

PUBLIC HEALTH PBRN
MONTHLY VIRTUAL MEETING
JANUARY 2012



WASHINGTON PH PBRN – TRANSLATING RESEARCH INTO PRACTICE

UPDATE TO THE NATIONAL PH PBRN NETWORK JANUARY 2012

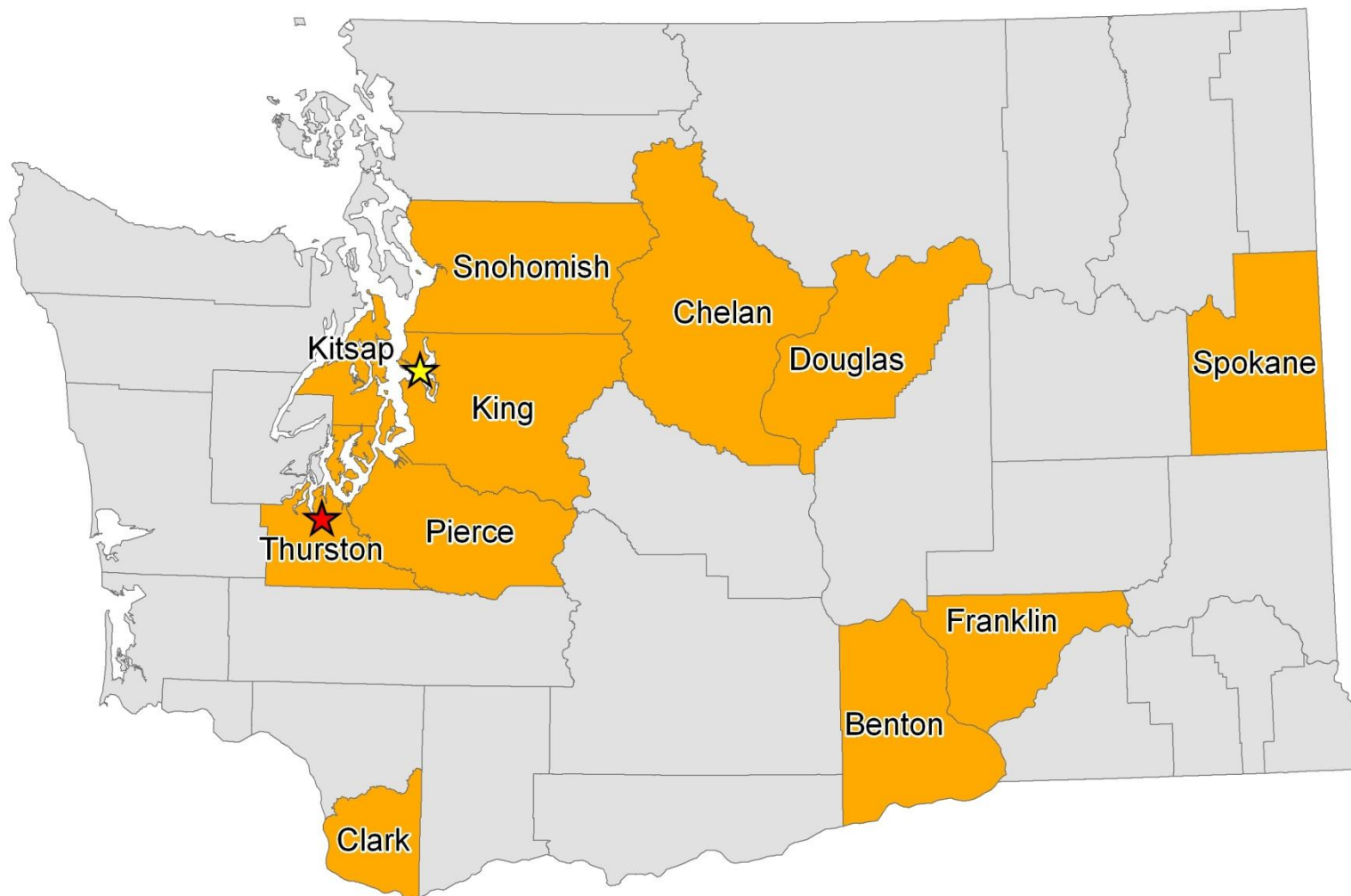
**Laura Hitchcock, JD, Public Health – Seattle & King
County/ Coordinator, WA Public Health Practice-Based
Research Network**

**Anthony L-T Chen, MD, MPH, Tacoma – Pierce County
Health Department/ Executive Committee, WA PBRN**

**Tina Abbott, MSW, Public Health – Seattle & King
County**



Washington State Public Health Practice-Based Research Network



Legend

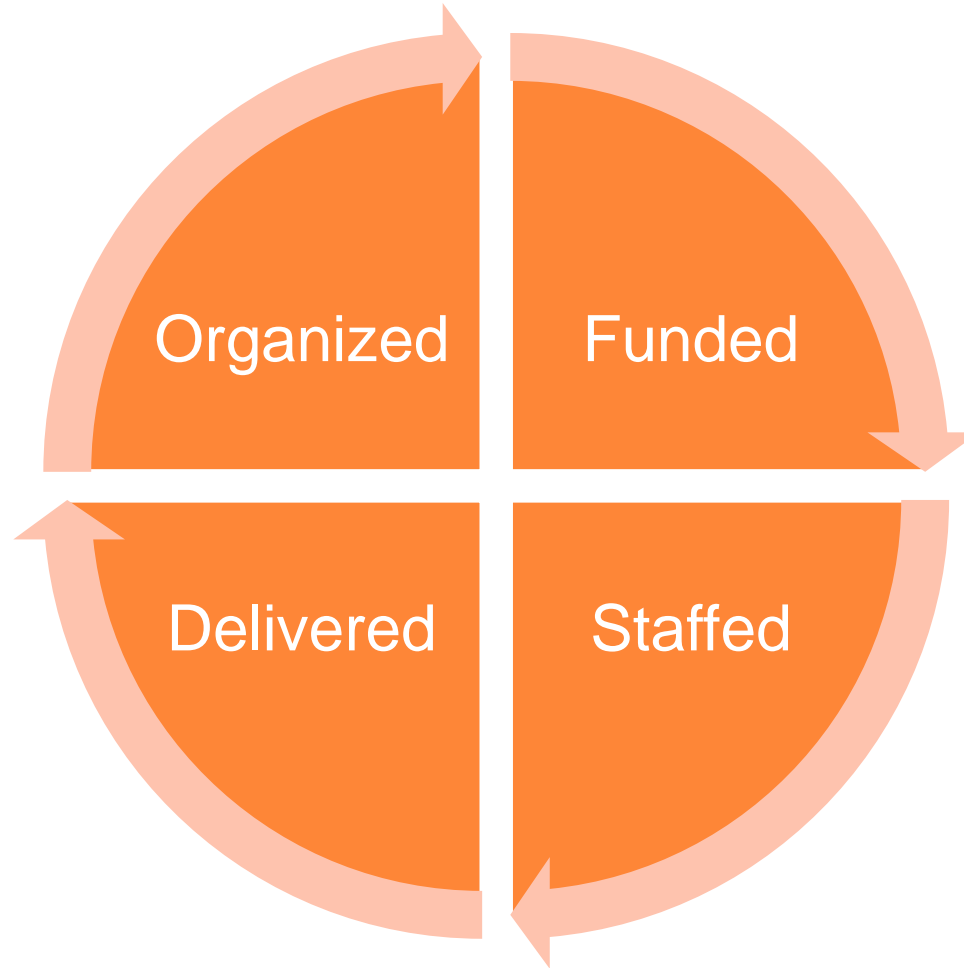
- PBRN Members
- Non-members

University of Washington
School of Nursing
School of Public Health & Community Medicine's
Northwest Center for Public Health Practice
Health Promotion Research Center

Washington State Association of
Local Public Health Officials
Washington State Department of Health

WA PBRN RESEARCH PRIORITIES

How is public health:



WHAT WILL WE LEARN THAT WILL MAKE A DIFFERENCE?

- WA PBRN Completed Studies
 - Variation in Practice among LHJs for Selected Notifiable Conditions
 - **H1N1 Variation in Practice in LHJs Translation Phase**
 - Variation in Decision-Making in LHJs
- WA PBRN Studies Underway
 - Public Health Activities and Services Tracking (PHAST) Inventory
 - **Quality Improvement in Workforce Hiring**
 - Workforce Cuts: Impacts on Workforce Diversity and Health Disparities

ASSESSING AND COMPARING H1N1 PLANNING AND IMPLEMENTATION ACTIVITIES ACROSS WASHINGTON STATE

Hanne Thiede, DVM, MPH, Public Health – Seattle & King County

Karen Hartfield, MPH, Public Health – Seattle & King County

Kailey Nelson, MPH student, University of Washington

Yoli Grandjean, BSN, DNP student , University of Washington

David Fleming, MD, MPH, Public Health – Seattle & King County

Jeffrey Duchin, MD, Public Health – Seattle & King County

Allene Mares, RN, MPH, Washington State Department of Health

John Erickson, MS, Washington State Department of Health

Cindy Gleason, BS, Washington State Department of Health



PHSSR/PBRN RESEARCH CONTINUUM

What is happening?

• Descriptive

Why?

• Inferential

What should we do about it?

• Translational

H1N1 PROJECT PURPOSE

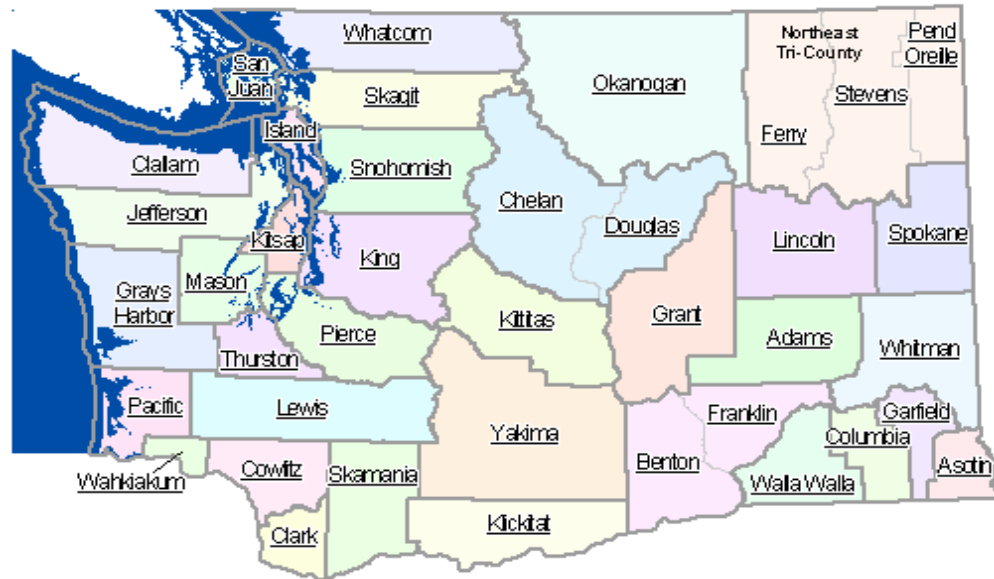
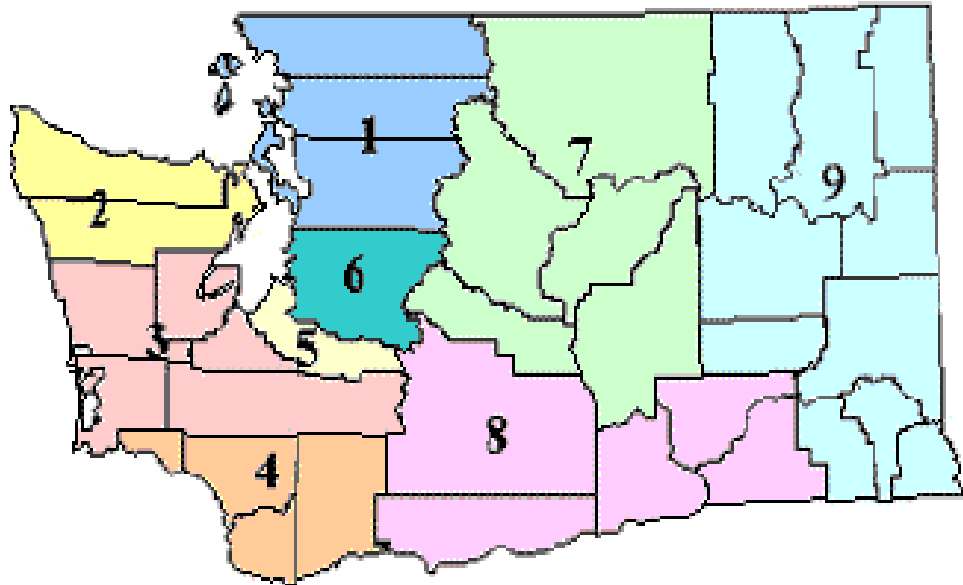
- Assess variations in H1N1 preparedness & response activities across LHJs
- Describe lessons learned that could be applied in future flu pandemic or other PH emergency
- Pilot & describe a method for real-time evaluation of a public health emergency

STUDY DETAILS

- Conducted by Public Health – Seattle & King County on behalf of the WA PH PBRN at the request of the Washington State DOH
- Four phone surveys and two online surveys with health officials from 15 LHJs between September 2009 and May 2010
- Findings of each survey reported and final report systematically reviewed and compared findings from each topic across all surveys
- Funded by CDC Cooperative Agreement with support from RWJF funded WA PH PBRN

15 PARTICIPATING LHJS

1. Snohomish
2. Whatcom
3. Kitsap
4. Thurston
5. Grays Harbor
6. Clark
7. Cowlitz
8. Pierce
9. King
10. Chelan-Douglas
11. Grant
12. Benton-Franklin
13. Yakima
14. Spokane
15. Whitman



VACCINE DISTRIBUTION, ADMINISTRATION, & TRACKING - LESSONS LEARNED

- Most LHJs were unable to estimate vaccine coverage in ACIP target groups
- A timely and efficient statewide vaccine reporting system is needed and should be used to inform decisions about target group prioritization and other vaccine strategies

IMPACT ON LHJS – LESSONS LEARNED

- Additional federal funding was essential to the success of LHJ response
- It was still challenging for LHJs to maintain routine PH functions
- Funding needed to incorporate lessons learned into local preparedness plans
- Incident Command System (ICS) useful to organize response but difficult to maintain for a long time period
- Adapt ICS structure to meet long-term needs

PILOTING METHOD FOR REAL-TIME EVALUATION – LESSONS LEARNED

- Methods not timely enough for providing real-time input into outbreak management decisions
- Simpler online surveys would provide faster but less comprehensive information
- Development of other formal mechanism to provide real-time input may be needed

USE AND USEFULNESS OF FINDINGS - LESSONS LEARNED

- Documenting LHJ activities, experiences and opinions
- Identifying system-wide issues
- Informing local and statewide improvement plans and preparedness planning

PHSSR/PBRN RESEARCH CONTINUUM

What is happening?

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What should we do about it?

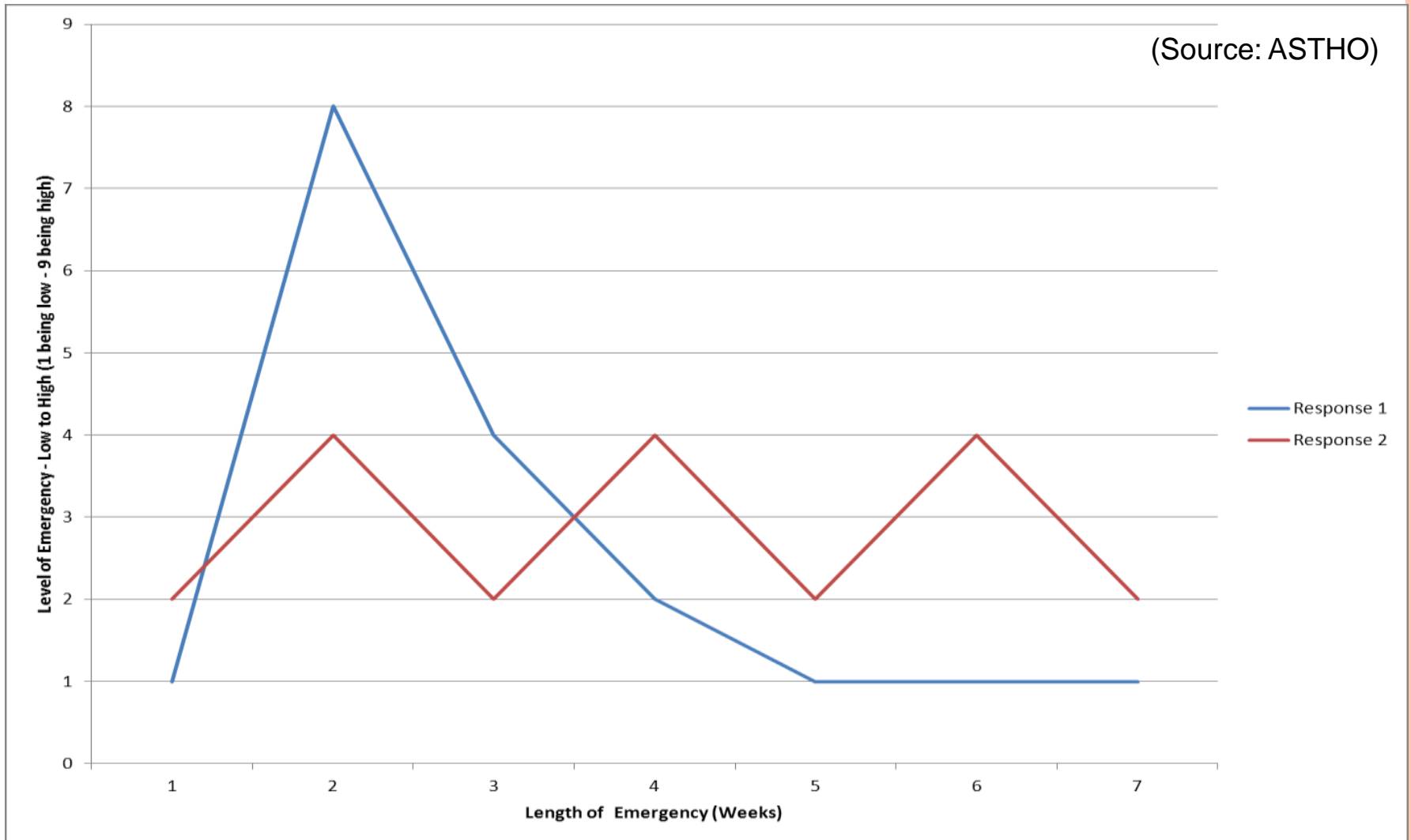
- Translational

PBRN TRANSLATION: FLEXIBLE CONTINUITY OF OPERATIONS PLANNING (COOP)

Based on lessons learned from H1N1 study:

- ICS useful to organize response
- ICS intended for physical disaster response rather than ongoing epidemic
- Difficult to maintain ICS for long time period
- Challenging to maintain routine public health functions during ICS activation
- Need to adapt ICS structure for incidents of variable severity and duration

VARIATION IN LENGTH AND SEVERITY OF EMERGENCIES



PROJECT DETAILS

- Conducted by Public Health – Seattle & King County on behalf of the WA PH PBRN at the request of the Washington State DOH
- Reviewed literature on ICS and COOP
- Reviewed Federal, State, and local After Action Reports (AARs)
- Conducted phone conversations with DOH staff; a selection of small, medium, and large LHJs; and Pierce County Emergency Management

COOP AND ICS GUIDANCE HANDBOOK

- Best Practices in ICS and COOP in Washington LHJs during H1N1
- Step-by-step planning for ICS and COOP in sustained incidents of varying severity and duration (Flexible COOP)
- Prepares LHJ to flex up and flex down to address demands of emergency incident and routine PH functions

FLEXIBLE COOP GUIDANCE

1. Inventory services, programs, and functions
2. Review or develop ICS
3. Develop categories of severity and duration of emergencies
4. For each category of emergency:
 - Prioritize services, programs, and functions
 - Anticipate scale of ICS activation needed
 - Identify staffing, lines of succession, legal issues, resources, etc, to support ICS and COOP

PROJECT STATUS

- COOP and ICS Guidance Handbook delivered to DOH
- DOH distributed Handbook to select LHJs for comments

NEXT STEPS

- Revise Handbook and pilot test with some LHJs to develop Flexible COOPs
- Evaluate feasibility of intervention and quality of guidance
- Incorporate a test of Flexible COOP during scheduled statewide exercise in July 2012
- Evaluate feasibility of intervention and quality of guidance
- Revise Handbook and broadly disseminate

H1N1 PROJECT IN THE PHSSR/PBRN RESEARCH CONTINUUM

Descriptive

- H1N1 Planning & Implementation Activities Study
- What happened and how practices varied

Inferential

- Why?
- Lessons learned
- Recommendations to improve or change practice

Translational

- What should we do about it?
- Develop a possible intervention: Flexible COOP
- Test, refine, then disseminate the intervention

QUALITY IMPROVEMENT: EQUITY IN HIRING: RWJF Quick Strike Project AN UPDATE

Dr. Nadine Chan, Public Health – Seattle & King
County, PI

Tina Abbott, MSW, Public Health – Seattle & King
County

Susan Kinne, PhD, Public Health – Seattle & King
County

Kate Neville, MPH, CHES, Public Health – Seattle &
King County

Laura Hitchcock, JD, Public Health – Seattle & King
County

Purpose of Quick Strike QI research project

- Develop and test a quality improvement initiative to improve racial/ethnic diversity across workforce categories.
- The initiative will focus on changes in the hiring process to eliminate unconscious bias in selection of applicants.



Background

- In 2010, Public Health-Seattle & King County Human Resources launched the Equity & Social Justice Hiring Quality Improvement project.
- The project was a 2011 departmental commitment in the King County Equity and Social Justice Interbranch Team workplan.
<http://www.kingcounty.gov/exec/equity.aspx>
- The goal of the project was to establish best practices in hiring to increase the diversity of our workforce by using QI methods and tools.



Background (cont.)

- An analysis of 2008 data showed that in aggregate, the workforce of the department reflected the racial/ethnic diversity of King County.
- An analysis of 2008-2010 by quintiles of salary range revealed the hiring in the lower salary ranges was very diverse while hiring in the highest salary ranges was not.
- Quick Strike research intended to support post-data analysis, develop & evaluate the QI method used to address the issues



Quick Strike Research Timeline

April-June, 2011	QI Team Stakeholder focus group interviews Develop new hiring procedures, training materials, and hiring manual
June-December, 2011	Implement intervention and collect quantitative data
October- December, 2011	Analyze post-intervention data and compare with pre-intervention data
January – February, 2012	Present findings to QI Team and County Equity and Social Justice Initiative; Develop recommendations for policy changes
March, 2012	Adopt changes in hiring practices; disseminate findings



Background (cont.)



At the micro level,
our workforce is not as diverse as the communities we serve.



Research Aims

- Conduct focus group interviews of the QI Team to review baseline data and identify opportunities for policy and practice changes in the hiring process
- Develop quality improvement strategies based on literature and QI Team recommendations
- Implement changes via hiring manager trainings and creating a hiring manual



Research Aims (cont.)

- Conduct pre-post evaluation of the impact of the modified hiring processes by comparing the racial/ethnic composition of new hires before and after the initiative
- Develop recommendations for hiring policies and procedures to improve workforce diversity
- Disseminate findings to practice agencies (County, WA PBRN, and others), and conferences, and peer reviewed journals.



Focus Groups with QI Team

- Group discussions
- Review of Quantitative baseline data



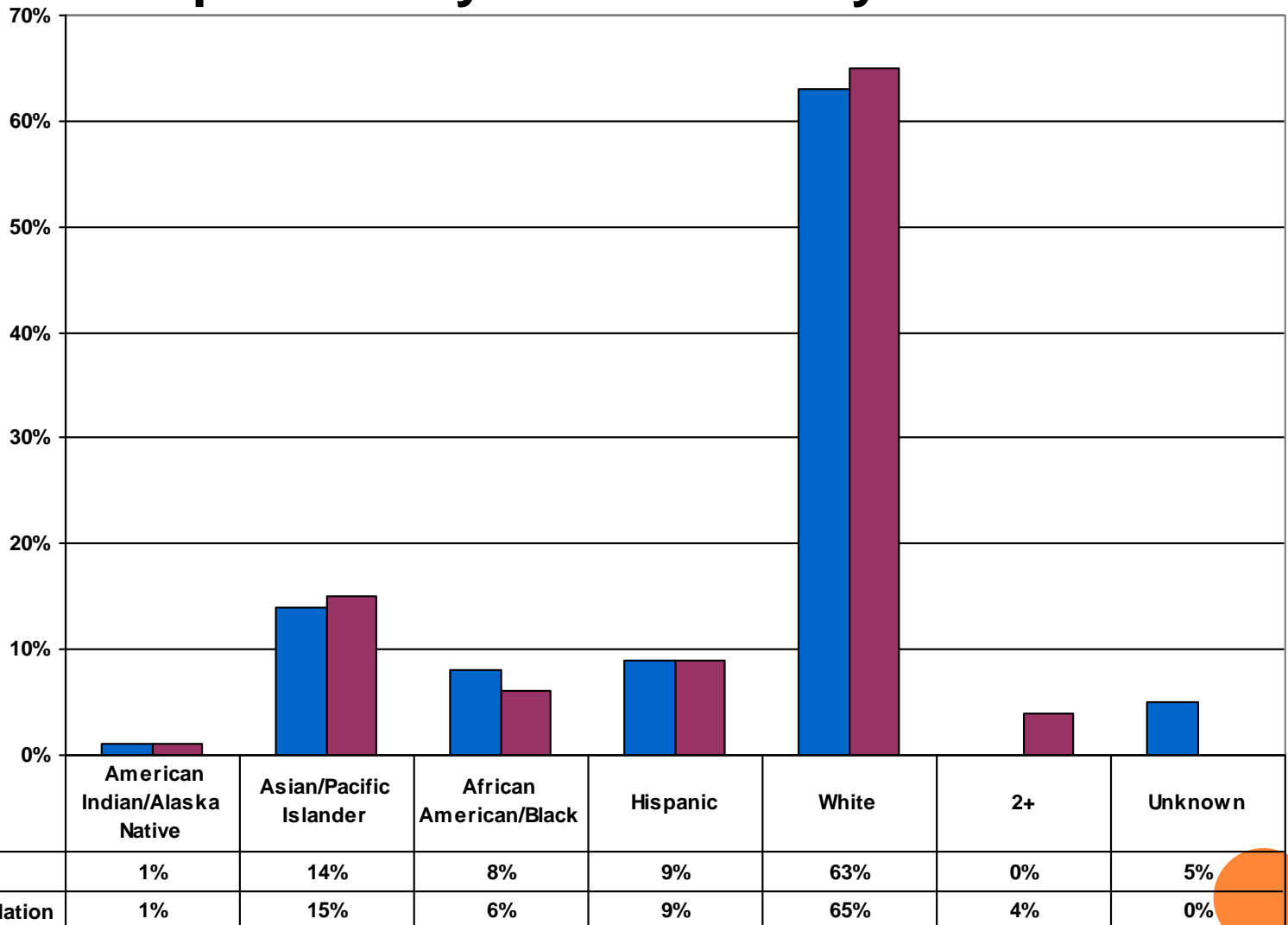
Quantitative Baseline Data

Staff Diversity

- Race/ethnicity of staff & hires as a whole
- Race/ethnicity of staff & hires by classification
- Race/ethnicity of staff & hires by salary range



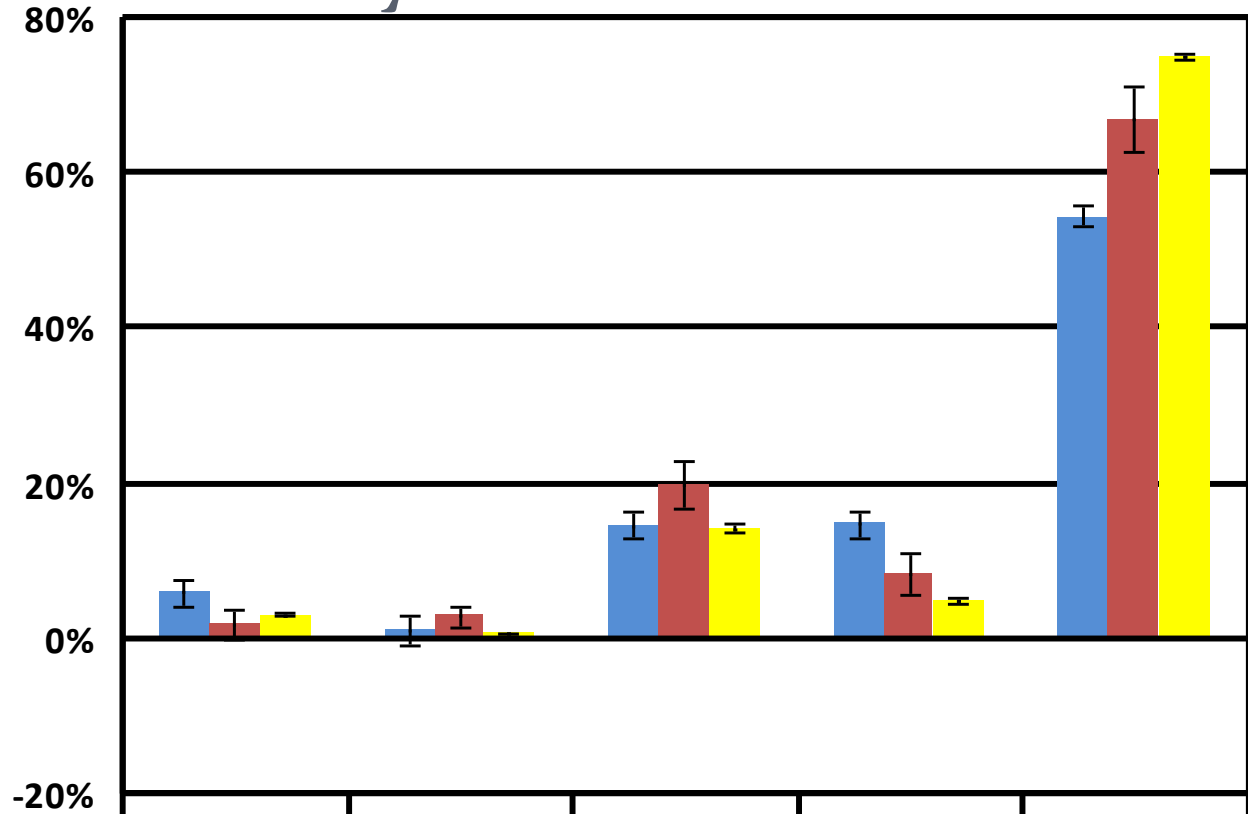
Public Health Staff Compared to King County Population by Race/Ethnicity 2010



Public Health Data Source: Peoplesoft 2010

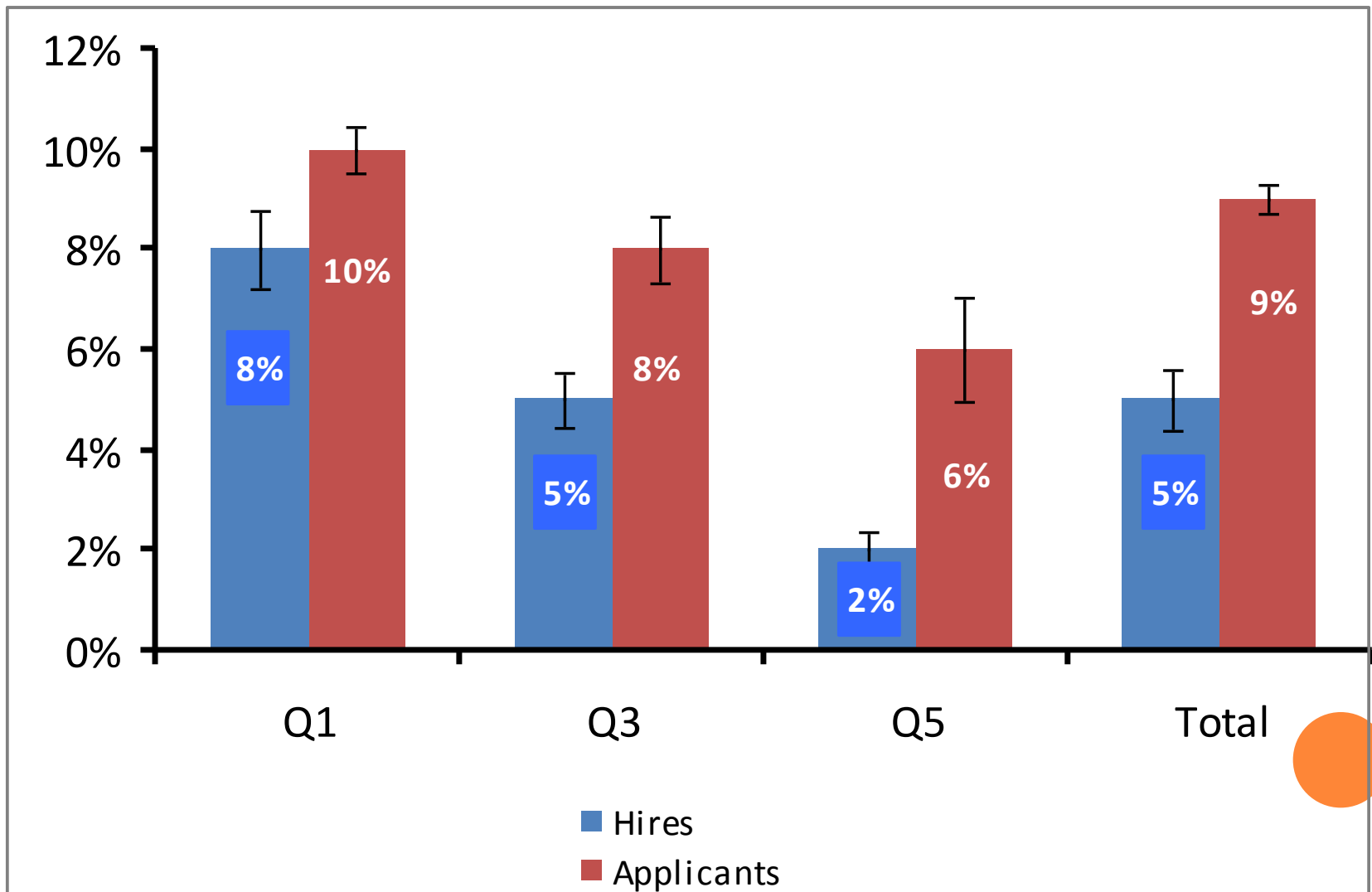
King County Data Source: 1990-2008 Population Estimates: Population Estimates from Public Health Assessment, WA State DOH, Vista Partnership, & Krupski Consulting. January 2009

Applicants & Hires by Race

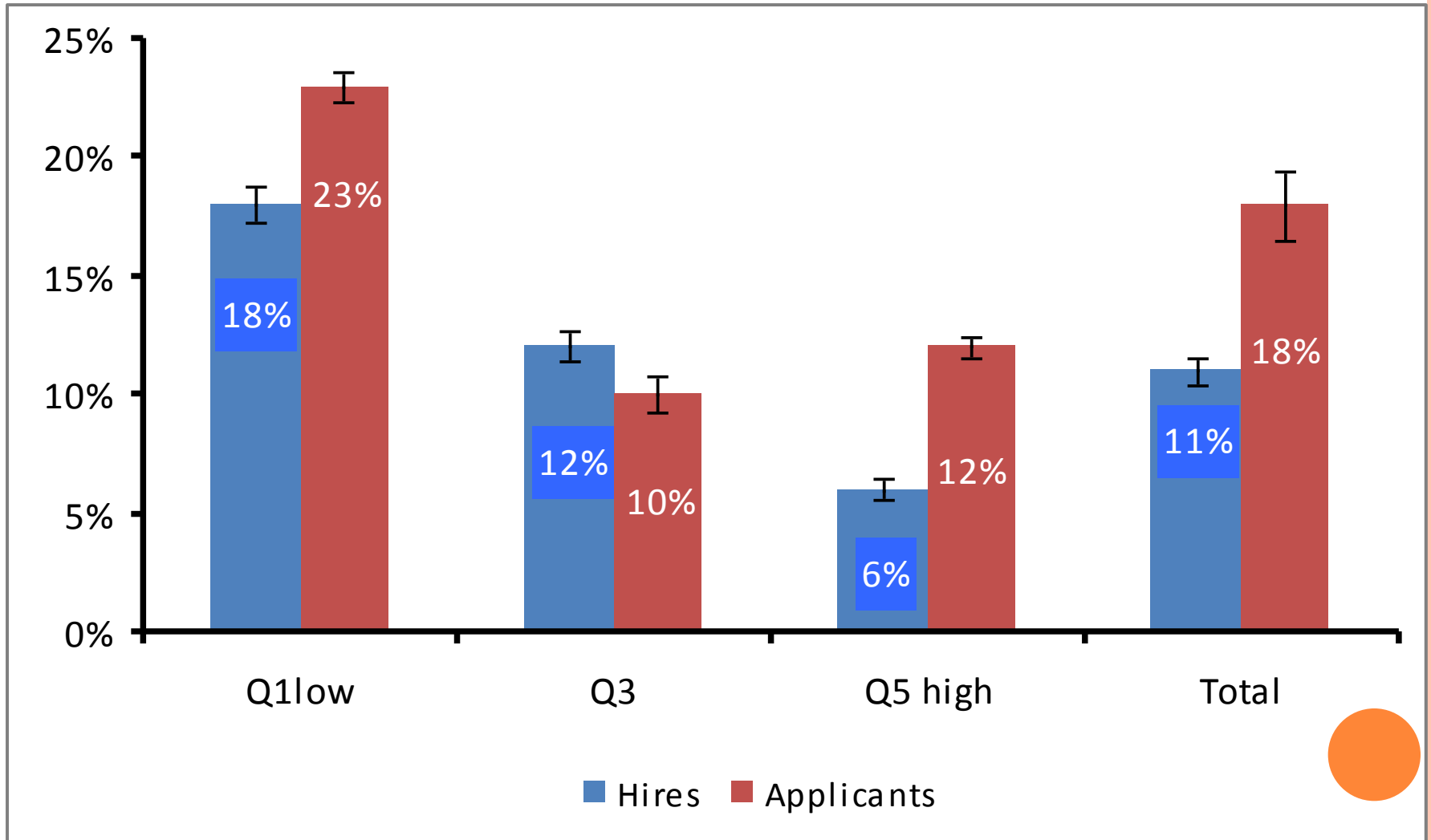


	2+	Am Ind	AsianPI	Afr Am	Wh
Apps by Race	5.9%	1.0%	14.6%	14.7%	54.4%
Hires by Race	1.9%	2.8%	19.8%	8.5%	67.0%
King Co. working pop.	3.1%	0.6%	14.2%	4.9%	75.0%

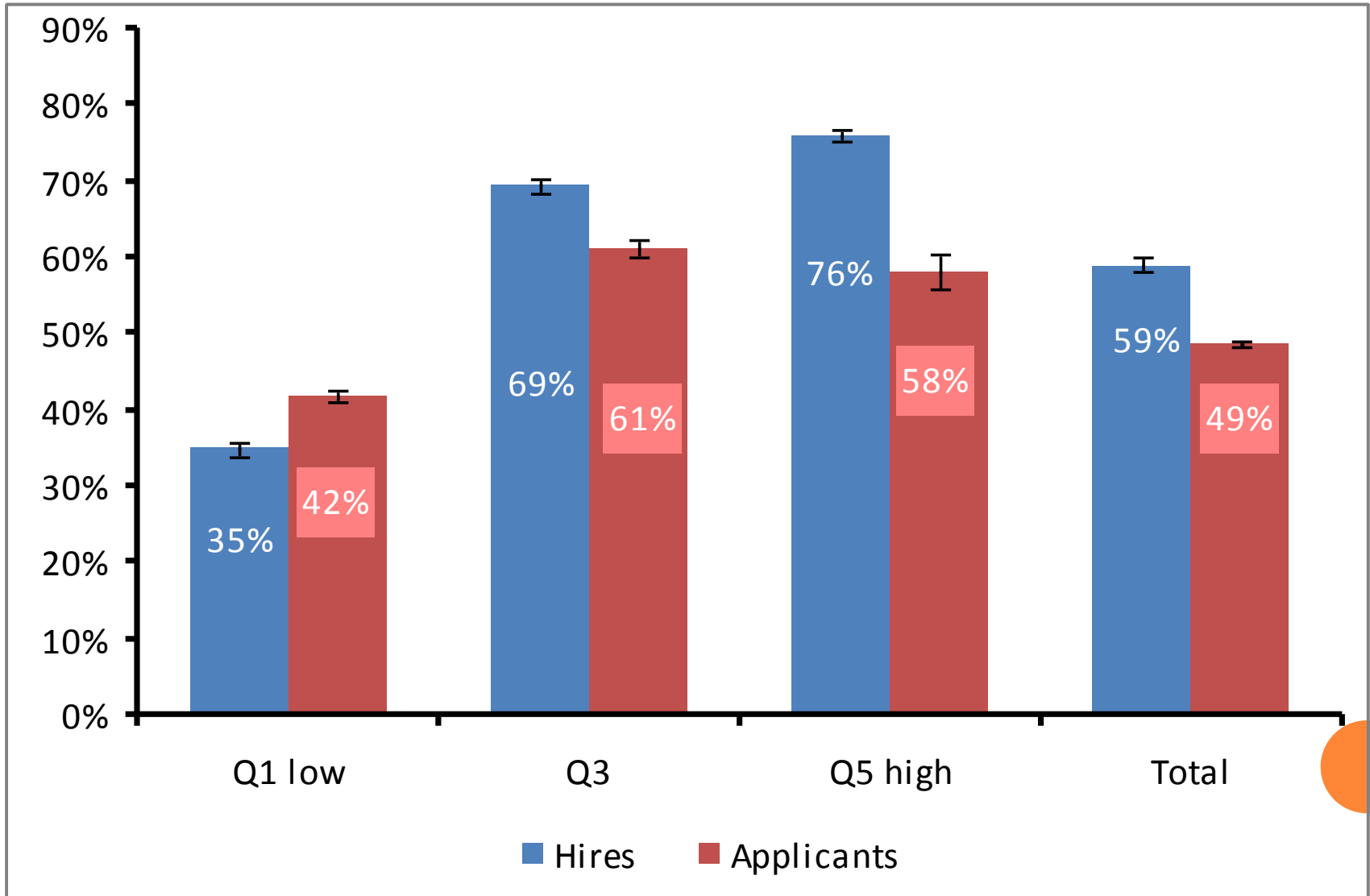
2008-2010 Native American, Native Hawaiian/Pacific Islander, Multi-Racial Applicants and Hires by Salary Quintiles



2008-2010 African American Applicants and Hires by Salary Quintiles



2008-2010 White Applicants and Hires by Salary Quintiles



QI Strategies & Recommendations (cont.)

- Complete a disparate impact analysis for a representational sample of recruitments in 2012.
- Develop a hiring manual or “best practices” handbook that summarizes the literature review, bias countermeasures, and techniques for hiring a diverse workforce.
- Develop and implement an organizational policy to promote accountability for employing a diverse workforce



QI Strategies & Recommendations

(Based on literature review & focus groups)

- Provide just-in-time training to interview panels on implicit bias, tools for countering it in the hiring process and the impact it has on the hiring process and outcomes.
- Require interview panel diversity.
- Require the development of all selection tools (interview questions, reference check questions, SME review tool) before candidate application materials are forwarded.



Status Update – Jan 2012

- We gathered a QI team comprised of hiring supervisors, program managers, and front line staff who reviewed the baseline data on the race/ethnicity of our staff, applicant pools, and hires and made recommendations for changes to our hiring practices and policies.
- Have implemented some training (de facto control group)
- We will develop a hiring manual this year
- We conducted the pre-evaluation data analysis



Status Update – Jan 2012

- Post-evaluation data analysis will begin this month
- Recommendations for hiring policies and procedures to improve workforce diversity were made by the QI team
- We are refining the quality improvement strategies based on the literature review and QI team recommendations to be implemented over 12 months, 24 months and 5 years.
- Beginning dissemination: Making presentations to key internal stakeholders now (Executive Team, Inter-Branch Team)



WHAT'S
NEXT?

Next Steps

- Continue implementation of recommendations.
- Measure impact on hiring outcomes for Q4 2011 forward – post-data comparison
- Use QI methods to do analysis of *recruitment* and *retention* efforts.



Lessons Learned

- The timeline for completion of the project was overly ambitious resulting from:
 - Working with a large QI group
 - Learning how to use and apply QI tools and methodologies to Human Resources practices
 - Extracting data from our web-based hiring tool is more difficult than expected.
- Drawing definitive conclusions as to root causes was more challenging than anticipated.



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OTHER MEETING AGENDA ITEMS

- Update on funding opportunities
 - PBRN Multi-network study
 - PBRN junior investigator awards to expand diversity
 - PBRN Quick Strike Research Funds
 - RWJF Funding for public health QI implementation
 - NIH Common Fund Research on Economic Studies Ancillary to Health Care Delivery and Financing Pilots
 - CMS Center for Medicare and Medicaid Innovation
 - New NSF Program on Smart Health and Wellbeing
 - NIH Systems Science and Health Research

OTHER MEETING AGENDA ITEMS

- Update on dissemination opportunities
 - AJPM theme issue on PBRN studies
 - JPHMP special issue on PHSSR Advances
 - RE•ACT Podcasts
 - AcademyHealth call for papers/panels
 - NACCHO call for learning sessions
 - APHA call for abstracts
 - New open-access, rapid-cycle journal: *Frontiers in PHSSR*
 - PHSSR methods book

OTHER MEETING AGENDA ITEMS

- 2012 Monthly Webinar Presentations:

- Feb Missouri PH PBRN
- Mar Georgia PH PBRN
- Apr Colorado PH PBRN
- May Connecticut PH PBRN
- Jun Florida PH PBRN
- Jul Kentucky PH PBRN
- Aug Minn. PH PBRN
- Sep New York PH PBRN
- Oct Ohio PH PBRN
- Nov Wisconsin PH PBRN
- Dec Mass. PH PBRN

OTHER MEETING AGENDA ITEMS

- Grant reporting reminders

RWJF guidelines for annual and final narrative reports & bibliogr:

http://www.rwjf.org/files/publications/RWJF_GranteeReportingInstructions.pdf

RWJF guidelines for financial reports:

http://www.rwjf.org/files/publications/RWJF_FinancialGuidelinesReporting.pdf

RWJF guidelines for electronic submission standards for products and reports

www.rwjf.org/files/publications/RWJF_ElectronicSubmissions.pdf

OTHER MEETING AGENDA ITEMS

- Planning for PBRN Grantee Meeting at Keeneland
 - PBRN Grantee Meeting April 16-17
 - PBRN NAC meeting April 17
 - Main Keeneland Conference April 17-19