, manager support, etc.)? How can the PSD strategy team help?

The PSD QI Approach Team has implemented its 2017-2018 action plan in its entirety (except for ongoing activities!!! Woot woot!

After 6 months of effort, the Division now has visual management boards on the 4th and 5th floor that can highlight PSD strategic efforts. They will be put into use when the PSD strategic map is finalized and implementation on the plan begins.

PSD increased its number of projects in the CDPHE QI tracking log from 10 projects last quarter to 15 this quarter.

**PSD cross-cutting project results:**
- The new onboarding process and checklist are live. Evaluation of the use and satisfaction of the process/checklist will be implemented in December.
- [https://docs.google.com/spreadsheets/d/1GUVhHg6FmraEmzrFPL2X3oWb8WsPzU33-8kY/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1GUVhHg6FmraEmzrFPL2X3oWb8WsPzU33-8kY/edit?usp=sharing)
- The program assistant clarification project is now complete with several findings that will be shared in a future supervisor communication forum.
- Quality planning and process mapping for PSD's new print vendor relationship is complete.
- The technical assistance work group has a work plan, supported by the PLT, and implementation is beginning by identifying and adopting competencies for providing TA, developing recommended PD bullet, and exploring an PSD TA orientation training.
- [https://docs.google.com/document/d/1Wy-y7FXc9gGvLo8EuyE6owc0brQi6/NEVp4kJSTc9b8/edit?usp=sharing](https://docs.google.com/document/d/1Wy-y7FXc9gGvLo8EuyE6owc0brQi6/NEVp4kJSTc9b8/edit?usp=sharing)
- Conducted a PSD QI orientation on July 24th and 10 staff attended.

### ACTION PLAN CHANGES

What were notable changes made to the action plan in the past quarter or are you considering making in the future? This may include adding or deleting objectives or activities and/or revising goals or objectives.

<table>
<thead>
<tr>
<th>NEXT STEPS/quarter AHEAD</th>
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<tbody>
<tr>
<td>Once the PSD strategic map is finalized, performance management practices and infrastructure such as use of the visual management boards will be revisited to assure we have meaningful measures of progress and outcomes and a way to monitor those measures in a supportive and transparent format.</td>
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<tr>
<td>Follow through on cross-cutting projects and implementation.</td>
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These are one page qualitative progress updates. Well-liked!
Helpful directional data, and even better conversation starters.
Dear PSD Staff,

Happy beginning of Spring! Our new administration is getting settled in and our department strategic planning process is now underway. I am looking forward to seeing the direction the department decides to head, and am excited to share the work that PSD has done over the past nine months to get to where we are.

All of the PSD project teams are now convening and starting to work on their strategies for achieving some of our big goals. We have had a couple of major wins for the healthy youth campaign and our food security work is well underway, so if you are interested in learning more review the slides from the first PSD Performance Reporting Forum from last week to hear more about our progress.
2016-2018 PSD Strategy - What Worked Well

- Shared vision and direction - Unified our large Division

- Cross-cutting, Division-wide teams
  - Supported a collaborative culture and climate
  - Improved staff engagement
  - Opportunity for staff to build relationships and work together like never before.
  - Made measurable and important cultural and practice-related improvements in the approaches

- Planning and reporting tools

- Influenced other Divisions to develop their own strategy
Definitions & PSD Examples of Population Health

POPULATION HEALTH
IN PREVENTION SERVICES DIVISION

Our health where we live, work and play

COLORADO Department of Public Health & Environment
CDPHE's Mission
The purpose of the CDPHE Hiring Guide is to promote inclusive hiring practices that strengthen and diversify applicant pools. This aligns with the Public Health Accreditation Board (PHAB) Standards for the recruitment of individuals who reflect the population served (which may include race/ethnicity, gender, sexual orientation, age, and/or other lived experience) reflected in the following statement that is included in all CDPHE job postings, “We are committed to increasing the diversity of our staff and providing culturally responsive programs and services. Therefore, we encourage responses from people of diverse backgrounds and abilities.”

Throughout the hiring process, there are several windows of opportunity to implement strategies that will increase the strength and diversity of our applicant pools. Please keep in mind that this serves as a guide; please work with your Human Resources Consultant during the recruitment and selection process.

Here are four opportunities to consider:

Opportunity #1: Creating and/or updating the position description:
Integrate an understanding of health/environmental equity principles into the position description.

- Add a statement of commitment to equity and inclusion into the “General Information Section” of the position description. Some examples include:
  - “We believe that all people — no matter their race, ethnicity, gender identity, sexual orientation, education level, age, language, religion, ability or geographic location —”
Welcome to the Advancing Health Equity Toolkit

This 8-topic area Advancing Health Equity Toolkit walks agencies, teams, community-based organizations, and community partnerships through different public health processes using a health equity lens. The topic areas include thoughtful and interactive questions that motivate individuals or groups to enhance collaboration and consider how to improve health equity and reduce health disparities in their community program, project, or policy. Enjoy the tool’s flexibility, which encourages individuals or groups to return to the same or different topic areas over time as they conduct different public health decision-making processes.

After completing this online tool, you will be able to:

- Analyze internal and external agency practices to identify ways in which they support or hinder the achievement of health equity.
- Identify practices that you and your agency/program can undertake to advance health equity.
- Describe how taking a strengths-based and community-inclusive approach to their work can help to advance health equity.

*This tool is dynamic and will be updated regularly. Watch for the inclusion of new content, case-studies, videos, and resources over time.
2016-2018 PSD Strategy - Lessons Learned

- More staff engagement during planning would have created greater buy-in and excitement.
- Realized the importance of leadership in supporting changes, communicating efforts, and celebrating wins.
- Importance to dedicate FTE/staff to coordinate.
- Clarity of ownership and roles in directing and implementing the strategy work would have helped (strategy team, planning and improvement, team leads).

Excellent learning opportunity because a culture of quality existed.
2016-2018 PSD Strategy - Lessons Learned

- Not all Branch chiefs were part of strategy team led to communication gaps.

- Needed better way to communicate progress to broader Division
2019-2021 Developing the Plan

- PSD Strategy Team reformed
- Branch-level conversations
- 60 PSD staff interviews
- Strategic plan workshop
- Ongoing and transparent communication

There was significantly more staff engagement.
PSD Strategy Map

CDPHE VISION

Colorado will be the healthiest state in the nation with the best quality environment.

PSD MISSION

The Prevention Services Division improves the health, well-being and equity of all Coloradans through health promotion, prevention and access to health care.

VALUES
- Respect
- Integrity
- Responsibility
- Achievement
- Excellence

&

ORGANIZATIONAL COMPETENCIES
- System leadership
- Effective business practices
- Employee engagement
- Education and outreach
- Community engagement
- Data and evaluation
- Quality improvement

DIVISION-WIDE INITIATIVES

INITIATIVE 1: Assure every Coloradan lives in a healthy community.

INITIATIVE 2: Build social connectedness and economic stability.

INITIATIVE 3: Advance a quality and accessible health system connected to community services.

INITIATIVE 4: Transform systems and advance policies to improve health equity and population health.

GOALS

Social, economic and environmental conditions support resilience and lifelong health.

Health services and support systems improve outcomes.
2019-2021 PSD Strategy - Project Teams

- Youth health promotion
- Healthy youth campaign
- Resource and referral
- Built environment
- Food insecurity
- Partnering with Colorado Medicaid
- Long-term policy agenda
- Organizational competencies: Data and evaluation, quality improvement, outreach and education, community engagement, effective business practices and systems leadership

Elevated some existing efforts and gave rise to new efforts.
These help with team-building and clarity.
2019-2021 PSD Strategy - Operating Framework

- An operating framework is the collection of repeated activities (a rhythm) that together ensure progress toward your strategic goals.

- Components may include:
  - Meetings
  - Communications (call to action, recognition, etc)
  - Progress reports (activities and metrics—by project)
  - Plan updates based on achievements and lessons learned
  - Solving sessions to address issues and advance plans

- Each component must be carefully planned and have clear ownership.
2019-2021 PSD Strategy - Operating Framework

On-going
- Project teams and PLT develop and execute PSD project and org. competency plans
- Project teams and PLT meet as needed.
- Maintain plans and working documents in Google drives
- Bi-annual reporting in Tableau and at reporting forum

Monthly:
- PLT meetings to discuss strategy project resource needs

Every other month:
- Strategy team meetings
- 1.5 hours
- Discuss strategy project barriers and opportunities for alignment, by project as needed

Every other month:
- PSD projects reporting forum (Strategy, PLT, project teams presenting required; All staff invited and optional)
  - 1 hour
  - Share progress/barriers/metrics
  - Identify opportunities for alignment/collaboration
  - Share notes in Commonwealth

Annually:
- All-staff meeting
- Review of PSD strategic framework highlights
- Develop report to document progress on projects and competencies and share within Division and across Department
- Retreat: Strategic plan review & update
- Employee performance evals highlighting contributions and results
A Framework for Strategy Implementation

http://www.phf.org/focusareas/performancemanagement/toolkit/Pages/Performance_Management_Toolkit.aspx
Questions or Input?

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Please feel free to contact me!
CDD Response – Steve Cramer

Q & A

Discussion
Updates & Announcements
FOR IMMEDIATE RELEASE

Chronic Disease Directors Applaud Announcement of Dr. Karen Hacker as Head of CDC’s National Center for Chronic Disease Prevention and Health Promotion

Dr. Karen Hacker will lead CDC’s National Center for Chronic Disease Prevention and Health Promotion starting Aug. 19.
Regional Network Calls
– Q2 regional network calls are complete.
– Contact Amanda Martinez with any questions, amartinez@chronicdisease.org.

Chronic Disease Prevention Leadership Meetings
• September 9-11 and October 21-23, both in Atlanta
• Please contact Abby Lowe-Wilson at alwilson@chronicdisease.org to get on the list for one of these meetings.
Next First Thursday Webinar
Thursday, August 1, 2019

Topic: health equity and leadership
Natalie Burke
CommonHealth Action