

**What Makes a
PHAB-ulous Board Member**

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Session Objectives

- o Identify the core characteristics of effective boards of health
- o Understand the Public Health Accreditation Board (PHAB) Standards & Measures that are specific to boards of health
- o Identify the board of health role in PHAB accreditation

What Makes a Board Member

- o Statutory responsibility for the organization, services and its performance
- o Varying levels of policy-making and decision making authority, some only advisory



Poorly defined targets for organizational performance	Well-established <u>measures</u> , clear <u>targets</u> , and <u>concerted attention</u> to clinical and financial performance in relation to them
Passive and reactive governance style	Highly interested and engaged board
Fuzzy priorities for the board's work	Sharp focus on well-defined <u>governance</u> priorities
Spotty attendance with low energy level	High attendance and enthusiasm
Lots of listening and little discourse	Active & consistent engagement in dialog involving board members and staff
Challenges and disagreements are squelched	Constructive dissent and debate are welcomed
Decision-making is pro forma	Decision-making is enlivened
Board "self-evaluation" is superficial and done sporadically	Board evaluation is done seriously and results in real changes

Core Characteristics Of Effective Boards

Director, Board Chair and Board understand responsibilities and share strong commitment:

- o Health department director's support and leadership is essential
- o Build and maintain an excellent health department director & board chair relationship
- o On-going communications, respect and trust

Core Characteristics of Effective Boards

Board and health department ensures the organization has a board-approved strategic plan that includes:

- o Meaningful mission statement
- o Vision for the future
- o Core values that drive organizational decision-making
- o Goals with annual objectives and metrics that assess progress

Core Characteristics of Effective Boards

Board composition:

- o A diverse mix of health professionals and respected leaders in other sectors
- o Prepared to devote necessary time
- o Proactive efforts to assemble and maintain appointments and re-appointments

The American Hospital, University of Kentucky

Core Characteristics of Effective Boards

Setting board priorities and allocating time & energy with careful deliberation:

- o Harbor time for strategic thinking about the long-range importance to the organization and its communities
- o Receive good, timely information (not just data) with well-constructed agendas that focus on key issues

The American Hospital, University of Kentucky

Core Characteristics of Effective Boards

Clearly stated objectives in critical areas with evidence-based metrics to monitor actual performance for established standards:

- o Insist on clear targets and excellent metrics
- o Results-oriented
- o Govern, not manage, the organization
- o Demand first rate information, not just data, whether it is good news or not

The American Hospital, University of Kentucky

Core Characteristics of Effective Boards

Commitment to a true board development program:


- o On-going assessment of the boards needs
- o Top-notch orientation and continuing education
- o Action-oriented evaluation of the board's performance

The University of Kentucky

Core Characteristics of Effective Boards

A healthy board culture with a strong focus on governance priorities with constructive dialog:

- o Robust engagement and shared commitment
- o Willingness to take action



The University of Kentucky

Accreditation 101

- o Public Health Accreditation Board (PHAB)
- o The goal of public health department accreditation is to promote high performance & continuous quality improvement
- o 12 Domains
 - o 10 Essential Public Health Services
 - o Administration & Governing Entity

Accreditation 101

- o Statement of Intent
- o Application
- o Document Selection & Submission
- o Site Visit
- o Accreditation Decision
- o Reports
- o Reaccreditation



Public Health Governing Entity

Domain 12: Maintain Capacity to Engage the Public Health Governing Entity

Domain 12 focuses on the health department's support and engagement of its governing entity in maintaining and strengthening the public health infrastructure for the jurisdiction served. Governing entities both directly and indirectly influence the direction of a health department and should play a key role in accreditation efforts. However, much variation exists regarding the structure, definition, role, and responsibilities of governing entities.

A governing entity, as it relates to the accreditation process, should meet the following criteria:

1. It is an official part of Tribal, state, or local government.
2. It has primary responsibility for policy-making and/or governing a Tribal, state, or local health department.
3. It advises, advocates, or consults with the health department on matters related to resources, policy making, legal authority, collaboration, and/or improvement activities.
4. It is the point of accountability for the health department.
5. In the case of shared governance (more than one entity provides governance functions to the health department), the governing entity, for accreditation purposes, is the Tribal, state, regional, or local entity that, in the judgment of the health department seeking for accreditation, has the primary responsibility for supporting the applicant health department in achieving accreditation.

Domain 12

DOMAIN 12 INCLUDES THREE STANDARDS:

Standard 12.1:	Maintain Current Operational Definitions and Statements of the Public Health Roles, Responsibilities, and Authorities
Standard 12.2:	Provide Information to the Governing Entity Regarding Public Health and the Official Responsibilities of the Health Department and of the Governing Entity
Standard 12.3:	Encourage the Governing Entity's Engagement In the Public Health Department's Overall Obligations and Responsibilities

www.phaboard.org

Examples of Documentation

- o Board of Health meeting minutes
- o Board of Health trainings
- o Statutes and laws specific to local public health governing entities and their authority, roles, and responsibilities
- o Approved internal policies and procedures
- o Documented involvement in local, state or federal policy making

Other Domains

- o Domain 5 – Strategic Plan
- o Domain 6 – Review of Existing Laws or Proposed Laws
- o Domain 9 – Communication of Quality Improvement Activities
- o Domain 10 – Availability of Expertise & Communication of Research Findings
- o Domain 11 – Approved HD Budget and Quarterly Financial Reports

Your Role in the Process

- o Application – Board of Health Letter of Support
- o Assist in documentation collection & review
- o Participate in the Site Visit
- o Celebrate progress and success
- o Communicate importance of accreditation to others
- o Get involved with the Community Health Assessment, Improvement Plan, and Strategic Plan

BOARD OF HEALTH BOOT CAMP

THREE RIVERS DISTRICT HEALTH DEPARTMENT

PLAN:
In an effort to prepare for national voluntary public health accreditation, Three Rivers District Health Department (TRHD) provided training opportunities for our Board of Health members.

TRHD held a governing Board of Health (eight member total) which represents the River Local Boards of Health (eight member each) in accordance with Michigan Administrative Code, the District Board of Health rules and guidelines, which Local Boards of Health must have every year annually. The purpose of this training was to provide an overview of the accreditation process and to provide training for all Board of Health members.

DO:
Over an eight-month period of time, TRHD developed and implemented four training sessions for all four counties. Local Boards of Health received training on:

- The National Public Health Performance Standards (NPHS)
- The National Public Health Performance Standards Program for Government
- Accreditation of County and Independent
- Accreditation of County and Independent
- National Public Health Performance Standards Program for Government

ACT:
As a result of these trainings, TRHD was in the first cohort of nationally accredited health departments to be awarded (September 2012). Several activities have been developed for our Local Boards of Health, such as on-site public health and emergency public health preparedness training. Our Board of Health Training Coordinator will provide support with Board of Health functions and training needs. TRHD staff is providing an ongoing support team regarding Board of Health training, on-site training and emergency. In the event of public health emergency, TRHD will continue with their efforts of maintaining accreditation with PHAD, while maintaining our relationship with Board of Health members.

CHECK:
In utilizing the National Public Health Performance Standards Program for Government and our Board of Health members (update their local public health infrastructure and relations to government, sharing with training sessions, Board of Health members took a pre-test and post-test to further assess the training objectives and areas for training should require. All results demonstrated an increase in awareness of public health. Also, in accordance with the Health Department accreditation in District 12, all documents were judged as "fully demonstrated" the most comprehensive scoring system.

"All One Team, Striving for Excellence, Educating and Empowering with Every Encounter"

Resources

- o National Association of Local Boards of Health: www.nalboh.com
- o National Association for County and City Health Officials: www.naccho.org
- o Public Health Accreditation Board: www.phaboard.org
- o Accredited Health Departments

Questions?
