



Updated: 09/01/16

# CQI Plan 2015 - 2020

Audrain County

Health Department

# ACHD Goals, Strategies, and Objective Plan of Work

Score Key: 0 = Not started  
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## Goal 1: Institutionalize Performance Management within the ACHD

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Date					Comments	Score	
					15/6	17	18	19	20			
Strategy 1.2 Obtain & Maintain PHAB Accreditation	Conduct annual ACHD self-assessment of CQI maturity.	New Activity	PHAB Domain 9 ACHD Strategic Plan	PM Team: Hewlett & Schroeder	5/15 05/15					During May, 2015 program assessment by Administrator.	2	
	Provide 1 annual staff training to cover gaps identified in self-assessment.	New Activity per Self Assmt	PHAB Domain 9 ACHD Strategic Plan	PM Team: Hewlett & Schroeder	5/15 05/15					Gap analysis review done at May staff meeting; SWOT.	2	
	Staff to receive at least 2 CQI sessions/year on using evidence-based best practices to hardwire CQI into program activities.	Current PM/QI Tools	PHAB Domain 9 ACHD PM Plan	PM Team: Hewlett & Schroeder	08/15 06/15					Staff will receive training at staff meetings.	2	
	1-2 CQI projects presented at staff meetings.	New Activity	PHAB Domain 9 ACHD PM Plan	ACHD Program Leads: Meyer, Palmer, Patton, Swaim, & Wieberg	08/15 08/15					All program leads report at monthly staff meetings.	2	
	PM Team & Program staff to identify 2 CQI PM projects/year.	2015 New Program Updates	PHAB Domain 9 ACHD PM Plan	ACHD Program Leads: Meyer, Palmer, Patton, Swaim, & Wieberg	08/15 08/15 12/15					VaxCare – Immunizations. Record Retention/Security - EPHS	2 1	
	Develop PHAB “Road to Accreditation” Plan.	See PHAB Plan	PHAB Requirements	Hewlett	12/17					Road to Accreditation Plan to be developed by 06/30/16.	0	
	Submit application to PHAB by June of 2018.	See PHAB Plan	PHAB Requirements	Hewlett			12/18			On-site survey date per PHAB accrediting team.	0	
	Strategy 1.3: Annually Evaluate 2 ACHD Programs Each Year	Program Assessment Gap Analysis:	Manual Paper	PHAB Domain 9 ACHD Strategic Plan	1. Meyer & Hewlett 2. Palmer, Teson, & Hewlett	08/15 08/15					Adoption/implementation of VaxCare automated system.	2
		1. Immunizations				12/16				Retention: EPA, 701s, & DNR records organized/scanned. Sewer records in process.	1	
		2. Record Retention										
Establish/generate VaxCare CQI reports.	Automated	PHAB Domain 9 ACHD Strategic Plan	As above.	09/15 08/15					Med ordering, reconciliation & inventory processes; CQI.	2		
	Digitize scanned records onto flash drive.	Digital Media	Audit Best Practice Recommendation		12/16 03/16				Record Security: Records digitized; cloud/hard drive based storage.	1		

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## Goal 2: Improve Internal Communication & Collaboration

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Date					Comments	Score
					15/6	17	18	19	20		
<b>Strategy 2.3: Improve Collaboration with Public Health Partners</b>	Develop & publish PH education on ACHD website at least 2 times per month.	None	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett  ACHD Programs Leads	@ Mo. Done					PH education articles forwarded to E. Stotler for website twice a month.	2
	Increase # of PH educational activities by ACHD staff by at least 5% in each CY.	Per Mo. Summary	MICH/PHAB Domain 9 ACHD Strategic Plan	PM Team: Hewlett & Spurling  ACHD Program Leads & Staff	@ Yr. Done					Staff forwarding county education offerings to Administrator each month for tracking.	2
	Develop the Community Health Improvement Plan (CHIP).	2015 CHNA  NACCHO: Best Practice	MICH/PHAB Domain 9 ACHD CHNA & ACHD Strategic Plan	Hewlett  ACHD Program Leads & Staff	10/15 10/15					Written by S. Hewlett in collaboration with ACHD Program Leads & Staff.	2
	Review of CHIP by Board of Health.	None pre- 2015	MICH/PHAB Domain 9 ACHD Strategic Plan	PM Team: Hewlett & Schroeder  ACHD Program Leads	11/15 12/15					Posted on website.	2
	Implement & track progress of the CHIP.	Per CHIP Plan	MICH/PHAB Domain 9 ACHD CHNA & ACHD Strategic Plan	Hewlett	Ongoing					Ongoing by ACHD. Progress monitored by Hewlett.	2
	Increase collaboration with county school health education programs.	2014 Baseline	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett  ACHD Program Leads & Staff	Ongoing					Mexico Middle School sex education curriculum developed. Now also taught at Mexico High School & Community R-6.  2015: Children educated: 2,032 2014: 558	2
	Solidify collaboration & support of: County Commissioners EPHS Inspection Sites United Way, American Ca Society Other County Agencies	Ongoing	MICH/PHAB Domain 9 ACHD Strategic Plan	PM Team: Hewlett & Schroeder  ACHD Program Leads & Staff	Ongoing					All ACHD personnel.	2

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### Goal 3: Strengthen Internal Workforce Development

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Date					Comments	Score
					15/6	17	18	19	20		
	Conduct 1:1 employee meetings with ACHD Administrator to determine current duties, competency, experience, interest, & scope alignment.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	PM Team: Hewlett & Schroeder	06/15 06/15					Staff input welcome in defining role/scope.	2
	Provide appropriate CE and other staff training to ensure competency in job-specific areas of responsibility.	New Activity; Based on 1:1 & HR files.	MICH/PHAB Domain 9 ACHD Strategic Plan	PM Team: Hewlett & Schroeder	Done & Ongoing					Will increase DHSS interface opportunities for staff, as well as training and mentorship in teamwork, leadership & other skills.	2
	Ensure a competency profile is present in each ACHD staff member's HR file.	New Activity	MICH/PHAB Domain 9 ACHD PM Plan	PM Team: Hewlett & Schroeder	06/16 01/16					Competency profile was developed in each position description.	2
	Continue/expand cross-training opportunities as appropriate.	Historical; New	MICH/PHAB Domain 9 ACHD PM Plan	PM Team: Hewlett & Schroeder ACHD Program Leads	06/16 06/16					Will proceed as individual duties are clarified.  Roles and scope of practice evaluated in each area.	2
	Conduct an annual employee satisfaction survey using objective tool.	New Activity	MICH/PHAB Domain 9 ACHD PM Plan	Administrator	07/15 06/15					Will use web-based Survey Monkey.	2
	Introduce new Standards of Behavior & provide training.	New Activity	MICH/PHAB Domain 9 ACHD PM Plan	PM Team: Hewlett & Schroeder	11/15 01/16					Foster accountability and professional communication and behaviors. CLEAR values/standards.	2
	Implement the new employee recognition plan.	New Activity	MICH/PHAB Domain 9 ACHD PM Plan	PM Team: Hewlett & Schroeder	11/15 08/15					Re-recruitment and retention mechanism. WOW and 1:1 recognition.	2
	Teach concepts, such as managing up, collegiality, appropriate scripting.	New Activities	MICH/PHAB Domain 9 ACHD PM Plan	PM Team: Hewlett & Schroeder	01/16 01/16					Create a professional development program for staff.	2

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## Goal 4: Strengthen Fiscal & Program Management

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Date					Comments	Score
					15/6	17	18	19	20		
	Standardize processes and flow of operations for each program and service as appropriate.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Performance Management Team	06/16 12/15					Focus on Nursing Programs: 1. Communicable Disease 2. Immunizations 3. Maternal Child Health 4. WIC Other Services	2
	Complete program assessments and reorganization clinic flow as needed.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Performance Management Team	06/16 12/15					Collaborate with program leads to streamline processes, improve clinic flow, client satisfaction, and efficiencies, and decrease client wait times.	2
	Collaborate with Grant Coordinator to identify grant opportunities that align with strategic plan initiatives.	Current Grants	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett & Newbrough	Ongoing					Safe Crib – 1 <sup>st</sup> program to address strat/CHNA plans for infant/child injury.	1
	Assess DHSS programs/funding.	DHSS									
	Update superbill & patient encounter form.	New Activity	MICH/PHAB Domain 9 ACHD PM Plan	Hewlett	08/15 08/15					Ensure accurate revenue stream. Assess AP for existing contract & operations costs; identify and act upon cost reduction opportunities.	2
	Review all Accounts Payables.										
	Establish GAAP-compliant segregation of duties.	New Activity	Audit Report GAAP & GAAS	Hewlett : Set internal controls Spurling: Ensure compliance in use.  Collaborative Administrative Team process.	12/15 06/15					Cash disbursements Cash receipts & deposits Payroll Bank reconciliation	2
Establish GAAP-compliant wire transfer process.	New Activity	Audit Report GAAP & GAAS	Hewlett : Set internal controls Spurling: Ensure compliance in use.  Collaborative Administrative Team process.	05/15 05/15					ACH wire transfers	2	
Establish an off-site data storage mechanism. Tape → Safety Deposit Box each Friday.	New Activity	Audit Report, Server Back-up, IT Support	PM Team: Hewlett & Schroeder	06/15 06/15					Off-site data security. 2016: Cloud.	2	

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## Goal 5: Improve IT, HIPAA, & Record Retention & Protection Mechanisms

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Date					Comments	Score
					15/6	17	18	19	20		
<b>Strategy 5.3: Establish &amp; Enforce IT Administrative Security Levels</b>	Implement cloud-based server back-up on a weekly basis.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan  Auditor Recommendation	PM Team: Hewlett & Schroeder  E. Lembke, S. Hewlett	01/16 10/15					Using Barracuda Cloud-based server back-up provider. Industry reputation and security measures are impeccable.	2
	Secure server keys and It server & equipment room 24/7 x 365.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett & Elliott	06/15 06/15					New process identified and implemented.	2
	Update record retention and security policies and procedures; establish IT manual.	Retention policies out of date. No IT manual.	MICH/PHAB Domain 9 ACHD Strategic Plan IT Manual	Hewlett, Elliott, & Schafer	12/16 10/16					Server back-up policy and procedure updated. IT policies & procedures in Admin-Ops Manual.	1
	Replace ACHD server; has reached obsolescence (2003).	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Elliott, Stotler, & Lembke.	09/15 09/15					Home Health & Hospice server no longer in use. Back-up off- site.  Purchased HP new ACHD Server:	2 2
	Laptop → PC replacements when indicated.	PRN	MICH/PHAB Domain 9 ACHD Strategic Plan	PM Team: Hewlett & Schroeder	Ongoing 02/16		12/18 N/A: Done			Extended warranty renewal does not meet CBA criteria.	2
	Reset server, firewall, and Administrator passwords. Purge each laptop and/or PC of former staff/privileges.	New IT security activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Elliott, & Lembke	05/15 05/15					All PCs/laptops checked/purged. New security passwords for server, firewall, and Admin functions.	2
	Increase efficiency and productivity by upgrading DSL-based internet service via Charter	10 mbs  Speed Available: 60 mbs	MICH/PHAB Domain 9 ACHD Strategic Plan	PM Team: Hewlett & Schroeder	08/15 07/15					Hewlett directed Spurling to have Charter ↑ speed. DHSS approval pending.	2

Goal 6: Process Improvement: Immunization Program

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Date					Comments	Score
					15/6	17	18	19	20		
	Conduct a team and leadership evaluation of VaxCare program.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett & Schroeder Nursing & Support Staff Teams	05/15 05/15					Administrative, Nursing, & Support Staff meetings completed.	2
	Execute LOA and complete online registration.	New Activities	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett	06/15 06/15					Completed 6/4/15.	2
	Complete IT configuration & linkages between ACHD & VaxCare IT.			Hewlett & Elliott	06/15 06/15					Completed 6/4/15.	2
	Arrange & complete ACHD nursing & support staff training	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett & VaxCare	06/15 06/15					Date: 6/25 @ 2PM. Hardwire staff processes and individual roles pre- "go-live".	2
	Complete inventory transfer, tablet and bar code technology installs.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Wieberg, Baker, & Schroeder	07/15 06/15					Tablet systems for Vandalia & Mexico immunization clinics. Ordered 6/1 by Hewlett.	2
	Update clinic services superbill & patient encounter form.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett & Meyer	05/15 05/15 06/15 06/15					Superbill complete.  Patient Encounter form in development.	2  2
	Implement program and new pre-cert & billing processes.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Wieberg, Baker, & Schroeder	08/15 07/15					Ongoing program CQI PRN.	2
Increase number of commercial payers from existing 5 contracts to 23.	Expansion of Payers	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Meyer, & Baker	07/15 12/15 #29	09/16 #37				Will increase # of Audrain residents we will be able to serve. 2016: # of contracts increased from 5 to 37.	2	

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## Goal 7: Strengthen Chronic Disease & Modifiable Lifestyle Choice Programming

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Date					Comments	Score
					15/6	17	18	19	20		
	Provide website diabetes education, print materials, and monthly live programming.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Wieberg, & Gillette	08/16	03/17 N/A: Done				Diabetes prevention. Living with Diabetes. Establish A1c testing. DHSS Programming.	2
	Improve/grow # of foot clinics in Mexico/Vandalia by at least 20% in CY '2015.	New Activities	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Gillette, & Newbrough	08/15 08/15					New logo, brand "Treat Your Feet", hire 0.5 FTE RN to run revamped foot clinic. Increase # of clinics by at least 20% by end of CY 2015. New equipment added.	2
	Train 1-2 staff & offer smoking cessation and education programs.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan American Lung Assn.	Hewlett & Stotler Nursing Member TBD	01/18 10/15					Staff training in CY 2016. Grant research/applications in 2016. Print materials in 2016. Implement in 2017/18.	2
	Improve Grant HEAL program community interventions.	Program Improve ments	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Elliott, Stotler, Wieberg, & Gillette	01/17 10/15					Healthy Eating, Active Living program; focused approach.  #1 in State for 2/3 Annual Strategies/Goals.	2
	Implement safety Car Seat program for infants & children in CY 2016.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Meyer, Palmer, Elliott, Stotler, & Gillette	06/15 06/15					2 staff trained. 3 more to train in July. Grant approved. Will help off-set lack of car seats in Mexico PD program.	2
	Implement crib safety program in CY 2015.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Patton, & Gillette	07/15 07/15					DHSS contract executed. 5 complimentary cribs/month Home safety F/U visit. New revenue stream w/DHSS.	2
	Increase school & website education for injury prevention & safety.	Increased Activity	MICH/PHAB Domain 9 ACHD Strategic Plan	Hewlett, Elliott, & Nursing Staff	Ongoing 03/16					Bicycle safety, hand washing, STDs, sex education, etc. Monthly onsite or handout education to each county school.	2



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## Goal 8: Improve STD Education, Prevention, & Screening

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Date					Comments	Score
					15/6	17	18	19	20		
	Increase STD screening in Audrain County by at least 10% in CYs 2015/6.	MICA & CDC Outcome Indicators	MICH/PHAB Domain 9 ACHD Strategic Plan MICA Profile: Audrain	Hewlett & Swaim	12/16 09/16					Review & use CDC & DHSS STD initiatives. 2015: BP ↑::60 to 300/mo. 2016: BP ↑: 300 to 349/mo. 15: STI Tests: ↑ 6 to 10/mo. 16: STI Tests: ↑ 10 to 16/mo.	1
	Develop an STD education resource section on the ACHD website.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan DHSS Evidence-based best practice	Hewlett, Swaim, & Stotler	12/16 01/16					Review & use CDC & DHSS STD initiatives. Website complete.	1
	Develop & provide STD education programming at the ACHD.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan DHSS Evidence-based best practice	Hewlett & Swaim	08/15	01/17 N/A: Done				Review & use CDC & DHSS STD initiatives. 2015: Mexico Middle School 2016: MMS, MHS, & CR6	2
	Create an STD information section using brochures, booklets, and flyers.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan CDC & DHSS Evidence-based best practice	Hewlett	12/16 11/15					Review & use CDC & DHSS STD initiatives.  Wall brochure STI education racks installed and stocked.	2
	Provide education STD/I prevention education in schools and throughout Audrain County.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan CDC & DHSS Evidence-based best practice	Hewlett & Swaim	12/17 11/15					Review & use CDC & DHSS STI initiatives.	2
	Increase community awareness of STD services available at ACHD.	New Activity	MICH/PHAB Domain 9 ACHD Strategic Plan MICA Profile Data Marketing SOP	Hewlett & Newbrough  All Nursing & Support Staff		Ongoing				Increase STD awareness and marketing initiatives in: MD Offices, clinics, schools hospital, mailers, email, flyers, etc.	1

## INVOLVEMENT AND ENGAGEMENT

## PARTICIPANT ACKNOWLEDGEMENT

### BOARD OF HEALTH LEADERSHIP

Faye Fairchild, RN, MSN, CNE	Audrain County Board of Health	Board Chair
Andrea Willer, FNP-BC	Audrain County Board of Health	Board Secretary
Sharon Stowers, RN, MBA (Retired)	Audrain County Board of Health	Board Treasurer
Clark Andelin, MD	Audrain County Board of Health	Board Member
Kathleen Weaver, MD	Audrain County Board of Health	Board Member

### ACHD SENIOR LEADERSHIP

Sandra Hewlett, MS, APRN, FACHE	Audrain County Health Department	Administrator, CEO
Chris Schroeder, BS, CPA	Audrain County Health Department	Accounting/Human Resources

### ACHD STAFF

Diane Baker	Audrain County Health Department	Billing & Financial Services
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