

7 – Leadership, Management & Planning



For template samples of QI Plans, Communication Plans and Workforce Development Plans see <http://michweb.org/accreditation-resources/>

Leadership, Governance and Strategic Planning

Leadership and Governance:

Leadership Learning Portal, Heartland Center for Learning Management:

<http://www.heartlandcenters.com>

National Association of Local Boards of Health (NALBOH): <http://www.nalboh.org>

For Board education: <https://nalboh.site-ym.com/page/GovernanceInAction>

Missouri Association of Local Boards of Health (MALBOH): <http://www.moalpha.org/malboh/>

CDC National Leadership Academy: <https://www.cdc.gov/stltpublichealth/nlaph/> and

CDC's National Health Initiatives, Strategies, and Action Plans:

<https://www.cdc.gov/stltpublichealth/strategy/index.html>

NACCHO: <http://www.naccho.org/advocacy>

Strategic Planning:

NACCHO: <https://www.naccho.org/uploads/downloadable-resources/Programs/Public-Health-Infrastructure/StrategicPlanningGuideFinal.pdf>

Michigan Association for Local Public Health: A Guidebook for Local Health Departments (check out Appendix A Check Sheet and Appendix E Internal Assessment for their SWOT Template:

<https://www.malph.org/sites/default/files/files/Health%20Improvement/Strategic%20Plans/Key%20Components%20to%20a%20Strategic%20Plan.pdf>

Community Toolbox, Chapter 8 Developing a Strategic Plan: <https://ctb.ku.edu/en/table-of-contents/structure/strategic-planning>

ASTHO, Strategic Planning Guide: <http://www.astho.org/Accreditation-and-Performance/Strategic-Planning-Guide/Home/>

Policy Development

APHA: <https://www.apha.org/apha-communities/member-sections/community-health-planning-and-policy-development>

CDC: <https://www.cdc.gov/stltpublichealth/policy/>

National Library of Medicine, National Institutes of Health: Policy Development Strategy, Developing goals for public health at the national state and local levels
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1580121/>

NACCHO: <http://www.naccho.org/advocacy>

Community Tool Box: <http://ctb.ku.edu/en/influencing-policy-development>

Communications

Audience Analysis Tool can be found at <http://michweb.org/accreditation-resources/>)

Communication Plans:

<https://www.doh.wa.gov/ForPublicHealthandHealthcareProviders/HealthSystemsTransformation/StrategicCommunicationsPlan> , **Communication Strategies Template (page 39):**
<https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9011.pdf>

Community Toolbox: <https://ctb.ku.edu/en/table-of-contents/participation/promoting-interest/communication-plan/main>

Public Health Foundation:

http://www.phf.org/resourcestools/Pages/Planning_Before_You_Communicate_Tool.aspx

Northwest Center for Public Health Practice: <http://www.nwcphp.org/communications/news/more-than-words-public-health-communication-series> and
<http://www.nwcphp.org/communications/news/communications-planning-a-step-by-step-guide>

NACCHO: <http://www.naccho.org/communications>

CDC and CDC's social media policy: <https://www.cdc.gov/maso/policy/SocialMediaPolicy508.pdf> ,
<https://www.cdc.gov/healthcommunication/healthbasics/whatishc.html> ,
<https://www.cdc.gov/workplacehealthpromotion/planning/communications.html>,

Free trainings opportunities: <http://socialmediatraining.com/social-media-training/> , social media training for beginners: <https://blogs.constantcontact.com/social-media-quickstarter/>

The Guide to community Preventive Services; The Community Guide:

<https://www.thecommunityguide.org/sites/default/files/assets/What-Works-Health-Communication-factsheet-and-insert.pdf>

Evaluating your communications plan and tools:

<https://www.cdc.gov/eval/tools/communication/index.html> ,

[https://c.ymcdn.com/sites/chronicdisease.site-](https://c.ymcdn.com/sites/chronicdisease.site-ym.com/resource/resmgr/2014_1305_Grantee_Meeting/How_to_read_a_plan_-_Social_.pdf)

[ym.com/resource/resmgr/2014_1305_Grantee_Meeting/How to read a plan - Social .pdf](https://c.ymcdn.com/sites/chronicdisease.site-ym.com/resource/resmgr/2014_1305_Grantee_Meeting/How_to_read_a_plan_-_Social_.pdf)

Assessment of health literacy friendliness (written materials): <https://www.cdc.gov/ccindex/> ,

<https://www.nih.gov/sites/default/files/institutes/plain-language/nih-plain-language-checklist.pdf>

Information Technologies

NACCHO: <http://www.naccho.org/programs/public-health-infrastructure/health-it>

Healthy People 2020, Health Communication & Health Information Technology:

<https://www.healthypeople.gov/2020/topics-objectives/topic/health-communication-and-health-information-technology>

Healthcare Information and Management Systems Society (HIMSS): <http://www.himss.org/public-health-informatics>

APHA Health Informatics Information: <https://www.apha.org/apha-communities/member-sections/health-informatics-information-technology>

US Department of Health & Human Services (HHS): <https://www.hhs.gov/hipaa/for-professionals/special-topics/health-information-technology/index.html?language=es>

Performance Management

Performance Management is the overall framework using performance data to improve the public's health. Quality improvement processes and QI tools are the ways an agency manages the change and achieves the improvements in their processes. For more information about the Performance Management System Framework go to

http://www.phf.org/focusareas/performancemanagement/Pages/Performance_Management.aspx

Public Health Foundation:

http://www.phf.org/focusareas/performancemanagement/Pages/Performance_Management.aspx

<http://tools.publichealthsystems.org/tools/tool?name=PHAST/MPROVEMeasuresofLocalPublicHealthServiceDelivery&view=about&id=136>

<http://tools.publichealthsystems.org/homepage?cat=system&name=System%20Structure%20and%20Performance>

Performance Management Toolkit:

http://www.phf.org/focusareas/performancemanagement/toolkit/Pages/Performance_Management_Toolkit.aspx

Public Health Quality Improvement Exchange: <https://www.phqix.org>

CDC, Performance Management Definitions and Concepts:

<https://www.cdc.gov/stltpublichealth/performance/definitions.html>,

CDC, Performance Management and Quality Improvement:

<https://www.cdc.gov/stltpublichealth/performance/journey.html>

NACCHO, Quality Improvement: Measuring What Matters in Public Health, NACCHO's practical guide to implementing performance management at your health department. **Performance Improvement:**

<https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/performance-management> and <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/quality-improvement> **Organizational Culture of Quality Self-Assessment Tool Version 2.0.**

The QI SAT 2.0 enables organizations to objectively assess quality culture, identify opportunities for improvement, and prioritize strategies to include in a quality improvement (QI) plan. The QI SAT 2.0 Toolkit also includes staff and leadership versions of the assessment, a facilitation guide, a scoring spreadsheet, and PowerPoint slide decks to introduce the assessment to staff and facilitating group scoring and discussion. All of these tools may be downloaded from this link: <http://qiroadmap.org/assess/>

The Minnesota Dept of Health has great resources; QI templates:

<http://www.health.state.mn.us/divs/opi/qi/toolbox/projectmgmt.html>

Financial Management

NACCHO, Public Health Finance: <http://www.naccho.org/programs/public-health-infrastructure/public-health-finance>

Public Health Finance & Management, Training & Education:

<http://www.publichealthfinance.org/training-and-education>

Public Health Services & Systems Research:

<http://tools.publichealthsystems.org/homepage?cat=financing&name=Financing%20and%20Economics>

Human Resources

Missouri Public Health Association, Workforce Development - <http://mopha.org/workforce-development.php>

Heartland Center for Learning Management: <http://www.heartlandcenters.com>

Public Health Foundation, Workforce Development:

<http://www.phf.org/focusareas/workforcedevelopment/Pages/default.aspx>

Examples of Competency Based Workforce Development Plans:

http://www.phf.org/resourcestools/Pages/Competency_Based_Workforce_Development_Plans.aspx

NACCHO, Workforce Development & Training: <http://www.naccho.org/programs/public-health-infrastructure/workforce-development>

Community Planning

Missouri Department of Health and Senior Services: <http://health.mo.gov/data/chir/index.html>

All Things Missouri – Health & Safety Report: <https://allthingsmissouri.org/reports/health-safety/> (will include immunization info)

Engagement Network – Assessment Reports, county specific:

<https://engagementnetwork.org/assessment/>

Community Commons, CHA data: <https://www.communitycommons.org/chna/> **and CARES from University of Missouri:** <https://cares.missouri.edu/>

NACCHO, Community Health Improvement Planning: <http://www.naccho.org/programs/public-health-infrastructure/community-health-assessment> or <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment>

Examples of CHAs and CHIPs: <http://archived.naccho.org/topics/infrastructure/CHAIP/guidance-and-examples.cfm>

County Health Rankings & Roadmaps, Action Center:

<http://www.countyhealthrankings.org/policies/cultural-competence-training-health-care-professionals>

What Works for Health: <http://www.countyhealthrankings.org/roadmaps/what-works-for-health>

Community Toolbox: <http://ctb.ku.edu/en/table-of-contents/overview/model-for-community-change-and-improvement/framework-for-collaboration/main>

CDC, Community Health Improvement Navigator: <https://www.cdc.gov/chinav/index.html>

CDC, CHA & Health Improvement Planning: <https://www.cdc.gov/stltpublichealth/cha/>

National Network of Public Health Institutes, CHA & CHIP Initiatives:

<https://nnphi.org/relatedarticle/community-health-assessment-cha-and-community-health-improvement-chip-initiatives/>

American Hospital Association, Community Health Assessment Toolkit:

<http://www.healthycommunities.org/Education/toolkit/index.shtml#.WRjP11KZMdU>

Health Equity and Cultural Responsiveness

CDC definition: Health equity is achieved when every person has the opportunity to “attain his or her full health potential” and no one is “disadvantaged from achieving this potential because of social position or other socially determined circumstances.” Health disparities or inequities are types of unfair health differences closely linked with social economic or environmental disadvantages that adversely affect groups of people. (Promoting Health Equity: A Resource to Help Communities Address Social Determinants of Health, Centers for Disease Control and Prevention).
<https://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/overview/healthequity.htm>

Health People 2020: <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health>

The Community Guide: <https://www.thecommunityguide.org/findings/health-equity-cultural-competency-training-healthcare-providers>

CDC, A Practitioner’s Guide for Advancing Health Equity:
<https://www.cdc.gov/nccdphp/dch/pdf/HealthEquityGuide.pdf>

County Health Rankings & Roadmaps, Cultural Competence Training for Health Care Professionals:
<http://www.countyhealthrankings.org/policies/cultural-competence-training-health-care-professionals>

Health & Human Services (HHS), Think Cultural Health: <https://www.thinkculturalhealth.hhs.gov/about>

Health Resources & Services Administration (HRSA), Cultural, Language and Health Literacy:
<https://www.hrsa.gov/culturalcompetence/index.html>