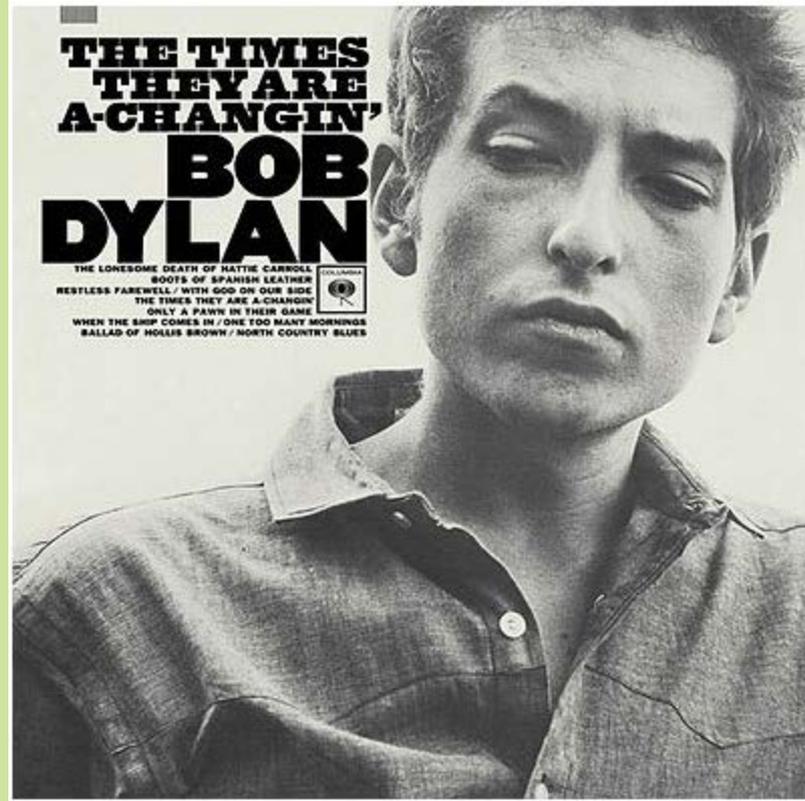




As the present now  
Will later be past,  
The order is  
rapidly fadin'



The first one now  
Will later be last  
For the times they are  
a-changin'



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# Historical Roots of Public Health

- **Social reforms improved public health**
- **Sanitary movement led to creation of first health departments**
- **New consumer protections began in the 1940s**

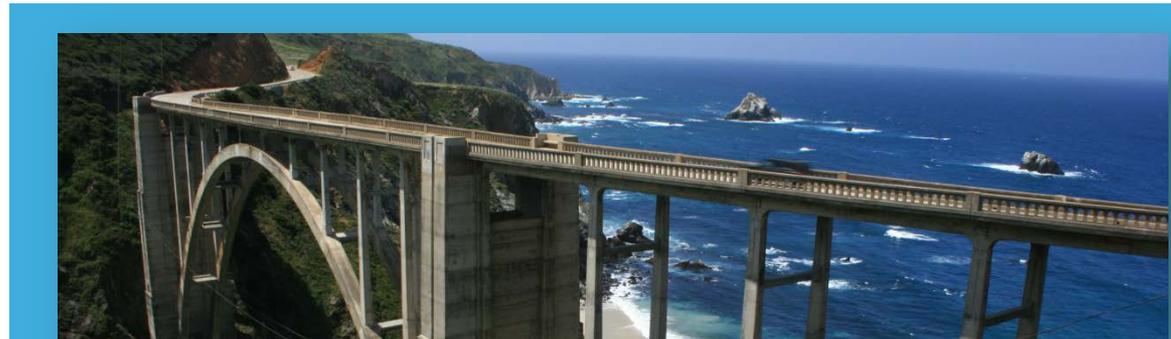


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# Health Risks & Hazards

## Then:

Cholera  
Typhoid  
Yellow Fever  
Malaria  
TB  
Small Pox  
Malnutrition

**CHANGE**

## Now:

Obesity  
Gun Violence  
Heart Disease  
Cancer  
MRSA  
Bio-terror threats  
Health Illiteracy



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# Public Health Responses

1. Anti-Smoking Policies & Efforts
2. Food and Drug Act
3. Clean Air and Water Acts
4. New prevention and public health funding
5. Increasing access to affordable medical care



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# Public Health Accomplishments

## Examples:

1. **Healthy mothers & babies**
2. **Violence prevention**
3. **Car seatbelt and traffic safety**
4. **Occupational safety**
5. **Child abuse prevention**



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# New Approaches Still Needed

Upstream



Downstream



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# Today's Health Objectives

**Overall physical, social, and mental health status**

**Prevention of disease and disability**

**Detection and treatment of health conditions**

**Equitable access and treatment**

**Quality of life**

**Preventable death**

**Life expectancy**



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# Curable Problems

## Barriers to access...

- Lack of availability
- High cost
- Lack of insurance coverage
- Limited language access

## Lead to...

- Unmet health needs
- Delay in receiving care
- Inability to get preventive services
- Preventable hospitalizations



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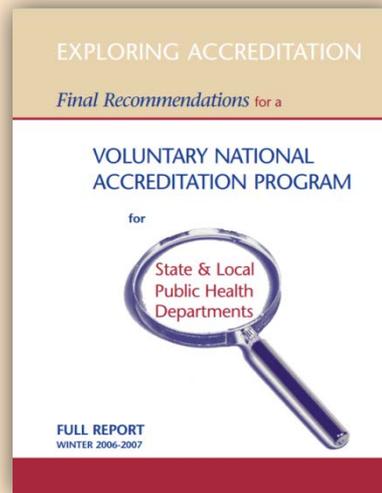


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# What is accreditation for local health departments?

National accreditation improves and protects the public's health by advancing the quality and performance of state, tribal, and local public health departments.



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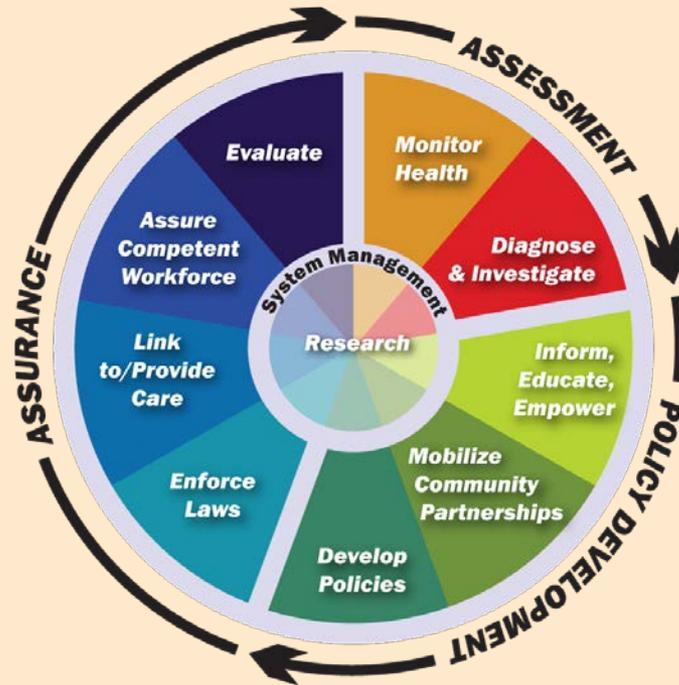
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# National standards are based on the ten essential services of public health + 2 more



Plus these:

11. Maintain administrative and management capacity
12. Maintain capacity to engage the public health governing entity

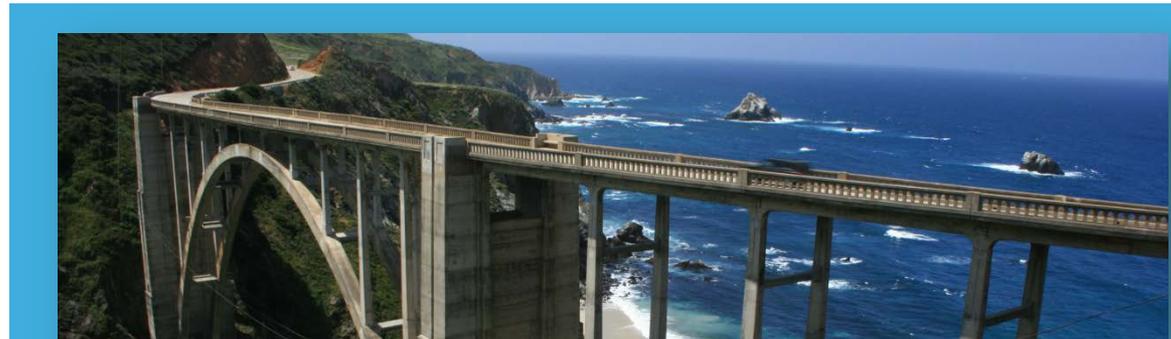


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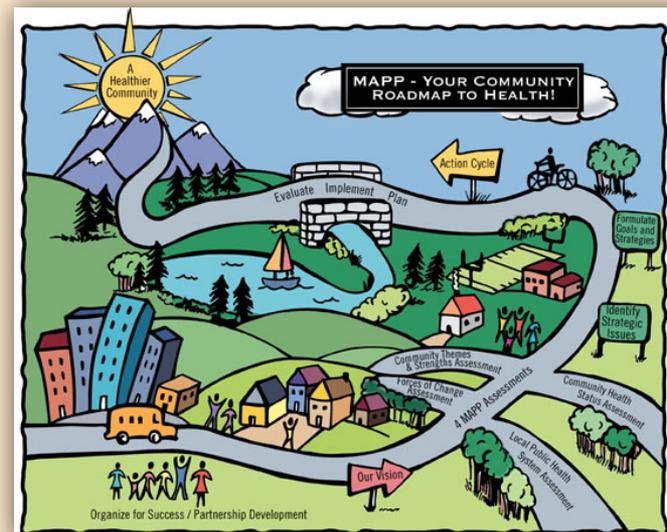
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# MAPP: A Planning Process & Tool

## Mobilizing for Action through Planning and Partnerships (MAPP):

- Community focused approach to health improvement efforts
- Assessment and prioritization strategic issues
- Results in:
  - Community health assessment
  - Community health improvement plan
  - Strategic Plans

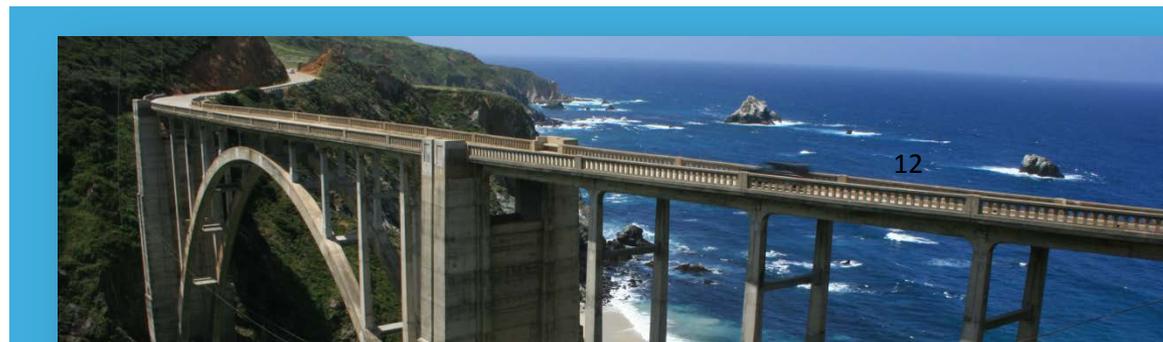


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# What is the accreditation process?

1. Pre-application
2. Application
3. Documentation, Selection, Submission
4. Site Visit
5. Accreditation Decisions
6. Annual Reports
7. Re-accreditation (5 years later )

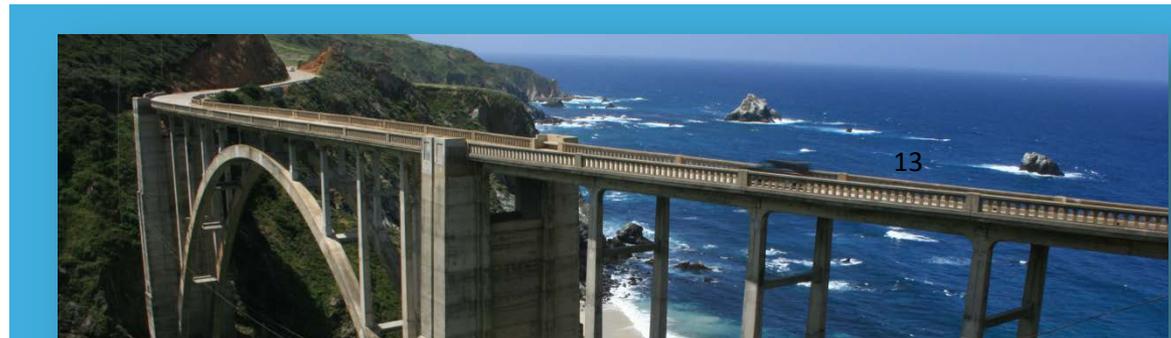


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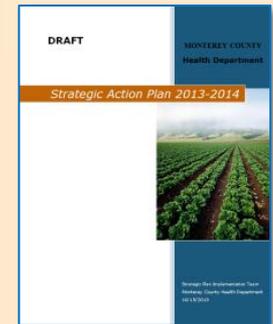
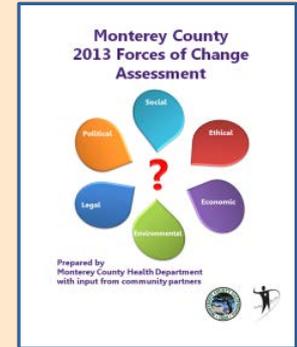
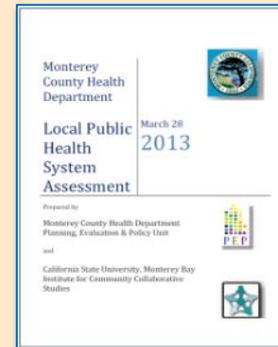
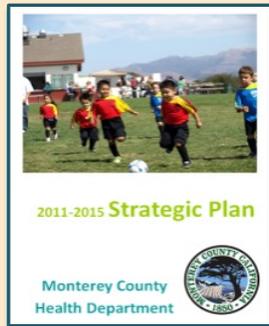
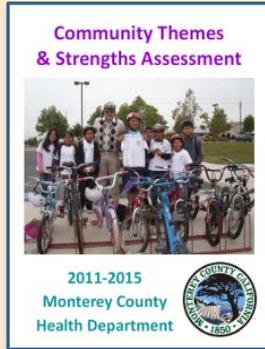
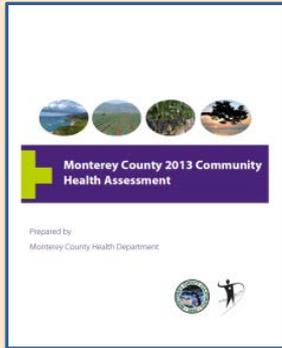
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# Assessments and Planning



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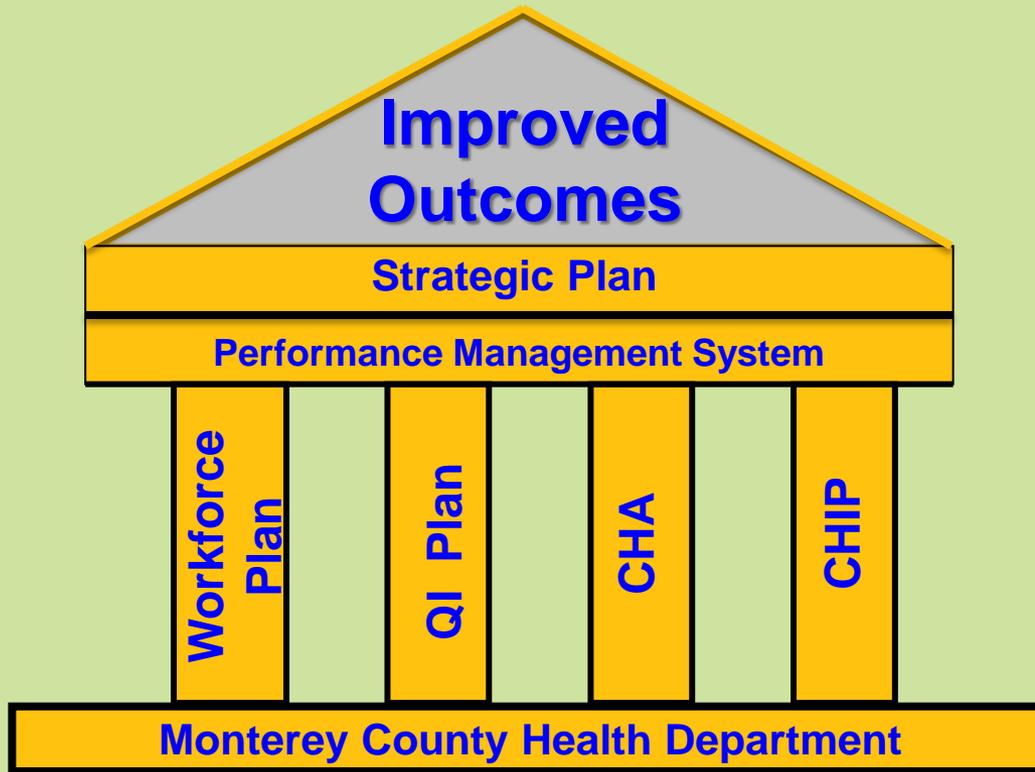


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# Applied Accreditation Structure and Benefits



Management is doing things right; leadership is doing the right things Drucker



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## 2014 Accreditation Next Steps:

Workforce Development Plan to understand future needs, track mandatory trainings, CEUs, licenses, educational relationships with colleges and universities

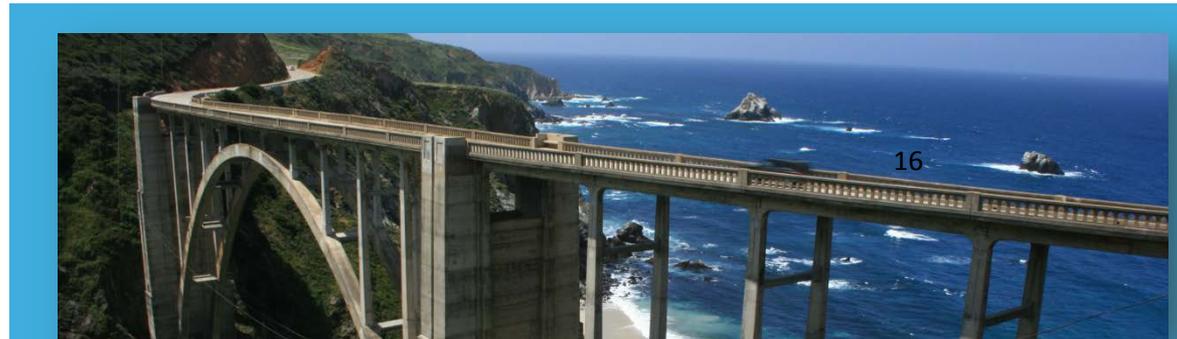


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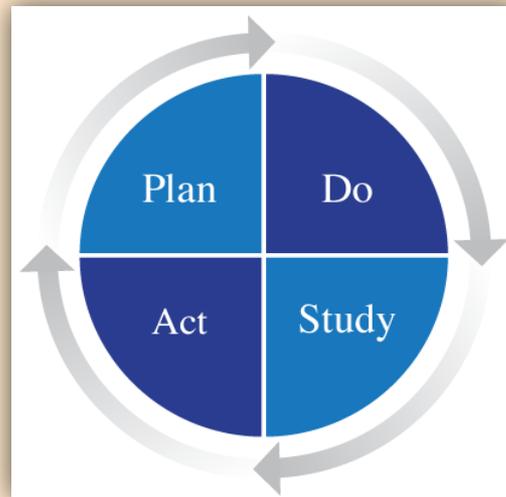


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## 2014 Accreditation Next Steps:

Continuous Quality Improvement Plan ongoing efforts to achieve measurable improvements in health services efficiency, effectiveness, and equity.

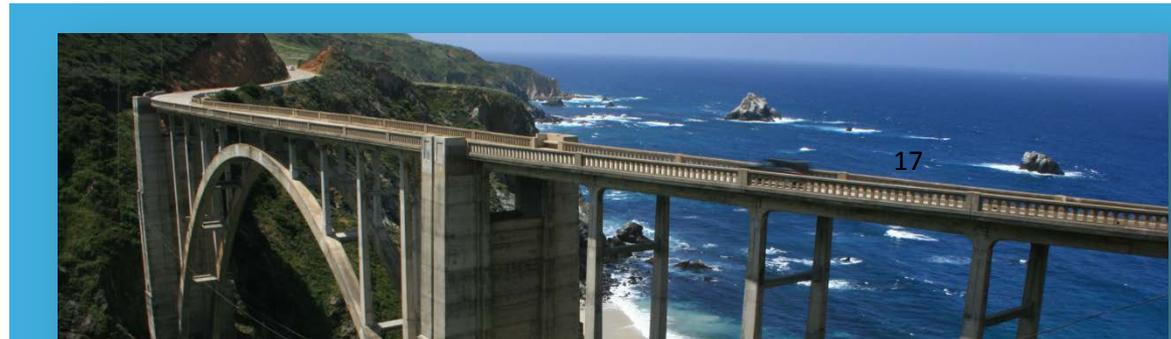


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## Accreditation Next Steps

FY 14-15 Activity	Q1	Q2	Q3	Q4
Workforce Development Plan	Explore Bureau Needs, Explore System Needs	Collaborate with Community Partners	Draft Plan, Circulate for Comment	Revise Plan, Adopt for Use
Continuous Quality Improvement Plan	Create Structure, Train Trainers	Create Quality Circles, Report QI Projects	Report QI Results, Institute Succession Quality Circles	Report CQI Functions and Outcomes
Provide Documentation of Compliance in 12 Domains	Catalogue Existing Documents, Investigate Needs	Review Existing Documents, Draft Needed Procedures and Protocols	Submit Final Documents, Refine Draft Documents	Submit Final Documents, Achieve Accreditation



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# ROLE OF THE ACCREDITATION COORDINATOR

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*Large, Local Experience – County of San Diego*

Tamara Maciel Bannan, MPH

Health and Human Service Agency



LIVE WELL  
SAN DIEGO

# ROLE OF THE ACCREDITATION COORDINATOR



## OVERVIEW

- San Diego's history of performance improvement
- Transition to the incorporation of public health accreditation
- Current roles and responsibilities
- What makes a good Accreditation Coordinator/Performance Improvement Manager?



## GENERAL MANAGEMENT SYSTEM

Launched in 1997

- Refined program performance measures
  - Aligned with strategic plan priorities
  - Included operational measures
  - Included in annual budget (operational plan)
- Monitor measures and reporting progress
- Leverage resources across the entire County government enterprise with functional threading
- Recognize excellence (Quality First program)



Started adding concepts of Business Process Re-engineering a few years later



## EVOLUTION OF THE PERFORMANCE MANAGER

Public Health Services (PHS) did not have this position when I accepted a lateral transfer from the Health and Human Services Agency (HHSA) Strategic Planning Division (2003) to become the Public Health Emergency Preparedness (PHEP) Administrator

- My request to lead performance management for the division was approved although this was not part of my PHEP Administrator duties
- My initial request to establish a performance management committee was denied
  - After failing to meet over 50% of the Quality First goals, staff was not happy with the consequence of a much lower bonus payout
    - Leadership approved the formation of a committee to monitor progress
    - Opportunity was seized to form the Performance Management Committee



## EVOLUTION OF THE PERFORMANCE MANAGEMENT COMMITTEE

The Public Health Services Performance Management Committee has been meeting on the first Monday of each month since April 2005

- PHS achieved 100% of its Quality First goals for the remaining years that it existed after this committee was formed
- Quality First ended as a result of the poor economy during the Great Recession
  - Performance Management Committee members questioned existence around the same time HHSA was participating as a beta test site for national public health accreditation
  - Revitalization occurred





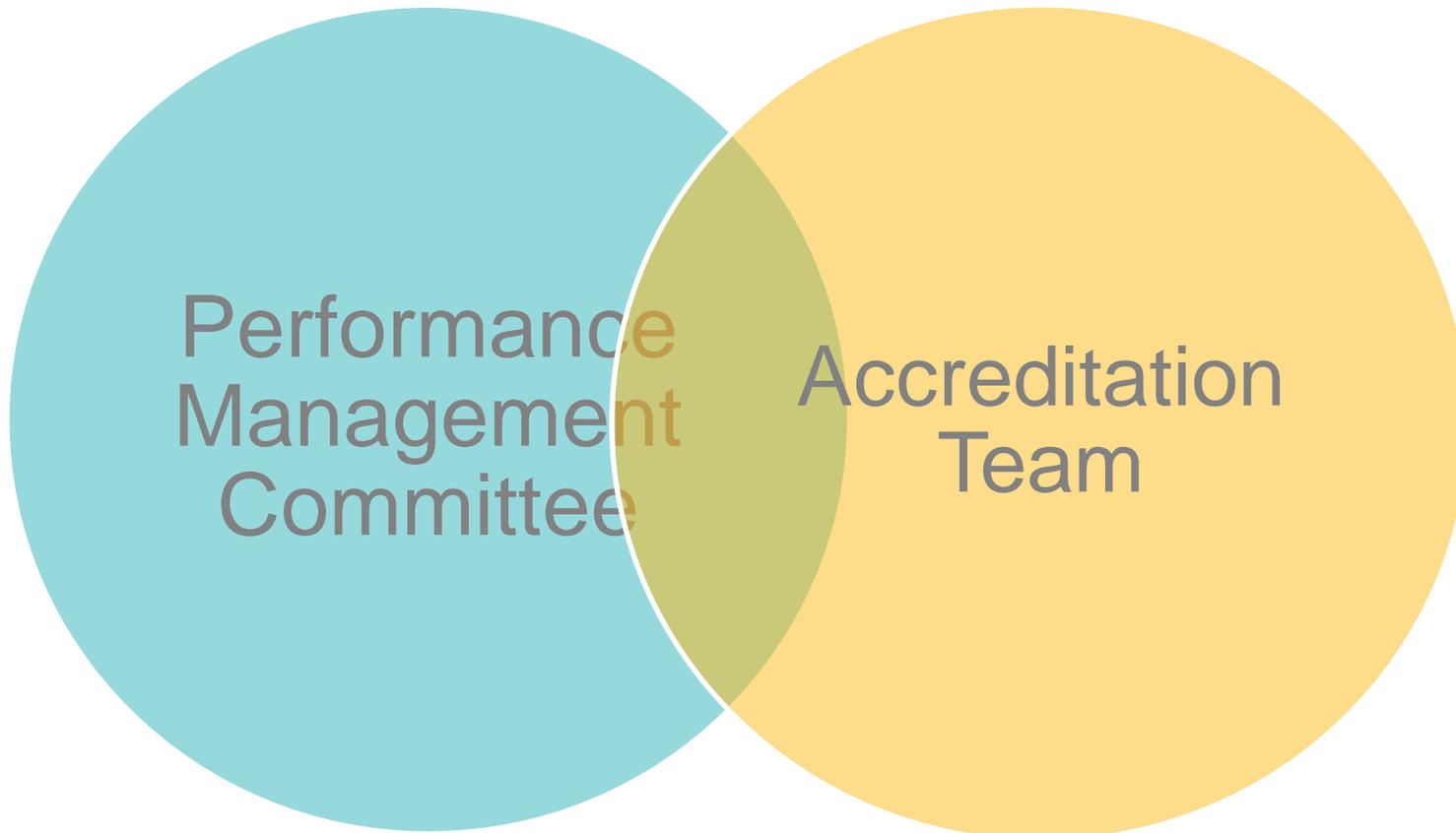
## CREATING AN INFORMAL OFFICE OF PERFORMANCE IMPROVEMENT

With the impending movement to create higher functioning health departments through national public health accreditation, it became clear that performance management and quality improvement would be a key component of this effort

- Dr. Wooten was visionary when suggesting that I move to the administrative offices to allow me to function as a full-time Performance Improvement Manager in 2007
- The duties and title “Accreditation Coordinator” was added to my position in 2009 as a result of participation in the public health accreditation beta test
- The Performance Management Committee formed the basis for the HHS Accreditation Team, which has broader participation from other offices and departments
  - Includes staff from the Department of Environmental Health, HHS Office of Healthcare Management, HHS Office of Strategy and Innovation, and regional staff



## SOME MEMBERS PARTICIPATE IN BOTH GROUPS



# TRANSITION TO THE INCORPORATION OF PUBLIC HEALTH ACCREDITATION



## PERFORMANCE MANAGEMENT COMMITTEE

- Functions as a Quality Improvement (QI) Council
  - Leads and monitors QI and performance management activities
  - Serves as conduit for obtaining performance metrics
- Provides input into and monitoring of the QI Plan
- Has an annual work plan and meets monthly

## PUBLIC HEALTH ACCREDITATION TEAM

- Has members that serve as domain champions and/or subject matter experts
- Assists in locating and obtaining documentation that demonstrates conformity with PHAB's standards and measures
- Develops project action plans to address gaps in PHAB measures
- Meets ad hoc to share progress



## PERFORMANCE IMPROVEMENT MANAGER

- Lead strategic and operational planning
- Monitor performance measures to track and report progress on goals and objectives of the PHS Strategic Plan and the Community Health Improvement
  - Includes working with staff and community partners to develop or refine performance measures
- Develop, implement, and maintain QI Plan
  - Assess QI culture to measure progress
- Train staff on performance improvement activities
- Lead the implementation of an IT system to manage all measures and indicators



## ACCREDITATION COORDINATOR

- Lead all accreditation-related activities
  - Lead HHSA's community health improvement planning effort resulting in CHA and CHIP
  - Train accreditation team on PHAB's standards and measures
  - Lead the development of a comprehensive communication plan, a health equity strategic plan, and a workforce development plan
  - Review all documents for conformity with the 100 PHAB Standards and Measures version 1.5
- Serve as a PHAB site visitor



# WHAT MAKES A GOOD ACCREDITATION COORDINATOR?



## KEY SKILLS

- A broad knowledge of public health functions throughout the entire department
- Interpersonal communication skills and relationship building with all level of staff within the organization
- Ability to identify strategic opportunities to advance the work
- A sense of purpose about the importance of quality
- Good quality managers tend to practice what they preach by accepting feedback and using it to improve their own performance
- Last, but not least – Patience and a thick skin!



## CONTACT INFORMATION

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# ROLE OF THE AC FOR RURAL COUNTIES

Humboldt County, CA

# Humboldt County

- Population = 136,000
- Public Health = 180 staff
- 1 FTE AC100% dedicated to all things PHAB
- 9 PH Sites around county
  - Main bldg. contains Admin, Clinic, Lab and CD
  - Environmental Health
  - Health Ed / Healthy Communities
  - WIC
  - Adult Protective Svcs.
  - 4 regional satellites

# Role(s) of the AC

---

- Facilitator
- Project Manager
- Student
- Educator
- Switzerland
- Motivational Speaker

# AC as Facilitator

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- Long-term teams
- Short-term workgroups
- Community meetings
- Partner meetings
- Routine staff meetings

# AC as Project Manager

The entire Accreditation process is a project, as are each of the components, and they all work together.

Humboldt County Department of Health & Human Services

Community Health Assessment 2013



Data for planning and policy making

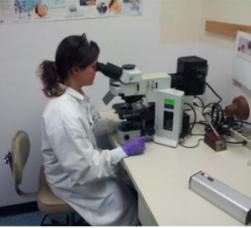
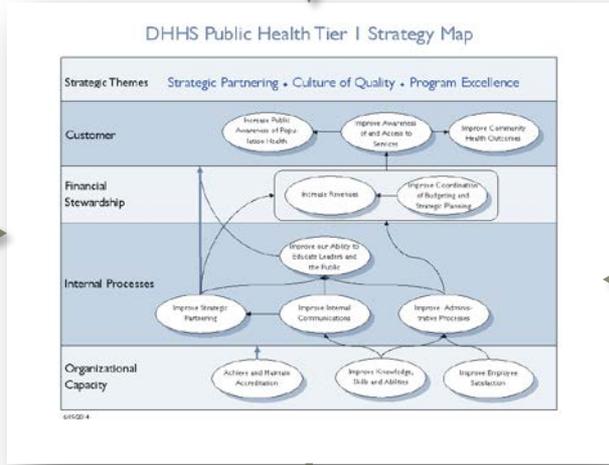
Humboldt County Department of Health & Human Services



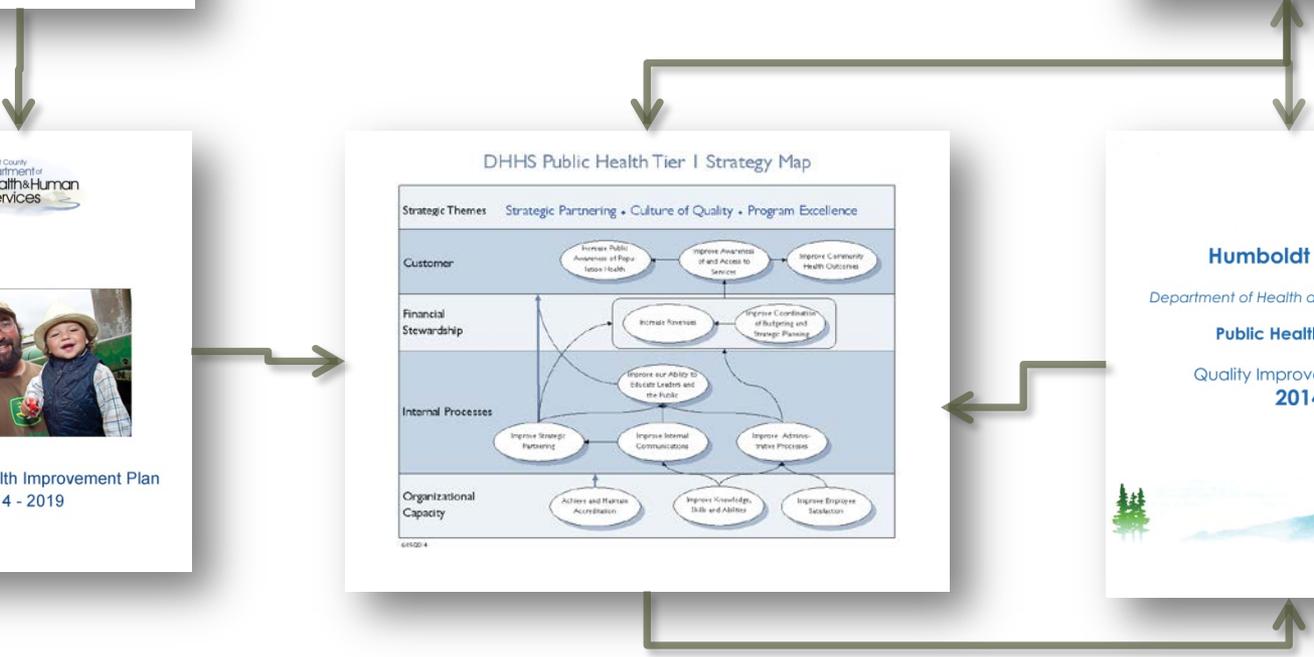
Community Health Improvement Plan 2014 - 2019

Humboldt County Department of Health & Human Services

DHHS Public Health 2014 Workforce Development Plan

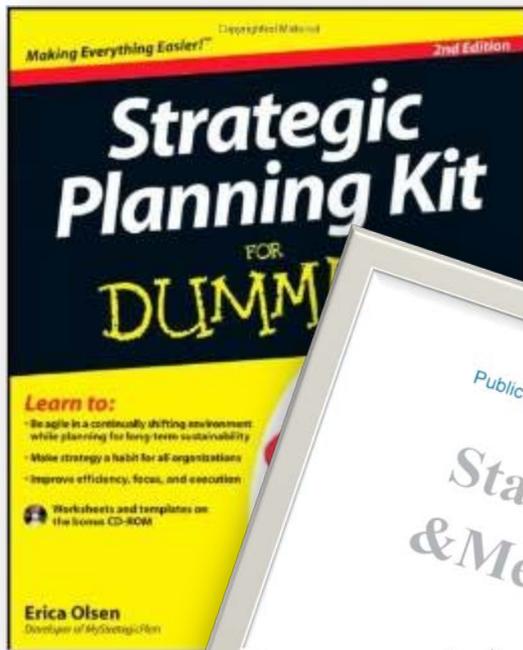



Humboldt County  
Department of Health and Human Services  
Public Health Branch  
Quality Improvement Plan  
2014

# AC as Student

- Stay 10 steps ahead so you can guide



# AC as Educator



# AC as Switzerland



- Confidential
- Neutral

# AC as Motivational Speaker

- Continuous positive framing



# Contact info

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