A Quality Improvement Plan
For Maryland’s
Public Health Services

Version 2.0

Maryland Department of Health
Public Health Services Division

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4/25/2018

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4/25/2018
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## Introduction

Quality improvement is a deliberate and defined improvement process that is focused on activities that are responsive to community needs and improves population health.

In short, how can we do better?

A quality improvement plan paves the road to doing better for the division of Public Health Services (henceforth called Public Health) in Maryland’s Department of Health.

The quality improvement plan seeks to build quality improvement infrastructure that enables Maryland to establish, manage, deploy, and monitor quality throughout the organization. Aligned with organizational policies and direction, this plan identifies processes and activities that will be put into place to ensure that quality services are provided consistently.

This plan conforms to the standards and measures regarding quality improvement set forth by the Public Health Accreditation Board (PHAB). Refer to Appendix A: PHAB Guidance.

Accordingly, guidance for standard 9.2 outlines this plan.
What’s changed since the last version of this plan?

Version 2.0 (3/1/2018)
   1. New content for 2018 in work plan.
   2. New content for 2018 in communications action plan.
   3. Content cleared for 2018 in “Plan Sustainability Checklist”

Version 1.2 (1/8/2018)
   1. Progress updated in work plan (pages 21-26).
   2. Progress updated in communications action plan (Pages 38-43).
   3. Progress updated in “Plan Sustainability Checklist” (Page 27)
   4. “Worksheet 2: Project Tracker” (page 31) split into two pages: 1) PowerPoint template and 2) evaluations

Version 1.1 (7/31/2017)
   1. Progress updated in work plan.
   2. Progress updated in communications action plan.
   3. New MDH branding replaced DHMH branding.

Version 1.0 (5/31/2017)
   1. Development and publication of plan.
Chapter 2. Key Terms

**PHAB 9.2 related guidance: Key quality terms** to create a common vocabulary and a clear, consistent message.

Quality improvement is one part of performance management. In practice, performance management actively uses data to improve performance, including the strategic use of performance standards, measures, progress reports, and ongoing quality improvement efforts to ensure an agency achieves desired results.

Quality improvement is the establishment of a program or process to manage change and achieve improvement in public health policies, programs, or infrastructure based on performance standards, measures, and reports. Below are related key terms:

**Accreditation**

The development and acceptance of a set of national public health department (HD) accreditation standards; the development and acceptance of a standardized process to measure HD performance against those standards; the periodic issuance of recognition for HD that meet a specified set of national accreditation standards; and the periodic review, refining, and updating of the national public HD accreditation standards and the process for measuring and awarding accreditation recognition.

**Plan-Do-Study-Act (PDSA)**

PDSA is an iterative four-stage problem-solving model for improving a process or carrying out change.

**Quality Improvement (QI)**

In short, how can we do better? The use of a deliberate and defined improvement process focused on activities that are responsive to community needs and improving population health. It refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve community health.

**QI Plan**

Maryland Public Health Services’ roadmap to doing better. Updated annually.

**Maryland’s Public Health Services**

Maryland’s Department of Health (MDH), Division of Public Health Services. Public Health Services promotes and improves the health and safety of all Marylanders through disease prevention, access to care, quality management, and community engagement.

**QI Council**

The QI Council is a leadership development program that connects public health advocates with skills to build stronger public health systems. The mission of the QI Council is to grow a culture of quality Improvement in Public Health Services.

**QI Council Member**

A QI Council Member develops and executes the QI Plan, QI work plan, and QI projects.

**QI Advocate**

QI Advocates are staff on a listserv who receive periodic updates related to QI on latest news in MDH PHS and Maryland, tools and trainings, and best practices.

**QI Specialist**

The QI Specialist is responsible for the QI Plan, QI work plan, and QI projects. This person operates the QI work plan, facilitates communication between the Steering Committee and QI Council members, and prepares PHAB documentation relating to QI.

**QI Steering Committee**

The Steering Committee guides the vision of the QI Council. The steering committee serves as Chair of the QI Council.
Chapter 3. Culture of Quality Improvement (QI)

PHAB 9.2 related guidance: Culture of quality improvement and the desired future state of quality improvement in the organization.

Maryland’s Public Health Services seeks to grow a culture of QI. We follow a framework provided by the National Association of County and City Health Officials (NACCHO) called, “Roadmap to a Culture of Quality Improvement.”

Phase Exit 6 of the Roadmap describes what we are working toward and hope to achieve within QI:

“A mature culture of quality improvement is exhibited when quality improvement is fully embedded into the way we do business, across all levels, departments, and programs. Leadership and staff are fully committed to quality, and results of quality improvement efforts are communicated internally and externally. Even if leadership changes, the basics of QI are so ingrained in staff that they seek out the root cause of problems. They do not assume that an intervention will be effective, but rather they establish and quantify progress toward measurable objectives.”

Desired future state of quality improvement
To advance towards a mature QI culture, we will first assess our state of QI culture. Refer to Appendix B’s QI Maturity Tool & Rubric. The Roadmap will help interpret assessment findings.

We will gauge our current and desired future states of quality using the Roadmap’s “characteristics.” Refer to Appendix C: Current State of Quality Improvement.
Chapter 4. Structure

PHAB 9.2 related guidance:

- 9.2.1 - Key elements of the quality improvement effort’s structure, for example:
  - Organization structure
  - Membership and rotation
  - Roles and responsibilities
  - Staffing and administrative support
  - Budget and resource allocation

Organization Structure\textsuperscript{v, vii, viii}

The QI Council comprises of: Chair (steering committee), Deputy Chair(s), and members. While the steering committee guides the QI Plan and members execute the work plan, the Deputy Chair manages logistics and operations.

The Chair of the QI Council is lead on the steering committee. The steering committee cultivates a foundation for success for QI. The steering committee comprises of:

- Division of Public Health Services, which facilitates improvement culture.
  - Deputy Secretary’s office and
  - Administration Directors

Deputy Chair facilitates communication between the chair/steering committee and QI Council members, as well as operates the QI Council. The Deputy Chair may comprise of:

- Office of Performance Improvement, and/or
- QI Specialist

QI Council members guide us to achieve our desired state of quality improvement by supporting QI activities. The QI Council’s efforts are not intended to replace the QI and program evaluation responsibilities of program leadership. The QI Council Charter organizes the QI Council. The QI Council members develop and implement the work plan. QI Council members comprise of:

- Representatives from most PHS administrations
Staffing, administrative support, budget, and resource allocation
Quality improvement is currently budgeted within federal grants for subject-matter specific projects. The QI Specialist is supported through Federal PHHS Block Grant funds.

Rotation
From our governing entity to frontline staff, everyone may play a role in QI. Staff who express interest in learning about QI may sign up as QI Advocates; they remain a QI Advocate however long they choose. QI Advocates who are ready to gain skills in QI may apply for the QI Council; QI Council members rotate every 2 years. Administrations may opt-out once per 4 years.

Roles, responsibilities, and membership
The table below lists each role and its responsibilities and membership. For detailed information on the QI Council and their work plan, refer to Appendix D: QI Council Charter.

<table>
<thead>
<tr>
<th>What role may I play?</th>
<th>How can we do better?</th>
<th>Responsibilities</th>
<th>How do I become a member?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>“I do not yet see my role in doing better.”</td>
<td>Take QI training.</td>
<td>All staff eligible.</td>
</tr>
<tr>
<td>QI Advocate</td>
<td>“I want to learn more about my role in doing better.”</td>
<td>Take QI training. Learn about QI concepts and practices. Tell others about quality improvement.</td>
<td>All staff eligible. Sign up for a listserv.</td>
</tr>
<tr>
<td>QI Council Member</td>
<td>“I am preparing skills for doing better.” “I am taking action to do better.”</td>
<td>Leadership commitment QI infrastructure (that aligns with other efforts) Employee empowerment (e.g., QI Training) Customer focus Teamwork and collaboration Continuous process improvement</td>
<td>Members will be selected from among Public Health QI Advocate applicants. Apply.</td>
</tr>
<tr>
<td>QI Steering Committee</td>
<td>“I am maintaining a culture of doing better.”</td>
<td>Create urgency and vision. Create a powerful team. Communicate your vision. Empower staff.</td>
<td>Limited to: Deputy Secretary of Public Health’s office &amp; Administration Directors</td>
</tr>
</tbody>
</table>

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Chapter 5. Training

PHAB 9.2 related guidance: Types of quality improvement training available and conducted within the organization for example:

- New employee orientation presentation materials
- Introductory online course for all staff
- Advanced training for lead QI staff
- Continuing staff training on QI
- Other training as needed – position-specific QI training (Epidemiology, infection control, etc.)

All staff are encouraged to learn about QI concepts and practices. Quality improvement training will be provided on a regular basis and ultimately integrated into certain aspects of new employee onboarding and orientation as recommended by the Public Health Services Workforce Development Plan. Resources will determine topics offered and frequency of offerings.

<table>
<thead>
<tr>
<th>Training Levels</th>
<th>Orientation</th>
<th>Beginner iii</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mode</strong></td>
<td>❃ Online</td>
<td>❃ In person</td>
<td>❃ In person</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>15-30 mins</td>
<td>2 days</td>
<td>2 days</td>
</tr>
<tr>
<td><strong>Examples</strong></td>
<td>“Introduction to QI – Kansas” (online)</td>
<td>Public Health Foundation’s Quality Improvement Basics</td>
<td>Public Health Foundation’s Quality Improvement Train-the-Trainer</td>
</tr>
<tr>
<td>Staff</td>
<td>Suggested, if resources permit.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QI Advocate</td>
<td>Suggested, if resources permit.</td>
<td>Suggested, if resources permit.</td>
<td></td>
</tr>
<tr>
<td>QI Council</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>QI Steering Committee</td>
<td>Suggested, if resources permit</td>
<td>Suggested, if resources permit</td>
<td>Suggested, if resources permit</td>
</tr>
</tbody>
</table>
Chapter 6. Work Plan

PHAB 9.2 related guidance:
- The health department’s approach to how the quality improvement plan is monitored: data are collected and analyzed, progress reported toward achieving stated goals and objectives, and actions taken to make improvements based on progress reports and ongoing data monitoring and analysis.
- Process to assess the effectiveness of the quality improvement plan and activities, which may include:
  - Review of the process and the progress toward achieving goals and objectives
  - Efficiencies and effectiveness obtained and lessons learned
  - Customer/stakeholder satisfaction with services and programs
  - Description of how reports on progress were used to revise and update the quality improvement plan

Goals, objectives, and measures with time-framed targets
After determining our current state of quality improvement, we will then set goals and objectives to get to our desired state of quality improvement. These will be outlined in a work plan. For detailed information, refer to Appendix E: Work Plan.

Our goals are organized by Roadmap themes:
- Leadership commitment
- QI infrastructure
- Employee empowerment and commitment
- Customer focus
- Teamwork and collaboration
- Continuous process improvement

Monitor
Periodic meetings will take place to monitor the QI Plan. After each meeting, participants will produce a meeting summary that includes an update on the work plan progress. Refer to Appendix’s Work Plan.

Evaluate
At the end of the term or by the last deadline listed on the Work Plan, members will:
1. Evaluate Work Plan on regular basis — Refer to Appendix E: Work Plan.
2. On an annual basis, the QI Council (via the QI Specialist) will review sustainability of the QI program by employing a checklist. Refer to Appendix F: Plan Sustainability Checklist.
3. Share lessons learned with leadership and staff.
Chapter 7. Projects

PHAB 9.2 related guidance:

- **9.2.1 Project identification, alignment with strategic plan and initiation process:**
  - Describe and demonstrate how improvement areas are identified and how they are prioritized for project activity
  - Describe and demonstrate how the improvement projects align with the health department’s strategic vision/mission
- **9.2.1 Process to assess the effectiveness of the quality improvement plan and activities, which may include:**
  - Review of the process and the progress toward achieving goals and objectives
  - Efficiencies and effectiveness obtained and lessons learned
  - Customer/stakeholder satisfaction with services and programs
  - Description of how reports on progress were used to revise and update the quality improvement plan
- **9.2.2 Documentation must demonstrate ongoing use of an improvement model, including showing the tools and techniques used during application of the process improvement model. Documentation must also describe: actions taken, improvement practices and interventions, data collection tools and analysis, progress reports, evaluation methods, and other activities and products that resulted from implementation of the plan.**

**Identify project**

Improvement project ideas may impact a program, office, or may be cross-cutting across administrations. Improvement areas may be identified by, but not limited to, the strategies below. Refer to Appendix G: Technical Assistance Request.

- a. Staff submits project ideas; OR
- b. QI Council or other entity identifies improvement area(s) in data from:
  - Strategic Plan - Public Health Services applies QI as one of four lenses that informs the strategies put forth by the Strategic Plan; or
  - Performance Management System - The Performance Management System (known as Managing for Results) will both identify potential QI projects and measure subsequent improvements; or
  - Workforce Development Needs Assessment – In the workforce development plan, PDSA is used to address needs; additionally, this plan supports QI training; or
  - State Health Improvement Process - This is a potential data source to identify QI projects.

**Prioritize**

Improvement projects will be prioritized by criteria below. Refer to Appendix’s Prioritization Matrix.

- a. Stable process, measurable results
- b. Opportunity exists to influence change
- c. Required service, low resource need to execute, Public health impact

**Initiate**

Projects will be initiated using the Appendix I: Project Packet – Project Charter.

**Monitoring**

Periodic meetings will take place to monitor the QI projects.

1. Each meeting needs to produce a meeting summary.
2. Project activities will be captured in Appendix I: Project Packet – Project Tracker.

**Evaluate**

At the completion of a QI project, teams will:

1. Evaluate QI project — Refer to Appendix I: Project Packet – Project Tracker.
2. Summarize activity through a Storyboard. Refer to Appendix I: Project Packet - Storyboard.
**Chapter 8. Communication**

*PHAB 9.2 related guidance:*

- **Measure 9.2.1 - Regular communication of quality improvement activities conducted in the health department through such mechanisms as:**
  - Quality electronic newsletter
  - Story board displayed publicly
  - Board of Health meeting minutes
  - Quality Council meeting minutes
  - Staff meeting updates

The QI Council will update a “Communications Plan.” This plan is a free-standing document, not found in this QI Plan (see page 35). The Communications Plan outlines P.O.S.T method application, communication tools we use, branding guide, guidelines for engaging, staffing and implementation, monitoring and evaluation, future directions, and action plan. On an annual basis, the QI Council will complete the following communication activities (at minimum):

<table>
<thead>
<tr>
<th>Event</th>
<th>Information/ Content</th>
<th>Potential Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
<td>Council Recruitment</td>
<td>Website</td>
</tr>
<tr>
<td></td>
<td></td>
<td>QI Advocate Listserv</td>
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<td></td>
<td></td>
<td>Council Meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PHS Directors Meeting</td>
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<tr>
<td></td>
<td></td>
<td>Event/ Other Meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Email</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phone call</td>
</tr>
<tr>
<td>Letters of invitation</td>
<td>Formal invitation that person was selected to become QI Council member</td>
<td>Email</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phone call</td>
</tr>
<tr>
<td>QI Council Announcement</td>
<td>Formal announcement of QI council roster</td>
<td>Website</td>
</tr>
<tr>
<td></td>
<td></td>
<td>QI Advocate Listserv</td>
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<tr>
<td></td>
<td></td>
<td>PHS Directors Meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Event/ Other Meeting</td>
</tr>
<tr>
<td>Meeting - Inaugural</td>
<td>Activities: 1) how projects were identified and prioritized. 2) Finalized QI Plan</td>
<td>Website</td>
</tr>
<tr>
<td></td>
<td></td>
<td>QI Advocate Listserv</td>
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<tr>
<td></td>
<td></td>
<td>PHS Directors Meeting</td>
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<tr>
<td></td>
<td></td>
<td>Event/ Other meeting</td>
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<tr>
<td></td>
<td></td>
<td>Report</td>
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<td></td>
<td></td>
<td>SHIP Newsletter</td>
</tr>
<tr>
<td>Meeting - QI Training</td>
<td>Knowledge – QI Tools</td>
<td>QI Advocate Listserv</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PHS Directors Meeting</td>
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<tr>
<td></td>
<td></td>
<td>Event/ Other meeting</td>
</tr>
<tr>
<td>Meeting - Mid Year check in</td>
<td>Activities – Progress reports</td>
<td>Website</td>
</tr>
<tr>
<td></td>
<td></td>
<td>QI Advocate Listserv</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PHS Directors Meeting</td>
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<td></td>
<td></td>
<td>Event/ Other meeting</td>
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<tr>
<td></td>
<td></td>
<td>Report</td>
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<tr>
<td></td>
<td></td>
<td>SHIP Newsletter</td>
</tr>
<tr>
<td>Meeting - End of the year</td>
<td>Activities – Annual reports</td>
<td>Website</td>
</tr>
<tr>
<td></td>
<td>Best practices – Story boards</td>
<td>QI Advocate Listserv</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PHS Directors Meeting</td>
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<tr>
<td></td>
<td></td>
<td>Event/ Other meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report</td>
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<td></td>
<td></td>
<td>SHIP Newsletter</td>
</tr>
</tbody>
</table>
Appendix A.
Public Health Accreditation Board (PHAB) Guidance

Measure 9.2.1 A Established quality improvement program based on organizational policies and direction

The purpose of this measure is to assess the health department’s efforts to develop a quality improvement program that is integrated into all programmatic and operational aspects of the organization.

Significance: To make and sustain quality improvement gains, a sound quality improvement infrastructure is needed. Part of creating this infrastructure involves writing, updating, and implementing a health department quality improvement plan. This plan is guided by the health department’s policies and strategic direction found in its mission and vision statements, in its strategic plan, and in its health improvement plan.

The health department must provide a quality improvement plan. The plan must address:

- Key quality terms to create a common vocabulary and a clear, consistent message.
- Culture of quality improvement and the desired future state of quality improvement in the organization.
- Key elements of the quality improvement effort’s structure, for example:
  - Organization structure
  - Membership and rotation
  - Roles and responsibilities
  - Staffing and administrative support
  - Budget and resource allocation
- Types of quality improvement training available and conducted within the organization for example:
  - New employee orientation presentation materials
  - Introductory online course for all staff
  - Advanced training for lead QI staff
  - Continuing staff training on QI
  - Other training as needed – position-specific QI training (MCH, Epidemiology, infection control, etc.)
- Project identification, alignment with strategic plan and initiation process:
  - Describe and demonstrate how improvement areas are identified and how they are prioritized for project activity
  - Describe and demonstrate how the improvement projects align with the health department’s strategic vision/mission
- Quality improvement goals, objectives, and measures with time-framed targets:
  - Define the performance measures to be achieved.
  - For each objective in the plan, list the person(s) responsible (an individual or team) and time frames associated with targets
  - Identify the activities or projects associated with each objective.
- The health department’s approach to how the quality improvement plan is monitored: data are collected and analyzed, progress reported toward achieving stated goals and objectives, and actions taken to make improvements based on progress reports and ongoing data monitoring and analysis.
- Regular communication of quality improvement activities conducted in the health department through such mechanisms as:
  - Quality electronic newsletter
  - Story board displayed publicly
  - Board of Health meeting minutes
A Quality Improvement Plan for Maryland’s Public Health Services

- Quality Council meeting minutes
- Staff meeting updates

- Process to assess the effectiveness of the quality improvement plan and activities, which may include:
  - Review of the process and the progress toward achieving goals and objectives
  - Efficiencies and effectiveness obtained and lessons learned
  - Customer/stakeholder satisfaction with services and programs
  - Description of how reports on progress were used to revise and update the quality improvement plan

**Measure 9.2.2A Implemented quality improvement activities**

The purpose of this measure is to assess the health department’s use of quality improvement to improve processes, programs, and interventions.

It takes practice to effectively use the quality improvement plan to improve processes, programs, and interventions. Staff benefit from seeing the plan put into action and receiving regular feedback on progress toward achieving stated objectives, as well as on how well they have executed their respective roles and responsibilities.

1. **Quality improvement activities based on the Quality Improvement Plan**

The health department must document implementation of quality improvement activities and the health department’s application of its process improvement model. Examples must demonstrate:

- How staff problem-solved and planned the improvement,
- How staff selected the problem/process to address and described the improvement opportunity,
- How they described the current process surrounding the identified improvement opportunity,
- How they determined all possible causes of the problem and agreed on contributing factors and root cause(s),
- How they developed a solution and action plan, including time-framed targets for improvement,
- What the staff did to implement the solution or process change, and
- How staff reviewed and evaluated the result of the change, and how they reflected and acted on what they learned.

Documentation must demonstrate ongoing use of an improvement model, including showing the tools and techniques used during application of the process improvement model. Documentation must also describe: actions taken, improvement practices and interventions, data collection tools and analysis, progress reports, evaluation methods, and other activities and products that resulted from implementation of the plan.

Documentation could be, for example, quality improvement project work plans or storyboards that identify achievement of objectives and include evidence of action and follow-up.

2. **Staff participation in quality improvement activities based on the Quality Improvement Plan.**

The health department must document how staff were involved in the implementation of the plan, worked on improvement interventions or projects, and/or served on a quality team that oversees the health department’s improvement efforts. Documentation could be, for example minutes, memos, reports, or committee or project responsibilities listings.
Appendix B.  
Quality Improvement Assessment

Maturity Tool & Rubric

Introduction
The QI maturity tool measures quality improvement (QI) maturity.

This is 1 of 2 steps of a process to describe our current and desired future states of quality.

Instructions
1. Answer each question by selecting one response.
2. Calculate the overall QI maturity score.
   a. Value of each response
      i. 1 = I don’t know
      ii. 2 = Disagree/ Strongly Disagree
      iii. 3 = Neutral
      iv. 4 = Strongly Agree/ Agree
   b. Respondents
      i. Individual = calculate average (Responses values / 10)
      ii. Multiple = calculate median
3. Continue to “Current State of Quality Improvement.”

Learn more about this tool
These ten measures represent a subset of a much more extensive 37-item survey developed, tested, and administered nationally to top public health officials as a way to measure the QI maturity of individual health departments.


See next page for findings on QI maturity score.
### Findings on quality improvement maturity

Date administered: November 2017

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staff members are routinely asked to contribute decisions.</td>
<td>2</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>2. The leaders are trained in basic methods for evaluating and improving quality, such as &quot;Plan-Do-Study-Act.&quot;</td>
<td>2</td>
<td>1.5</td>
<td>3.5</td>
</tr>
<tr>
<td>3. Job descriptions for many individuals responsible for programs and services include specific responsibilities related to measuring and improving quality.</td>
<td>2</td>
<td>2.5</td>
<td>4</td>
</tr>
<tr>
<td>4. There is a quality improvement plan.</td>
<td>2</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>5. Customer satisfaction information is routinely used by many individuals responsible for programs and services.</td>
<td>2</td>
<td>2.5</td>
<td>4</td>
</tr>
<tr>
<td>6. When trying to facilitate change, staff has the authority to work within and across program boundaries.</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7. The key decision makers believe quality improvement is very important.</td>
<td>2</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>8. We currently have a pervasive culture that focuses on continuous quality improvement.</td>
<td>2</td>
<td>3</td>
<td>3.5</td>
</tr>
<tr>
<td>9. We currently have aligned our commitment to quality with most of our efforts, policies, and plans.</td>
<td>2</td>
<td>3.5</td>
<td>3.5</td>
</tr>
<tr>
<td>10. We currently have a high level of capacity to engage in quality improvement efforts.</td>
<td>2</td>
<td>2.5</td>
<td>3</td>
</tr>
</tbody>
</table>

**Summary Score (Mean of Questions)**  
2.75  
3.75

### Key

<table>
<thead>
<tr>
<th>Scale</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don’t know</td>
<td>1</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
</tbody>
</table>
Appendix C.  
Current State of Quality Improvement  

Introduction  
The QI maturity tool measures quality improvement (QI) maturity. The QI maturity score corresponds to the Roadmap to an Organizational Culture of Quality Improvement produced by the National Association of County and City Health Officials (NACCHO).

This is 2 of 2 steps of a process to describe our current and desired future states of quality improvement.

Instructions  
1. After completing the QI maturity tool, find QI maturity score in table below.
2. Match QI maturity score to NACCHO Roadmap phase.
3. To identify current state of quality improvement, go to identified phase # in NACCHO Roadmap.
4. Transcribe phase’s “human characteristics” and “process characteristics” to describe current state.

<table>
<thead>
<tr>
<th>QI Maturity Score</th>
<th>Description</th>
<th>NACCHO Roadmap Phases</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2.9</td>
<td>Low QI (no knowledge, not involved, starting to get involved)</td>
<td>1,2</td>
</tr>
<tr>
<td>3.0-3.9</td>
<td>Medium QI (ad hoc QI)</td>
<td>3,4</td>
</tr>
<tr>
<td>4.0+</td>
<td>High QI (Borderline formal QI, formal QI, QI Culture)</td>
<td>5,6</td>
</tr>
</tbody>
</table>

Learn more about this tool  
The National Association of County and City Health Officials (NACCHO) convened LHD staff responsible for leading QI efforts in their agencies across the country, as well as QI consultants who have worked with LHDs. These experts discussed the various points along a spectrum regarding the uptake of QI in LHDs and strategies to move toward a culture of QI. As a result of this meeting in April 2011, the foundation for this Roadmap to a Culture of Quality (the Roadmap) was built, based on real experiences of practitioners in the field. Learn more here: http://qiroadmap.org/culture-to-qi/

See next page for findings on the current state of quality improvement.
## Findings on the current state of quality improvement

**Date administered:** November 2017

<table>
<thead>
<tr>
<th>State</th>
<th>Phase</th>
<th>Human characteristics</th>
<th>Process Characteristics</th>
</tr>
</thead>
</table>
| Current| 4     | • Multiple QI champions and are well known among staff as QI mentors and experts.  
• Formal, in-house QI technical assistance and training are available to staff.  
• Successes are celebrated and lessons-learned are shared with staff.  
• Several staff are embracing QI as a means to improve daily work. | • Some use of data exists, but consistency and reliability issues are present.  
• Data-driven decision-making is used over reactive problem-solving.  
• Use of a formal QI model is well institutionalized in some areas of the agency.  
• Sustainability of progress and improvements made is not consistent.  
• Redundancies and variations in some process are being addressed. |
| Short term | 5 | • Several QI champions exist throughout the agency to mentor staff.  
• Sharing of best practices and lessons-learned is common throughout the agency.  
• Charts, graphs, storyboards, or other visuals illustrating improvement may be displayed throughout organization.  
• The majority of staff understand how and why  
• QI should be used in daily work, and resistance is minimal.  
• Staff continuously use QI tools and techniques to improve work. | • Standardized processes are in place throughout the agency.  
• Progress and outcomes related to QI and strategic goals are reported widely and routinely.  
• Problem-solving and decision-making are data-driven and collaborative throughout organization.  
• Detailed operational plans are being used and linked to agency strategic plan and QI plan.  
• QI plan is fully implemented, evaluated, and revised annually.  
• Customer satisfaction is assessed systematically.  
• A formal performance management system is fully in place.  
• Resources and staff time are consistently allocated for QI.  
• Redundancies and variations in processes are minimized throughout agency |
| Long term | 6 | We ultimately strive towards human and process characteristics described in Phase 6 of NACCHO’s Roadmap to a culture of improvement. | |
Appendix D.
Quality Improvement Council Charter

Quality Improvement Council
Charter (2017)

Public Health Services
Maryland Department of Health

1. PURPOSE OF THE COUNCIL
   1.1. The Quality Improvement Council is a leadership development program that connects public health advocates with skills to build stronger public health systems. Maryland Public Health Services staff who commit to and are selected for this program are henceforth called “Quality Improvement Council members.” Council members who serve a full term will earn demonstrable skills, experience, and an expanded network for enhancing work flow and leadership capacity.
   1.2. The mission of the Quality Improvement Council is to grow a culture of quality improvement in Public Health Services.

2. DEFINITIONS AND ACRONYMS\(^1\)
   2.1. Accreditation. The development and acceptance of a set of national public health department (HD) accreditation standards; the development and acceptance of a standardized process to measure HD performance against those standards; the periodic issuance of recognition for HD that meet a specified set of national accreditation standards; and the periodic review, refining, and updating of the national public HD accreditation standards and the process for measuring and awarding accreditation recognition.
   2.2. Performance Management. Quality improvement is one part of performance management. In practice, performance management actively uses data to improve performance, including the strategic use of performance standards, measures, progress reports, and ongoing quality improvement efforts to ensure an agency achieves desired results.
   2.3. Plan-Do-Study-Act (PDSA). PDSA is an iterative four-stage problem-solving model for improving a process or carrying out change. Three fundamental questions associated with PDSA are: what are we trying to accomplish? How will we know that a change is an improvement? What changes can we make that will result in improvement?
   2.4. Quality Improvement (QI). The use of a deliberate and defined improvement process that is focused on activities that are responsive to community needs and improving population health. It refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve the health of the community.
   2.5. QI Plan. Maryland Public Health Services’ roadmap to doing better. Updated annually.
   2.6. QI Council. The QI Council is a leadership development program that connects public health advocates with skills to build stronger public health systems. The mission of the QI Council is to grow a culture of quality improvement in Public Health Services.
   2.7. QI Council Member. A QI Council Member develops and executes the QI Plan, QI work plan, and QI projects.
   2.8. QI Advocate. QI Advocates are staff on a listserv who receive periodic updates related to QI on latest news in MDH PHS and Maryland, tools and trainings, and best practices.
   2.9. QI Specialist. The QI Specialist is responsible for the QI Plan, QI work plan, and QI projects. This person operates the QI work plan, facilitates communication between the Steering Committee and QI Council members, and prepares PHAB documentation relating to QI.

2.10. QI Steering Committee. The Steering Committee guides the vision of the QI Council. The steering committee serves as Chair of the QI Council.

3. OVERSIGHT
3.1. The QI Steering Committee oversees the QI Council and their work plan. The Steering Committee cultivates a foundation for success for QI. The Steering Committee comprises of leadership from the Office of the Secretary and Division of Public Health Services.

4. ORGANIZATION OF QI COUNCIL
4.1. Appointment
4.1.1. The Council shall consist of no less than three (3) and no more than 25 members. A vacancy shall not prevent the Council from conducting business.
4.1.2. Maryland MDH PHS staff must apply to be considered for the Council. Selection will be based on a set of criteria:
   4.1.2.1. Completion of application
   4.1.2.2. Staff of Maryland MDH PHS
   4.1.2.3. Match in Council goals and applicant interests
   4.1.2.4. Diversity of overall Council
4.1.3. The Council recognizes the importance of diversity in membership. The Council will look for representation based on:
   4.1.3.1. MDH PHS administration
   4.1.3.2. Staffing level (e.g., management, coordinator, administrative support)
4.1.4. Council members will receive a letter of acceptance.

4.2. Requirements
4.2.1. All members of the Council shall serve on a voluntary basis without compensation.
4.2.2. All must maintain employment with MDH PHS.
4.2.3. Council members shall serve for two-year terms. This does not preclude any leader from being reappointed. There is no maximum appointment.
4.2.4. Members who receive a letter of acceptance must confirm their role by submitting the QI Advocate pledge.
4.2.5. The Council has the right to remove Council leaders for good cause shown.
4.2.6. Automatic removal results when a member fails to attend a minimum of 75% of Council meetings in a calendar year without reasonable excuse presented in written form and accepted by the Council Chair.

4.3. Rotation
4.3.1. Members of the Council will serve in staggered terms.

4.4. Positions
4.4.1. The positions within the Council are flexible and scalable to needs and resources. The Chair may evaluate needs and make decisions accordingly.
4.4.2. The Chair and Deputy Chair positions will be filled by Steering Committee members. The Steering Committee has oversight of the Council.
4.4.3. Each position’s responsibilities will be outlined by each Council.

5. MEETINGS
5.1. A quorum for the purpose of holding a Council full group meeting shall consist of not less than three (3) Council members.
5.2. As schedules and space permits, Council meetings will be held at the Maryland MDH Preston Street campus. Meetings should be attended in person.
5.3. Council meetings shall be held at a frequency agreed upon by the Council members.
5.4. Written notice of the starting time, date, and location of each Council meeting shall be delivered, mailed, or electronically sent to each member no less than seven (7) calendar days before each meeting.

6. VOTING AND DECISION MAKING
6.1. Council members should seek consensus first.
6.2. If consensus cannot be reached, the Council shall cast votes. Each member has one vote per decision. Voting can be obtained in person or in writing. When voting, decisions shall be made via majority.

7. GUIDING PRINCIPLES
7.1. The Council will ground its work on QI methodology (i.e., PDSA) and employ QI tools to understand and improve processes and outcomes.
7.2. The Council’s decisions will be data-driven and evidence-based, but it will also use and respect people’s knowledge and experience.
7.3. The Council will facilitate processes that will be transparent and inclusive.
7.4. The Council will foster engagement and accountability within project teams.
7.5. The Council will focus on learning and improvement over judgment and blame, and value prevention over correction.

8. MEETING SUMMARIES
8.1. Meeting summaries are to be submitted within 7 days of each project’s meeting.

9. RESPONSIBILITIES & WORK PLAN.
9.1. Annually, Council members will update the work plan.
9.2. The work plan will be guided by the following elements, delineated by NACCHO²:
   9.2.1. Leadership Commitment
   9.2.2. QI Infrastructure (including finalizing a QI Plan)
   9.2.3. Employee Empowerment and Commitment
   9.2.4. Customer Focus
   9.2.5. Teamwork and Collaboration (including actively participating in QI project)
   9.2.6. Continuous Process Improvement
9.3. While the Steering Committee is responsible for “Leadership Commitment”, the Council holds responsibility for all other elements of the work plan.

---
Appendix E. Work Plan

The goals & objectives below reflect modified themes & strategies from the Roadmap\textsuperscript{iii}, phase 4.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Objective</td>
</tr>
<tr>
<td>1 Leadership commitment Communicate importance and value of QI.</td>
<td>By Dec 31, 2017, leaders assess the current organizational culture.</td>
</tr>
<tr>
<td></td>
<td>By Dec 31, 2017, update culture of quality and future desired state in QI Plan.</td>
</tr>
<tr>
<td></td>
<td>By Dec 31, 2016, set meeting to communicate to governing entities urgency for and benefits of QI.</td>
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<tr>
<td></td>
<td>By March 30, 2017, update work plan with proposed activities from each Roadmap theme.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Objective</td>
</tr>
<tr>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td><strong>Employee Empowerment and Commitment</strong></td>
<td>By December 31, 2018, comm. QI activities to Dep. Secretary.</td>
</tr>
<tr>
<td></td>
<td>By Dec 31, 2018, communicate with QI Advocate listserv</td>
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<tr>
<td></td>
<td>By March 16, 2018, nominate the 2017 QI project teams for MDH Employee/Team Recognition Awards.</td>
</tr>
<tr>
<td></td>
<td>By December 31, 2018, establish formal process to orientation and training of new PHS staff in PM/QI.</td>
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<td></td>
<td>By December 31, 2018, enhance mechanism for staff to identify quality concerns as aligned with the strategic plan.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Objective</td>
</tr>
<tr>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td>3) QI Infrastructure</td>
<td>Institutionalize QI into structure.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Objective</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4 Customer Service***</td>
<td>Seek and use feedback from customers.</td>
</tr>
<tr>
<td></td>
<td>By December 31, 2018, establish a standardized, department-wide process</td>
</tr>
<tr>
<td></td>
<td>for assessing customer satisfaction.</td>
</tr>
<tr>
<td></td>
<td>By December 31, 2018, report results of customer satisfaction assessment</td>
</tr>
<tr>
<td></td>
<td>to stakeholders.</td>
</tr>
<tr>
<td>5 Teamwork and Collaboration</td>
<td>Lead QI Projects</td>
</tr>
<tr>
<td></td>
<td>By January 2018, identify ideas for QI projects from each administration.</td>
</tr>
<tr>
<td></td>
<td>By January 2018, prioritize QI projects.</td>
</tr>
<tr>
<td></td>
<td>By February 2018, produce one project charter per QI project.</td>
</tr>
<tr>
<td></td>
<td>By December 31, 2018, produce meeting summary per meeting.</td>
</tr>
<tr>
<td></td>
<td>By December 31, 2018, each team produces 1+ Project Tracker</td>
</tr>
<tr>
<td>Strategy</td>
<td>Objective</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Continuous Process Improvement</strong></td>
<td>Provide periodic training</td>
</tr>
<tr>
<td>By December 31, 2018, offer QI Orientation.</td>
<td>By December 31, 2018, offer QI Orientation.</td>
</tr>
<tr>
<td></td>
<td>By December 31, 2018, QI Council monitors improvements and works with leaders to document and standardize processes throughout PHS.</td>
</tr>
<tr>
<td></td>
<td>By April 2, 2018, QI council will contribute to the evidence base of</td>
</tr>
<tr>
<td>Strategy</td>
<td>Objective</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>public health at a national conference (Open Forum).</td>
<td></td>
</tr>
</tbody>
</table>

**KEY**

* Entity Responsible (C = Steering Committee, S = QI Specialist, M = Members)
** Overlaps with other theme / goal
*** No recommendations, draws from next phase

**QI Council Members**

**2017-2019 Cohort:** Amanda Driesse, Amber Starn, Dawn Zulauf, Elizabeth Vaidya, Kimberly Boston, Mallory Canami, Maura Dwyer, Onyekachukwu Anaedozie, Rachel Michael, Reshma Bhattacharjee, Robert Durr, Sharein Greene, Sharell Myers

**2018-2020 Cohort:** Christen Barbieri, Maggie Kunz, Kristin McMenamin, Temi Oshiyoye, Genevieve Polk, Bhoghkumarie Reena Rambharat, Monique Wilson

E: This work plan will be evaluated by examining each objective using the following questions:

- What is the progress towards achievement of target in Work Plan?
- What are efficiencies and effectiveness obtained?
- What were lessons learned?
- How was customer/stakeholder satisfaction?
- How might reports on progress be used to revise and update the QI plan?
Appendix F.
Plan Sustainability Checklist

Developing systems to sustain the gains from your plan requires ongoing effort. Maintaining these systems assures that all of your hard work pays off in the long run. Use this checklist to assist you in sustaining the agency’s Quality Improvement Plan (QI Plan). Each task includes activities that support achievement of the task.

- **We have a team** responsible for QI plan implementation, achievement of goals and objectives, and facilitating communication to leaders, staff, and clients about agency performance. Ideally, this will be a QI Council or other QI oversight body.
  - Who is/will be the QI process owner(s)?
  - What are their specific responsibilities in sustaining the QI plan?

- **Our senior leaders are involved in keeping everyone focused on improving performance**. They are knowledgeable about the QI plan and communicate about its importance and results of implementing the QI plan at staff meetings, as well as informally day-to-day.
  - What information is needed to keep leaders informed about the QI plan?
  - How will it be communicated? How often?
  - What will we ask leadership do to keep our agency focused on improving performance?

- **We make sure our systems and processes are independent of the people involved** by providing relevant ongoing training, making this training part of our new employee orientation, adding relevant roles and responsibilities to job descriptions, considering requirements in the hiring process, and cross-training staff for roles related to the QI plan.
  - What training is needed?
  - Who will assist the process owner with ensuring training needs are met?
  - What job descriptions and work plans need to be updated?
  - Who needs to be cross-trained for critical roles?
  - How will your hiring process be altered?

- **We create, adapt, or use existing tools** (i.e. checklists, visual aids, policies and procedures, etc.) to make it easier for everyone to follow the new procedures and systems we established through QI projects.
  - What tools should be created or adapted?
  - Who will create and adapt needed tools?
  - How will the information be communicated to staff?

- **We continuously monitor QI plan goals, objectives, and performance measures** in order to know for ourselves: “Are our QI projects working? Are we seeing improvements?” Once our targets are reached for one goal, we shift to an auditing mode (decreasing the frequency and quantity of data collected) so that data collection is easier to sustain. Then we address other goals, objectives, and performance measures in the QI plan.
  - What are the “vital few” measures that will be tracked? What data no longer needs to be collected?
  - How often will the data be collected (should be “just enough”)?
  - Who will continue to collect the data?
  - How will the results be reported to management?

- **We celebrate our success with all of our staff.**
  - How will the successes be celebrated?
  - What are good milestones to celebrate the successes (e.g., six-month/one year anniversary, 100 days above goal, etc.)?

- **We communicate our improvements to our clients or stakeholders** to involve them in sustaining a focus on performance and improvements made through QI projects, and create additional accountability.
  - What will be communicated to our clients/customers?
  - How will the information be communicated?
  - Who will assist the process owner with developing communication materials?
  - When will the information be communicated?
Appendix G.
Technical Assistance Request

Ideas for QI projects and requests for resource referrals, technical assistance, or project management can all be submitted through the online “QI Project – Suggestion Form.” The form asks the following questions:

1. What is your first and last name?
2. What is your email address?
3. Please select your administration?
4. Describe the current process. What is the problem? How are things currently done?
5. Is this process stable?
6. There are measurable results to the process that I identified.
7. What is your idea? What changes can we make to the process that will result in an improvement? (What is your hypothesis?)
8. Opportunity exists to influence change.
9. How will you know that a change is an improvement? (How will you measure success?)
10. The process I identified is part of a required service: A) Mandate (legal), B) Accreditation, C) Impacts core/ foundational services, or D) tracked by State Health Improvement Process and/or Managing For Results.
11. The issue I identified requires the following resources: A) existing personnel, B) existing budget, or C) new personnel/ budget.
12. The issue I identified has the following public health impact:
13. Please provide any further comments below, as needed.
### Appendix H. Prioritization Matrix

How to Complete the Project Prioritization Matrix:

1. Write the project name.
2. Evaluate the project against the first criteria.
3. Based on how well the project fits that criteria, identify the project’s score.
4. Multiply score by weight.
5. Write the resulting number, the “weighted value”, into the box for that project & criteria.
6. Repeat steps 1-6 for each criteria.
7. Write the sum of that project’s column in the corresponding “total project score” cell.
8. Repeat steps 1-8 for each project.

The project with the highest total project score is your top priority project. Learn more here: [http://oqi.wisc.edu/resourcelibrary/uploads/resources/Project_Prioritization_Guide_v_1.pdf](http://oqi.wisc.edu/resourcelibrary/uploads/resources/Project_Prioritization_Guide_v_1.pdf)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Scoring values</th>
<th>Weight</th>
<th>Project A</th>
<th>Project B</th>
<th>Project C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The process is stable.</td>
<td>1: Yes 0: No 0: I’m not sure</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 There are measurable results to the process that I identified.</td>
<td>1: Yes 0: No 0: I’m not sure</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Opportunity exists to influence change.</td>
<td>1: Yes 0: No 0: I’m not sure</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 The process I identified is part of a required service: A) Mandate (legal), B) Accreditation, C) Impacts core/ foundational services, or D) tracked by State Health Improvement Process and/or Managing For Results.</td>
<td>1: Any of the above is true 0: None are true</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 The issue I identified requires the following resources: A) existing personnel, B) existing budget, or C) new personnel/ budget.</td>
<td>1: None are true 0: Any of the above is true</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 The issue I identified has the following public health impact: A) Risk mitigation and/or B) health improvement</td>
<td>1: Any of the above is true 0: None are true</td>
<td>1</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Total project score ➔
Appendix I. Project Packet

Worksheet 1: Project Charter
This “QI Team Charter” is your team’s roadmap. The team charter will evolve over the course of your project, and you will not be able to complete the entire document before beginning your project. Complete as much as you can, revise it as you obtain more information. Save updated versions to chronicle your efforts.


1. What is your team’s name?

2. What is today’s date?

3. Who’s on your team? [name, administration]
   a.
   b.
   c.
   d.
   e.

4. Who’s the team’s leader? (i.e., sets meeting agenda, engages all team members)

5. Who’s the team’s deputy leader? (i.e., coordinates meeting, takes meeting notes, back up to leader)

6. Who owns the improvement process? [check one]
   __ Deputy Secretary  __ LHDs  __ OPHI  __ Anatomy
   __ OCSA  __ OPR  __ VSA  __ OCME
   __ PHPA  __ Labs  __ OHCQ  __ Chronic Hospital
   __ Other: (please specify) ________________________________

7. What is your current AIM statement?
   a. An opportunity exists to:
   b. Beginning with:
   c. And ending with:
   d. This effort should improve:
   e. For the:
   f. This process is important to work on now because:
   g. The baseline measurement is defined as the following metric:

8. What are the top root causes that you’ve identified?
   a.
   b.

9. What is/are your improvement theories?
   a. If…
      Then…
   b. If…
      Then…
10. How do you measure success?

11. Who are your internal customers?
   a. 
   b. 
   c. 

12. Who are your external customers?
   a. 
   b. 
   c. 

13. How will you communicate with your internal customers?
   a. What:
   b. When
   c. How/ Where:

14. How will you communicate with your external customers?
   a. What:
   b. When
   c. How/ Where:

15. Within what boundaries/ scope do you work? What are assumptions, constraints, or obstacles? (e.g., piloting project with Labs)

16. What is your PDSA timeline? [state date & activity]
   a. Plan:
   b. Do:
   c. Study:
   d. Act:

17. What (approximate) dates do you plan to meet?
   a. 
   b. 
   c.
Worksheet 2: Project Tracker

The health department must document implementation of quality improvement activities and the health department’s application of its process improvement model. The PowerPoint template outlines one slide per part 9.2.2 and captures actions taken: https://drive.google.com/open?id=17QVBwI0TRW3-sVQIOEYWF7MGD3MDN5rb_wJqrxxsBaw.

Below is what the first 6 slides of the template look like:
Worksheet 3: Project Evaluation
This document captures how the project team evaluated their QI Project.

- Project Title: TBD
- Duration: TBD – TBD
- Date updated: TBD

<table>
<thead>
<tr>
<th>#</th>
<th>PHAB measure part</th>
<th>Staff involved</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>How staff problem- solved and planned the improvement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>How staff selected the problem/process to address and described the improvement opportunity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>How they described the current process surrounding the identified improvement opportunity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>How they determined all possible causes of the problem and agreed on contributing factors and root cause(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>How they developed a solution and action plan, including time-framed targets for improvement,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>What the staff did to implement the solution or process change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>How staff reviewed and evaluated the result of the change, and how they reflected and acted on what they learned</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Other activities and products that resulted from implementation of the plan</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This work plan will be evaluated by examining each objective using the following questions:

- What is the progress towards achievement of target in Work Plan?
- What are efficiencies and effectiveness obtained?
- What were lessons learned?
- How was customer/stakeholder satisfaction?

How might reports on progress be used to revise and update the QI plan?
Worksheet 4: Storyboard

**Plan**
Identify an opportunity and plan for improvement

1. **Get started.**
   - Problem: There is a need for [TEXT HERE]
   - This problem was identified and prioritized because:
     1. PDSA ready (stable process)
     2. Required resource (aligns with strategic plan)
     3. [TEXT HERE]

2. **Assemble team.**
   - Roles & responsibilities:
   - QI team: Brainstorm current process, root causes of problem, and solutions.
   - [TEXT HERE]: Facilitate testing the theory and making change.

3. **Examine current process.**
   - Internal and External Stakeholders:
     - [TEXT HERE]
     - [TEXT HERE]
     - [TEXT HERE]

4. **Identify root causes.**
   - Major, actionable root causes include:
     1. [TEXT HERE]
     2. [TEXT HERE]

5. **Develop improvement theory.**
   - If...
     - [TEXT HERE]
   - ...then
     - [TEXT HERE]

**Do**
Test the theory for improvement

6. **Test theory. Make change!**
   - Staff implemented process changes by doing the following:
     - [TEXT HERE]
     - [TEXT HERE]

**Study**
Use data to review results.

7. **Study the results.**
   - Staff reviewed and evaluated result of change and reflected on lessons learned. A comparison of response rates suggests that our change let to
     - [TEXT HERE]

**Act**
Standardize the improvement and establish future plans.

8. **Adopt, adapt, or abandon.**
   - [TEXT HERE]
   - [TEXT HERE]

9. **Establish future plans.**
   - [TEXT HERE]
   - [TEXT HERE]
Appendix J. Communications Plan

Quality Improvement Council
Maryland Department of Health and Mental Hygiene
Public Health Services Division

2018
Version 1.2
Last Updated: 1/11/2018

Introduction
The Quality Improvement Council uses emerging and traditional communication channels to engage in a dialogue and further the reach of quality improvement. Quality improvement has the potential to produce public health processes that respond to community needs and improve population health (PHAB definition). This document is adapted from:

- Maryland Responds Identity Kit

Staffing and implementation
The QI Specialist executes logistics and outlines operations. As members are interested and available, QI Council members will assist with communications logistics and operations. Our communication channels tap into partners and governing entities such as:

- MD Office of Communications
- Local health department quality improvement programs
- National quality improvement listservs

Monitoring and Evaluation
Ongoing monitoring and evaluation (M&E) is an integral component of our overall strategy. The QI Council conducts process monitoring to determine the degree to which we meet our objectives. We evaluate each activity using the following questions:

1. Did we reach our intended audience?
2. Did we accomplish the task we set out to do?
3. Was there appropriate return on investment?
4. Does this incorporate our brand?

Future Directions

1. Quality improvement will be applied to improve on this communications plan where needed.
2. Quality improvement will be applied to improve upon our communication tasks where needed.
3. Feedback from the Quality Improvement Council will also be incorporated to improve this Plan.
The P.O.S.T. Method

PEOPLE: Who are we trying to reach?
Our services target programs under the umbrella of Public Health Services, including:

- Controlled Substances
- Prevention and Health Promotion
- Local Health Departments
- Preparedness and Response
- Population Health
- Vital Statistics
- Laboratories
- Health Care Quality
- Anatomy
- Medical Examiners
- Chronic Hospitals

OBJECTIVES: What are we trying to accomplish?
The mission of this plan is to regularly communicate quality improvement activities conducted in the health department. The following objectives help us to meet the needs of our target audience:

1. Expand visibility of the practice of the Quality Improvement Council to Public Health Services.
2. Increase knowledge of quality improvement to Public Health Services.

STRATEGY: How do new and tradition tools support our objectives?
- To best meet our audiences’ information needs, we use the following strategies:
  - Disseminate, repurpose, and promote quality improvement information and encourage individuals to personalize and share information; this extends the reach of quality improvement messages to broader audiences and gives those messages peer-to-peer credibility.
  - Serve as a catalyst to foster new, innovative collaborations by helping different administrations, PHS initiatives, DHMH initiatives, and other activities coordinate their communication efforts.

TECHNOLOGY: What are the most appropriate tools to use?
The Quality Improvement Council uses multiple communication vehicles and approaches to reach target audiences and accomplish our objectives. Through our communication strategy, we disseminate and promote a variety of information (see table, “Which tools do we use to disseminate information?”).

Our primary focus is on tools and channels with the highest return on our investment and greatest insights into the needs of Public Health Services. See next section for detailed table. Our criteria for selecting these tools and channels are the following:

- Has a large number of critical mass individuals from our target audience;
- Responds to an expressed information need; and/or
- Provides a significant opportunity to engage with our audiences
**Communication Tools We Use**

We use some tools and channels on a secondary basis to communicate about selected pieces of information

---

Join the movement for quality improvement!

### Which tools do we use to disseminate information?

<table>
<thead>
<tr>
<th>TOOLS</th>
<th>Knowledge (e.g., what is quality improvement, tools, news)</th>
<th>Council recruitment</th>
<th>Training announcements</th>
<th>Best practices (e.g., story boards)</th>
<th>Activities (progress reports, annual reports)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRIMARY FOCUS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>QI Advocate Listserv</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Council meeting</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>PHS Directors Meeting</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Event/ Other Meeting</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Reports</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Email</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Phone call</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SECONDARY FOCUS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SHIP Newsletter</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Facebook</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---


**Branding Guide**
The branding guide serves as a resource to help promote and build awareness of the Quality Improvement Council.

**Key messages**

<table>
<thead>
<tr>
<th>Message type</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positioning statement</td>
<td>The Quality Improvement Council is a leadership development program that connects public health advocates with skills to build stronger public health systems. Our mission is to grow a culture of quality in Public Health Services.</td>
</tr>
<tr>
<td>Core messaging themes</td>
<td>How can we do better? Not all change is an improvement, but all improvements require change.</td>
</tr>
<tr>
<td>Tagline</td>
<td>Join the movement for quality improvement.</td>
</tr>
</tbody>
</table>

**Color Palette**

<table>
<thead>
<tr>
<th>Color</th>
<th>Sample</th>
<th>HEX-Code</th>
<th>RGB</th>
<th>CMYK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>#993333</td>
<td>153/51/51</td>
<td>0/67/67/40</td>
<td></td>
</tr>
<tr>
<td>Gold</td>
<td>#FBBAD1</td>
<td>251/173/24</td>
<td>0/31/90/2</td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>#060808</td>
<td>6/8/8</td>
<td>25/0/0/97</td>
<td></td>
</tr>
</tbody>
</table>

**Typography**
Typefaces have unique characteristics that help communicate specific messages. The official typeface of the QI Council identify is Calibri Light.

**Images**
The QI Council uses a set of graphic marks to incite instant public recognition.

<table>
<thead>
<tr>
<th>Image</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Image" /></td>
<td>Quality Improvement Advocates</td>
</tr>
<tr>
<td><img src="image2.png" alt="Image" /></td>
<td>Quality Improvement Council</td>
</tr>
<tr>
<td><img src="image3.png" alt="Image" /></td>
<td>Steering Committee (of Quality Improvement Council)</td>
</tr>
</tbody>
</table>
## Action Plan (2017)

<table>
<thead>
<tr>
<th>#</th>
<th>Date</th>
<th>Content/Information</th>
<th>Target Audience</th>
<th>Tool</th>
<th>M&amp;E (See below table)</th>
<th>Need QI?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>11/16/17</td>
<td>QI Orientation (Importance of QI, Where we are, QI Council)</td>
<td>Steering Committee (Administration Directors)</td>
<td>PHS Directors Meeting</td>
<td>1. Partially, not all were in attendance. 2. Yes 3. Yes 4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>2.</td>
<td>11/29/17</td>
<td>Start the conversation with staff about QI; QI Roadshows available to schedule</td>
<td>Steering Committee (Administration Directors)</td>
<td>Email – Sent by QI Specialist</td>
<td>1. Partially, not all have responded to email 2. In part 3. Yes 4. Yes</td>
<td>Continue to follow up with emails and phone calls</td>
</tr>
<tr>
<td>3.</td>
<td>12/8/17</td>
<td>Reminder: Start the conversation with staff about QI; QI Roadshows available to schedule</td>
<td>Steering Committee (Administration Directors)</td>
<td>Email – Sent by QI Specialist</td>
<td>1. Partially, not all have responded to email 2. In part 3. Yes 4. Yes</td>
<td>Continue to follow up with emails and phone calls</td>
</tr>
<tr>
<td>4.</td>
<td>12/11/17</td>
<td>QI Train-the-Trainer, Pre-training Webinar</td>
<td>QI Council QI Advocates, including LHDs</td>
<td>Webex</td>
<td>1. Yes 2. Yes 3. Yes 4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>5.</td>
<td>12/18/17</td>
<td>Storyboard (FIMR) posted to public website (MDH OPHI QI)</td>
<td>Public</td>
<td>PDF</td>
<td>1. Yes 2. Yes 3. Yes 4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>8.</td>
<td>1/8/18</td>
<td>QI Council application, QI project idea suggestion form, and QI advocates sign up</td>
<td>All staff</td>
<td>Email</td>
<td>1. Yes 2. Yes 3. Yes 4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>#</td>
<td>Date</td>
<td>Content/ Information</td>
<td>Target Audience</td>
<td>Tool</td>
<td>M&amp;E (See below table)</td>
<td>Need QI?</td>
</tr>
<tr>
<td>----</td>
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<td>--------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>9</td>
<td>1/8/18</td>
<td>QI Advocate Blast, including QI Council application, QI project suggestion form, and QI advocates announcement</td>
<td>All staff, including LHDs</td>
<td>Email</td>
<td>1. Yes   2. Yes   3. Yes  4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>10</td>
<td>1/10/18</td>
<td>QI Orientation (Importance of QI, Where we are, QI Council)</td>
<td>PHPA</td>
<td>PowerPoint</td>
<td>1. Yes   2. Yes   3. Yes  4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>11</td>
<td>1/10/18</td>
<td>QI Orientation (Importance of QI, Where we are, QI Council)</td>
<td>Health Officer Round Table (LHDs)</td>
<td>PowerPoint, Webex</td>
<td>1. Yes   2. Yes   3. Yes  4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>12</td>
<td>1/11/18</td>
<td>QI Orientation (Importance of QI, Where we are, QI Council)</td>
<td>OPR, LHDs</td>
<td>PowerPoint, Webex</td>
<td>1. Yes   2. Yes   3. Yes  4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>14</td>
<td>1/12/18</td>
<td>QI Orientation (Importance of QI, Where we are, QI Council)</td>
<td>Chronic Hospitals</td>
<td>PowerPoint, in person meeting</td>
<td>1. Yes   2. Yes   3. Yes  4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>15</td>
<td>1/19/18</td>
<td>Updates to leadership about QI, strategic planning, performance management, and workforce</td>
<td>Steering Committee (Administration Directors, including Deputy Secretary)</td>
<td>PowerPoint, in person meeting</td>
<td>1. Yes   2. Yes   3. Yes  4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>16</td>
<td>1/22/18</td>
<td>Meeting with ASTHO/ PH WINS and Steering Committee (Deputy Secretary) to discuss workforce/ QI</td>
<td>ASTHO/ PH WINS Steering Committee QI Specialist</td>
<td>Phone call</td>
<td>1. Yes   2. Yes   3. Yes  4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>17</td>
<td>1/22/18</td>
<td>Resource referrals (QI readings) and reminder about Train-the-Trainer</td>
<td>LHDs QI Council</td>
<td>Email</td>
<td>1. Yes   2. Yes   3. Yes  4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>#</td>
<td>Date</td>
<td>Content/Information</td>
<td>Target Audience</td>
<td>Tool</td>
<td>M&amp;E (See below table)</td>
<td>Need QI?</td>
</tr>
<tr>
<td>----</td>
<td>----------</td>
<td>-------------------------------------------------------------------------------------</td>
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<td>----------</td>
</tr>
<tr>
<td>18</td>
<td>1/24/18</td>
<td>QI Council – Acceptance Letters</td>
<td>All staff, including LHDs</td>
<td>Email Letterhead</td>
<td>1. Yes 2. Yes 3. Yes 4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>19</td>
<td>1/29/18</td>
<td>QI Train-the-Trainer training</td>
<td>QI Council LHDs</td>
<td>PowerPoint Lecture Workshops Exercises Readings</td>
<td>1. Yes 2. Yes 3. Yes 4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>20</td>
<td>1/30/18</td>
<td>QI Train-the-Trainer training</td>
<td>QI Council LHDs</td>
<td>PowerPoint Lecture Workshops Exercises Readings</td>
<td>1. Yes 2. Yes 3. Yes 4. Yes</td>
<td>No</td>
</tr>
<tr>
<td>21</td>
<td>1/30/18</td>
<td>Resource Referrals of technical assistance powerpoints – email with participant developed TTT PPT</td>
<td>QI Council LHDs</td>
<td>Email</td>
<td>1. Yes 2. Yes 3. Yes 4. In progress</td>
<td>No</td>
</tr>
</tbody>
</table>

Evaluation questions:
1. Did we reach our intended audience?
2. Did we accomplish the task we set out to do?
3. Was there appropriate return on investment?
4. Does this incorporate our brand?
References

18 Frederick County Health Department. (2016). Frederick County Health Department Quality Improvement Plan FY2017-2020.