

Public Health Performance Management Centers for Excellence

QUALITY IMPROVEMENT STORYBOARD

LOCAL TRIBE/HEALTH DEPARTMENT NAME: Kittitas County Public Health Department (KCPHD)
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SIZE: 17.8 FTE
POPULATION SERVED: 42,100
PROJECT TITLE: Strategic Plan Revision and Implementation



PLAN

Identify an Opportunity and Plan for Improvement

1. Getting Started

At the beginning of this project, KCPHD had an outdated strategic plan that was not being effectively implemented or monitored. We needed to create a new plan that aligns with Public Health Accreditation Board (PHAB) standards and has an effective monitoring system for data related to implementation.

2. Assemble the Team

Although the department's management team and assessment coordinator led the project, all of KCPHD staff, as well as other stakeholders, were involved in the creation and revision of the strategic plan.

3. Examine the Current Approach

We reviewed the 2011-2014 strategic plan and determined there were many changes that needed to happen in order to make our strategic plan PHAB compliant. We wanted stakeholder feedback in order to create new and relevant strategic initiatives. We also needed an implementation plan with measurable objectives that could be easily monitored. We then focused on determining the QI tools that would help us create and prioritize our strategic initiatives.

4. Identify Potential Solutions

We identified NACCHO's Strategic Planning Guide to help create a strategic plan that adhered to PHAB

standards and aligned with the CHIP and our QI plan. We identified QI tools that would help us define our new strategic initiatives: brainstorming, affinity diagrams, and prioritization matrices.

5. Develop an Improvement Theory

We decided that once our new strategic initiatives had been determined, we would use logic models to pull out the measurable objectives and define the action items that would be monitored for implementation progress. Strategic plan action items would be monitored for completion through project management software or tool that includes a virtual dashboard for easy tracking of progress.

DO

Test the Theory for Improvement

6. Test the Theory

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis helped us to identify all of the elements that may be helping or hindering our department's progress. We used brainstorming and affinity diagrams to organize ideas from both management team and staff into areas that aligned with the PHAB standards. We outlined ten overall themes that were translated into goal statements. Several prioritization exercises were completed with staff and stakeholder groups. The prioritization led us to our top five priority strategic initiatives. We then used logic models for each of the

strategic initiatives in order to determine measurable objectives and action items.

STUDY

Use Data to Study Results of the Test

7. Study the Results

Our strategic plan is completed in alignment with PHAB standards, the CHIP, and our QI plan. We are currently developing an online strategic plan monitoring database on our county's intranet. Once it is finalized, it will be able to generate progress reports and supply information to our overall performance management dashboard.

ACT

Standardize the Improvement and Establish Future Plans

8. Standardize the Improvement

Quarterly progress reports will be generated to determine the effectiveness of our monitoring system and the efficacy of our plan.

9. Establish Future Plans

We are hoping to eventually share this with the public and our community partners through an online forum.