**DOMAIN 9: EVALUATE AND CONTINUOUSLY IMPROVE HEALTH DEPARTMENT PROCESSES, PROGRAMS, AND INTERVENTIONS**

The documentation submitted by SRHD demonstrates excellent performance in evaluating and continuously improving District processes, programs, and interventions. The agency has developed and fully implemented a comprehensive QI plan. Institutionalization of QI principles and a culture of quality throughout the organization is evident. SRHD's status as one of three Performance Management Centers of Excellence in Washington positions the agency as a resource to promote adoption of effective performance management strategies in the region and throughout the state.

**STANDARD 9.1 - USE A PERFORMANCE MANAGEMENT SYSTEM TO MONITOR ACHIEVEMENT OF ORGANIZATIONAL OBJECTIVES.**

SRHD fully demonstrates performance of all measures pertaining to the use of a performance management system to monitor achievement of organizational objectives. Exemplary performance is demonstrated in the area of staff competency development for performance management, through SRHD's role as a Performance Management Center for Excellence.

**9.1.1 A:** Engage staff at all organizational levels in establishing or updating a performance management system

**Score :Score Saved**

**Conformity:**

The District provided documentation that describes the engagement of staff, management and leadership in the development of the District's performance management system. Documentation includes executive leadership team minutes, quality council minutes, and a copy of the strategic management system overview and logic model. The performance management system includes the use of Logical Decisions for Windows software.

**STANDARD 9.2 - DEVELOP AND IMPLEMENT QUALITY IMPROVEMENT PROCESSES INTEGRATED INTO ORGANIZATIONAL PRACTICE, PROGRAMS, PROCESSES, AND INTERVENTIONS.**

SRHD fully demonstrated all measures in the standard pertaining to development and implementation of quality improvement processes integrated into organizational practices, programs, processes, and interventions. The agency has an outstanding QI plan that reflects a mature QI process which is fully institutionalized in all aspects of agency operations.

**9.2.1 A:** Establish a quality improvement program based on organizational policies and direction

**Score :Score Saved**

**Conformity:**

The documentation presented by SRHD demonstrates exceptional performance of this measure. Documentation included a copy of the agency's QI plan, along with the Quality Council logic model, QI web page, and summary statement of QI project assistance provided by the Quality Council.

**Areas of Excellence:**

The QI plan is exemplary and exceeds the requirements outlined in the guidance.

The overall site visit report summary of our greatest strengths and opportunities is below:

**Site Visit Report**

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**Overall :**

Three greatest strengths:

Through the review of the documentation and the site visit, the site visit team identified a great number of strengths and outstanding practices demonstrated by the Spokane Regional Health District (SRHD), which are noted in the team's  throughout the report.

Clearly, the District has done an exemplary job of building strong relationships with a wide range of partners and stakeholders. This was evident in the community partner meeting that took place during the site visit. A large group of partners representing diverse perspectives clearly articulated the key role that the District provides in multiple collaborations, all aimed at improving health and the quality of community life for the residents of Spokane. Agency leadership received high praise from all present for their vision, commitment, and for leading the way to a healthier Spokane.

It is also clear that the District does an exceptional job of communicating health data to the community in a way that informs and fosters ongoing community engagement. The District plays a key role in assuring inclusive community health assessment and health improvement planning, along with implementing and monitoring evidence-based strategies to improve health. The District's leadership in policy development, community dialogue and action addressing the social determinants of health and health equity is a model for best practice.

Finally, the District's comprehensive strategy for performance improvement and commitment to quality at all levels is exemplary. The District provides leadership in improving public health practice in the State of Washington through its role as a Washington Performance Center for Excellence. The agency's culture of continuous quality improvement is evident at all levels of the organization, including governance. The active engagement by the governing board in the agency's comprehensive performance improvement strategy, including a focus on governing body performance, is another best practice.

Three most serious challenges or opportunities for improvement:

Like many governmental public health agencies, The Spokane Regional Health District has faced the critical challenges of declining financial resources along with the role transition occurring in the public health system nationally. The District is developing and implementing transition plans, including transfer of some clinical services to community partners. At the same time, the District is shifting and strengthening its emphasis on population-focused services, with a special focus on social determinants of health. The engagement of community partners during the site visit indicate general awareness and support for this direction.

Perhaps the greatest challenge ahead for the District will be in managing this role transition and related issues that arise over the long term. One area of opportunity is engaging and supporting staff through the transition. The District is to be commended for its efforts to assist staff who have been displaced as a result of the restructuring process. It will be critical to assure open and clear communication with retained staff regarding the transition of the District and the impact of the transition on their individual roles. During the site visit, the team heard that some staff had expressed role confusion/uncertainty through statements such as, "just tell me what you want me to do." Full engagement with staff at all levels regarding the challenges as well as the opportunities ahead for the District and for staff will be critical. Development of a comprehensive strategy in this area will benefit staff, the overall department, and potentially the public health system overall through sharing of SRHD experiences with other departments facing similar challenges. In particular, a comprehensive transition strategy will be strengthened with inclusion of specific strategies in the three following areas: 1. Review and update planning for staff communication and engagement related to ongoing transition of agency and public health system; 2. Review and update workforce development/succession planning, including analysis of current/future staff competency and educational needs to support emerging roles; and 3. Review current strategic plan and organizational structure for potential refinements needed to support and optimize the transition over the long term, including resource allocation. The District's success in building a shared vision and active engagement for the transition by all staff will be critical to successfully move the District to the next level.

Overall impression of the department as a functioning health department:

It is evident through the review process that the Spokane Regional Health District is a very high performing health department. The District has become a major asset to the Spokane community and to the State of Washington through the outstanding public health leadership it provides. A high level of commitment to quality and professionalism is demonstrated by staff at all levels of the organization, including management and governance. The site visit team wishes to commend the District for its commitment to excellence, which was consistently demonstrated through this process. SRHD is a great resource to the public health community as a source of best and promising public health practices, and as an exemplar for strong public health performance.