1. PUBLIC HEALTH ACCREDITATION BOARD (PHAB)
ACCREDITATION LEADERSHIP TEAM CHARTER

<table>
<thead>
<tr>
<th>2. Team Name:</th>
<th>3. Version:</th>
<th>4. Subject:</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHAB Accreditation</td>
<td>Version 1.2</td>
<td>PHAB Accreditation</td>
</tr>
<tr>
<td>Leadership Team</td>
<td>(September 25,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2014)</td>
<td></td>
</tr>
</tbody>
</table>

5. Problem / Opportunity Statement:
An opportunity exists for the Alabama Department of Public Health (ADPH) to achieve national accreditation through PHAB. The reorganized Accreditation Leadership Team began work on October 1, 2013 and will end once state level accreditation is awarded. The accreditation process will help lay the foundation for defining and strengthening the role of public health in a changing health care system. Accreditation provides a means for a department to identify performance improvement opportunities, improve management, develop leadership, and improve relationships with the community. ADPH is qualified and well positioned to attain national public health accreditation. It is important to work on achieving accreditation now to remain competitive and maximize the benefits of funding and technical assistance opportunities.

6. Strategic Alignment:
PHAB Standards and Measures, Version 1.5
Domain 5, Standard 5.3
Domain 9, Standards 9.1 and 9.2

7. Team Leader:
Michele B. Jones, MS
Deputy Director for Program Operations

8. Team Sponsor:
Donald E. Williamson, MD
State Health Officer

9. Team Facilitator:
Carol Heier, LCSW
Accreditation Coordinator

10. Team Members:
Leads for 12 PHAB Domains, Document Review Panel, and Accreditation Champions (Refer to Attachment 1: Structure of Accreditation Leadership Team and Reporting- Adopted July 18, 2013)

11. Performance Improvement AIM (Mission):
The Accreditation Leadership Team will help guide the accreditation process and will lead evaluation of the department’s readiness and the collection of documentation to apply for accreditation. The mission of the Accreditation Leadership Team is to submit the ADPH application and all supporting documentation for accreditation to PHAB by September 30, 2015 and to fully participate in the Site Visit to achieve accreditation.

12. Scope (Boundaries):
- October 1, 2014 – Domain Workgroups submit 75% (an additional 25%) of potential documentation to Document Review Panel
- December 31, 2014 – Finalize Community Health Assessment (CHA)
- January 1, 2015 – Domain Workgroups submit 100% (an additional 25%) of potential documentation to Document Review Panel
- February 28, 2015 – Finalize Community Health Improvement Plan (CHIP)
- March 31, 2015 – Finalize department Strategic Plan
- April 30, 2015 – Submit Accreditation application and fee to PHAB
- September 30, 2015 – Submit all documentation to PHAB
- Date TBA – Participate in PHAB Site Visit

### 13. Objectives: SMART - Specific, Measurable, Achievable, Realistic, Time Frame
- Submit 100% of potential documentation to Document Review Panel by January 1, 2015
- Complete the ADPH application process for state level accreditation from PHAB by September 30, 2015
- Participate in the Accreditation Site Visit when scheduled by PHAB

### 14. Considerations (Assumptions / Constraints / Obstacles / Risks):
**Assumptions:** The Accreditation Leadership Team will fulfill their roles and responsibilities with regards to the accreditation process *(Refer to Attachment 3: Accreditation Leadership Team Roles and Responsibilities)*
**Constraints:** Work on the accreditation process will be completed along with job responsibilities
**Obstacles:** Opportunities for improvement related to the PHAB Standards and Measures – Version 1.5 will be addressed through procedure changes and/or quality improvement initiatives
**Risks:** Financial investment. Resistance to change.

### 15. Available Resources:
- Bureau of Professional and Support Services, Office of Performance Management – Coordination, Funding, Training, Technical Assistance
- Public Health Accreditation Board – Standards and Measures, Training, Reference Materials
- Public Health Foundation, Association of State and Territorial Health Officials (ASTHO), National Association of County and City Health Officials (NACCHO), National Network of Public Health Institutes (NNPHI) – Accreditation Reference Materials
- Other health departments who achieve PHAB Accreditation

### 16. Communication Plan (Who, How, and When):
Accreditation Leadership Team meetings will be held during the morning of the fourth Thursday of each month. An alternate meeting day is the afternoon of the first Monday, the following month. The Office of Performance Management (OPM) will issue meeting agendas, sign-in sheets, handouts, and minutes and will post them in the Employee Documentation Application (EDA). OPM will post meeting minutes, agendas, and handouts on the ADPH Accreditation website. Leads will produce work plans, agendas, sign-in sheets, handouts, and minutes for workgroup meetings and will post them in the designated location of the EDA.

### 17. Key Stakeholders:
| Governance | Leadership and Accountability |
| ADPH Employees | Workforce Development, Opportunity, Information and Involvement |
| Alabama Residents | Opportunities for Health and Quality Public Health Programs and Services |
| Partners, Stakeholders, and Funders | Accountability, Performance Management and Quality Improvement |

*Attachment 1: Structure of Accreditation Leadership Team and Reporting - Adopted July 18, 2013*
*Attachment 2: PHAB Accreditation Leadership Team Roster – latest update*
*Attachment 3: Accreditation Leadership Team Roles and Responsibilities – Updated September 25, 2014*
ALABAMA DEPARTMENT OF PUBLIC HEALTH

Structure of Accreditation Leadership Team and Reporting

Adopted July 18, 2013; Reviewed September 25, 2014

STATE BOARD OF HEALTH
  Governance

STATE HEALTH OFFICER
  Health Officer

DEPUTY DIRECTOR FOR PROGRAM OPERATIONS
  (Domain 1 and 5 Lead)

ACREDITATION COORDINATOR/PERFORMANCE IMPROVEMENT MANAGER
  Manages and coordinates accreditation process
  (Domain 9 Lead)

DOCUMENT REVIEW PANEL
  Staff who review documentation proposed by the Domain Leads to ensure that it meets PHAB Standards

ACCREDITATION CHAMPIONS
  Staff who advise/assist Accreditation Coordinator with marketing and employee education

ACCREDITATION TEAM
  (12 Domain Leads - Led by Accreditation Coordinator)

DOMAIN WORK GROUPS
  (12 Workgroups – 1 for each Domain – Led by Domain Leads)

REPORTING: The Accreditation Coordinator tracks work of the Accreditation Team/Domain Workgroups, Document Review Panel, and Accreditation Champions to meet agency target dates and shares information with Deputy Director for Program Operations who informs the State Health Officer and State Board of Health regarding progress.

Attachment 1: PHAB Accreditation Leadership Team Charter – Version 1.2
<table>
<thead>
<tr>
<th>State Health Officer:</th>
<th>Donald E. Williamson, MD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Director of Program Operations:</td>
<td>Michele Jones</td>
</tr>
<tr>
<td>Accreditation Coordinator:</td>
<td>Carol Heier</td>
</tr>
</tbody>
</table>

**PHAB Accreditation Team (12 Domain Leads):**

| Domain 1 Leads – Conduct Assessment Activities | Stacey Adams  
|                                           | Michele Jones  
|                                           | Dale Quinney |
| Domain 2 Leads – Investigate Health Problems | Sherry Bradley  
|                                           | Mary McIntyre, MD |
| Domain 3 Leads – Inform and Educate about Public Health | Jim McVay, DrPA  
|                                           | Sally Palmer |
| Domain 4 Leads – Engage with the Public to Solve Public Health Problems | Chris Haag  
|                                           | Bob Hinds  
|                                           | Jim McVay, DrPA |
| Domain 5 Leads – Develop Public Health Policies and Plans | Stacey Adams  
|                                           | Carolyn Bern  
|                                           | Valerie Cochran  
|                                           | Michele Jones  
|                                           | Andy Mullins |
| Domain 6 Leads – Enforce Public Health Laws and Regulations | Walter Geary, MD  
|                                           | Brian Hale |
| Domain 7 Leads – Promote Strategies to Improve Access | Viki Brant  
|                                           | Cathy Caldwell  
|                                           | Jamey Durham |
| Domain 8 Leads – Maintain a Competent Workforce | Jamey Durham  
|                                           | Brent Hatcher |
| Domain 9 Leads – Evaluate and Continuously Improve | Carol Heier  
|                                           | Nancy Wright |
| Domain 10 Leads – Contribute to and Apply the Evidence Base for Public Health | Valerie Cochran  
|                                           | Carol Mysinger |
| Domain 11 Leads – Governance | Jeffrey Wright |
| Domain 12 Leads – Administration | Michele Jones  
|                                           | Pat Ivie |

**Document Review Panel Leads:**

| Thomas M. Miller, MD  
| Debra Thrash |

**Accreditation Champion Lead:**

| Carol Heier |
Alabama Department of Public Health
Accreditation Leadership Team Roles and Responsibilities

**State Health Officer**
- Complete PHAB orientation
- Be knowledgeable regarding the steps and timeline to attain accreditation for ADPH
- Interact with the Governor's Office, State Board of Health, Deputy Directors, Bureau Directors, Area Administrators, and state level public health partners in support of the department’s accreditation process
- Help ensure that department staff understand the importance of PHAB accreditation
- Ensure that essential personnel and financial resources are available to support accreditation efforts

**Deputy Director for Program Operations**
- Complete PHAB orientation
- Be well versed regarding the steps, timeline, and progress made to attain accreditation for ADPH
- Interact with the State Health Officer, Bureau Directors, Area Administrators, Accreditation Leadership Team, Accreditation Coordinator and state level public health partners in support of the department’s accreditation process
- Ensure that Bureau Directors are actively involved in the accreditation process, as needed
- Provide final approval of required documentation selected for submission to PHAB
- Help spread awareness of ADPH accreditation efforts when interacting routinely with staff, community partners, and governance

**Accreditation Coordinator**
- Complete PHAB orientation and related training regarding the accreditation requirements and process
- Conduct assessments of the health department’s readiness to seek accreditation
- Coordinate the development and implementation of the department’s internal plan to educate and engage staff in the accreditation process; lead the Accreditation Champions
- Help to engage partner organizations and community partners in the accreditation process
- Facilitate the Accreditation Leadership Team meetings and activities and monitor/report progress made to attain accreditation for ADPH
- Provide support and maintain status information regarding the work plans of the Domain Leads and Workgroups
- Manage the selection process for documentation for the PHAB measures
- Develop and maintain a document management process for proposed and selected documentation for the PHAB measures
- Complete/submit required applications, documents, and applicable fees to PHAB
- Schedule, prepare for, and manage the PHAB Site Visit
- Coordinate the department’s review and response to the Site Visit Report
• Manage the development and submission of required annual reports and fees to PHAB
• Interact with PHAB, CDC, UAB Project Team, and other partners regarding accreditation activities
• Explore and help access educational and technical assistance resources in support of accreditation activities
• Help spread awareness of ADPH accreditation efforts

**Domain Leads**

• Complete PHAB orientation
• Serve as an active member of the Accreditation Leadership Team
• Participate in the development and completion of a timeline to attain accreditation for ADPH
• Enlist members of the respective Domain Workgroup
• Plan and direct activities of the respective Domain Workgroup
• Develop, facilitate, and monitor the work plan of the respective Domain Workgroup; periodically report progress
• Be well-informed regarding PHAB documentation guidance and requirements
• Serve as a subject matter expert for the respective Domain during the accreditation process and be knowledgeable regarding the related documentation
• Serve as the document provider for the respective Domain; collect documentation and/or develop and implement a creation strategy and submit the best potential documentation for review/selection per established procedure
• Identify opportunities for improvement within the respective Domain and participate in quality improvement initiatives to address them, when and as applicable
• Generate and maintain respective Domain Workgroup meeting agendas, sign-in sheets, and minutes following standard format and post them in the EDA
• Help spread awareness of ADPH accreditation efforts

**Domain Workgroup Members (One Workgroup for each Domain)**

• Participate in the development and completion of the respective Domain work plan
• Be familiar with the PHAB accreditation process and PHAB documentation guidance and requirements
• Be well-versed in the required documentation for the respective Domain Standards and Measures
• Serve as the document finders for the respective Domain; determine the status of required documentation and help collect and/or develop the documentation for the respective Domain
• Participate in quality improvement initiatives to address opportunities for improvement within the respective Domain, when and as applicable
• Help spread awareness of ADPH accreditation efforts

**Document Review Panel Leads**

• Complete PHAB orientation
• Attend Accreditation Leadership Team meetings and periodically report on progress of the Document Review Panel
• Enlist Document Review Panel members
• Plan, direct, monitor, and maintain documentation regarding the activities of the Document Review Panel
• Serve as PHAB documentation expert for the accreditation process
• Function as a Document Review Panel Member for purposes of reviewing and selecting documentation for submission to the Deputy Director for Program Operations for final approval
• Work with applicable Domain Leads to resolve questions or concerns regarding documentation routed to the Document Review Panel for review and selection
• Assist with staff training regarding PHAB documentation guidance and requirements and the departmental review and selection process, when needed
• Assist Accreditation Coordinator to monitor Accreditation Leadership Team progress regarding documentation selection and adherence to the timeline to attain accreditation for ADPH
• Help spread awareness of ADPH accreditation efforts

Document Review Panel Members
• Be well-informed regarding PHAB documentation guidance and requirements
• Review and rate potential documentation submitted to the Document Review Panel for content and completeness to ensure it satisfies the applicable PHAB standard/measure and complies with PHAB and departmental documentation requirements
• Help spread awareness of ADPH accreditation efforts

Accreditation Champions (Led by the Accreditation Coordinator)
• Be familiar with the PHAB accreditation process
• Assist the Accreditation Coordinator to develop and implement the Department’s internal plan to educate and engage staff in the accreditation process
• Assist the Accreditation Coordinator to engage partner organizations and community partners in the accreditation process

Meeting Structure

Purpose of Meetings
• To move through and stay informed regarding the accreditation process
• To stay up-to-date regarding PHAB guidance
• To progress through work plans and stay updated on documentation status
• To collaborate with Team/group/panel members

Attendance
• Domain Leads are expected to attend Accreditation Leadership Team meetings. Document Review Panel Leads are encouraged to attend Accreditation Leadership Team meetings to provide updates, participate in discussions or accomplish related tasks.
• At least one Lead is required to be in attendance for each group meeting. Leads may not send a substitute to fulfill this requirement.
• Meetings will be conducted and decisions will be made when a quorum is present. A quorum consists of at least fifty percent (50%) of the group members plus one (1) Lead.

Decision-making
• Majority rules for decision making
• Member must be present to vote
• The vote of the Accreditation Coordinator will be the tie breaker
Documentation Submission

Submission and Approval Process

• The Domain Leads and Workgroups will identify and collect or will work with others to develop the documentation required to support each measure within the respective Domain. Domain Leads will format and submit the best documentation for review by way of the documentation management system.

• The Accreditation Coordinator will carry out an initial completeness review of the submitted documentation to confirm that basic elements are met: all required elements complete, legible, properly labeled, correct page numbers, appropriate file type for ePHAB system

• The Document Review Panel Leads and members will read submitted documentation for content to ensure the document clearly satisfies the PHAB standard and measure. The Document Review Panel Leads and will work with Domain Leads to resolve any weaknesses or deficiencies identified.

• The Deputy Director for Program Operations will issue final approval on documentation selected for upload to PHAB

Documentation Management System (TeamRoom Application)

• The Accreditation Coordinator will develop and maintain the system

• The Accreditation Leadership Team, Domain Workgroups, and Document Review Panel will be trained on use

Documents Structure

• Domain Leads should submit 2 examples per measure requirement unless otherwise stated in the PHAB Standards and Measures, Version 1.5

• Documentation must be dated within last 5 years from date of submission to PHAB, unless otherwise stated in the PHAB Standards and Measures, Version 1.5

• Domain Workgroups should have back-up examples, if applicable to measure, in case they are needed

• Domain Workgroups will rank their documents and submit the best choice to the documentation management system accordingly

Work Plan

• Each Domain Workgroup will create and monitor a work plan to organize and track their responsibilities consistent with the Accreditation Detailed Timeline established by the Accreditation Leadership Team

• Domain Leads will provide updates regarding the work plan during the Accreditation Leadership Team meetings and upon request

Marketing and Promotion

• The Accreditation Coordinator and Accreditation Champions will lead efforts to spread awareness across ADPH staff, community partners, governance and residents regarding ADPH accreditation activities. Others involved in the process will also help with this effort.

• The vision of marketing is to have ADPH employees to understand the value of achieving accreditation and enthusiastically contribute to our department’s successful application

• Marketing is done through means such as publications, one-on-one information exchanges, trainings, staff meetings, email alerts, and the department website and social media

Dated: January 3, 2014; Updated September 25, 2014
Alabama Department of Public Health
Public Health Accreditation Board (PHAB)
Detailed Accreditation Timeline

- Begin work on Community Health Improvement Plan (CHIP) and Strategic Plan (SP)
- Reorganize Accreditation Team as Domain Leads
- Identify Performance Management System for ADPH
- Complete Second Quality Improvement (QI) Train-the-Trainer Series Regarding Use of the Plan-Do-Check-Act QI Model
- Provide On-going Publicity about Accreditation led by Accreditation Coordinator and Accreditation Champions Workgroup

- Submit Accreditation Statement of Intent to PHAB
- Domain Workgroups Begin Documentation Selection Process
- Receive coding for Performance Management System
- Complete Second Quality Improvement (QI) Train-the-Trainer Series Regarding Use of the Plan-Do-Check-Act QI Model

- Submit 25% of Potential Documentation to Document Review Panel
- Submit 50% of Potential Documentation to Document Review Panel
- Submit 75% of Potential Documentation to Document Review Panel
- Submit 100% of Potential Documentation to Document Review Panel
- Establish Quality Improvement Council
- Submit 25% of Potential Documentation to Document Review Panel
- Submit 50% of Potential Documentation to Document Review Panel
- Submit 75% of Potential Documentation to Document Review Panel
- Submit 100% of Potential Documentation to Document Review Panel

- Finalize Community Health Assessment (CHA)
- Finalize Community Health Improvement Plan (CHIP)
- Finalize Strategic Plan (SP)
- Complete Finalization of Performance Management System; Plan for expansion

- Finalize Community Health Improvement Plan (CHIP)
- Finalize Strategic Plan (SP)
- Finalize Community Health Assessment (CHA)
- Finalize Community Health Improvement Plan (CHIP)
- Finalize Strategic Plan (SP)
- Complete Finalization of Performance Management System; Plan for expansion

- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB

- Provide training and implement use of performance management system with initial users
- Monitor use of Performance Management System; Plan for expansion
- Provide training and implement use of performance management system with initial users
- Monitor use of Performance Management System; Plan for expansion
- Provide training and implement use of performance management system with initial users
- Monitor use of Performance Management System; Plan for expansion

- Finalize department Quality Improvement Plan to Address Opportunities for Improvement
- Complete Finalization of Performance Management System; Plan for expansion
- Finalize department Quality Improvement Plan to Address Opportunities for Improvement
- Complete Finalization of Performance Management System; Plan for expansion
- Finalize department Quality Improvement Plan to Address Opportunities for Improvement
- Complete Finalization of Performance Management System; Plan for expansion

- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB
- Submit Accreditation Application and Fee to PHAB

- Application
- Prerequisites
- Documentation
- Performance Management
- Quality Improvement
- Publicity

Updated October 15, 2014
**State Health Officer:** Donald E. Williamson, MD  
**Deputy Director of Program Operations:** Michele Jones  
**Accreditation Coordinator:** Carol Heier

### PHAB Accreditation Workgroups

#### Domain 1 - Conduct Assessment Activities

**Leads:** Dale Quinney, Michele Jones  
Stacey Adams

**Workgroup:**  
Albert Woolbright  
Allison Smith  
Carrie Shepherd  
Chris Haag  
Chris Sellers  
Crystal Franklin  
Janice Cook  
Jim McVay  
Justin T George  
Krishona Lee  
Renae Carpenter  
Sondra Reese  
Tammie Yeldell  
Thomas Lee  
William Duncan

#### Domain 2 - Investigate Health Problems

**Leads:** Mary McIntyre, MD  
Sherry Bradley

**Workgroup:**  
Charlene Thomas  
Dennis Blair  
Jackie Holliday  
John Guarisco  
Leigh Salter  
Teresa Porter  
Tim Hatch  
Tina Pippin  
Ron Dawsey

#### Domain 3 - Inform and Educate about Public Health

**Leads:** Jim McVay, DrPA  
Sally Palmer

**Workgroup:**  
Arrol Sheehan  
Blu Gilliand  
Jennifer Sumner  
Jonathan Edwards  
Michael Smith  
Richard Burleson  
Takenya Taylor

#### Domain 4 - Engage with the Public to Solve Public Health Problems

**Leads:** Chris Haag, Jim McVay, DrPA  
Bob Hinds

**Workgroup:**  
Dena Donovan  
Gloria Boyd  
Ken Reid  
Mary Gomillion  
Molly Killman  
Pam Williams  
Tim Hatch  
Viki Brant
Domain 5 Leads – Develop Public Health Policies and Plans
Leads: Andy Mullins  Stacey Adams
Carly B  Valeri Cochran
Michele Jones
Workgroup:
Carolyn Miller  Glenda Harris
(from Medicaid)  Jamey Durham
Cindy Ashley  Jane Reeves
Denise Pope  Molly Killman
Diane Beeson  Teela Carmack

Domain 6 Leads – Enforce Public Health Laws and Regulations
Leads: Brian Hale
Walter Geary, MD
Workgroup:
Charlie Thomas  Mia Sadler
James (Nate) Horsley  Pat Ivie
Karen Landers, MD  Phyllis Mardis
Mark Sestak

Domain 7 Leads – Promote Strategies to Improve Access
Leads: Cathy Caldwell  Viki Brant
Jamey Durham
Workgroup:
Carolyn Bern  Renae Carpenter
Chris Sellers  Ricky Elliot
Dana Driscoll  Walter Geary, MD
Julia Sosa

Domain 8 Leads – Maintain a Competent Workforce
Leads: Brent Hatcher
Jamey Durham
Workgroup:
Alice Floyd  Linda Hines
Ann Brantley  Renae Carpenter
John Hankins  Trina Parker
Jora White

Domain 9 Leads – Evaluate and Continuously Improve
Leads: Carol Heier  Nancy Wright
Workgroup:
Agnes Oberk  Chris Sellers
Albert Woolbright  Nancy Wright
Annie Vosel  Patronya Sanks
Bernard Linzy  Ron Dawsey
Charlene Thomas  Stacey Neumann
Domain 10 Leads – Contribute to and Apply the Evidence Base for Public Health
Leads: Carol Mysinger
      Valerie Cochran
Workgroup:
      Agnes Oberkor
      Debra Hodges
      John Hankins
      Laurie Stout
      Marilyn Knight
      Melanie Rightmyer
      Renae Carpenter
      Sondra Reese
      Tracey England

Domain 11 Leads – Governance
Lead: Jeffrey Wright
Workgroup:
      Joseph Osenton
      Julia Sosa
      Lisa Jones
      Samarria Dunson
      Victor Hunt

Domain 12 Leads – Administration
Leads: Michele Jones
      Pat Ivie
Workgroup:
      Arrol Sheehan
      Brian Hale
      Chris Haag
      Grover Wedgeworth
      James Martin
      Jim McVay
      Pam Moody
      Teela Carmack

Document Review Panel:
Leads: Debra Thrash
      Thomas M. Miller, MD
Panel:
      Becky Leavins
      Janice Cook
      Phyllis Mardis
      Rachel Parrish
      Sherry Bradley
      Teela Carmack
      Valerie Cochran

Accreditation Champions:
Lead: Carol Heier
Workgroup:
      Arrol Sheehan
      Blu Gilliand
      Charles Crawford
      Chris Hall
      Michael Smith
      Patronya Sanks
      Teela Carmack