



July 2023 – June 2027

# Performance Management and Quality Improvement Plan

*Florida Department of Health in Indian River County*

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*Published: June 15, 2023*

*Last Update/Revision: 2.0 October 9, 2023*

# Revisions Page

Date	Revision Number	Description of Change	Pages Affected	Reviewed or Changed By
7/18	1.0	Added institutionalism of QI process description	5	M. Kearney
		Added two distribution channels to section 7	17	M. Kearney
10/9	2.0	Created a target date for objective 2.1B	20	M. Kearney

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## Purpose

This Performance Management and Quality Improvement (PMQI) Plan summarizes the Florida Department of Health in Indian River's (DOH-Indian River) comprehensive approach to improving outcomes through evidence-based decision-making, continuous organizational learning and performance improvement. The plan describes how Indian River County integrates quality improvement and performance management into its staff training, leadership structure, planning and review processes and administrative and programmatic services. The plan also describes how DOH-Indian River shares best practices and evaluates its success in achieving established priorities and public health objectives.

The goals of the DOH- Indian River PMQI Plan are to ensure ongoing organizational improvement and to attain and sustain a culture of quality that follows key indicators from an established culture of quality tool such as the National Association of County and City Health Officials (NACCHO) Roadmap to a Culture of Quality.<sup>1</sup> DOH-Indian River utilizes training, assessments, quality improvement projects and organization-wide communication to achieve and maintain a culture of quality.

## I. Organization Statement of Commitment to Quality

The Florida Department of Health in Indian River is committed to systematically monitoring, evaluating and improving the quality of its programs, processes and services. This intentional focus on quality enables the Department to achieve high levels of efficiency, effectiveness, and customer satisfaction for both internal and external customers.

The PMQI Plan covers four-year period. The plan is evaluated and updated annually and any PMQI Plan objective that is not on track is reviewed by the Performance Management (PM) Council during regularly scheduled meetings. The PMQI structure and the activities described in the Plan support the Department's culture of quality by:

- Identifying opportunities for improvement
- Implementing data-supported improvement initiatives
- Sharing best practices
- Evaluating measurable impacts on strategic priorities
- Improving internal and external communications

Leadership will ensure that practices are implemented to create a workforce culture of action, continuous improvement and performance excellence.

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<sup>1</sup> See Appendix 1, Performance Management and Quality Improvement Plan Key Terms, for a summary of common terminology and definitions used throughout this document.

The Department's focus on quality begins with its mission, "To protect, promote and improve the health of all people in Florida through integrated state, county and community efforts".

The Department's values exemplify a culture of quality:

- Innovation:** We search for creative solutions and manage resources wisely.
- Collaboration:** We use teamwork to achieve common goals and solve problems.
- Accountability:** We perform with integrity and respect.
- Responsiveness:** We achieve our mission by serving our customers and engaging our partners
- Excellence:** We promote quality outcomes through learning and continuous performance improvement.

## I. Current and Future State of Quality

The NACCHO Roadmap to a Culture of Quality Improvement (QI) defines organizational culture as:

*“The culture of an organization is the embodiment of the core values, guiding principles, behaviors and attitudes that collectively contribute to its daily operations. During this process, organizational culture is the very essence of how work is accomplished. It matures over several years, during which norms are passed on from one ‘generation’ of staff to the next. Because culture is ingrained in an organization, transforming culture to embrace QI when minimal knowledge or experience with QI exists, a strong commitment and deliberate management of change over time is required.”*

DOH-Indian River has incorporated quality improvement activities into its daily operations and guiding principles for over a decade. Staff knowledge, skills and abilities have grown through effective messaging, training and active participation by all departments in QI processes and projects. Continuous quality improvement is evidenced by the PMC and QI Committee’s consistent monitoring of programs or practices that have been identified as areas of opportunity for improvement.

In August 2019, DOH- Indian River made significant changes in focus and transferred provision of primary care services and dental care to a Federal and State funded non-profit organization. This dramatically changed the size and skill sets of DOH-Indian River staff, allowing DOH-Indian River to focus on core public health issues and engaging community partners in overcoming the economic and social barriers that restrict access to health care and affect quality and length of life.

Our performance management structure and QI focus were adapted to ensure that staff acquired and maintained knowledge and skills to succeed in their rolls. Quality improvement activities and performance management practices that were developed before 2019 became key in establishing and evaluating the achievement of goals, objectives, improvements or actions across programs, policies and processes.

Administrative QI projects were developed to address customer service, employee morale and collaboration tools. Population QI projects included addressing high black infant mortality rates, vaccination hesitancy in communities of color and nutrition education for under-resourced communities.

DOH-Indian River has utilized the NACCHO Roadmap as both a guide and a tool to monitor DOH-Indian River’s progress towards a culture of quality.

In September of 2020 the DOH-Indian River PM Council engaged in its third formal culture of quality self-assessment. Leadership participated in the initial assessment; the two following assessments had department wide participation. The assessment results are shared with the State Health Office and used to inform the Agency PMQI Plan. The DOH- Indian River PM Council members reviewed the assessment and reached a consensus assessment of the current culture of quality as a 4.6 which is Phase 4 in the development of a culture of quality. The following are the phases in the development of a culture of quality:

- Phase 1: No Knowledge of Quality Improvement (QI)

- Phase 2: Not Involved with QI Activities
- Phase 3: Informal or Ad Hoc QI
- Phase 4: Formal QI in Specific Areas of the Organization
- Phase 5: Formal Agency-Wide QI and
- Phase 6: Overall Organizational Culture of Quality

The self-assessment enabled DOH-Indian River to identify opportunities for improvement and to use the results to:

- Create the foundation for an effective quality monitoring system
- Help select quality improvement projects
- Identify PMQI training needs in collaboration with staff and the PMQI Champion.
- Develop effective PMQI communication methods
- Incorporate self-assessment results into the County Health Department (CHD) PMQI Plan
- Adopt transition strategies using a recognized tool, such as the NACCHO Roadmap, to strengthen and standardize PMQI activities

Results from the culture of quality self-reassessment showed marked differences in the knowledge, skills and abilities of leadership when compared to staff. Based on these results, the PH WINS interest and needs survey and an internal employee wellness survey, the DOH-Indian River PM Council identified opportunities for improvement and incorporated these findings into the development of the Performance Management and Quality Improvement Plan’s goals, strategies and objectives. With the intent to increase the unit’s overall culture of quality score, the PM Council selected the following Roadmap foundational elements/sub-elements to work towards improving the plan goals:

<b>Goal 1:</b>	Foundational Element 3: Leadership Sub- Element 3.1: Leadership Culture	Senior Leadership routinely communicates the organization’s QI vision and goals to staff.  Senior leaders, managers and supervisors address staff concerns about engaging in QI (e.g., extra work, fear of job loss).
<b>Goal 2</b>	Foundational Element 5: QI Infrastructure Sub-element 5.3: Quality Improvement Planning	Staff use performance data to identify QI projects
<b>Goal 3</b>	Foundational Element 2 Teamwork & Collaboration Sub-element 2.1: Collaborative Sharing and Improvement	Staff collaborate on projects or ideas to improve performance through formal QI projects or other improvement methods

The strategies to accomplish these goals will be adapted from the suggested transition strategies available in the [Roadmap](#).

To support continued process improvement and development, DOH-Indian River intends to conduct a formal culture of quality self-assessment every three years with the next self-assessment intended to be conducted by December of 2024.

Results of the assessment are available for staff to review via the DOH-Indian River SharePoint site. These results were shared with the State Health Office and used to develop the Agency PMQI Plan.

To further develop the culture of quality within DOH-Indian River, a performance expectation related to quality improvement is included on all employee position descriptions and is part of performance reviews. Quality improvement responsibilities vary based on the type of position (i.e., management, supervisor, non-supervisor). Staff who seek additional QI learning opportunities (i.e., additional training, serving on improvement committees, participating on a QI project, etc.) can increase their performance rating.



## I. Structure

The Florida Department of Health is an executive branch agency, established in Section 20.43, Florida Statutes. The agency is led by the State Surgeon General and State Health Officer who is appointed by the Governor and confirmed by the Senate. The Department's Executive Management Team includes the General Counsel, the Chief of Staff and four Deputy Secretaries who oversee business and programmatic operations. The State Health Office provides leadership to DOH-Indian River through the Office of the Deputy Secretary for County Health Systems. The DOH- Indian River Health Officer reports to the Deputy Secretary for County Health Systems. This officer sets expectations and monitors performance.

The Division of Public Health Statistics and Performance Management (Division of PHSPM) develops and maintains the Department's performance management system. Key Division functions and responsibilities include:

- Managing and developing the Agency PMQI Plan
- Coordinating continued accreditation and reaccreditation efforts through the Public Health Accreditation Board for the State Health Office and the 67 CHDs
- Providing technical assistance, tools and resources to build capacity for performance improvement
- Coordinating health improvement and strategic planning processes for the State Health Office and the CHDs
- Providing accessible health data including health profiles, individual indicators, maps and query systems
- Leveraging local, state and federal resources to improve primary care access and health professional workforce availability in medically underserved communities throughout Florida

To ensure a statewide focus on performance management and quality improvement, the Division of PHSPM established eight PMQI Consortia teams comprised of PMQI Champions from each CHD. These PMQI Consortia teams are fostering a strong culture of quality by supporting local performance management activities, promoting capacity building, and providing technical assistance, training, and communications support for statewide and local performance management and quality improvement initiatives. DOH- Indian River is an active participant in its PMQI Consortia Team.

The DOH- Indian River infrastructure for supporting a culture of quality and implementation of improvement initiatives throughout the Department consists of five organizational structures.

- A. The DOH- Indian River leadership team includes DOH-Indian River's Health Officer, Business Manager, Environmental Health Administrator and Executive Community Health Nursing Director. The team is accountable for building and sustaining a culture of quality in the Department by:
  - 1) Removing barriers associated with completing strategic goals as outlined in either the Strategic Plan, the PMQI Plan or the Community Health Improvement Plan (within this document all three plans are referred to as "Plans") and continuous performance improvement

- 2) Engaging various stakeholder groups to promote involvement and obtaining support for department strategic goals
  - 3) Supporting department wide communication of core values, guiding principles, behaviors and attitudes that collectively contribute to its daily operations
  - 4) Exemplifying quality in all aspects of daily operations
- B. The PMQI Champion is appointed by leadership and possesses core competencies identified by the State Health Office. The champion is responsible for:
- 1) Leading the development of the PMQI Plan and self-assessments
  - 2) Researching and presenting training methods and opportunities to the PM Council
  - 3) Coordinating training identified in the PMQI Plan
  - 4) Serving as the point of contact between the PM Council and the PMQI Consortia team
  - 5) Serving as the point of contact in the organization for reporting progress through lessons learned and sharing results of improvement initiatives and learned practices that result in improved performance
  - 6) Serving as a quality steward, maintaining responsibility for promoting PMQI within the CHD
- C. The Performance Management Council (PM Council) is chaired by the health officer and comprised of the DOH-Indian River leadership team, the Public Information/ Safety Officer, PMQI Champion and CHA, CHIP, Strategic Plan, PMQI Plan and Workforce Development Plan leads. It will operate in accordance with the team charter and is responsible for:
- 1) Selecting priority strategies for QI projects
  - 2) Assessing progress toward a sustainable culture of quality within the CHD using an established culture of quality self-assessment tool
  - 3) Developing and implementing a three-to-five-year PMQI Plan
  - 4) Developing, approving, monitoring and evaluating plans and QI projects
  - 5) Conducting a quarterly review of progress toward completion of a PMQI Plan, including QI projects
  - 6) Communicating information regarding QI activities with all staff
- D. The Quality Improvement Committee (QIC) is comprised of front-line staff, including some supervisory staff. The PM Council has oversight of the QIC. Members are appointed for no less than a one (1) year term with rotated membership annually per department represented, as needed. Departments represented include Accreditation, Administration, Business Office, Clerical Operations, Clinical Operations, Community Health Improvement, Environmental Health, Outreach, Performance Improvement, Safety/Preparedness, School Health and WIC.
- The QIC is responsible for:
- 1) Assisting in the provision of DOH-Indian River quality improvement initiatives, projects and programs
  - 2) Utilizing PMQI processes and tools in the execution of QI projects and daily work

- 3) Evaluating awards and recognition program policies and making recommendations for any changes to the PM Council
  - 4) Communicating information on QI projects and best practices to all staff
  - 5) Promoting staff input through Bright Ideas Employee Suggestion Program
- E. DOH-Indian River Expanded Management Team (EMT) is comprised of all management and supervisors, as well as the Accreditation Liaison, Safety Officer/PIO/Preparedness Coordinator and Personnel Liaison.

The EMT is responsible for:

- 1) Assisting with reviewing and advises on QI activities
  - 2) Encouraging staff to participate in QI projects as appropriate
  - 3) Communicating with QIC or PM Council regarding employee suggestions
  - 4) Administering the Employee Awards and Recognition program
- F. All DOH- Indian River staff have a role in fostering a culture of quality by:
- 1) Developing an understanding of basic PMQI processes and tools and applying PMQI into daily work.
  - 2) Identifying and recommending to their manager or supervisor, QIC, PM Council or through the Bright Ideas Employee Suggestion Program opportunities for improvement that may become QI projects.
  - 3) Participating in QI project teams as appropriate.

DOH-Indian River leadership team and PM Council memberships are reviewed at the end of each calendar year for succession and rotation. PMQI Champions are rotated at the discretion of the Health Officer

## I. Training Plan

The Department recognizes that ongoing training in PMQI methods and tools is critical for creating a sustainable performance management and quality improvement program. These training opportunities are available through providers including Department subject matter experts, TRAIN Florida, the National Network of Public Health Institutes' Public Health Learning Network, the American Society for Quality and other organizations. The Department's PMQI Training Plan requires that, at a minimum:

- A. CHD PM Councils complete the Department's problem-solving methodology training series in TRAIN Florida at least once.
- B. QI project team members complete the Department's problem-solving methodology training series in TRAIN Florida at least once and complete the PMQI projects identified in this plan.

These minimum training requirements are included in the local CHD PMQI Plans for alignment and are monitored and reported annually (via the Agency PMQI Plan Annual Progress Report).

DOH-Indian River assigns all new employees the following additional training from TRAIN Florida:

- Introduction to Quality Improvement in Public Health
- Quality Improvement 101
- Quality Improvement 102

The Division of PHSPM also provides regular training to Department staff on PMQI principles, tools and techniques to support the ongoing development of the Department's quality-focused culture. DOH-Indian River PMQI Champions provide trainings to county health department staff, including quarterly presentations at all-staff meetings and the QI Connection Newsletter which is distributed electronically.

To promote PMQI training and the development of a culture of quality DOH -Indian River promotes utilization of internal resources and telecommunications to support financial responsibility and appropriate usage of limited funding.

The table on the following page displays the training assigned as part of orientation as a new employee and additional training required for any member of the PMC, Expanded Management team member or Quality Improvement Committee member. The PMQI Champion, with assistance from the Personnel Liaison, tracks all trainings required of staff.

DOH-Indian River staff training is designed to ensure a consistent understanding of the quality improvement process, the responsibilities of working for a state agency and the societal pressures and influences on communication and public health delivery. Training provided to members of the PMC, Expanded Management team or Quality Improvement Committee ensures that these staff members have the tools necessary to be successful in their roles as committee members and agents for change and improvement.

Training	Staff	Time
<b>Introduction to QI in Public Health</b> TRAIN Course ID #1059243	All staff as part of new hire orientation	30 min.
<b>Quality Improvement 101</b> TRAIN Course ID #1067632	All staff as part of new hire training	1 hour each
<b>Quality Improvement 102</b> TRAIN Course ID #1073517		
<b>Public Records and Government in the Sunshine</b> TRAIN Course ID #1052029	Annual Training by December 31	1 hour
<b>Customer Focus Training</b> TRAIN Course ID #1104248	Annual Training by December 31	1 hour
<b>Code of Ethics Training</b> TRAIN Course ID #1104249	All staff as part of new hire orientation	1 hour
<b>Addressing Health Equity: A Public Health Essential</b> TRAIN Course ID #1041931	Recommended training for all new hires	1 hour
<b>From Concepts to Practice: Health Equity, Health Inequities, Health Disparities and Social Determinants of Health”</b> TRAIN Course ID #1061047	All staff as part of new hire training	1 hour
<b>Addressing Unconscious Bias in our Language</b> Train Course ID #1077244	All staff as part of new hire training	1 hour
<b>Creating a Context for Change: Leading Through Organizational Development</b> TRAIN Course ID #1041048	PM Council and Expanded Management Team as members change	1 hour
<b>FDOH Problem Solving Methodology Training Series</b> TRAIN Course ID #1058483	PMC, QIC and Project Members within 60 days of membership or project start	3 hours

## I. Processes to Identify Opportunities for Improvement, Areas of Excellence and Best or Promising Practices

### Customer Feedback and Key Performance Indicators for Continuous Improvement

The DOH-Indian River PM Council establishes processes to identify opportunities for improvement, areas of excellence, and best or promising practices, which includes a process to solicit customer feedback and administer the culture of quality assessment.

The PM Council and QI Committee review key performance indicators including customer feedback data, culture of quality assessment results, quarterly performance data and annual progress reports for the CHD's strategic plan and Community Health Improvement Plan (CHIP). Key performance data may indicate opportunities for improvement to be discussed with the DOH-Indian River's leadership team for prioritization and implementation as potential QI projects. The PM Council and the QI Committee review key performance indicators to identify potential quality improvement projects.

DOH-Indian River will use customer focused performance measures to drive continuous performance improvement and ensure excellence. For this reason, DOH-Indian River gathers, analyzes and reports customer feedback data in several ways like conducting customer satisfaction and community meeting surveys.<sup>2</sup> Customer satisfaction surveys are distributed and collected via active and passive means to ensure that DOH-Indian River client input is compiled. Customer feedback data are used to improve policies, programs and/or interventions as outlined in Section 6 of this document. Where appropriate, customer focused data may result in the selection of a QI project approved by the PM Council and managed by the QI Committee.

### QI Project Identification, Alignment and Implementation Processes

Sources for QI project ideas include input from leadership and the expanded management team review of key performance indicators and employee suggestions submitted through the Bright Ideas program. QI projects are selected and prioritized based on their alignment with the priorities and goals in the CHD's PMQI plan, strategic plan, CHIP, workforce development plan or other emerging/priority areas. In addition, QI projects may also be prioritized based on their alignment with state level plans.

DOH-Indian River completes and submits at least one formal QI project annually to the Division of PHSPM through Florida Health Performs. Projects undertaken collaboratively with other CHDs can apply toward this requirement. Projects may be a combination of the following project types:

- *Administrative* – Projects that improve organizational processes, including activities that impact multiple sections/programs (e.g., contract management, vital records, human resources, staff professional development, workforce development and financial management)
- *Population-based* – Projects that feature interventions aimed at disease prevention and health promotion that effect an entire population and extend beyond medical treatment by targeting underlying risks (e.g., tobacco, drug and alcohol use, diet and sedentary lifestyles, and environmental factors)

<sup>2</sup> Florida Customer Standards Act (s. 23.30, Florida Statutes) and DOHP 180-1 Customer Focus

- *Programmatic* – Projects that have a direct impact within one specific program (even if administrative in nature) and include the functions, services and/or activities carried out through the daily work of public health department programs

Project teams identify root cause(s), collect data, develop team charters and project scopes to identify the PMQI tools and methodology that will be utilized to structure the project. Teams develop action plans to establish accountability for project monitoring and evaluation expectations. Projects align with Department and DOH-Indian River Plans goals, strategies and objectives to support activities contributing to the accomplishment of the PMQI plan.

Project teams document the completion of QI projects in a storyboard or narrative that covers the minimum project components outlined by the Division of PHSPM:

- List the type of QI project: administrative, programmatic or population based
- Describe how the opportunity for improvement was identified including how data were used in this process
- Include a [SMART](#) (Specific, Measurable, Achievable, Relevant, Time-Oriented) aim statement
- Describe the type of PMQI method used such as Plan Do Check Act (PDCA), Define, Measure Analyze, Improve, Control (DMAIC), Kaizen, lean, rapid cycle improvement or other recognized PMQI method(s)
- Describe the use of [PMQI tools](#) to better understand or make decisions about 1) the current process, 2) [root causes](#), 3) possible solutions and 4) [prioritization](#) and [selection](#) of solutions for implementation
- Describe the QI project outcomes including progress toward the aim statement. The description must include data used to determine whether the project's objective(s) was met and identify next steps resulting from the project
- Indicate if a best practice was identified through the QI project process

The documentation (storyboard or narrative) is included in the PMQI Plan Annual Progress Report. Progress on QI projects are documented in the DOH-Indian River QI Committee monthly meeting summaries or minutes and reported to PM Council and documented in the bimonthly meeting summaries or minutes.

## I. Measures and Monitoring Performance

DOH-Indian River members of the PM Council are responsible for measuring, monitoring and reporting progress achieved on the goals, strategies and objectives of the CHIP, Strategic Plan, Workforce Development Plan and PMQI Plan. To ensure the PMQI plan is routinely monitored, the DOH-Indian River PM Council meets bimonthly and addresses any issues with meeting objectives as needed. At least quarterly, the PM Council monitors progress. The status of the PMQI Plan is reported in the meeting summary and submitted to the Division of PHSPM within ten business days after the summary has been approved by the DOH-Indian River PM Council. Based on the quarterly progress monitoring, the PM Council will update plan objectives as needed.

The Division of PHSPM collects the following key performance indicator data from all CHDs and includes this data in the Annual Agency PMQI Progress Report:

- Percentage of identified individuals completing PMQI trainings
- Percentage of PMQI Plan objectives resulting in improved results

Annually, DOH-Indian River submits a PMQI Plan Annual Progress Report assessing progress toward reaching goals, strategies, objectives and achievements for the year. From these annual reports, the Division of PHSPM provides an annual statewide progress report to the Agency Performance Management Council. The CHD PM Council oversees the development of all PMQI Plans, annual progress reports and revision of these plans.<sup>3</sup>

## II. Customer Focus

The Department is dedicated to meeting key customer requirements and protecting, promoting and improving the health of all people in Florida through integrated state, county and community efforts. The Department is accountable for ensuring that it uses effective methods to engage its key public health customers. Furthermore, the Department seeks to be fully responsive to changing and emerging customer requirements; and it pays close attention to and responds to customer feedback.

Florida Statutes requires each state department under the executive branch to comply with the Florida Customer Standards Act (s. 23.30, Florida Statutes). This act requires agencies to establish a process which can measure, monitor and address issues related to customer satisfaction and complaints.

The Department has developed and implemented a Customer Focus Policy, DOHP 180-1 to establish expectations and provide guidance regarding collecting, monitoring and addressing customer feedback. Employees are expected to always meet and often exceed customer expectations for quality, timeliness and effective personal interaction when providing health products, services and information to the public. The Department uses customer satisfaction data to identify unmet needs and continuously improve the quality of services offered. All employees are required to complete an online Customer Focus training each year.

The Department gathers, analyzes and reports customer feedback data in several ways, including conducting customer satisfaction and community meeting surveys. County health departments annually report data on their customer satisfaction processes, results and timeframes for acknowledging complaints in the CHD Snapshot.

DOH- Indian River uses customer feedback data to improve policies, programs and/or

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<sup>3</sup> Section IX, PMQI Plan Goals, Strategies, and Objectives contains a list of the 2023-2027 DOH- Indian River PMQI Plan goals, strategies and objectives



interventions through DOH-Indian River feedback email, customer satisfaction surveys, outreach evaluations, and customer comment forms. This information is also included in the annual PMQI Plan progress reports. Customer feedback data may indicate opportunities for improvement; opportunities and projected implementation plans are discussed with the DOH-Indian River Management Team.

Customer satisfaction is measured using a satisfaction survey. The tool uses a five-point Likert scale to measure overall satisfaction, as well as satisfaction with timeliness, responsiveness, accuracy and accountability. Dissatisfaction is indicated by responses less than “agree” and respondents who indicate dissatisfaction are contacted to discuss and resolve the issue if possible.

The customer satisfaction survey is distributed in several ways:

- A link to the survey is included in all staff email signatures with a request to complete the survey.
- Surveys are available at each point of service (Administration, Vital Statistics, Public Health Clinics, Environmental Health and WIC). Surveys are available at these locations during all hours of operation
- Links to the survey are also included on eight of the most visited pages on the DOH-Indian River website
- All points of service, including the Public Health Clinic, Administration, Environmental Health, WIC and Vital Statistics, request that customers of the Indian River County public health system complete a survey during their visit during quarterly feedback campaigns

In 2019, 235 customer satisfaction surveys were collected. The percentage of surveys that scored satisfied or very satisfied with the services received was 98%. The volume of responses for 2020 and 2021 were dramatically reduced by the closures due to the COVID-19 pandemic, dropping to a low of 61 for 2021. The distribution methods listed above were instituted at the end of 2021 and an 18% increase in customer satisfaction surveys collected resulted. The number of surveys collected in 2022 continued to show increases. 278 surveys were collected and 97.2% of them rating satisfied or very satisfied with service.

Survey results are analyzed by the QI committee and included in quarterly reports to the PM Council, who incorporate actionable items into strategic and operational planning. Survey results are also used to review and adjust programs and policies and included in communication where appropriate.

This information is also included in the annual PMQI Plan progress reports. Customer satisfaction data may indicate opportunities for improvement. Opportunities and projected implementation plans are discussed with the DOH-Indian River leadership team.

## I. Communication

Ongoing communication is critical to the continuous PMQI process and the institutionalization of the Department's quality improvement culture. The success of the Department's PMQI process and its ongoing progress towards becoming a learning organization is promoted by systematic information-sharing, networking collecting and reporting on knowledge gained.

The DOH-Indian River PM Council, chaired by the Health Officer, schedules six meetings per year. Meetings are documented using an agenda and meeting summary.

PM Councils leverage the advantage of Florida's integrated local public health system by sharing resources and information with peers. Monthly reporting of QI project results and progress are presented by QI project leads during QI Committee meetings. The PMQI Champion leads the QI Committee meetings. The PMQI Champion and PM Council communicate PMQI activities to staff at all levels, including QI projects, best practices, results of improvement initiatives and lessons learned using:

- 1) PM Council meetings and meeting summaries
- 2) Staff meetings that include staff at all levels
- 3) PMQI Consortia Team Meetings
- 4) Sharing/submitting information with the Division of PHSPM, County Health Systems and other appropriate state office programs
- 5) Statewide/community meetings or events
- 6) Appropriate internal and external award nominations
- 7) Storyboards and bulletin board postings addressing key topics
- 8) QI Newsletters and SharePoint postings
- 9) Florida Health Performs – the Department's web-based platform for the performance management system
- 10) Foundational Plan posting to DOH- Indian River website
- 11) External stakeholder notification and comment solicitation via email

The Department's State Surgeon General meets regularly with the Executive Office of the Governor to brief them on the Department's activities, programs and public health impact. This briefing includes information on the Department's performance management system functions, data and activities as appropriate. Key updates from Agency Performance Management Council meetings, which include County Health Department health officer representation, may also be included as appropriate.

### I. Review and Update the PMQI Plan

Annually, the DOH-Indian River PM Council reviews the PMQI Plan to identify strengths, opportunities for improvement and lessons learned. This information is reported to the Division of Public Health Statistics and Performance Management through an Annual Progress Report. During this revision process, The PMQI Champion, the expanded management team at DOH-Indian River also review PMQI training and resources for relevance and usefulness to staff. Any necessary revisions or additions are presented to the PM Council for review and approval. The focus of this review includes examining:

- Culture of Quality Self-Assessment.
- Public Health Workforce Interests and Needs Survey (PHWINS)
- Progress towards designated performance measures.
- Progress on QI projects.
- Developing a stronger training plan.
- Reviewing and enhancing employee training content.
- Expanding upon the QI project process.
- The focus of the council's roles and responsibilities.
- Reviewing budget and staffing appointments.
- Linkages with Departmental priorities.

This evaluation process informs planning for each subsequent year and supports a culture of continuous improvement and excellence.

DOH-Indian River PM Council are responsible for measuring, monitoring and reporting the progress achieved on the goals, strategies, and objectives of the CHIP, Strategic Plan, Workforce Development Plan, and PMQI Plan. Plan reviews are a standing agenda item on the PM Council meeting agenda and a plan review tracking sheet is part of the meeting summary template that is utilized to track review dates.

Annually, as part of their regular meetings, the PM Council performs an in-depth review of the DOH-Indian River QI Plan to identify strengths, opportunities for improvement, and lessons learned. During the review, baseline and current data are reviewed to determine progression or regression in relationship to objectives and goals. Customer comment and feedback data is reported as part of the review and, if applicable, it is incorporated into the decision-making process.

The QI committee, comprised of front line and supervisory staff, also reviews the plan to provide internal stakeholder feedback. Plans are sent to external partners and stakeholders by posting the documents on DOH-Indian River's website and email to interested parties for comment and feedback. The status of the PMQI Plan is reported in the meeting minutes and submitted to the Division of Public Health Statistics and Performance Management (PHSPM) via upload to Florida Health Performs, within ten business days, after the minutes are approved. Based on these reviews, the PM Council updates the PMQI plan objectives as needed.

Priority 1: Customer Focus			
Goal 1.1: Make DOH- Indian River County responsive to customer needs			
Objective 1.1A: By December 30, 2024, increase the organizational score for the NACCHO SAT from 4.6 in 2021 to 4.8 or higher to achieve a culture of quality and customer focused organization  <b>Data Source:</b> NACCHO SAT scoring	Lead Individual and Title or Organizational Unit	Status	Alignment
	Performance Improvement	On Track	<b>Agency Plans:</b> AEOP-II.C.1a APMQI-Goal 1 ASP-obj. 3.1 AWFD-n/a SHIP-Priority 6 <b>CHD Plans:</b> CHIP-obj.2.B.2 EOP-III-2 SP-3.2.1 WFD-SP 1, obj.2
<b>Objective 1.1B:</b> By December 30, 2025, enhance interagency and community collaboration by increasing the size of the DOH-Indian River Partner and Stakeholders Coalition from 54 (2022) to 75  <b>Data Source:</b> DOH- Health Equity Plan- coalition member list	Community Improvement	On Track	<b>Agency Plans:</b> AEOP-n/a APMQI-Goal 1 ASP-4.1 AWFD-Goal 1 SHIP-Priority 6 <b>CHD Plans:</b> CHIP-Goal 2B EOP-n/a SP- Objective 2.1.2 WFD-SP 5

## Priority 2: Recruit, retain and train current and future public health workforce

### Goal 2.1: Foster a culture of quality improvement among DOH-Indian River employees

Objective 2.1A: By June 30, 2024, increase the number of PM Council members who have completed “Innovation and Quality in Public Health” from 0 in 2022 to 7	Lead Individual and Title or Organizational Unit	Status	Alignment
<p><b>Data Source:</b> Division of Public Health Statistics and Performance Management, Bureau of Performance Assessment and Improvement TRAIN Florida course ID# 1076152</p>	PMQI Champion, WFD Liaison, Personnel Liaison	On Track	<p><b>Agency Plans:</b> AEOP-11.C.1d APMQI-Goal 1 ASP-1.1 AWFD-Goal 1 SHIP-Priority 6</p> <p><b>CHD Plans:</b> CHIP-2.A.2 EOP-n/a SP-2.1.1 WFD-SP 2, obj.1</p>
<p><b>Objective 2.1B:</b> By June 30, 2027 increase the number of PM Council members who have completed the DOH Organizational Culture of Quality Self-Assessment Tool Webinar from 0% in January 2023 to 100%</p> <p><b>Data Source:</b> Division of Public Health Statistics and Performance Management, Bureau of Performance Assessment and Improvement</p>	PM Council	Not Started	<p><b>Agency Plans:</b> AEOP-n/a APMQI-obj.2.1 ASP-obj.1.1.2 AWFD-Goal 1 SHIP-Priority 6</p> <p><b>CHD Plans:</b> CHIP-n/a EOP-n/a SP-obj.4.3.2 WFD-Goal 3</p>
<p><b>Objective 2.1C:</b> By June 30, 2024, increase the number of DOH- Indian River supervisors who have completed “Innovation and Quality in Public Health” from 0 in 2022 to 14</p> <p><b>Data Source:</b> Division of Public Health Statistics and Performance Management, Bureau of Performance Assessment and Improvement, TRAIN Florida, course ID#1076152</p>	PMQI Champion, WFD Liaison, Personnel Liaison	On Track	<p><b>Agency Plans:</b> AEOP-11.C.1d APMQI-Goal 1 ASP-1.1 AWFD-Goal 1 SHIP-Priority 6</p> <p><b>CHD Plans:</b> CHIP-2.A.2 EOP-n/a SP-2.1.1 WFD-SP 2, obj.1</p>
<p><b>Objective 2.1D:</b> By December 30, 2023, increase the number of DOH-Indian River staff who have completed “Introduction to Cultural Competency and Humility” from 0 in 2022 to 100%</p>	WFD Liaison, Personnel Liaison	Completed	<p><b>Agency Plans:</b> AEOP-11.C.1d APMQI-Goal 1 ASP-1.1 AWFD-Goal 1</p>

<p><b>Data Source:</b> TRAIN Florida, course ID#1062987</p>			<p>SHIP-Priority 6  <b>CHD Plans:</b>  CHIP-Goal 2B  EOP-n/a  SP-Priority 2  WFD- SP 2, obj.3</p>
<p><b>Objective 2.1E:</b>  By July 1, 2023, maintain the percentage of DOH- Indian River new staff hired in FY2023/24 who complete “Introduction to QI in Public Health”, “Quality Improvement 101”, and “Quality Improvement 102” from 100% in FY 2022/23 at 100%</p> <p><b>Data Source:</b> TRAIN Florida, Course ID#1059243, 1067632, 1073517</p>	<p>WFD Liaison, Personnel Liaison</p>	<p>On Track</p>	<p><b>Agency Plans:</b>  AEOP-n/a  APMQI-Goal 3  ASP-4.1  AWFD-Goal 2  SHIP-n/a  <b>CHD Plans:</b>  CHIP-n/a  EOP-n/a  SP-obj. 4.4.2  WFD-SP1, obj.1</p>
<p><b>Objective 2.1F:</b>  By December 31, 2024, increase the number of PMQI related training opportunities conducted by the DOH- Indian River PMQI Champion or PMQI consortium from 1 in January 2023 to 7</p> <p><b>Data Source:</b>  Division of Public Health Statistics and Performance Management, Bureau of Performance Assessment and Improvement</p>	<p>PMQI Champion</p>	<p>On Track</p>	<p><b>Agency Plans:</b>  AEOP-n/a  APMQI-Goal 3  ASP-4.1  AWFD-Goal 2  SHIP-n/a  <b>CHD Plans:</b>  CHIP-n/a  EOP-n/a  SP-obj. 4.4.2  WFD-SP5, obj.1</p>

## Priority 3: Improve the Quality of Life for Indian River County Communities Through Quality Improvement

### Goal 3.1 Improve services to increase physical and mental wellbeing for DOH-Staff and Indian River County residents

Objective 3.1A:	Lead Individual and Title or Organizational Unit	Status	Alignment
<p>By December 31, 2024, increase the percentage of initiated and completed QI projects from 0% (January 1, 2023) to 75%</p> <p><b>Data Source:</b> Division of Public Health Statistics and Performance Management, Bureau of Performance Assessment and Improvement</p>	<p>PMQI Champion, QI Committee</p>	<p>On Track</p>	<p><b>Agency Plans:</b> AEOP-n/a APMQI-2.1.1 ASP-4.1.1 AWFD-4.1 SHIP-n/a <b>CHD Plans:</b> CHIP-n/a EOP-n/a SP-4.2.2 WFD-SP1, obj.1</p>

## Section 10

## Current QI Projects

QI Project 1 Title:					
<p><b>Aim Statement:</b> By July 1, 2025, increase employee wellness offerings from zero in 2022 to three and maintain the offerings annually through 2027</p> <p><b>How was the opportunity for improvement identified?</b> An employee satisfaction survey indicated the need</p>	Project Type	Team Lead	Project Start Date	Project End Date	Status
		Administrative	Victoria Uribe	1/11/2023	7/1/2025
QI Project 2 Title:					
<p><b>Aim Statement:</b> By September 30, 2023, increase the number of events addressing gaps in access to healthy foods from 0 in 2022 to four continuing annually through September 30, 2025</p> <p><b>How was the opportunity for improvement identified?</b> Data from the CHA and a county wide PACE-EH community needs survey indicated the need</p>	Project Type	Team Lead	Project Start Date	Project End Date	Status
		Population-based	Molly Steinwald	1/17/2023	9/30/2023
QI Project 3 Title:					
<p><b>Aim Statement:</b> By June 2024, Increase customer satisfaction by improving one component of our customer interface phone system from zero improvements in 2022</p> <p><b>How was the opportunity for improvement identified?</b> Customer feedback and a Bright Ideas suggestion from a DOH-Employee</p>	Project Type	Team Lead	Project Start Date	Project End Date	Status
		Programmatic	Sarah Howard	6/15/2023	6/30/2024



<b>QI Project 4 Title:</b>					
<b>Aim Statement:</b> By December 30, 2023, increase the number of completed customer satisfaction surveys by 20% from 278 in 2022 to 334  <b>How was the opportunity for improvement identified?</b> A previous QI project streamlined intake processes and identified a need for increase in collection rates as a next step	<b>Project Type</b>	<b>Team Lead</b>	<b>Project Start Date</b>	<b>Project End Date</b>	<b>Status</b>
	Programmatic	Margaret Kearney	12/28/2022	12/30/2023	On Track

TERM	DEFINITION
<b>Accountability</b>	Accountability is establishing a systematic method to assure stakeholders (policymakers and the public) that the organizational entities are producing desired results. Accountability includes establishing common elements that are applied to all participants. These should include clear goals, progress indicators, measures, analysis of data, reporting procedures, help for participants not meeting goals and consequences and sanctions. (Source: American Society for Quality)
<b>Administrative Project</b>	An administrative project is a quality improvement project that improves organizational processes. Administrative areas are activities that relate to management of a company, school or other organization. For PHAB purposes, administrative areas are distinguished from program areas which provide public health programs or interventions. Examples of administrative areas include contract management (e.g., looking at the contract approval process or how contracts are tracked for compliance), vital records (e.g., processing birth and death certificates or evaluating their accuracy), human resources functions (e.g., the performance appraisal system), staff professional development (e.g., effectiveness of the professional development process), workforce development (e.g., appropriateness of employee wellness program), or financial management system (e.g., the financial data development, analysis, and communication process).
<b>Alignment</b>	Alignment is the consistency of plans, processes, information, resource decisions, actions, results and analysis to support key organization-wide goals. (Source: Baldrige National Quality Program, 2005).
<b>Analyze</b>	To analyze is to study or determine the nature and relationship of the parts of a situation by analysis. (Source: Merriam-Webster Online Dictionary)
<b>Barriers</b>	Barriers are existing or potential challenges that hinder the achievement of one or more objectives. (Source: <i>The Executive Guide to Facilitating Strategy: Featuring the Drivers Model</i> . Michael Wilkinson. 1 <sup>st</sup> Ed.)
<b>Benchmarking</b>	Benchmarks are points of reference or a standard against which measurements can be compared. In the context of indicators and public health, a benchmark is an accurate data point. The data point is used as a reference for future comparisons (like a baseline). This is also referred to as “best practices” in a field. Communities compare themselves against these standards. Many groups use benchmark as a synonym for an indicator or target. (Source: Norris T, Atkinson A, et al. <i>The Community Indicators Handbook: Measuring Progress toward Healthy and Sustainable Communities</i> . San Francisco, CA: Redefining Progress; 1997)
<b>Best Practice(s)</b>	These are the current best-known way to do something. Best practices are a) recognized as consistently producing results superior to those achieved with other means; b) can be standardized and adopted/replicated by others; and c) will produce consistent and measurable results. Best practices can be replicated in different processes, work units, or organizations such that the results of the original application can be reliably reproduced. Best practices will evolve to become better as improvements are discovered. (Source: NACCHO QI SAT v2.0)
<b>Change Management</b>	Change Management is a structured approach to transitioning an organization from a current state to a future desired state. (Source: NACCHO Roadmap to a Culture of QI)

TERM	DEFINITION
<b>Continuous Improvement</b>	Continuous improvement includes the actions taken throughout an organization to increase the effectiveness and efficiency of activities and processes to provide added benefits to the customer and organization. (Source: <i>Certified Manager of Quality/Organizational Excellence Handbook</i> . Russell T Westcott, editor. 3 <sup>rd</sup> Ed.)
<b>Core Competencies</b>	Core public health competencies are a set of skills desirable for the broad practice of public health, reflecting the characteristics that staff of public health organizations may want to possess as they work to protect and promote health in the community (i.e., deliver the Essential Public Health Services). (Source: Council on Linkages between Academia and Public Health Practice. <i>Core Competencies for Public Health Professionals [online]</i> . 2010 [cited 2012 Nov 6]. <a href="http://www.phf.org/resourcestools/pages/core_public_health_competencies.aspx">http://www.phf.org/resourcestools/pages/core_public_health_competencies.aspx</a> )
<b>Culture of Quality Improvement</b>	Culture of quality improvement exists when QI is fully embedded into the way the agency does business across all levels, departments and programs. Leadership and staff fully committed to quality and results of QI 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. Staff do not assume that an intervention will be effective, but rather they establish and quantify progress toward measurable objectives. (Source: <i>Roadmap to a Culture of Quality Improvement</i> , Phase 6, NACCHO)
<b>Customer Focus</b>	Customer focus encompasses the way an organization listens to the voice of its customers, builds customer relationships, determines their satisfaction and uses customer information to identify opportunities for improvement. (Source: NACCHO QI SAT v2.0)
<b>Customer/Client Satisfaction</b>	Customer or client satisfaction is the degree of satisfaction provided by a person or group receiving a service, as defined by that person or group. (Source: <a href="http://www.businessdictionary.com/definition/customer-satisfaction.html">www.businessdictionary.com/definition/customer-satisfaction.html</a> )
<b>Data</b>	Data is quantitative or qualitative facts presented in descriptive, numeric or graphic form. (Source: <i>Certified Manager of Quality/Organizational Excellence Handbook</i> . Russell T Westcott, editor. 3 <sup>rd</sup> Ed.)
<b>Evaluate</b>	To evaluate is to systematically investigate the merit, worth or significance of an object, hence assigning “value” to a program’s efforts means addressing those three inter-related domains: Merit (or quality); Worth (or value, i.e., cost-effectiveness); and Significance (or importance). (Source: CDC – <i>A Framework for Program Evaluation</i> )
<b>Evidence-based Practice</b>	Evidenced-based practice involves making decisions based on the best available scientific evidence using data and information systems systematically, applying program-planning frameworks, engaging the community in decision making, conducting sound evaluation and disseminating what is learned. (Source: Brownson, Fielding and Maylahn. <i>Evidence-based Public Health: A Fundamental Concept for Public Health Practice</i> . Annual Review of Public Health)
<b>Formative Evaluation</b>	Formulative Evaluation means performing an evaluation to gain insight into the nature of the problem so that you can “formulate” a program or intervention to address it. During formative evaluation you might gain feedback from stakeholders that will inform the development of the intervention—what the needs are in the community, what factors they would like to see in a new program, etc. It could even include testing different communications materials, for example. Whereas a QI project will focus on a program or process that is already in existence and explore how it can be made more efficient or effective.
<b>Governing Entity</b>	A governing entity is the individual, board, council, commission or other body with legal authority over the public health functions of a jurisdiction of local government; or region, or district or reservation as established by state, territorial, or tribal constitution or statute, or by local charter, bylaw, or ordinance as authorized by state, territorial, tribal, constitution or statute. (Source: National Public Health Performance Standards)

TERM	DEFINITION
	Program, <i>Acronyms, Glossary, and Reference Terms</i> , CDC, 2007. <a href="http://www.cdc.gov/nphsp/PDF/Glossary.pdf">www.cdc.gov/nphsp/PDF/Glossary.pdf</a> .
<b>Implement</b>	To implement is to put into action; to give practical effect to and ensure of actual fulfillment by concrete measures. (Source: Adapted from Merriam-Webster.com)
<b>Key Processes</b>	Key Processes are processes that focus on what the organization does as a business and how it goes about doing it. A business has functional processes (generating output within a single department) and cross-functional processes (generating output across several functions or departments). (Source: <i>Certified Manager of Quality/Organizational Excellence Handbook</i> . Russell T Westcott, editor. 3 <sup>rd</sup> Ed.)
<b>Key Customer Requirements</b>	Key customer requirements are performance standards associated with specific and measurable customer needs; the “it” in “do it right the first time” (Source: <i>The Quality Improvement Handbook</i> , John Bauer, Grace Duffy, and Russell Westcott, editors)
<b>Objective</b>	An objective is a specific, quantifiable, realistic target that measures the accomplishment of a goal over a specified period. (Source: <i>The Executive Guide to Facilitating Strategy: Featuring the Drivers Model</i> . Michael Wilkinson. 1 <sup>st</sup> Ed.) Objectives need to be <b>S</b> pecific, <b>M</b> easurable, <b>A</b> chievable, <b>R</b> elevant and include a <b>T</b> imeframe (SMART).
<b>Opportunity for Improvement</b>	Opportunities for improvement are the agents, factors or forces in an organization’s external and internal environments that can directly or indirectly affect its chances of success or failure. (Source: Adapted from BusinessDictionary.com)
<b>Outcomes</b>	Outcomes are long-term end goals that are influenced by the project, but that usually have other influences affecting them as well. Outcomes reflect the actual results achieved, as well as the impact or benefit of a program.
<b>Performance Excellence</b>	Performance excellence is an integrated approach to organizational performance management that results in 1) delivery of ever-improving value to customers and stakeholders contributing to organizational sustainability; 2) improvement of overall organization effectiveness and capabilities; and 3) organizational and personal learning. (Source: <i>2013 Sterling Criteria for Organizational Performance Excellence</i> )
<b>Performance Gap</b>	A performance gap is the gap between an organization’s existing state and its desired state as expressed by its long-term plans.
<b>Performance Improvement</b>	Performance improvement is an ongoing effort to improve the efficiency, effectiveness, quality or performance of services, processes, capacities and outcomes.
<b>Performance Indicators</b>	Performance indicators are measurements that relate to performance but are not a direct measure of such performance (e.g., the # of complaints are an indicator of dissatisfaction but not a direct measure of it), and when the measurement is a predictor (leading indicator) of some more significant performance (e.g., increased customer satisfaction might be a leading indicator of market share gain.) (Source: 2013 Sterling Criteria for Performance Excellence)
<b>Performance Management</b>	Performance management is a continuous cycle of inquiry that encompasses the collection and processing of data, the analysis of the data and the utilization of the analysis to adjust actions and behaviors. The analysis of data is carried out through the act of rendering comparisons over time, across units and against internal targets and external benchmarks. The analysis of data should lead to decisions regarding strategy, program delivery, service delivery, day-to-day operations, resource allocation, goals and objectives, performance targets, standards and indicators. Processes needed to link data evaluation, decision-making, and action as centering on the role of formal and informal “interactive dialogue” about performance data. (Source: <i>Public Performance &amp; Management Review</i> , Vol. 34, No. 4, June 2011, pp. 520-548)

TERM	DEFINITION
<b>Performance Management Council (PM Council)</b>	The PM Council is a cross-sectional group of leaders and key staff responsible for overseeing the implementation of the performance management system and QI efforts. (Source: NACCHO Roadmap to a Culture of Quality)
<b>Performance Management System</b>	The Performance Management System is a fully integrated system for managing performance at all levels of an organization which includes: 1) setting organizational objectives across all levels of the department; 2) identifying indicators and metrics to measure progress toward achieving objectives on a regular basis; 3) identifying responsibility for monitoring progress and reporting; and 4) identifying areas where achieving objectives requires focused QI processes. (Source: NACCHO QI SAT v2.0)
<b>Performance Measures or Metrics</b>	Performance Measures or Metrics is a quantitative expression of how much, how well and at what level programs and services are provided to customers within a given time-period. The measures quantify the processes and outcomes of a work unit providing insight into whether goals are being achieved; where improvements are necessary; and if customers are satisfied. (Source: NACCHO QI SAT v2.0)
<b>Plan-Do-Check-Act (PDCA)</b>	A Plan-Do-Check-Act is also called: PDCA, Plan-Do-Study-Act (PDSA) cycle, Deming Cycle, Shewhart Cycle. The Plan-Do-Check-Act cycle is a four-step model for carrying out change. Just as a circle has no end, the PDCA cycle should be repeated in an appropriate time period for continuous improvement. (Source: ASQ.org)
<b>PMQI Chairs</b>	<p>A PMQI Chair supports the PMQI Team by working with the Division of Public Health Statistics and Performance Management to plan, organize and communicate PMQI Team activities and efforts. This position is nominated by PMQI Champions, confirmed by Health Officers and rotates annually. The chair assists the Division of PHSPM in:</p> <ul style="list-style-type: none"> <li>• Identifying significant gaps and strengths and participating in planning and improvement activities.</li> <li>• Supporting and assisting development and guidance of professional development, training resources and expertise in quality improvement and performance management practices.</li> <li>• Supporting and assisting guidance and leadership while acting as point of contact for members of the consortium.</li> <li>• Participating in meeting preparation and agenda planning and facilitating material at quarterly team meetings.</li> <li>• Maintaining and updating the SharePoint site for the consortium.</li> </ul> <p>A co-chair may also be named at the desire of the consortium. This individual performs support functions to assist the chair.</p>
<b>PMQI Champion</b>	A PMQI Champion is a staff member that possess enthusiasm for and has expertise in QI; serves as a QI mentor to staff; and regularly advocates for the use of QI in the agency. (Source: NACCHO Roadmap to a Culture of Quality)
<b>PMQI Consortia</b>	A PMQI Consortia is a region-based grouping of CHDs that collaborates on PMQI topics specific to their area. (Reference: the overview series for leaders slide, September 2018 and CHS)
<b>Policy</b>	Policy is the general principles by which a government entity is guided in its management of public affairs. For a health department, this may encompass external or community-facing policies (e.g., clean air or school physical education guidelines), as well as internal policies affecting staff (e.g., family leave or hiring practices). (Adapted from: Garner, B.A. editor. <i>Black's Law Dictionary</i> . 8th ed. West Group; 2004)
<b>Population-based Health</b>	Population-based health are interventions aimed at disease prevention and health promotion that effect an entire population and extend beyond medical treatment by targeting underlying risks such as tobacco, drug and alcohol use, diet and sedentary lifestyles and environmental factors. (Source: Turnock BJH. <i>Public Health: What It Is and How It Works</i> . Gaithersburg, MD: Aspen Publishers, Inc.; 1997)

TERM	DEFINITION
<b>Programmatic Project</b>	<p>A Programmatic Project is a quality improvement project that has a direct impact within a specific program. If the project applies to only one program, it is considered programmatic even if the improvement is administrative in nature. For example, issuing permits in EH may involve administrative work. However, this is a program example because it is specific to the operation of a specific program, EH.</p> <p>Programs, processes and interventions are the terms used to describe functions, services or activities carried out through the daily work of public health departments.</p>
<b>Promising Practice</b>	<p>A Promising Practice describes a way to do something that shows some evidence or potential for developing into a best practice. (Source: NACCHO QI SAT v2.0)</p>
<b>Public Health</b>	<p>Public health is the mission to fulfill society’s desire to create conditions that enable people to be healthy. Public health includes the activities that society undertakes to assure conditions in which people can be healthy. These include organized community efforts to prevent, identify and counter threats to the health of the public. Public health is:</p> <ul style="list-style-type: none"> <li>• The science and the art of preventing disease; the prolonging of life; and the promoting of physical health, mental health and efficiency, through organized community efforts toward a sanitary environment.</li> <li>• The control of community infections through the education of the individual in principles of personal hygiene.</li> <li>• The organization of medical and nursing services for the early diagnosis and treatment of disease.</li> <li>• The development of the social machinery to ensure to every individual in the community a standard of living adequate for the maintenance of health.</li> </ul> <p>The Public Health Accreditation Board’s (PHAB) public health department accreditation standards address the array of public health functions set forth in the ten Essential Public Health Services. Public health department accreditation standards address a range of core public health programs and activities including, for example, environmental public health, health education, health promotion, community health, chronic disease prevention and control, communicable disease, injury prevention, maternal and child health, public health emergency preparedness, access to clinical services, public health laboratory services, management/administration and governance. While some public health departments provide mental health, substance abuse, primary care, human and social services (including domestic violence), these activities are not considered core public health services under the ten Essential Public Health Services framework used for accreditation purposes. The PHAB’s scope of accreditation authority does not extend to these areas. PHAB’s scope of authority policy can be found at <a href="https://phaboard.org/wp-content/uploads/Scope-of-Authority-Policy_Mar2021.pdf">https://phaboard.org/wp-content/uploads/Scope-of-Authority-Policy_Mar2021.pdf</a></p> <p>(Turnock. <i>Public Health: What It Is and How It Works (4th Ed)</i>. Jones and Bartlett. MA. 2009; Winslow. <i>Man and Epidemics</i>. Princeton Press. NJ. 1952. Institute of Medicine. <i>The Future of Public Health</i>. National Academies Press. Washington, DC. 1988; Public Health Accreditation Board. <i>Standards and Measures Version 1.5</i>. Alexandria, VA, May 2011)</p>
<b>Quality Improvement</b>	<p>Quality improvement in public health is the use of a deliberate and defined improvement process, such as a Plan-Do-Check-Act, which 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 the services or processes which achieve equity and improve the health of the community.</p> <p>(Source: Riley, Moran, Corso, Beitsch, Bialek, and Cofsky. “Defining Quality Improvement in Public Health”. <i>Journal of Public Health Management and Practice</i>. January/February 2010)</p>

TERM	DEFINITION
<b>Performance Management and Quality Improvement (PMQI) Plan</b>	<p>A PMQI plan describes what an agency is planning to accomplish and reflects what is currently happening with QI processes and systems in that agency. It is a guidance document that informs everyone in the organization as to the direction, timeline, activities and importance of quality and quality improvement in the organization. The PMQI plan is also a living document and should be revised and updated regularly as progress is made and priorities change. The PMQI plan provides written credibility to the entire QI process and is a visible sign of management support and its commitment to quality throughout the health department.</p> <p>(Source: Davis MV, Mahanna E, Joly B, Zelek M, Riley W, Verma P, Solomon Fisher J. "Creating Quality Improvement Culture in Public Health Agencies." <i>American Journal of Public Health</i>. 2014. 104(1): e98-104)</p> <p>The Public Health Accreditation Board requires a PMQI plan as documentation for measure 9.1.2 A of the PHAB 2022 <a href="#">Standards and Measures</a>.</p>
<b>Resources</b>	<p>Resources include personnel, equipment, facilities and funds available to address organizational needs and to accomplish a goal.</p>
<b>Storyboard</b>	<p>A storyboard is a display created and maintained by a project or process improvement team that tells the story of a project or initiative. The storyboard should be permanently displayed from the inception to the completion of the project in a location where it is likely to be seen by many associates and stakeholders impacted by the project. (ASQ)</p>
<b>Sustainability</b>	<p>Sustainability gauges the likelihood that improvements can be maintained over time. It involves how well processes are defined and documented with the goal of being repeated; how outputs and outcomes of the processes are measured and monitored; whether ongoing training of those processes and standards for implementation is provided; and whether the standards for the processes are reviewed periodically as a part of continuous quality improvement.</p>
<b>System</b>	<p>A system is a network of connecting processes and people that together perform a common mission.</p> <p>(Source: <i>The Quality Improvement Handbook</i>, John Bauer, Grace Duffy, and Russell Westcott, editors. 2<sup>nd</sup> Ed.)</p>
<b>Targets</b>	<p>Targets are desired or promised levels of performance based on performance indicators.</p> <p>They may specify a minimum level of performance or define aspirations for improvement over a specified time frame.</p>
<b>Technical Assistance</b>	<p>Technical assistance is tailored guidance to meet the specific needs of a site, or sites, through collaborative communication with a specialist and the site(s). Assistance considers site-specific circumstances and culture; and it can be provided through phone, email, mail, internet or in-person.</p> <p>(<a href="http://www.cdc.gov/dash/program_mgt/docs/pdfs/dash_definitions.pdf">http://www.cdc.gov/dash/program_mgt/docs/pdfs/dash_definitions.pdf</a>)</p>
<b>Training</b>	<p>Training for the public health workforce includes the provision of information through a variety of formal regularly planned means for the purpose of supporting the public health workforce in maintaining the skills, competencies and knowledge needed to successfully perform their duties. (Institute of Medicine. <i>Who Will Keep the Public Healthy?</i> National Academies Press. Washington, DC, 2003).</p>
<b>Validate</b>	<p>To validate is to confirm by examination of objective evidence that specific requirements and/or specified intended uses are met.</p> <p>(Source: Florida Sterling <i>The Quality Improvement Handbook</i>, John Bauer, Grace Duffy, and Russell Westcott, editors. 2<sup>nd</sup> Ed.)</p>

1. [Agency Strategic Plan, 2016-2021](#)
2. [Agency Quality Improvement Plan, 2018-2022](#)
3. [Behavioral Risk Factor Surveillance System \(BRFSS\)](#)
4. [Centers for Disease Control and Prevention](#)
5. [DOH-Indian River Bright Ideas Employee Suggestion Program](#)
6. [DOH Indian River County Strategic Plan, 2023-2026](#)
7. [DOH Indian River County Community Health Improvement Plan, 2022-2026](#)
8. [DOH-Indian River 2022 Employee Wellness Survey](#)
9. [DOH Indian River 2022 County-wide PACE EH Survey](#)
10. [DOH-Indian River 2021 Wabasso PACE EH Survey](#)
11. [DOH Indian River County Workforce Development Plan, 2019-2023](#)
12. [DOH Indian River County Strategic Plan Annual Progress Report, 2022](#)
13. [DOH Indian River County Community Health Improvement Plan Annual Progress Report, 2023](#)
14. [DOH Indian River 2022 customer feedback data.](#)
15. [DOH Indian River NACCHO Culture of Quality Self-Assessment, 2021](#)
16. [Florida Agency for Health Care Administration \(AHCA\)](#)
17. [Florida Community Health Assessment Resource Tool Set \(CHARTS\)](#)
18. [Florida Environmental Public Health Tracking](#)
19. [Healthy People 2030 / health.gov](#)
20. [PHWINS 2021 Survey results](#)
21. [Public Health Accreditation Board](#)
22. [United States Census Bureau Website](#)



## Appendix 3

## 2023 PMQI Planning Participants

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Cheryl Alberts,  
Senior Community Health Nurse

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Accountant II

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Government Operations Consultant II

Avie "Rose" Parker,  
Executive Community Health Nursing Director

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Interviewing Clerk

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Environmental Administrator

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Administrative Services Director II

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Government Operations Consultant III

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Community Health Nursing Supervisor

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Holly Roberson  
Environmental Specialist II

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Government Operations Consultant II

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Public Health Nutrition Program Director

Miranda Swanson  
County Health Department Administrator

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Administrative Assistant II

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Maridel Vitrano  
Nutrition Educator

Samuel Mitchell,  
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Karen Wilcox  
Nursing Program Specialist

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Health Services Representative