

# Indiana

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## **PERFORMANCE ASSESSMENT AND QUALITY IMPROVEMENT ACTIVITIES**

In the mid-1980s, the Indiana State Department of Health (ISDH) developed local health department (LHD) performance standards and conducted annual on-site reviews of all 94 LHDs. LHDs then developed action plans for improvement. On-going consultation was provided by the ISDH staff. In the early 1990's, due to budget changes and staffing cuts, the ISDH changed the program from one of implied mandatory reviews to strictly voluntary reviews. Subsequently, many LHDs dropped the performance standards assessment process.

During the same period of time, the ISDH conducted an in-depth internal assessment of six programs to determine their continued need. After the assessment, action plans were developed with some program services changing significantly, including various changes to the legislation.

In the mid-1990s, the ISDH partnered with the University of Alabama (UAB) School of Public Health to undertake an agency-wide assessment and develop a quality improvement (QI) plan. A detailed SWOT (strength, weakness, opportunities, threats) analysis was conducted, which resulted in some programs being recognized as more valuable and needing additional resources while others were determined to be less crucial. Many of the recommended changes in the UAB Report were implemented, including recommendations for budget and staffing allocations.

In 1997, the Indiana Medicine and Public Health Initiative (funded by the Robert Wood Johnson Foundation) conducted state-wide forums to determine the number of current private medicine and public health partnerships and the barriers which kept those partnerships from forming. Following the forums, a state meeting was hosted to share the results and develop an action plan to improve the working partnerships. The Indiana Medicine and Public Health Initiative continues successfully today with more than twenty partner organizations involved.

### **Using the NPHPSP Assessment for Quality Improvement:**

In May 2007, the ISDH in partnership with Purdue Healthcare TAP, embarked on the Public Health System Quality Improvement Program (PHSQIP) and the use of the National Public Health Performance Standards Instrument (NPHPS) Version 2.0. Twenty LHDs are actively involved in the assessment process and/or development of plans for system improvement. The LHDs invited their public health system partners to participate in the county assessment process and the implementation of system improvement plans for achieving process or health outcome standards. Fifteen other counties are ready to embark on the assessment as well.

Additionally in August 2007, the ISDH invited 40 state-wide system partners to participate in the NPHPSP state assessment process. Three pilot LHDs have completed the NPHPSP Local Public Health Governance assessment with their local health boards.

Following the state and local system assessments, each county formed a team of LHD staff and system partners, and ISDH formed 10 state teams to address specific process or health outcome measures. The LHDs and ten ISDH teams attended four days of training on team building and problem solving, including root cause analysis. Each of the 26 teams developed a project charter that served as an evidence-based approach to problem solving and performance improvements. The project charters focus on community or state needs and, based on low scoring areas identified on the NPHPSP assessment, integrate systemic performance improvement for any of the Ten Essential Public Health Services. Programs developed at the local level are now becoming sustainable groups within the infrastructure of local public health systems.

The PHSQIP Advisory Task Force, convened by the State Health Commissioner, met in January 2008 to provide recommendations on the process the ISDH should use to conduct internal performance standards assessments. In March, the ISDH initiated an Essential Service Lunch and Learn (L & L) Club. Presentations are provided monthly by the State Health Commissioner, Dr. Monroe. Following the L & L, an in-depth questionnaire is sent to 30+ program departments to assess their implementation of the Essential Service discussed that month. Each month the Essential Services Advisory Task Force meets to review the collated assessment data and offer recommendations for improvement in Service implementation.

The LHDs who have already conducted the local NPHPSP instrument are completing activities related to their first project charters, which address either capacity/process or health outcomes. The ISDH supported each local project charter with a \$10,000 grant.

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## **PARTICIPATION IN THE MULTI-STATE LEARNING COLLABORATIVE**

Through participation in *Lead States in Public Health Quality Improvement*, the third phase of the MLC (which will run from 2008-2011), Indiana will prepare for accreditation and advance quality improvement in public health through the following work:

**Preparation for Accreditation:** The ISDH currently contracts with the Indiana Public Health Association (IPHA) to promote and communicate information about national voluntary accreditation. The IPHA has written a strategic

plan that will assist the ISDH in supporting activities for LHD accreditation. Additionally, the ISDH will:

- Continue to attend meetings of the Indiana Association of Public Health Physicians group to seek their recommendations about preparing for the national voluntary accreditation program.
- Establish an accreditation category on the main menu of the LHD Sharepoint site and communicate information regarding PHAB activities. The ISDH-operated Sharepoint site is the main communication link with all LHDs for news and information.
- Partner with state-wide public health organizations and associations, and attend their annual meetings to share information on the national accreditation program.
- In January 2009, all ISDH program areas who participated in the internal Essential Services assessments will receive a composite report. Departments will be encouraged to review the results, determine on which of the 10 Essential PH Services they want to implement a QI plan, and then form a collaborative with other ISDH departments who selected the same Essential Service.
- The ISDH will share the draft accreditation standards with all departments.
- The ISDH will also call back into service the PHSQIP Advisory to offer recommendations on proceeding with accreditation preparation.

**Quality Improvement Collaboratives:** All states participating in the third phase of the MLC are forming collaboratives to collectively implement quality improvement activities focused on specific target areas. States were asked to choose at least two targets from a menu of five capacity/process target areas and five health outcome target areas. Indiana will implement at least two local collaboratives per year (for three years). The collaboratives will run concurrently and each may continue for a year or more depending on the accomplishments made. The collaboratives will consist of 3-4 LHDs. Each collaborative will receive \$8,000 for staff support, while the IPHA will provide a full-time field staff person to assist the collaboratives. Additionally, the Purdue Healthcare Technical Assistance Program (TAP) will provide staff support to assist in organizing the collaborative by identifying counties with similar needs. In addition to the local collaboratives, the ISDH will form two state-level collaboratives. State-wide partners will be invited to participate.

#### **Target Areas:**

*Capacity/Process Target Area:*

#### **Assure Competent Workforce**

Sub-target: The workforce is assessed to determine its abilities to deliver population-based services, and a workforce development plan is crafted.

*Health Outcome Target Area:*

#### **Reduce Vaccine Preventable Disease**

Sub-target: Adult Immunizations (to be defined)

**Project Lead and Partners:** The grantee for the project is the **Indiana State Department of Health (ISDH)**.

The **Purdue Healthcare Technical Assistance Program (TAP)** is the lead partner in the current PHSQIP and will continue to be a partner in the MLC-3. The TAP staff have organized the implementation of the NPHPSP assessment at the local level and have assisted the state in conducting the state-wide system assessment. TAP consultants also provided four-day training sessions for both local and state QI teams. Their role in the MLC will be to facilitate the forming of the local collaboratives.

Additional partner organizations are involved on the PHSQIP Advisory Task Force. The Task Force members represent various higher-education institutions, including two of the state's Public Health Programs that offer Master's in Public Health degrees. Other Task Force members include the Assistant Dean for Purdue Cooperative Extension Educators, a local health officer and practicing physician, a retired Indiana appellate court judge, the chair of the Indiana Action Research for Community Health, the Executive Director of the Indiana Public Health Association, and members of the ISDH Executive Board. The Task Force serves as a consultant to the ISDH in developing the next steps for internal agency assessment and QI measures.

**The Indiana Public Health Association (IPHA)** is also a key partner. The ISDH will contract with IPHA to provide staffing support for the local collaboratives and to consult with LHDs preparing for accreditation.

**The LHD Administrators Group** is also a key partner because they represent many of the LHDs who were initial responders to complete the local NPHPSP assessment Version 2.0. The initial-responder administrators are mentoring other counties who are beginning the local assessment process. Most of the participants in the Administrators Group have extensive tenures in public health and understand the value and importance of seeking accreditation.

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### **ADDITIONAL RESOURCES**

Link to PHSQIP :

[http://www.purdue.edu/dp/rche/htap/quality\\_improvement/index.php](http://www.purdue.edu/dp/rche/htap/quality_improvement/index.php)

To see work produced by Indiana, please visit

[www.nnphi.org/ecatalog](http://www.nnphi.org/ecatalog). Under *Programs* select "The Multi-State Learning Collaborative." Under *States* select "Indiana." Then click the Search button