NATIONAL ASSOCIATION OF CHRONIC DISEASE DIRECTORS
Promoting Health. Preventing Disease.

NACDD Chronic Disease Directors' Forum

First Thursday Webinar

June 6, 2019

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

Gina Febbraro
Planning and Improvement Consultant
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

Gina Febbraro, MPH
Planning and Improvement Consultant
Prevention Services Division
gina.febbraro@state.co.us

COLORADO
Department of Public Health & Environment

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.

We are a very large division!

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!

COLORADO
Department of Public Health & Environment

Strategic Planning

PREVENTION SERVICES DIVISION

STRATEGIC FRAMEWORK

COLORADO
Department of Public Health & Environment

VISION

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

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
We honor others as shown by our words and actions.	We are honest, consistent and ethical in our words and actions.	We are accountable and demonstrate wise stewardship of resources.	We produce visible, meaningful and measurable results.	We employ innovation, evidence and partnership to ensure quality in every aspect of our work.

APPROACHES

- Enrich staff engagement
- Apply a population health lens
- Enhance internal & external collaboration
- Apply evidence-based strategies
- Address the root causes of inequity
- Optimize PSD resources
- Evaluate & improve program performance
- Create opportunities for change & innovation

RELATIONSHIPS

FUNDERS

- Federal
- State
- Private: local & national

PARTNERS

- Communities & individuals
- Local public health
- Tribal governments
- Nonprofit organizations
- Universities & colleges
- Faith-based associations
- Advocacy organizations
- CDPHE offices & divisions
- State agencies

POLICYMAKERS

- Executive branch
- Legislative branch
- State & local government

IMPACT

- Improved safety, healthy living and well-being
- Improved physical and behavioral health
- Improved health equity

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		**Start and End Date: (MM/YY - MM/YY)**	**Responsible Persons/group**
Leadership Strategy			
Support PSD supervisors and leaders in their application and promotion of quality improvement through Branch manager meetings, individual consultation and tactical support.		09/17-12/17	Gina
Request leadership support and if received, add QI orientation to onboarding requirements for PSD staff.		08/17-10/17	Jignasa
Communication Strategy			
Communicate common QI goal for PSD to save staff time through staff meetings, Commonhealth, leadership venues.		09/17 - ongoing	Team
Promote training and resources through the Commonhealth and QI page on PSD intranet.		9/17 - ongoing	Grace, Reid, and others
Promote the use of the CDPHE QI project tracking log through Commonhealth.		10/17, 1/18, 4/18	Grace/Gina
Highlight current or new PSD QI projects to influence cultural norm and to promote staff sharing and learning		09/17 - ongoing	Grace

+ ≡ 9/17-9/18 Plan QI Team | QI Team 4SQ | 1/18-6/19 Plan Innovation Team | Innovation 4SQ | 9/17 - 9/18 Plan HE | Health Equity 4SQ

This is just another action plan template, but in a shared Google workbook!

COLORADO
Department of Public Health & Environment

2016-2018 PSD Strategy - Four Squares

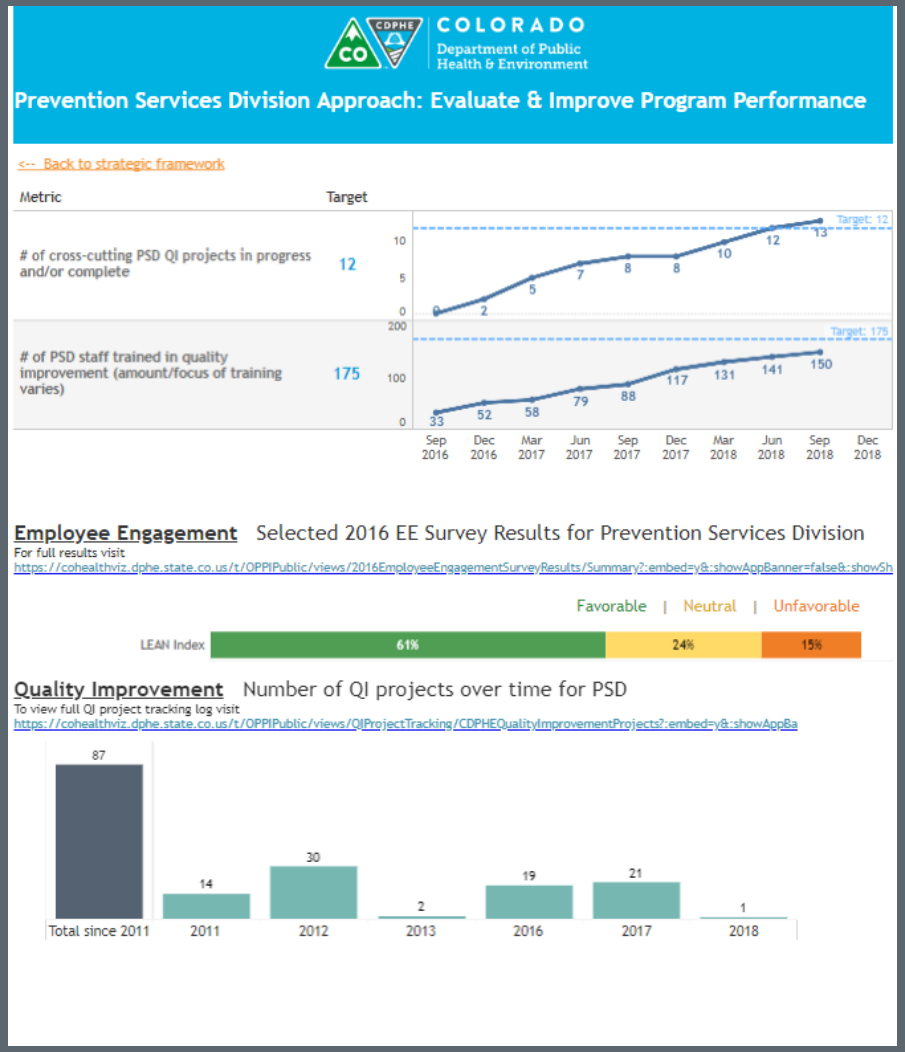
Performance Improvement Approach Team	
Quarter Reflected: July - September 2018	
SUCCESSES What were the key successes in the action plan this past quarter or that you hope to achieve in this current quarter? Examples may include remarkable progress on plan activities or effective efforts that other PSD Appraoch 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 road block 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!**	The uncertainly resulting from the PSD strategic planning effort has definitely slowed our team's momentum, given we aren't sure how/if we will continue and in what capacity. Thoughts of transitioning from an approach team to a PSD QI Council or QI Champion's group with more of a focus on building the skills and capacity of individuals to lead QI in their programs/Branches has been discussed.
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 18 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/1GlUVn4Hg8RrmeEm2r_FPL3X3oW8kbWoiPo2J33-89kY/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 adoption competencies for providing TA, developing recommended PD bullets, and exploring an PSD TA orientation training. https://docs.google.com/document/d/1Wy47FAXkkgGVLo0BJuyE6oxzbctRfoNEYp4kSTqbpl8/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.	NEXT STEPS/quarter AHEAD
	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.
	Follow through on cross-cutting projects and implementation.

9/17-9/18 Plan QI Team | QI Team 4SQ | 1/18-6/19 Plan Innovation Team | Innovation 4SQ | 9/17 - 9/18 Plan HE | Health Equity 4SQ | 9/17-9/18 Collaboration | Co

These are one page qualitative progress updates.
Well-liked!

COLORADO
Department of Public Health & Environment

2016-2018 PSD Strategic Plan - Dashboard



Helpful directional data, and even better conversation starters.

COLORADO
Department of Public Health & Environment

2016-2018 PSD Strategic Plan - Commonhealth

Forward this email to a friend | View this email in your browser

The Commonhealth

PSD employee newsletter | March 28, 2019

A Message From Erin

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.

Our Division's monthly newsletter.

COLORADO
Department of Public Health & Environment

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

Focused on shared goals Division-wide and realized results!

COLORADO
Department of Public Health & Environment

Definitions & PSD Examples of Population Health

CDPHE Guide for Inclusive Hiring

CDPHE Guide for Inclusive Hiring Practices

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 -

Advancing Health Equity Toolkit

Inbox - gina.febbraro@state.co.u | Home - Advancing Health Equity | Inbox (1) - ginafebbraro@gmail.c | State.co.us Executive Branch - Ca

https://www.rmphtc.org/AHE/index.html

Apps | CDPHE Intranet | * Needs Assessmen... | Videos and Webina... | CYFB Work Request... | Parent Portal - Inter... | Toolkit: Upstream H... | Homepage | CaféW... | Institute for Healthc... | QI Trainings for Col... | LPHA QI Resources

Advancing Health Equity

A reflection tool for organizations, programs, and individuals committed to equity.

Home | About | Topics | Acknowledgements

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.

If you are having difficulty accessing this site, please contact Rocky Public Health Training Center support for assistance.

© 2018 Rocky Mountain Public Health Training Center

CDPHE CO | RMPHTC Rocky Mountain Public Health Training Center

Search Windows | 1:00 PM 5/8/2019

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

60 PSD staff interviews

Branch-level conversations

Strategic plan workshop

Ongoing and transparent communi-cation

There was significantly more staff engagement.

COLORADO
Department of Public Health & Environment

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.

2019-2021 PSD Strategy - Project Charter

Prevention Services Division
Project Team Charter
Name of Project/Focus

Initiative Purpose and Context

- ***Background:*** *The Prevention Services Division conducted a strategic planning process in the Summer/Fall 2018 that resulted in this strategic map. Four initiatives were developed to foster alignment and collaboration in working towards shared goals. There are several projects that will advance the goals.*
- ***Purpose:*** Include project purpose. Check out descriptions for starter dough.
- ***PSD Strategic Initiative Connection:*** Identify which PSD strategic initiative(s) this project/focus relates to and why.
- ***Alignment:*** Include how this initiative aligns or relates with other state or local public health efforts.

Goals and Deliverable(s)

Identify goals, key performance indicators, and deliverables that the team is aiming to accomplish. Action plan templates are available here.

PSD Strategic Goal(s)	Key Performance Indicator (KPI)	KPI Target(s)	Related Deliverable(s)

Initiative Resources

Describe the resources (money, training, specialists, support, equipment, supplies) that will be needed for implementation of the action plan and where the resources will come from.

Organizational Competencies

Describe which organizational competencies from the PSD strategic map are important to this initiative. What will your project do to implement or strengthen these competencies within the work?

The Team and Process

Co-Chairs

- ***Names:***
- ***Roles and responsibilities:***
  - *All team member responsibilities below plus...*
  - *Commit 12-18 months of participation (depending on duration of project) with option to renew term. (PLT co-chairs are expected to serve 18-24 months).*
  - *Schedule and coordinate project team meetings.*
  - *Develop project charter with team.*

These help with team-building and clarity.

COLORADO
Department of Public Health & Environment

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.

The term "operating framework" is a game changer.

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

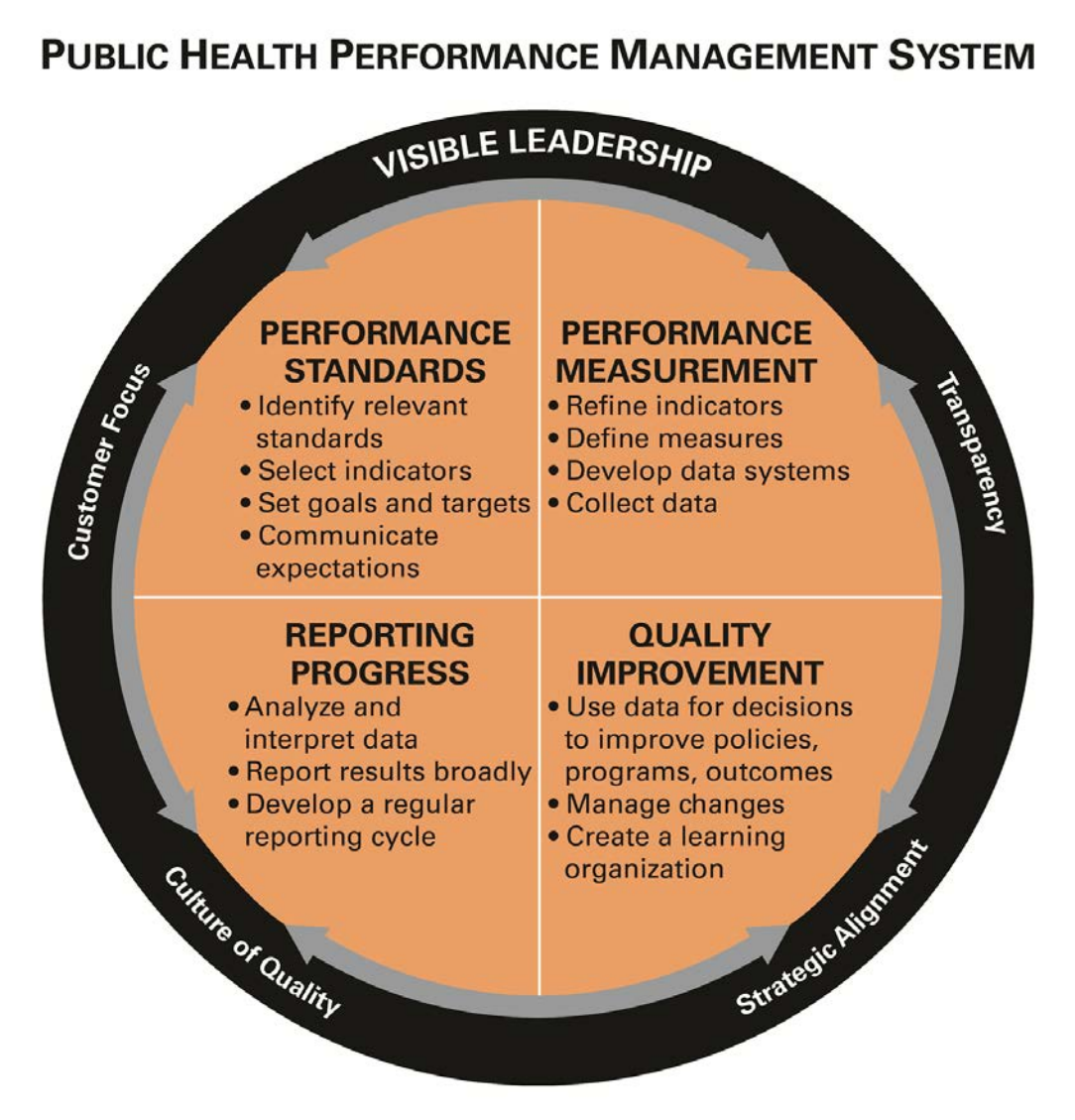
Every other month:

- 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 Commonhealth

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

COLORADO
Department of Public Health & Environment

Questions or Input?

Gina Febbraro, MPH
Planning and Improvement Consultant
Prevention Services Division
gina.febbraro@state.co.us

Please feel free to contact me!

COLORADO
Department of Public Health & Environment

CDD Response – Steve Cramer

Q & A

Discussion

Updates & Announcements

NCCDPHP 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.

NACDD

Regional Network Calls

- Q2 regional network calls are complete.
- Q3 Regional Network Calls occurring July 15-29 of 2019. Calendar invites to go out soon. Please join by video.
- 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