

Standards for Public Health in Washington State: 2008 Performance Review Report

Department of Health *Waste Water Management Program*

The Standards and the 2008 Performance Review

Thank you for participating in the performance review 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 NACCHO Operational Definition.

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 agency or 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 collaboration with other agencies in analysis and development of strategies to address Puget Sound water quality issues
- The website with considerable information for the public ranging from application packets to beaches closed to shellfish harvesting
- The WWMS program plan and performance measure tracking
- The OSS Management Plan Guidance process/documents provided to the Puget Sound LHJs
- The EH publications process and WWMS review form

Areas for Improvement

- Complete the EH and OSWAP strategic plans and measures specifically in relationship to the WWMS program plan

The Performance Review Approach

The performance review included 34 local health jurisdictions (LHJs) sites, 20 Department of Health (DOH) program sites and the State Board of Health for a total of 55 sites. Each site was asked to use the Guidelines to prepare for an on-site visit by organizing the documentation supporting the review of each measure.

During the site review, an independent consultant from MCPP Healthcare Consulting and/or a local health jurisdiction reviewer evaluated the documents and scored each measure. When the reviewer had questions regarding the documentation, an informal interview was conducted with the appropriate manager or staff person from the agency. In addition, potential exemplary practice documentation was

requested from each site. The on-site reviews concluded with a closing conference in which general strengths and opportunities for improvement were discussed, and feedback on the Standards and assessment process was obtained. All of this information will be compiled into an Overall System report, with recommendations regarding the next steps for the performance improvement of public health practice across the State.

Results of the Site Review

The attached report is a detailed summary for each measure with a list of all the documents used to score the measure and related comments for all measures applicable to the agency or program.

Comparability to the 2005 Evaluation results: Due to the major revisions in the Standards and measures, only some of the 2008 results can be compared to the results of the 2005 Evaluation results. Please use the crosswalk of the 2005 Standards to the 2008 Standards to identify the measures that are comparable between the two cycles.

Scoring and Related Information in the 2008 Review Site Reports

- For each measure [scored by the reviewer]:
 - 2 = demonstrates the measure,
 - 1 = partially demonstrates the measure,
 - 0 = does not demonstrate the measure,
- Also, some measures were Not Applicable to a specific program and these measures are noted as NA.
- *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.
- *For each Standard:* at the end of each Standard, there is a roll-up of the scores on all *applicable* measures in the Standard (the percent of measures scored as *demonstrates*, the percent scored as *partially demonstrates*, the percent scored as *does not demonstrate*).

Next Steps

First, celebrate what you have accomplished. In the two and a half year period between the 2005 Evaluation and this performance cycle, 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 for your work 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 Standards or measures. 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 2008 at www.doh.wa.gov/hip/Standards/BestPractices/StandardsExemplaryPractices.htm
- **Statewide initiatives** such as the Multistate Learning Collaborative and other efforts like the 5930 Initiative provide opportunities for formal efforts to improve performance. 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 review. The Standards Performance process itself has been conducted using quality improvement principles and methods, including the Plan-Do-Study-Act cycle. The next cycle is planned for 2009-2011, with site visits probably occurring in the spring of 2011. Your program may save the documentation you have used in this cycle as a good starting point for continuing to identify documentation for demonstrating performance. Other strategies for improving your performance and documentation include:

- 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 LHJ or DOH program may have an excellent process or documentation method that you can start using with less time and effort.
- Identify methods for getting technical assistance from other state programs or from LHJs 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 2008 performance review, 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.

WASTE WATER MANAGEMENT PROGRAM

	Measure	Score	Comments	Documents
1.3 S	<p>Written recommendations for policy decisions, program changes, budget changes or other actions.</p> <p>For health policy decisions not tied to the analysis in 1.2L, the health data that led to the health policy decision that was made. Note: The intent is to assure that health policy decisions are based on data, whether the health policy flows from review of data analysis or from the health decision making process.</p> <p>Documentation that LHJs are involved in the development of state level recommendations that affect local operations.</p>	2		<p>Nitrogen Reducing Technologies for Onsite Wastewater Treatment Systems 6/05, Puget Sound Partnership/Sound Health, Sound Future 12/06, Puget Sound Action Team State of the Sound 2007 1/07, Bill Analysis SB5894 2/07, Puget Sound Conservation & Recovery Plan 7/07, Proposed Rule 1/08, Budget Decision Packet 8/06, Rule Advisory Committee 2/08, Rule Activity Webpage 2/08</p>
1.5 S	<p>For programs/activities that collect and use data, description of method for LHJs or other state programs to obtain technical assistance or consultation on how to collect and analyze health data. Note: Consultation is focused on health data collection and analysis methods and expertise, and not on specific requirements such as contract performance/compliance.</p> <p>Documentation of consultation or technical assistance to LHJs or other state programs regarding how to collect and analyze health data (at least two examples).</p>	2		<p>3/08 Memo to LHJs re: TA, DOH website/OSWP/Wastewater Management, 2006 New OSS Rules training announcement / presentation/roster, 2007 Soils and the new On-Site WAC training announcements/presentation materials/attendance rosters,</p>
1.9 S	<p>For projects or activities that include research-based information, one example of collaboration with outside researchers on community health that demonstrates at least one of the activities listed below:</p> <ul style="list-style-type: none"> • identification of appropriate populations, geographic areas or partners, or • active involvement of the LHJ and/or community, or • provision of data and expertise to support research, or • facilitation of efforts to share research findings with state stakeholders, the community, governing bodies and policy makers. 	2		<p>ESSSB 6117 eff. 7/22/07, Public Health Issues Associated with Reclaimed Water 10/07, Implementation of Reclaimed Water Use: Legislative Report 12/07</p>
2.8 S	<p>Information about public health activities, including at least one example of each of the topics listed below: • educational offerings, AND • reporting and compliance requirements.</p> <p>Note: If the program/activity does not have any reporting and compliance requirements, the program/activity is exempt from demonstrating performance.</p>	2		<p>DOH website/OSWP/Wastewater Management/Publications/Regulations, Homeowner Publications, Technical and Reference Information, Brochure: Understanding and Caring for</p>

				Your Septic Tank System, DOH website/OSWP/LOSS
2.9 S	For programs and activities that provide regulations and codes to the public, the information is publicly available for all the topics listed below (one example of each): • written policies, AND • permit/license application requirements, AND • administrative code, AND • enabling laws. Note: Form of documentation should indicate how it is made available to the public.	2		DOH website/OSWP/WWMS/LOSS, LOSS rule development activities, application packet, link to WAC
2.10 S	Two examples of educational material in non-English language OR One example of educational material in non-English language and example of how interpretation assistance is available (such as a language line)	2		DOH website/Emergency Preparedness/Floods/Cleaning up a Sewage Spill in Spanish, Chinese, Korean, Russian, Vietnamese, USEPA website/Ground and Drinking Water/FAQs/Septic Systems-What to do After the Flood in Spanish, Vietnamese (linked from OSWP/WWMS website)
3.1 S	Documentation of community and stakeholder review of health data, including a set of core indicators. Note: The intent is for DOH Staff to present health data to community groups, such as advisory groups or agency committees with community member participation, to get input and feedback from community members and recommendations for action. Recommendations from community or stakeholder groups for at least one of the following actions: • further investigation. OR • new program efforts, OR • policy direction, OR • prevention priorities.	2		Puget Sound Partnership/Sound Health, Sound Future 12/06, State of the Sound 2007 1/07, Puget Sound Conservation & Recovery Plan 7/07
3.2 S	Gap analysis for critical health services and for prevention services reported to at least one of the groups listed below: • LHJs, OR • appropriate state, regional or local stakeholders, OR • state level colleagues. Results of program evaluations reported to at least one of the groups listed below: • LHJs, OR • appropriate state, regional or local stakeholders, OR • state level colleagues. Use of gap analysis and program evaluations in building partnerships with state, regional, and/or local stakeholders and/or state level colleagues.	2	Requirement for gap analysis for critical health services is NA, measure scored for gap analysis for preventive services and program evaluation reports and use.	Puget Sound Partnership/Sound Health, Sound Future 12/06, State of the Sound 2007 1/07, Puget Sound Conservation & Recovery Plan 7/07, GMAP Presentation 9/07
4.4 S	Description of the method(s) for LHJs and other stakeholders to obtain technical assistance from state programs during outbreaks, environmental health events or other public health emergencies on all three activities listed below:		Notation provided documents why measure is not applicable	

	<ul style="list-style-type: none"> • monitoring, AND • reporting, AND • disease intervention management. Distribution of procedures to LHJs and other stakeholders within last 14 months. <p>Documentation of consultation or technical assistance to LHJs regarding the monitoring, reporting and disease management during an outbreak, EH event or other emergency (at least two examples) within last 24 months.</p>			
4.7 S	<p>Description of the method for tracking public health concerns if not already captured by the systems described in either 4.5 S or 4.12 S.</p> <p>Two examples of reports of concern received from the public indicating referral to appropriate agency for response.</p>	2		Executive Correspondence Procedures (undated), Example 8/9/07 Governor's email referral, Process for Questions and TA Requests sent to WWMS email 3/20/08, Example 8/13/07 response
4.8 S	<p>Template(s) or model plan(s) for LHJ response to disease outbreaks, environmental health events or other public health emergencies include all three types of information listed below:</p> <ul style="list-style-type: none"> • delivering the needed response, AND • documenting the situation and response, AND • evaluating the response. <p>Distribution of these new or updated templates and tools for emergency response to LHJs within last 24 months.</p> <p>Information about best practices in environmental health investigation / compliance including all the types of information listed below:</p> <ul style="list-style-type: none"> • protocols, AND • time frames, AND • interagency coordination steps, AND • hearing procedures, AND • citation issuance, AND • documentation requirements. <p>Distribution of these best practices in EH investigation and compliance to LHJs within last 24 months.</p>		Notation provided documents why measure is not applicable	
4.11 S	<p>Written procedures for investigation and compliance actions, which conform to state laws, contain all of the information listed below for each action:</p> <ul style="list-style-type: none"> • case investigation steps (including timeframes for initiating the investigation), AND • type of documentation needed to take enforcement action. 	2		OSWP/WWMS LOSS Standard Operating Procedure 3/28/08, sample of completed tracking form
4.12 S	<p>Tracking system for DOH investigations and compliance activities that includes documentation of all the information listed below:</p> <ul style="list-style-type: none"> • the initial report, AND • investigation, AND • findings, AND • compliance action, AND • subsequent reporting to state and federal agencies. 	1	While all of the elements listed are demonstrated in the example of the tracking form provided, there is nothing in the structure of the tracking form itself that assures that all of these elements will be tracked and documented--it would be a stretch to	OSWP/WWMS LOSS Standard Operating Procedure 3/28/08, sample of completed tracking form

			describe this as a tracking system	
5.1 S	Description of the method(s) for LHJs and other stakeholders to obtain consultation and technical assistance from state programs for emergency preparedness for environmental health risks, natural disasters or other threats to the public's health. Distribution of procedures to LHJs and other stakeholders within last 14 months. Documentation of consultation or technical assistance to LHJs or other stakeholders regarding emergency preparedness (at least two examples) within last 24 months.		Notation provided documents why measure is not applicable	
5.5 S	Documentation for most recent 24 months of all new employees receiving orientation to the agency EPRP. Annual review of agency EPRP with all employees (twice within last 24 months). Note: May be division or program specific documentation for every division or program or agency wide with documentation of attendance from every division or program.	2		Org chart with list of staff, training log
6.1 S	Written descriptions of key program or activity components relevant to prevention and health education activities provided by DOH, LHJs or through contracts with community partners. Strategies (evidence-based or promising practices) for prevention and health education activities provided by DOH, LHJs or through contracts with community partners for any of the groups listed below: • individuals, or • families, or • community in general.	2		WWMS Program Plan 1/08, Consolidated Contract with Clallam (11/07) and Skagit (11/07) and flyers for Septic 101 courses
6.3 S	Documented review (at least every other year) of prevention and health education information of all types (including technical assistance). Two examples of updated, expanded or contracted prevention and health education information reflecting revised regulations, changes in community needs, evidence-based practices and health data. Written description of the process to conduct all the activities listed below: • organize materials, AND • develop materials, AND • distribute or select materials, AND • evaluate materials, AND • update materials	2		Recommended Standards and Guidelines Revision Work Plan 2/5/07, Example: List of Registered OSS Treatment and Distribution Products, Example: Approved Sewage Disposal Additives, DOH Publications Data Base, EH Publications Manual 4/08, WWMS Publications Review and Approval Form
6.4 S	Descriptions of at least two partnerships with the community and/or stakeholders to implement population based prevention and health education activities. Each of the two examples must demonstrate different implementation methods (e.g., train the trainer, technical assistance, social marketing, workshops, peer education).	2		2007 Soils and the new On-Site WAC training announcements/presentation materials/attendance rosters, WOSSA 1/08 presentation on WAC Waivers

6.5 S	Description of the method(s) for LHJs and other stakeholders to obtain consultation and technical assistance from state programs regarding prevention policies and/or initiatives that include at least one of the types of activities listed below: • development of prevention services, • delivery of prevention services, • evaluation of prevention programs and activities. Distribution/availability of procedures to LHJs and other stakeholders within last 14 months. Documentation of consultation or technical assistance to LHJs or other stakeholders regarding emergency preparedness (at least two examples) within last 24 months.	2		3/08 Memo to LHJs and stakeholders re: TA, DOH website/OSWP/Wastewater Management, Workshops: Changes to the RS&Gs, Sewage Tanks and Waiver Documents 5/07 announcement/presentation/rosters, Telephone log for Jan-Feb 08
6.7 S	Written review of prevention, health promotion, early intervention and outreach services and activities that indicates evaluation for compliance with all the types of information listed below: • evidence based practice, AND • professional standards, AND • state and federal requirements.		Notation provided documents why measure is not applicable	
8.1 S	For each program reviewed, a written description of program or activity goals, objectives and performance measures, including consultation to LHJs or other stakeholders, shows use of a systematic process or model. This does not have to be a single, agency wide document, although individual program plans ideally link to agency wide plans such as strategic and QI plans. For each program reviewed a written description(s) of professional requirements, knowledge, skills, and abilities for staff working in the program.	2		DOH Strategic Plan FY 07-09, EH Draft Strategic Plan 3/08, OSWP Draft Strategic Plan 2 /08, WWMS Program Plan 1/08, DOH Core competencies, WWMS org chart and job descriptions
8.2 S	For each program reviewed, reports of program performance measures with analysis against goals and trended data where possible. For each program reviewed, documentation showing use of the analysis for at least one of the activities listed below: • improve program activities and services, OR • revised educational curricula or materials.	2		OSWP Performance Measure Tracking, OSS Advisory Committee Summary Report/Recommendations 9/06, bill analyses March and April 07, Fact Sheet 4/07
8.3 S	Use of additional of information to improve services and activities, including an example for each program from the information sources listed below: • experiences from service delivery, including public requests, testimony to the State BOH, analysis of health data, and information from outreach, screening, referrals, case management, follow-up, investigations complaint/inspections, prevention and health education activities, OR • funding availability, OR • evidence-based practices.	2		Interagency Agreement between DOH and Parks 8/27/07
8.4 S	For programs/activities that have initiated specific community collaborative projects, description of community collaboration project includes all of the factors listed below: • analysis of	2		OSS Management Plan Guidance for 12 Puget Sound Counties 6/06, Marine Recovery Area

	data, AND • establishment of goals, objectives and performance measures, AND • evaluation of the initiatives.			Guidance: Supplemental to the On-Site Sewage System Management Plan Guidance 10/06, Clallam and Island Plans w/letter of review, WWMS Program Plan 08-09
8.6 S	One example for each program being reviewed of workshops, other in-person trainings (including technical assistance) or other health education activities with analysis of effectiveness conducted within last 24 months. One example of educational curricula or material revised to address evaluation results dated within last 24 months.	2		Training: Soils and the New State OSS Rules 5/15/06, Soils Class Evaluation 5/06, Soils Class 5/07
8.7 S	For programs/activities that have contracts with LHJs or with other contractors, template(s) to support performance measurement by LHJs and other contractors include both types of information listed below: • methods to document performance measures, AND • methods for monitoring (data collection) performance measures. Distribution of templates for performance measurement to LHJs and other contractors within last 24 months.	2		OSS logic model 8/06, Data description and collection form 6/06, Pilot program 07, distribution via email
8.8 S	Description of the method(s) for LHJs or state programs to obtain consultation and technical assistance regarding program evaluation methods and tools. Distribution/availability of procedures to LHJs and state programs within last 14 months. Documentation of consultation or technical assistance to LHJs or state programs regarding program evaluation methods and tools (at least two examples) within last 24 months.		Notation provided documents why measure is not applicable	
8.9 S	Aggregated annual internal audit* results for last two years of on a sample of environmental health investigation/compliance action records including data on timeliness and compliance with investigation/compliance procedures.	0	The intent of this measure is to examine your own work. The OWSP/WWMS LOSS Standard Operating Procedure 3/28/08 would be the basis for reviewing LOSS files for compliance with the time frames and steps outlined in the Operating Procedure.	Documentation provided was not targeted to this measure
9.2 S	For programs/activities that have contracts with vendors or contractors, contract review for legal requirements is documented for two contracts executed in last 24 months. Regular (at least quarterly) monitoring of two contracts with comparison of actual performance to deliverables and	2		DOH Contracting Policy 18.001, Contract 10/2/07 with AG approval as to form, DOH Consolidate Contract Process 1/07-12/11, Clallam County

	conclusions on needed actions.			ConCon and quarterly reports, San Juan County ConCon and quarterly reports, notes from OSS workgroup meetings
10.4 S	Report of staff attending training and/or educational sessions within the last three years for at least three of the following topics, as appropriate: • Assessment and data analysis • Program evaluation to assess program effectiveness • Confidentiality and HIPAA requirements • Communications, including risk, media relations • State laws/regulations/policies, including investigation/compliance procedures • Specific EPRP duties • Community involvement and capacity building methods • Prevention and health promotion methods and tools • Quality Improvement methods and tools • Customer service • Cultural competency • Information technology tools • Leadership • Supervision and coaching • Job specific technical skills Documentation of the content of the training sessions listed in the staff training report(s), such as agendas, PowerPoint presentations, websites screen prints, other training materials and/or brochures.	2		WWMS Staff training log, training documentation
11.5 S	Documentation of agency requirements for the use and transmission of personal health and other types of protected data to all three groups listed below: • within agency, AND • with other agencies or LHJs, AND • partner organizations. Agency requirements define which data requires confidential and secure transmission (e.g., any identifiable information) and methods to assure confidential and secure transmission. For programs/activities that collect and use identifiable information, two examples of sharing or transfer of data indicate compliance with the security and protection requirements.		Notation provided documents why measure is not applicable	

Score Totals for: Waste Water Management Program

% Demonstrates	92%
% Partially Demonstrates	4%
% Does Not Demonstrate	4%

Note: Totals may not equal 100% due to rounding