

SUCCESSSES AND CHALLENGES OF APHL SPONSORED GRANTS

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NJ Department of Health

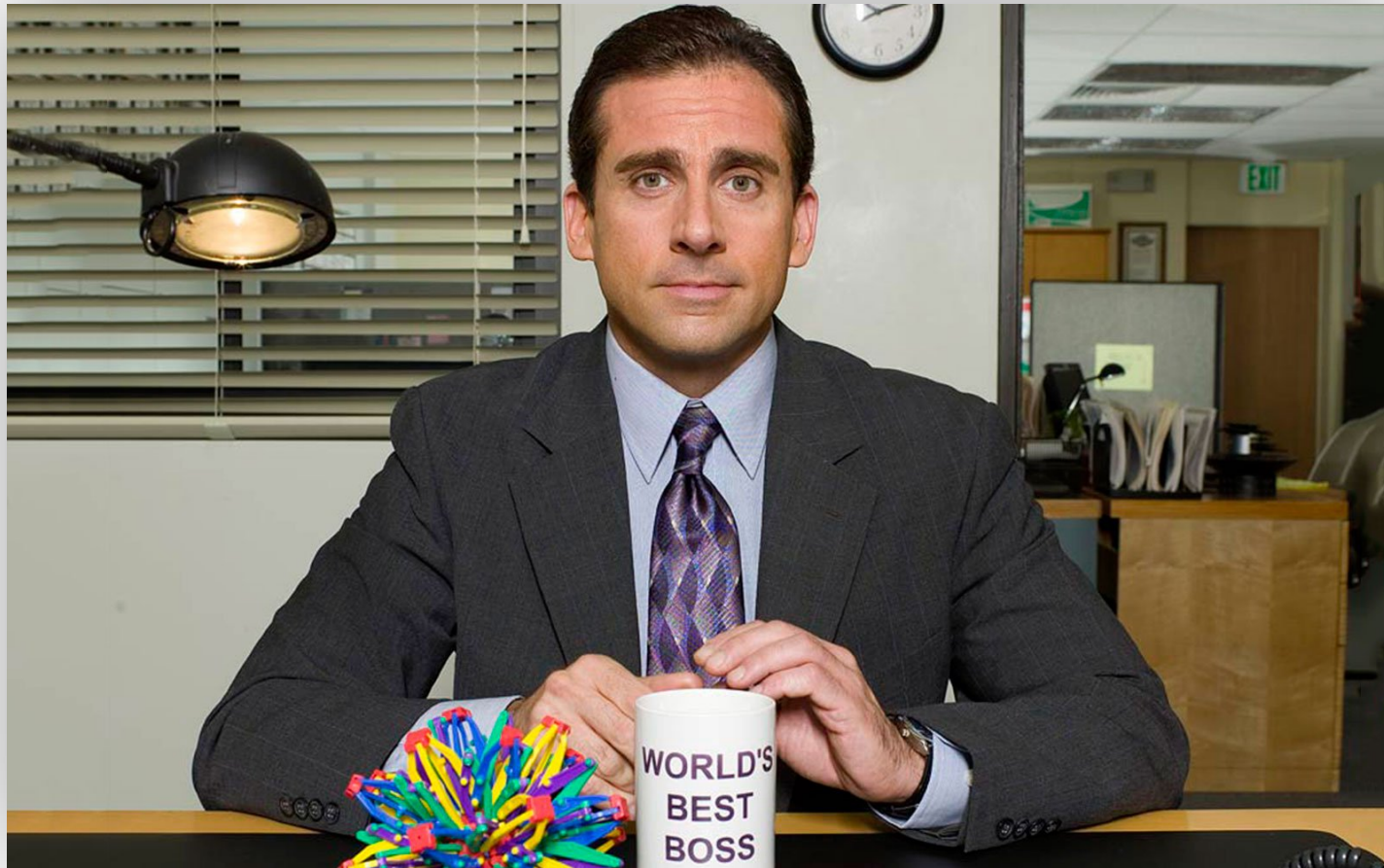
Public Health and Environmental Laboratories



Great Idea!



Why didn't I think of that?



Fundamentals Management Map

Version: July 15, 2011

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

FOUNDATIONS

MISSION
We serve state government to benefit the people of Oregon.
• Service means implementing the decisions of the Governor and policy makers.
• Service means taking the lead on behalf of state government.
• Service means partnering with our customers to achieve desired outcomes.
• Service means delivering the best value for every dollar spent by state government.

VISION
We model value-driven leadership to provide services and develop policy.
• By taking an enterprise view of government operations, we implement cost-effective, efficient, and sustainable policies and practices.
• By listening and responding to our employees, customers and stakeholders, we provide the best possible customer service and policy guidance.
• By continuously improving, we lead by example.

VALUES
• **Communication.** We engage in clear and respectful exchanges with our employees, customers and stakeholders.
• **Sustainability.** We act today to meet Oregon's present and future needs.
• **Diversity.** We employ and welcome a highly qualified workforce from all abilities, cultures and backgrounds.
• **Integrity.** We adhere to the principles of honesty, stewardship and responsibility for our actions.
• **Partnership.** We seek to understand each other's interests and work for our mutual success.
• **Innovation.** We find creative and flexible solutions to business problems.

OUTCOME GOALS

The right service, at the right time, for the right price

Effective, high-quality governance and oversight

A knowledgeable, skilled, diverse and engaged workforce

Respect among agencies and within the people of Oregon

STRATEGIES

Continuously improve everything we do through engaged employees, proven business methods, data-driven decision making and effective technologies.

Improve our organizational performance through accountability, continual learning and entrepreneurial management.

Advocate effective policies and remove barriers to success.

Partner on policy and service-delivery decisions.

CORE PROCESSES VALUE STREAM

OPERATING PROCESSES

SUPPORTING PROCESSES

MANAGING STATEWIDE POLICIES	MANAGING THE FISCAL ENVIRONMENT	MANAGING RISK	WORKFORCE DEVELOPMENT	PROVIDING & DELIVERING GOODS AND SERVICES	MANAGING ASSETS	LEVERAGING TECHNOLOGIES	PLANNING	MANAGING PERFORMANCE
1. Creating and updating policies 2. Consulting and coaching for compliance 3. Sunsetting policies	1. Forecasting revenues 2. Budgeting 3. Accounting 4. Managing payroll	1. Identifying, assessing, analyzing and implementing a strategy to address risk 2. Integrating risk information into making informed business decisions 3. Protecting the State's assets 4. Managing risk events 5. Consulting and coaching for compliance	1. Recruiting, retaining & succession planning 2. Managing employee relations 3. Classifying and compensating employees 4. Coaching, orientating, training and developing staff 5. Engaging employee feedback and suggestions 6. Providing safety & wellness services	1. Identifying customer requirements 2. Designing solution options 3. Producing solutions 4. Delivering solution 5. Monitoring/ managing outcomes	1. Establishing standards for assets 2. Managing physical asset lifecycles 3. Managing information assets' lifecycles NOTE: "Lifecycle" refers to the stages of managing assets, i.e., get it, use it, maintain it, and dispose of it.	1. Evaluating shared technology opportunities 2. Designing and validating solutions for business 3. Sourcing solutions 4. Distributing solutions 5. Increasing the business value 6. Enabling business operation via technology	1. Maintaining business plans 2. Forecasting customer agency demand for services 3. Managing agency initiative portfolio 4. Maintaining business architecture 5. Launching new shared services 6. Leading enterprise opportunities	1. Gathering, managing, analyzing, and reporting data 2. Implementing "Quarterly Target Reviews" 3. Auditing performance 4. Improving processes
• Policies include implementation goals/objectives • Policies assign accountability • Policies are understandable • Policies are reviewed regularly • Stakeholder involvement	• Forecast accuracy for General Fund and Lottery revenues • Biennial operating budgets within projected resources • Comparison of actual expenditures to projected expenditures • Clean audit opinion for CAFR	• ERM Maturity model score	• Successful recruitments • Represented state employees with successor contracts in tentative agreement by expiration date • Employees accurately classified & compensated • Training objectives met • Total annual cost of workers comp claims	• Deliver products on budget • Rework • Customer satisfaction • On time delivery	• Vehicle utilization • Use of IT standards • Space utilization • Facility condition • Cost effectiveness of Leasing services • Optimum replacement of Fleet vehicles • Parking space capacity • Proving low-cost goods alternatives to government • Maximum funds returned to agencies	• Lifecycle replacement schedule is met • Growth in use of standard environments • Time systems are up and available • Time network is up and available • Time security firewalls are up and available • Priority engineering implementations are on time	• Outcomes in "green" • Processes in "green" • Variance of demand forecast against actual • Initiatives milestones completed on time • Initiatives within budget	• Internal audit recommendation responses • Outcome measures in yellow/red in corrective action • Process measures in yellow/red in corrective action • Quarterly Target Reviews conducted on time

PROCESS OWNER

Bret West George Naughton Pam Valencia Mark Rasmussen Jan Dean Sarah Gates, Interim Dugan Petty Sarah Gates, Interim Sarah Gates

OUTCOME MEASURES

CITIZEN PERCEPTION	CUSTOMER SATISFACTION	EMPLOYEE ENGAGEMENT	EFFECTIVE POLICY	COST PER TRANSACTION	ON-TIME DELIVERY	PARTNER ENGAGEMENT	ORGANIZATIONAL HEALTH
• % of Oregonians that have a positive view of state government based on survey questions	• % of customers ranking the quality of DAS services as exceeding expectations	• Numerical rating on a 1-100 scale for employee engagement index	• % of policies achieving stated policy goals/objectives	• % achievement of lower cost per unit/service than benchmarks	• % of on-time deliveries based on the agreed-upon delivery date	• Numerical rating on the -100 to +100 point scale for net advocacy score	• Composite rating of Sub-Measures 6-9.1 to 6.8

Ready to justify what you're doing and
why you're doing it.
(supports DOH goals and objectives)

plan to apply



Preliminary Plan....a lot of homework and vision and consultation in a short time

- Goals, objectives
- Partners, who they are and what will they do and how much will it cost
- Justification and explanations
- Workplan outline/Timeline
- Budget
- Milestones
- Application
- Internal application approval (by DOH)

Know Your Stakeholders – what do they need to do?

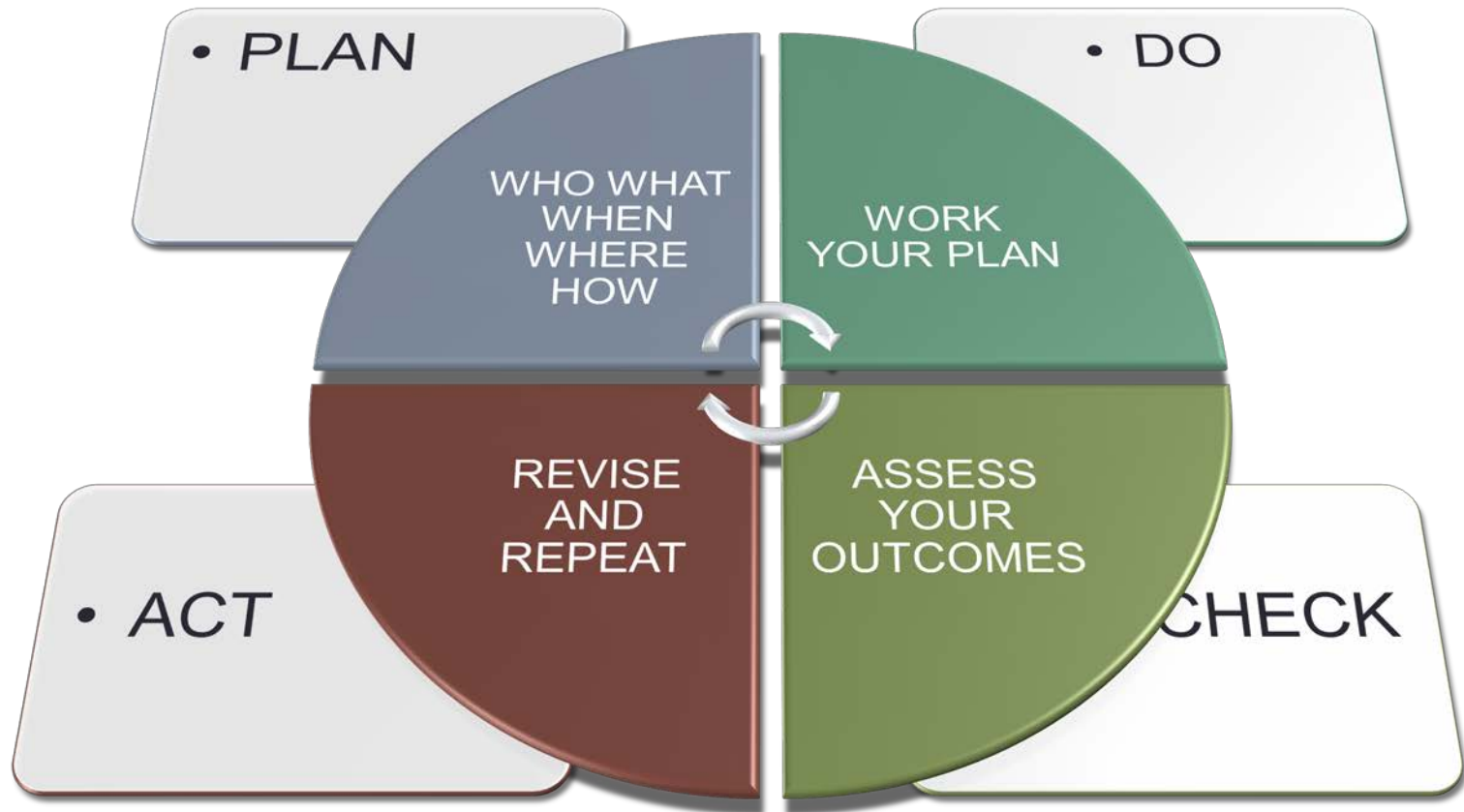
- APHL (grantor)
- Your Department of Health (strategic plan)
- Your laboratory administration
- Your laboratory colleagues (subject matter experts)
- Other SMEs inside and outside the DOH
- Your target audience

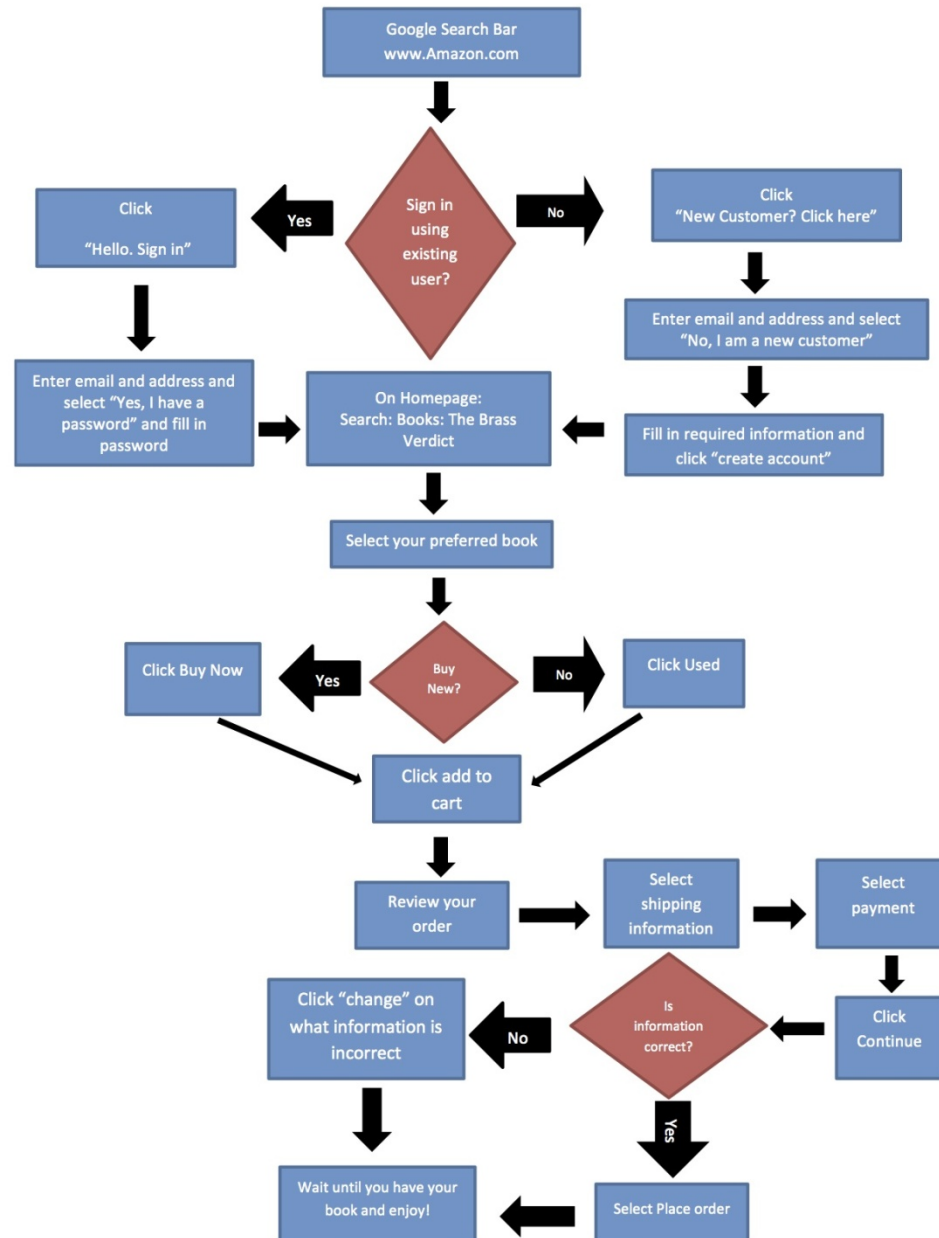
Grant is *Awarded!*

Implement your plan

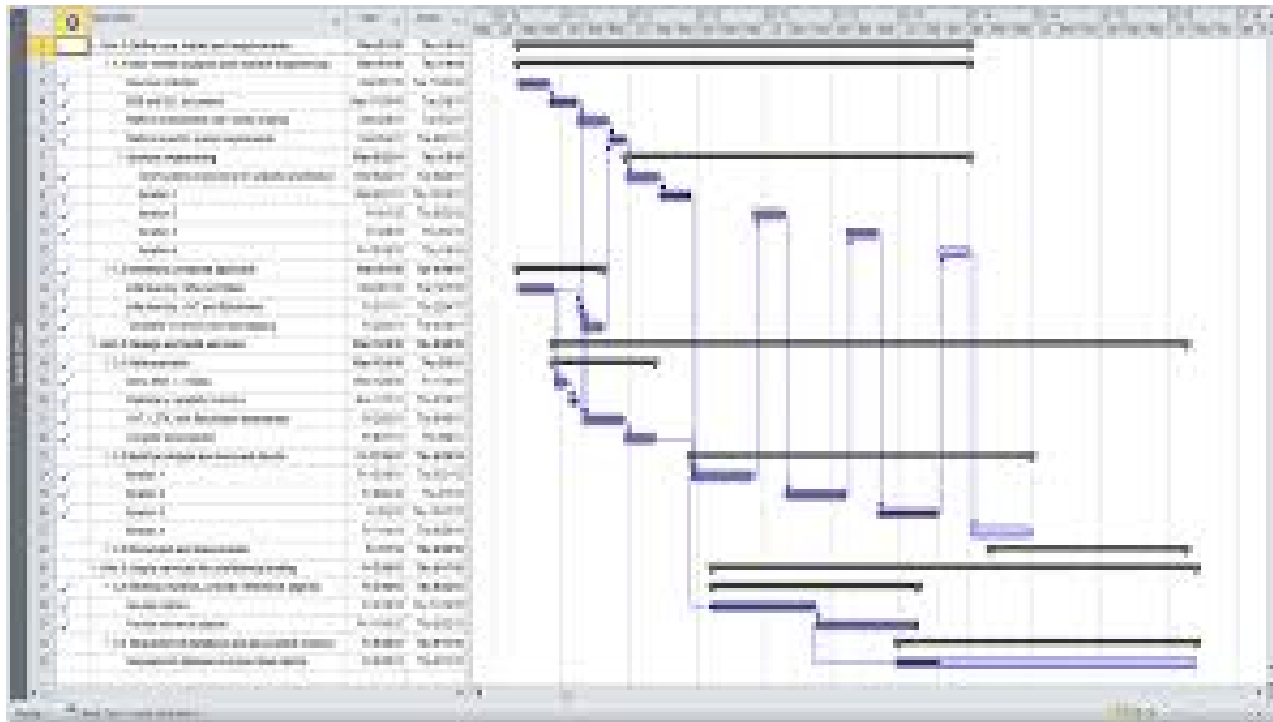


tools





Microsoft Project



TO DO LiST

1. SO
2. MANY
3. THiNGS



Two Innovation Training Grants

- 2012-2013 Four regional workshops for CW labs and a survey of all participants plus Rutgers University Edward Bloustein School of Public Policy, public health internship 6 credits
- 2014-2015 Physician awareness webinar and conversion of workshops to online course plus Rutgers Univ. Graduate School of Biomedical Sciences, masters project

- Bad News
- Good News

Challenge #1: Grant Cycle is Short

2015

- Award Letter from APHL received November 17, 2014
- Final deliverables due June 1, 2015
- About 6 full months including holidays and vacations

January							February							March						
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April							May							June						
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July							August							September						
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							30	31												

October							November							December						
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25	26	27	28	29	30	31	29	30						27	28	29	30	31		

Challenge #2: Getting Others to Do Things According to Your Work Plan

- NJDOH Financial Services are not used to dealing with minigrants – need to prepare a full MOA with APHL each time – not sure how to expend things through minigrants like travel
- NJDOH Legal Department - need to prepare 2 MOAs with two divisions of Rutgers Univ., one MOA held up because of questions to a previous agreement on NJ Learning Management Network (Rutgers) data use – disagreement at a higher level held up our agreement
- Rutgers SMEs had to work with their legal and financial departments to provide quotes

Challenge #3: Underestimated Budget

- Our error –could have been avoided if we were certain regarding who we were partnering with at Rutgers for each project, what we expected from them and how much exactly it would cost
- Original award: \$10,200
- Adjusted award:\$15,000 (negotiation required)
- Physician webinar – Rutgers Center for Outreach and Continuing Education (Medical School)
- Online course (staff) – either Rutgers School of Public Health or Rutgers NJ Agriculture Experiment Station who runs the NJ LMN
- Had to seek approval from APHL and revise the NJDOH – APHL MOA

Challenge #4: Working with MOAs

- MOA with APHL –one negotiated in 2012-2013, a second one negotiated in 2014-2015, then the second one was revised
- APHL very accommodating
- MOAs with Rutgers still not signed

Challenge #5: Reaching the Target Audience – CW Labs

- Start from the beginning to collect emails
- 4,500 letters sent, 440 emails returned
- Those that show interest may not necessarily be the ones that the program needs to reach
- “preaching to the choir”

Challenge #6: Unplanned Work

- Ebola response – guidance to sentinel labs (September –December), internal policies
- Anthrax – guidance to contract lab (May-June)
- Lassa fever case and biosafety followup (June)
- Writing Ebola ELC Supplemental Grant
- Writing ELC Project B, D and F
- Retirement of Medical Director, loss of HR Laboratory Liaison
- ARO work that was planned and delayed ie Internal Audit of Tier 1 lab (due Dec 31st)

Challenge #7: Unbridled Enthusiasm

Successes

- Survey data from 2012-2013 was unexpected, showing better GLP and QA knowledge among NJ licensed labs (NJ has a stricter lab licensure law than CLIA)
- Will publish – working with Elizabeth Leibach CDC consultant to CMS
- Student project came out of the 2012-2013 grant, student received 6 credits
- Personnel educated: 117 CW personnel in 12-13 and 109 physicians in 14-15

Successes

- Presented a poster at the APHL national meeting May 2015, and a presentation at the ASCLS-NJ state meeting, April 2015
- Developed new relationships with Rutgers COCE and Rutgers NJAES and NJ Hospital Assn.
- Learned how webinars may be conducted with partners
- Contracted with GoToWebinar
- Learning about online course development
- Have start of a CW listserv (600 emails)

What to do Differently?

- Better planning before application is submitted
 - would have known exactly what we wanted from our partners, eliminate need to renegotiate with APHL
 - Don't overextend – plan for the unexpected
- Develop better internal relationships with financial services and legal; involve them in the planning

What to do Differently?

- APHL should allow a full 12 months to complete the project...please?

