



An Improvement Science Application to Organizational Development in State Health Department Chronic Disease Units

National Association of Chronic Disease Directors

Public health agencies at all levels have struggled to identify the optimum structure to support administrative and programmatic efficiencies that will maximize public health impact with the available resources.

In order to support state-level chronic disease prevention and health promotion practice, a national public sector public health practice organization developed an evidence and improvement science-based approach to organizational capacity building and improved effectiveness.

STAR FRAMEWORK

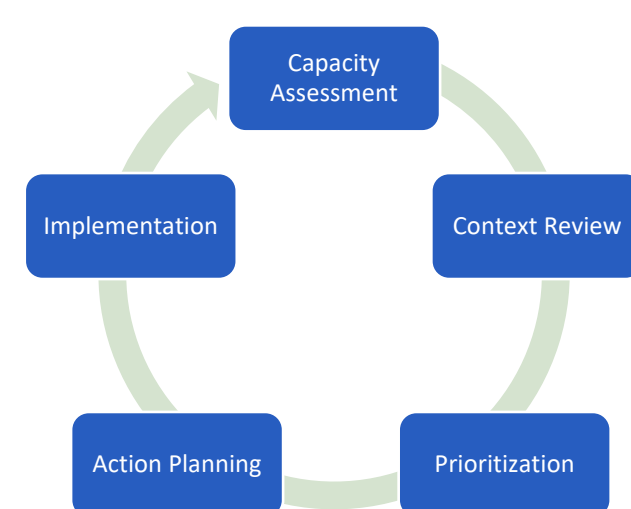
The resulting model – **STAR** – is drawn from the current literature that includes aspects of organizational structure, function, and operations. Specifically, it examines the extent to which a state health department chronic disease unit is able to accomplish:



- ★ **Evidence-Based Public Health Practices:** Promotes the use of evidence-based public health practice and decision making
- ★ **Leadership:** Is the unifying voice for the prevention and control of chronic disease
- ★ **Management and Administration:** Provides consistent financial, communications, and staff support necessary to maintain successful programs
- ★ **Partnerships and Relationships:** Establishes strong working relationships with diverse partners
- ★ **Organizational Climate and Culture:** Provides a culture that supports life-long learning, balance, and a diverse workforce
- ★ **Workforce Development:** Employs a strategic and systematic approach to learning and professional development

PROCESS

Implementation of the model includes assessment of organizational capacity using measures of evidence-based attributes within the framework and provides a systematic approach



- Quick cycle quality improvement approach to organizational development
- Assesses the organizational capacity using measures of evidence-based attributes across 6 components of organizational effectiveness
- Leverages peer learning and mentoring to build state-based capacity

IMPACT

Eighteen states have applied the model in their chronic disease prevention practice units and four more will begin in 2020. Twelve-month follow up evaluation results show organizational capacity improvement in conceptual model measures.

