

# Michigan

## OVERVIEW OF MICHIGAN'S LOCAL PUBLIC HEALTH ACCREDITATION PROGRAM

The State of Michigan has a mature, organized, and institutionalized local public health accreditation program that began in 1996 and was implemented on a statewide basis in 1999. Program partners include the Michigan Departments of Community Health (MDCH), Agriculture (MDA), and Environmental Quality (MDEQ), Michigan Public Health Institute (MPHI), Michigan Association for Local Public Health (MALPH) and Michigan's 45 Local Health Departments (LHDs).

The Accreditation Program assesses the ability of LHDs to meet a set of minimum requirements. Specifically, this is accomplished through the use of 122 standards and 202 measures (reviewed annually by a state/local workgroup) to evaluate organizational capacity and 12 programs. These standards apply to contractual local public health operations services and some categorical grant-funded services provided by LHDs.

The Accreditation Program's on-site review process draws from a pool of approximately 50 state-agency (MDCH, MDA, & MDEQ) reviewers, of which about 15 are used for each on-site review of the LHD. The review cycle is three years and there are three primary steps to accreditation:

1. Self-Assessment
2. On-site Review
3. Corrective Plans of Action (CPAs)

Upon completion of the three steps in the accreditation review cycle, including completion of all CPAs, the LHD receives one of two designations: Accredited or Not Accredited.

The Michigan Program, now completing its third cycle, has conducted more than 135 on-site reviews. All 45 LHDs have been accredited (or are in the process of becoming accredited) for the third time. Cycle 4 will begin in October 2008 with an improved accreditation tool.

**Governance:** The MDCH is the governing authority and responsible for establishing minimum standards of scope, quality, and administration for the delivery of required and allowable services as set forth under the Public Health Code. A 14-member Accreditation Commission maintained by the MPHI serves as the advisory body. An Accreditation Quality Improvement Process (AQIP) Committee comprising state, local, and institute representatives, monitors opportunities for improvement and reports directly to the Accreditation Commission.

## PARTICIPATION IN THE MULTI-STATE LEARNING COLLABORATIVE

Michigan has been a participant in the MLC since it began in 2005. During the first phase of the project, Michigan assessed opportunities for enhancement to the accreditation approach; drafted a voluntary accreditation quality improvement (QI) component; designed tools to enhance reviewer team and LHD interface; developed a model for ongoing awareness, education, and training of LHD governing entities; and designed an evolving digital library of Michigan accreditation information.

During the second phase of the MLC, the focus of Michigan's efforts centered on engaging four LHDs to participate in a collaborative process to design, develop, and implement accreditation-based QI projects. Each LHD chose an organizational capacity target related to the Powers and Duties section of the Michigan Accreditation Program and one of two standards from the NACCHO Operational Definition. The four LHDs received QI training and technical assistance to use a Plan-Do-Study-Act (PDSA) approach to improve their LHD's organizational capacity within the context of the Michigan Accreditation Program (see reverse side for a link to storyboards of each LHD's project).

Also, during the second phase, a QI guidebook was developed. Based on the research of QI approaches and tools in the marketplace as well as feedback from the pilot LHDs, a need was identified for a public health-specific QI guide. To address this need, **Embracing Quality in Local Public Health: Michigan's Quality Improvement Guidebook** was created. This public health-specific Guidebook contains a step-by-step approach for implementing quality improvement. It includes a detailed explanation of the PDSA Cycle, examines the importance of data, discusses public health measures of improvement, provides links to QI tools, includes public health case studies, and contains many QI resources for additional learning. A key feature is a handy PDSA checklist that lists the nine steps in the PDSA cycle. This comprehensive Guidebook fills a previously unmet need and contains guidance that will be used by all Michigan LHDs as well as the broader public health community (see reverse side for link to the guidebook).

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

**Preparation for Accreditation:**

*Local Health Department Preparation:* Michigan plans to enhance their standards and measures, identify areas of non-optimal performance, and facilitate the expansion of quality improvement into the accreditation program. Specific activities include:

- A workgroup comprising local, state, and institute partners, will review of all standards and measures, missed indicators (and their frequency), and recommend changes.
- The NACCHO Operational Definition will be used to augment standards, as appropriate within the context of Michigan's program.
- New QI standards/measures will be developed and assessed during the Accreditation Cycle 4, beginning in October 2008.
- Data collected from the on-site review process will be analyzed to identify areas of non-optimal performance on an aggregate basis, and the AQIP Committee will make recommendations about how LHDs can improve.
- Michigan will also explore the use of NACCHO's Prototype Metrics for the Operational Definition.

*State Health Department Preparation:* One of the challenges in preparing for state health department accreditation is that public health functions reside in three state agencies: MDCH, MDA and MDEQ. This will require coordination, participation, and collaboration by all three departments. The following activities will be conducted to help the state departments prepare for national accreditation:

- A State Health Department Accreditation Workgroup (SHDAW) will be created to prepare the state agency for national accreditation. This workgroup will comprise members from all three state departments, including Bureau and Division Chiefs, and will include representation from LHDs and the MPHI.
- The SHDAW will engage a consultant to aid in the state's preparation efforts in year two and guide the revision and use of the NPHPSP State Public Health System Assessment Instrument to assess the performance of the state health department.

**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. Michigan will implement two collaboratives in each year of the MLC-3 grant cycle. Lead staff from the health departments that participated in the collaborative during the previous phase of the project (MLC-2) will serve as mentors. Each collaborative will consist of two health departments selected through a

competitive process, one mentor health department lead staff person, and a MDCH representative when appropriate. Participating LHDs, including the mentor health departments, will receive \$10,000 in partial support.

**Target Areas:**

*Capacity/Process Target Area:*

**Health Improvement Planning**

Sub-target: To be determined

*Health Outcome Target Area:*

**Reduce preventable risk factors that predispose to chronic disease**

Sub-target: To be determined

**Project Lead and Partners:** The **Michigan Public Health Institute** is the lead agency for the MLC grant in Michigan and is a key partner with the MDCH, MDA, MDEQ, MALPH, LHDs, and the University of Michigan, School of Public Health. All partners recognize that commitment to genuine, inclusive, and ongoing collaboration will be essential to the success of the project. Michigan is the recipient of the ASTHO/ASTHLO/NACCHO/CDC 2007 Jim Parker Memorial Award for fostering a strong sense of local and state partnership connected to AQIP achievements. Michigan will use similar strategies for collaboration throughout the MLC-3 grant period and beyond. For example, Michigan has established an MLC-3 Steering Committee to oversee preparation for national accreditation and expansion of QI activities. The Steering Committee is led jointly by state and local co-chairs with strong engagement of and representation by local health officers.

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**ADDITIONAL RESOURCES**

Michigan Local Public Health Accreditation Program:

<http://www.accreditation.localhealth.net/index.htm>

Michigan's Quality Improvement Guidebook:

[http://www.accreditation.localhealth.net/MLC-2%20website/Michigans\\_QI\\_Guidebook.pdf](http://www.accreditation.localhealth.net/MLC-2%20website/Michigans_QI_Guidebook.pdf)

Storyboards (*describing each LHD project from phase 2*):

[http://nnphi.org/CMSuploads/Michigan\\_QI\\_Story\\_Boards-11699.pdf](http://nnphi.org/CMSuploads/Michigan_QI_Story_Boards-11699.pdf)

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