Standards for Public Health in Washington State: 2005 Performance Assessment Report DOH State Programs Report for: Wastewater Management Program

The Standards and the 2005 Performance Assessment

Thank you for participating in the performance assessment of the Standards for Public Health in Washington State. The intent of the Standards is to provide an overarching measurement framework for the many services, programs, legislation, and state and local administrative codes that affect public health. The Washington State Standards for Public Health Performance address all 10 Public Health Essential Services and crosswalk directly to the Centers for Disease Control and Prevention (CDC) Standards for Performance.

The Washington standards and measures exemplify the national goals for public health performance measurement and development of standards—quality improvement, accountability, and science. Points to remember when looking at the reports include:

- The Standards articulate a higher level of performance, often described as stretch standards, not a description of the system as it is performing currently.
- The Standards reflect an improvement cycle; results of the performance assessment should be used to target areas for improvement.

This Report

The site reviews again demonstrated the incredible commitment, creativity and hard work of the people in the public health system. This report is specific to your program and is intended to give you feedback about the materials you provided as a demonstration of how you met each measure. However, before describing the details that are in the report, we want to summarize overall observations regarding your organization's strengths and opportunities for improvement as observed during the site review.

Strengths

- The use of performance measures and reporting mechanisms to track the work of the program
- The stakeholder process represented in the RDC, including the use of the internet to make the process and status of the work transparent to all, the analysis of the cost/benefit of the proposals, the report itself which provides clear documentation of current practice/proposed changes/effect of changes, and the minority opinions and the after-action report with many valuable lessons learned about managing a large public process

Areas for Improvement

- Develop methods of tracking waterborne illnesses and failing LOSS (both discussed in the cost/benefit paper, but lacking trended data)
- Develop a LOSS enforcement procedure manual for DOH operations and for those LHJs that have contracted LOSS responsibilities

The Performance Assessment Approach

The performance assessment included all 35 local health jurisdictions (LHJs) in the state and 26 Department of Health (DOH) program sites selected by DOH for evaluation. Each site was asked to complete a self-assessment tool and to prepare for an on-site visit by organizing the documentation supporting the self-assessment on each measure.

For this cycle of assessment there were two new aspects that were not part of the 2002 Baseline Evaluation; the selection of specific environmental health and prevention and promotion programs for more in-depth review at the local LHJ level, and the evaluation of the new Proposed Administrative Standards and Measures. This expansion of the scope of the assessment was addressed through the training and use of internal DOH and LHJ reviewers working under the supervision of the external consultants.

During the DOH state site review, an independent consultant and an internal LHJ reviewer evaluated the documents and scored the measures. When the reviewer had questions regarding the documentation, an informal interview was conducted with the appropriate manager or staff person. In addition, potential exemplary practice documentation was requested from each site. The on-site reviews concluded with an exit interview in which general strengths and opportunities for improvement were discussed, and feedback on the Standards and assessment process was obtained. All of this information has been compiled into a system-wide report, with recommendations regarding the next steps for the system.

Results of the Site Review

The attached report is organized to follow the Standards format. The Standards have five topic areas (please note that these are <u>not</u> necessarily synonymous with program areas, there are organization-wide measures to be found in each of them). Within each of these five topic areas, four to five standards are identified for the entire governmental public health system. For each standard, specific measures are described for state level programs. For DOH sites, a Matrix was used to identify which measures were applicable to each specific program. Only the applicable measures were evaluated for performance. This report provides detailed results for just those measures that were applicable to the program.

Administrative Standards Results: For the Proposed Administrative Standards, this evaluation cycle was to evaluate the measures themselves and not to report site specific performance. The results of our evaluation of these standards and measures are at the system level only therefore, this report does not contain any results for the Proposed Administrative standards.

Comparability to the 2002 Baseline results: Due to the major revisions in the environmental health topic area of standards, none of the 2005 EH topic area results can be compared to the

results of the 2002 Baseline. All the results in the four other topic areas should be considered comparable for DOH program sites.

The topic areas of the standards are often referred to with the following acronyms:

- Assessment = AS
- Communicable Disease = CD
- Environmental Health = EH
- Prevention and Promotion = PP
- Access = AC

This report provides you with the following information:

- *For all measures*: a table listing all the measures with the performance designation to serve as a quick reference tool in identifying the measures that demonstrated performance, those scored as a partial, and those that did not demonstrate performance against the measure.
- *For each measure* (we have not repeated these in the report in order to reduce the number of pages, but have grouped them under their overarching standard): the *score* assigned by the reviewer:
    - 2 = demonstrates the measure,
    - 1 = partially demonstrates the measure,
    - 0 = does not demonstrate the measure,
    - 8 = not applicable,
    - 9 = not able to rate [did not participate at a topic area level]

  Comments provide clarification regarding the intent of the measure or the score assigned.

  Documents lists, in abbreviated form, the documents that were the basis for the score. When multiple documents were provided and some did not demonstrate the measure or there were many more examples than needed, they are not all listed.

  Exemplary documents lists documents requested for review as potential examples in the exemplary practices compendium.

Next Steps

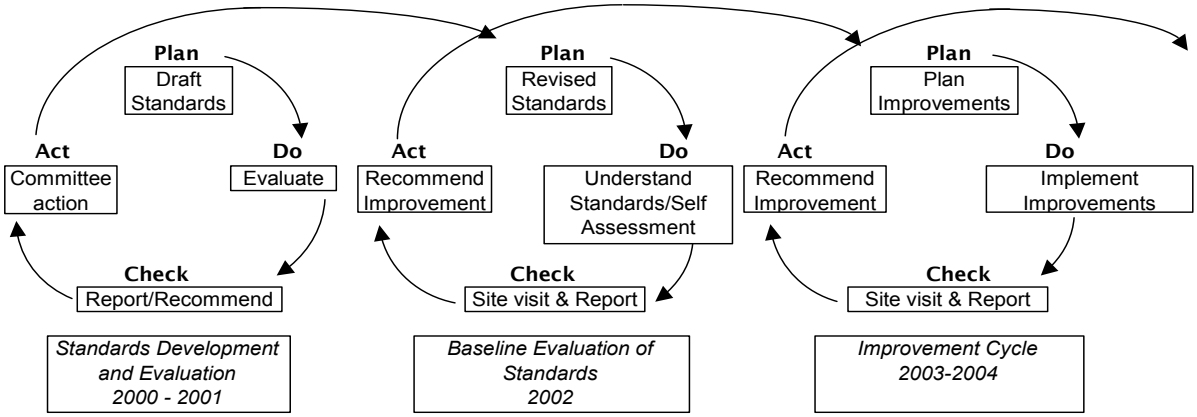
First, celebrate what you have accomplished. In the two and a half year period between the 2002 Baseline Evaluation and this performance assessment, it was clear to the site reviewers that improvements had been developed and implemented. Again, thank you for all of your hard work every day, and especially in preparing for the site reviews.

Next, select the areas where you want to improve your performance. All of the information provided in this report is intended to support improvement of your organization's work on behalf of the citizens in your community and Washington State. After you have had a chance to digest this report and share it with staff, you should review the data again to determine which areas of your work might benefit from a *focused improvement process*. Develop a brief, but specific and doable work plan—don't try to improve everything at once!

In selecting your areas of improvement you will be able to look at your overall strengths and opportunities for improvement (summarized above), or at the scores of specific measures or topic areas. You will be assisted in this effort by several initiatives:

- ***Exemplary practices:*** The Exemplary Practices Compendium provides you with documentation from many of the LHJs and DOH programs in Washington State. Potential exemplary practice documents were gathered from each of the sites and the very best examples for each measure will be organized into a electronic tool kit. This material will be available by year-end 2005 at www.doh.wa.gov/phip/Standards/BestPractices/StandardsExemplaryPractices.htm .
- ***Statewide initiatives*** projects such as the implementation of the Public Health Issue Management System (PHIMS) for communicable disease, and the Assessment in Action project to build assessment capacity at the local level also support improvement of practice and documentation. Based on the recommendations in the system-wide report, the PHIP process will adopt additional statewide initiatives related to the measures.

Finally, begin preparing now for the next performance assessment. The assessment process itself has been conducted using quality improvement principles and methods, including the Plan-Do-Check-Act cycle. As shown below, the standards field test in 2000, the baseline in 2002, and this 2005 performance assessment are all part of the cycle of continuous quality improvement. The next cycle is planned for 2006-08, with site visits probably occurring in the spring of 2008.



Strategies for building on your current performance:

- Save the documentation you have used in this assessment as a good starting point for continuing to identify documentation for demonstrating performance.
- Establish an electronic document library for collecting documentation and facilitating the use of an electronic format for the next assessment. Numerous state programs used an electronic format for all their documentation in this cycle.
- Adopt or adapt as many exemplary practices as possible to improve your performance against the measures. There is no reason to "re-invent the wheel", when another program may have an excellent process or documentation method that you can start using with less time and effort.
- Participate in state-wide improvement efforts that are identified through PHIP work, other multi-disciplinary efforts or by getting technical assistance from other state programs that

may have targeted the same areas for improvement. Great gains can be made through sharing ideas and resources.

Again, we thank you for all your work in preparing for this 2005 performance assessment, and especially for the terrific work you do in protecting and promoting the health of the citizens of Washington State that we were privileged to review.

Program: Wastewater Management

Topic: 1. Understanding Health Issues

Standard 1: Public health assessment skills and tools are in place in all public health jurisdictions and their level is continuously maintained and enhanced.

Measure	*Score*	*Comments*	*Documents*	*Exemplary Documents*
AS 1.1 S	2		DOH review of LHJ onsite permits, Survey of LHJ/07M re: ATUs, Joint TRC/RDC minutes	
AS 1.2 S	2		Website printout regarding consultative and technical support	
AS 1.3 S	2		Program evaluation methods, WWM goals/performance measures and logic model, WWM project and activity list	WWM program performance measures and logic model, WWM project and activity list
AS 1.5 S	2		Resumes and training profiles, OSS Rule development workshop	

Standard 3: Public health programs results are evaluated to document effectiveness.

Measure	*Score*	*Comments*	*Documents*	*Exemplary Documents*
AS 3.2 S	2		WWM program and activities list, LOSS summary of response times, OSS Nitrogen Reducing Technologies Report	OSS Nitrogen Reducing Technologies Report

Note: Totals may not equal 100% due to rounding.

AS 3.3 S	2		WWM performance measures, LOSS summary of inspections and response times, Rule Development Committee lessons learned,	Rule Development Committee lessons learned
AS 3.4 S	2		Staff resume and training log	
AS 3.5 S	2		LOSS permit tracking, performance measures, RDC lessons learned	

Standard 4: Health Policy Decisions are guided by health assessment information, with involvement of representative community members.

Measure	*Score*	*Comments*	*Documents*	*Exemplary Documents*
AS 4.1 S	2		Rule Development Committee roster and report, Technical Review Committee roster, OSS rule comments/EH directors and Gov office	
AS 4.3 S	2		Rule cost/benefit analysis, SHB 1458 analysis	

Standard 5: Health data is handled so that confidentiality is protected and health information systems are secure.

Measure	*Score*	*Comments*	*Documents*	*Exemplary Documents*
AS 5.2 S	0	No documentation available--review whether this measure is applicable in future		

Topic: 3. Assuring a Safe, Healthy Environment for People

Standard 1: Environmental health education is a planned component of public health programs.

Measure	*Score*	*Comments*	*Documents*	*Exemplary Documents*
EH 1.1 S	2		Web page list of general information and technical reports/educational materials, press release and letter about Rule workshops, OSS brochure	
EH 1.2 S	2		Rule Development Committee website, Technical Review Committee website, meeting agendas and minutes	
EH 1.3 S	2		Comment card distributed at OSS rule workshops, sample of completed cards, summary of evaluations, revisions made to presentation throughout process to address questions, WWM performance measures	
EH 1.4 S	2		Website TA and consultation, reports and educational materials, OAC report to the RDC regarding O&M focus, Rule benefit analysis, OSS workshop materials, NW onsite Training Center schedule	
EH 1.5 S	2	Are the NW onsite Training Center courses Evaluated? If so, consider adding tracking those.	Rule workshops intent, comment cards, summary of comment cards	
EH 1.6 S	2		Resume of staff providing all OSS training	

Note: Totals may not equal 100% due to rounding.

Standard 2: Services are available throughout the state to respond to environmental events or natural disasters that threaten the public's health.

Measure	*Score*	*Comments*	*Documents*	*Exemplary Documents*
EH 2.2 S	1	Policies noted as draft, undated. No statement about after-action debriefs.	LOSS policies-emergency response	
EH 2.5 S	1	No training in emergency response plan	Training list provided in AS 1.5 includes risk communication	

Standard 3: Both environmental health risks and environmental health illnesses are tracked, recorded, and reported.

Measure	*Score*	*Comments*	*Documents*	*Exemplary Documents*
EH 3.1 S	1	The focus of this measure is on collecting and organizing the EH data that would be related to OSS--the cost benefit analysis mentions the difficulty of gathering data but does summarize some information on waterborne disease outbreaks. Similarly, the difficulty of quantifying failing OSS systems is noted, studies summarized. Is there future benefit in developing improved data and regular review and trending of the data?	RDC Report, cost benefit analysis, TRC review and recommendations	RDC Report
EH 3.2 S	1	See comments above	DOH EH Indicators (98), Rule Cost benefit analysis	
EH 3.3 S	2		Rule workshop comment cards, survey of LHJs, Glendon and Mounds field study, final draft OSS rule	Glendon and Mounds field study

Note: Totals may not equal 100% due to rounding.

Standard 4: Compliance with public health regulations is sought through enforcement actions.

Measure	*Score*	*Comments*	*Documents*	*Exemplary Documents*
EH 4.1 S	2		Website with WACs, Rule process, technical reports, brochure	
EH 4.2 S	1	This measure focuses on gathering and using best practices as a part of the written procedures that govern LOSS operations. Would expect to see a section that reviews the research and best practice for compliance in LOSS	LOSS policies (draft undated), LOSS program performance measures, phone log	
EH 4.3 S	1	See comments above. The permitting process provided is focused on working with the data base. This measure envisions written policies/procedures for enforcement actions and documentation.	LOSS policies (draft undated), LOSS quarterly permitting process	
EH 4.4 S	0	See previous comments about Procedures manual that describes enforcement and documentation. This measure envisions that there is a regular process of reviewing enforcement actions for compliance and consistency with the manual. The documents provided elsewhere suggest that the LOSS enforcement role may be changing, which is an opportunity to develop a new manual and a review process.		
EH 4.5 S	0	See previous comments. This measure seeks a paper or database system that tracks the number of systems, their permitted status, enforcement status, and actions taken for extreme non-compliance		
EH 4.6 S	0	No documentation provided		

Note: Totals may not equal 100% due to rounding.

Overall Score Totals

	Overall Program Totals:	*Overall DOH Totals:*
% Demonstrates:	**64%**	**67%**
% Partially Demonstrates:	**21%**	**23%**
% Does not Demonstrate:	**14%**	**10%**

Note: Totals may not equal 100% due to rounding.

Wastewater Management

1. Understanding Health Issues

Measure	*Score*	*Compliance*
AS 1.1 S	2	Demonstrates
AS 1.2 S	2	Demonstrates
AS 1.3 S	2	Demonstrates
AS 1.5 S	2	Demonstrates
AS 3.2 S	2	Demonstrates
AS 3.3 S	2	Demonstrates
AS 3.4 S	2	Demonstrates
AS 3.5 S	2	Demonstrates
AS 4.1 S	2	Demonstrates
AS 4.3 S	2	Demonstrates
AS 5.2 S	0	Does not Demonstrate

3. Assuring a Safe, Healthy Environment for People

Measure	*Score*	*Compliance*
EH 1.1 S	2	Demonstrates
EH 1.2 S	2	Demonstrates
EH 1.3 S	2	Demonstrates
EH 1.4 S	2	Demonstrates
EH 1.5 S	2	Demonstrates
EH 1.6 S	2	Demonstrates
EH 2.2 S	1	Partially Demonstrates
EH 2.5 S	1	Partially Demonstrates
EH 3.1 S	1	Partially Demonstrates
EH 3.2 S	1	Partially Demonstrates

EH 3.3 S	2	Demonstrates
EH 4.1 S	2	Demonstrates
EH 4.2 S	1	Partially Demonstrates
EH 4.3 S	1	Partially Demonstrates
EH 4.4 S	0	Does not Demonstrate
EH 4.5 S	0	Does not Demonstrate
EH 4.6 S	0	Does not Demonstrate