

## 2015-2016 Accreditation Support Initiative (ASI) for Local Health Departments

### FINAL REPORT

1. **Community Description:** Briefly characterize the community(ies) served by your agency (location, population served, jurisdiction type, organization structure, etc.). The purpose of this section is to provide context to a reader who may be unfamiliar with your agency.

Wichita County has an estimated population of 132,047, according to the 2013 U.S. census and is located on the Red River border with Oklahoma in Northwest Texas. Wichita Falls is the largest city, and the county seat. Other cities with populations in Wichita County include: Burkburnett (10,933), Iowa Park (6,958), Electra (3,253), Kamay (642), and Pleasant Valley (450). There are approximately 48,441 households, and 32,891 families residing in the county. The demographics of the county is 78.76% White, 10.23% Black or African American, 0.89% Native American, 1.84% Asian, 0.09% Pacific Islander, 5.51% from other races, and 2.68% from two or more races. 12.23% of the population is Hispanic or Latino of any race.

The Wichita Falls – Wichita County Public Health District (WFWCPHD) is a multi-program agency that is working toward improving the health of individuals and that of the collective community. Our vision is healthy people and a healthy community. To that end, we serve to protect and promote the health of the people of our community and the surrounding area. The mission of the WFWCPHD is as follows: prevent illness and injury, promote a healthy and safe community, and protect all members of our community.

The City of Wichita Falls is responsible for the operation of the Health District, and Wichita County is a contributing member. A public health board advises the Health District on public health matters.

The WFWCPHD is led by the Director of Health who supervises the Division Heads and the Assistant Director of Health, who supervises those in the Administration Division, which includes accreditation, vital records, public health emergency preparedness, billing and customer service (see the organizational diagram below). There are five additional divisions within the WFWCPHD, as follows: Animal Services, Environmental Health, Laboratory, Nursing, and Women, Infants, and Children (WIC). Services provided in each of these divisions are extensive.

2. **Project Overview:** Provide an overview of the work your agency conducted with or because of this funding, including the significant accomplishments/deliverables completed during the ASI project period and the key activities engaged in to achieve these accomplishments. This should result in a narrative summary of the chart you completed in Part 1, in a format that is easily understandable by others.

The Wichita Falls – Wichita County Public Health District (WFWCPHD) has been able to finalize three documents, the Community Health Assessment (CHA), the Community Health

Improvement Plan (CHIP), and the Strategic Plan, that fulfill PHAB's prerequisites and puts WFWCPHD in position to apply for accreditation. More importantly, these documents will guide WFWCPHD activities through the next five years.

The first CHIP for Wichita County, Texas, was published in 2013, setting forth goals, objectives and strategies for 2013-2015. Many of the objectives set forth have been accomplished, including passage of a comprehensive smoke-free ordinance in Wichita Falls (June 2014), and in Burkburnett (May 2015). Strides have been made toward improving the early identification and treatment of individuals with mental health issues by training a cadre of instructors and individuals in Mental Health First Aid. Programs regarding healthy eating and active living have commenced, to include diabetes prevention and self-management education, Por Vida!, a healthy eating at restaurants initiative, and 5-2-1-0=8 programs for adults and children, which is a daily reminder to make healthy choices. Success was found in partnership and collaboration by bringing together individuals to make a collective effort to improve the health of our community.

The second CHIP for Wichita County, which was accomplished as part of this project, provides goals, objectives, and strategies for 2016-2018, as determined by the Health Coalition of Wichita County. This CHIP not only incorporates the accomplishments and lessons learned from the first iteration, but takes a new look at Wichita County using the CHA, Forces of Change Assessment (FOCA), Local Public Health System Assessment (LPHSA), and Community Themes & Strengths Assessment (LPHSA). Insights gained using all of these assessment were used to develop the CHIP and will be of utmost importance as we move toward the goals and objectives that were set.

The agency strategic plan was something that had been in a hold pattern for some time. There were so many changes that were happening inside and around the agency, that it was challenging to draft and finalize a plan that seemed to capture the current environment and where we hoped to be in the next five years. Using the ASI funds, we were able to work with a contractor at length to develop a document that was truly reflective of the current state of the organization, our goals, and how we would strategically move into the future.

- Challenges:** Describe any challenges or barriers encountered as your agency worked to complete the selected deliverables. These can be challenges your agency may have anticipated at the start of the initiative or unexpected challenges that emerged during the course of implementing your proposed activities and completing your deliverables. If challenges were noted in your interim report, please **do** include them here as well. Please include both tangible (e.g., natural disaster, leadership change) and intangible (e.g., lack of staff engagement) challenges.

The only challenge experienced was the coordination of meetings with members of the Health Coalition and subgroups. It can be challenging working with so many diverse organizations, each

with their own mission and vision, and getting everyone to move forward toward a common goal that they have identified. The beauty of the MAPP process is that it allowed us to frame the dialogue and activities in such a way that it was natural to bring people together to work to improve the health of our community. We have seen improved buy-in from those agencies during this process, and we will continue to capitalize on that so that the goals and objectives are accomplished.

4. **Facilitators of Success:** Describe factors or strategies that helped to facilitate completion of your agency's work. These can be conditions at your agency that contributed to your successes or specific actions you took that helped make your project successful or mitigated challenges described above. **Please include both tangible (e.g., influx of funds from another source) and intangible (e.g., staff or leadership engagement) facilitators.**

The Director and Assistant Director of the Wichita Falls – Wichita County Public Health District have been strategic and comprehensive in how the improvement within the agency would occur. Committing to the MAPP process in 2009 was the start of a long journey to achieve success. As we are in the second iteration of this process, we are able to see what has been accomplished and what work remains. A key success was working with other community leaders to establish the Health Coalition of Wichita County. This 40 member group of leaders in health and health delivery has been critical to defining what a healthy community would look like, and their goals and objectives to get there. The Community Health Improvement Plans that have been developed by this group have detailed the work they hope to accomplish and there have been real successes that have come as a result. The Health District created an Accreditation Specialist position with the responsibility of facilitating our readiness for accreditation. The contributions of our contract consultant Dr. Kirk Harlow were invaluable to in the completion of the Community Health Improvement Plan, Community Health Assessment and Strategic Plan, which were second authored by the Assistant Director of Health.

5. **Impact of ASI:** To what extent do you feel your health department was more prepared for accreditation at the end of the ASI5 project as compared to the beginning? What specifically changed during that time that made your agency more prepared for accreditation? How did the ASI5 contribute to your health department's progress?

This grant has helped us produce the Community Health Assessment, Community Health Improvement Plan and agency Strategic Plan, all of which are pre-requisites for accreditation. The grant funding also allowed for us to work with a local agency to complete the design work of all three so that they coordinated to show that they all work in concert together. Additional money for printing allowed us to print a substantial number of the documents. The best part is being able to take this work out to the public, present it, discuss it, defend it, enhance it and help people engage with it and with the entities that work so hard to help make their community a better place.

6. **Lessons Learned:** Please describe your agency's overall lessons learned from participating in the ASI. These can be things you might do differently if you could repeat the process and/or the kinds of

advice you might give to other health departments who are pursuing similar accreditation-related funding opportunities or technical assistance activities.

Lessons learned in this process would primarily be related to establishing realistic time lines for the work that is to be accomplished. This can be challenging when stakeholder engagement is a key component to success.

7. **Funding Impact:** Describe the impact that this funding has had on your agency. How has this funding advanced your agency's accreditation readiness or quality improvement efforts?

With this funding, the Wichita Falls – Wichita County Public Health District has been able to complete the Community Health Improvement Plan (CHIP), Community Health Assessment (CHA) and agency Strategic Plan. A contractor who was experienced in public health was valuable in facilitating the process and drafting the documents, which was incredibly helpful. Using the MAPP model for more than six years now has allowed our agency to survey the community, bring stakeholders together under a common cause, establish goals and objectives that are aimed at improving the health of the community, and work to accomplish them in concert with other agencies and individuals. The Accreditation Specialist, who is also the Quality Improvement Coordinator had the opportunity to participate in webinars and conferences that have significantly improved our ability to understand what currently exists for our PM/QI infrastructure and to facilitate the further development of the work.

8. **Next Steps and Sustainability:** What are your agency's general plans for the next 12-24 months in terms of accreditation preparation and quality improvement? How will the work completed as part of the ASI be sustained moving forward?

The WFWCPHD has officially registered with PHAB to start the accreditation process, and we expect to officially apply in August 2016.