

# **State Public Health Laboratory System Performance Assessment May 10, 2016**



## **South Dakota Assessment Report**

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# **LABORATORY SYSTEM IMPROVEMENT PROGRAM 2016 SOUTH DAKOTA ASSESSMENT REPORT**

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## **A. SUMMARY**

This report details the findings of the 2016 South Dakota Public Health Laboratory (PHL) System reassessment. The goals of the reassessment were to evaluate the state laboratory system's performance against Model Standards and to begin planning for system improvement. The 2016 reassessment was conducted using the Association of Public Health Laboratories "Laboratory System Improvement Program Performance Measurement Tool" based on the Ten Essential Public Health Services and the Eleven Core Functions and Capabilities of State Public Health Laboratories (Appendix A). The South Dakota Public Health Laboratory System achieved Optimal Activity in 5 domains, Significant Activity in 4 domains, and Moderate Activity in 1 domain. The following is a description of the 2016 reassessment including assessment results and plans for system improvement.

## **B. INTRODUCTION**

In 2002, the Centers for Disease Control and Prevention (CDC) established the National Public Health Performance Standards Program (NPHPSP) to identify and measure components of the public health system. Those efforts inspired the Association of Public Health Laboratories (APHL) and the CDC Division of Laboratory Systems to develop the Laboratory System Improvement Program (L-SIP) to build a stronger foundation for public health, promote continuous quality improvement, and to strengthen the scientific basis of public health practice improvements.

A critical component of the L-SIP is the assessment process that: (1) is based on the 10 Essential Public Health Services and the 11 Core Functions and Capabilities of State Public Health Laboratories (Appendix A), (2) focuses on the overall state PHL System rather than a single organization, (3) measures PHL System performance against Model Standards, and (4) supports continuous improvement of the PHL System which includes all public, private and voluntary entities that define the system.

The South Dakota PHL System includes all of the partners and stakeholders that contribute to South Dakota's ability to meet the public health testing needs of our state and its residents. The South Dakota Public Health Laboratory (SDPHL) leads this system but seeks participation from health care providers, state's attorneys and law enforcement officers, water quality professionals, and state and federal agencies, among others.

## **C. 2016 L-SIP REASSESSMENT OBJECTIVES**

- Define “Public Health Laboratory System” and establish the importance of the assessment process for the PHLS in South Dakota.
- Provide familiarity with the SDPHL, the PHL System, and its many partners and stakeholders.
- Provide familiarity with the “Laboratory System Improvement Program Performance Measurement Tool” and other materials to be used throughout the day.
- Provide PHL System partners and stakeholders the opportunity to play an active role in advancing our state laboratory system through discussion-intensive breakout sessions.
- Assess the PHL System against Model Standards and define opportunities for improvement including a partner or stakeholder that will lead each effort.

## **D. 2016 L-SIP REASSESSMENT PROCESS**

The 2016 South Dakota PHL System reassessment was a day-long evaluation that gave partners and stakeholders the opportunity to assess the system’s support of the 10 Essential Public Health Services at the state-level. Prior to the reassessment, participants were provided with informational material describing the L-SIP process, the 10 Essential Health Services, and the 11 Core Functions and Capabilities of Public Health Laboratories. Upon check-in on the day of the reassessment, each participant received the APHL “Laboratory System Improvement Program Performance Measurement Tool”, color coded flash cards, agenda for the day, and a name badge.

The day began with an overview of the SDPHL and the statewide PHL System. Goals of the assessment were reviewed and examples were presented illustrating how the South Dakota PHL System had been leveraged in recent years to provide critical public health services. These examples included response to emerging disease (ie. Ebola and Zika), testing in support of routine disease surveillance, notification of public health threats using the South Dakota Health Alert Network and listservs, education and outreach surrounding leading testing, and comprehensive statewide monitoring of reportable conditions.

Following the overview, discussion of Essential Service #2 (Diagnose and Investigate Health Problems and Health Hazards in the Community) was facilitated by Ms. Karen Breckenridge (Director, Quality Systems, APHL). Ms. Breckenridge’s session included all participants and provided a model for facilitation and discussion using the “Laboratory System Improvement Program Performance Measurement Tool.” During this session, participants gained familiarity with Model Standards, Key Ideas, Points for Discussion, as well as the use of color coded cards for performance measurement. The group was also introduced to the concept of Parking Lot Issues and use of the Next Steps matrix.

Small-group discussions of the remaining nine Essential Services were facilitated by South Dakota Department of Health (DOH) Staff during two breakout sessions. Each of three breakout groups discussed and measured 3 Essential Services as listed in Appendix B. Each break-

out group included a representative from the SDPHL that served as theme-taker as well as a non-voting representative from the South Dakota DOH that could help answer questions during the assessment.

By the end of each break-out session, evaluation scores were tabulated, Parking Lot Issues were summarized, and each Next Steps matrix was completed. Following the afternoon break-out session, all results of the reassessment were presented to participants. Included in the afternoon summary session was a comparison of evaluation scores from the initial L-SIP assessment in 2011 and the 2016 reassessment. The following is a summary of results for the 2016 South Dakota PHL System reassessment.

## **E. RESULTS**

**Essential Service 1:**  
**Monitor health status to identify community health problems**  
(Overall Score: 67.5)

**Key Idea 1.1.1.** The SPH Laboratory System identifies infectious disease and environmental sentinel events, monitors trends, and participates in state and federal surveillance systems.

**Rated:** **Optimal Activity**

**Notes and Parking Lot Issues:**

- Add Indian Health Services to electronic surveillance
- Report and send results entailing Environmental surveillance
- Add courier to ListServ
- Plan how to communicate with new people who should be on ListServ
- Create links to ListServ on electronic medical records

**Key Idea 1.1.2.** The SPH Laboratory System monitors congenital, inherited, and metabolic diseases of newborns and participates in state and federal surveillance systems.

**Rated:** **Optimal Activity**

**Notes and Parking Lot Issues:**

- Bring on newborn screening at the public health lab

**Key Idea 1.1.3.** The SPH Laboratory System supports the monitoring of chronic disease trends by participating in state and federal surveillance systems.

**Rated:** **Minimal Activity**

**Notes and Parking Lot Issues:**

- Create more focus on population health
- Assure better translation of the data clinical labs collect
- Create a better understanding of what clinical labs are monitoring for the State

**Key Idea 1.2.1.** The SPH Laboratory System has a secure, accountable and integrated information management system for data storage, analysis, reporting, and exchange.

**Rated:** **Significant Activity**

**Key Idea 1.2.2.** The SPH Laboratory System partners collaborate to strengthen electronic surveillance systems.

**Rated:** **Significant Activity**

**Notes and Parking Lot Issues:**

- Not enough staff or funding
- Not enough conversations with clinical partners
- Expand environmental reporting

| Essential Services #1 Possible Next Steps        | Rating | Lead(s)                        |
|--------------------------------------------------|--------|--------------------------------|
| 1. Expand environmental monitoring and reporting | High   | Stacy Ellwanger                |
| 2. 2 way electronic communication                | High   | Rachel Sundstrom               |
| 3. Newborn screening at the public health lab    | High   | Colleen Winter<br>Tim Southern |

|                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b><u>Essential Service #2:</u></b></p> <p align="center"><b>Diagnose and investigate health problems and health hazards in the community</b></p> <p align="center">(Overall Score: 83.5)</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Key Idea 2.1.1.** The SPH Laboratory System assures the effective provision of services at the highest level of quality to assist in the detection, diagnosis, and investigation of all significant health problems and hazards.

**Rated:** **Optimal Activity**

**Notes and Parking Lot Issues:**

- Ensure timely samples from western South Dakota
- Guarantee proper transportation of samples
- Work on more collaboration between Public Health Lab and Ellsworth Air Force Base
- Create more Public Health Lab presence in the lab community
- Recognize informatics growth
- Consider additional courier stops for the inclusion of rural west river

- Improve efficiency when communicating outbreak information to partners
- LIMS – room for growth around data exchange

**Key Idea 2.1.2.** The SPH Laboratory System has the necessary system capacity, authority, and preparations in place to rapidly respond to emergencies that affect the public's health

**Rated:** **Significant Activity**

**Notes and Parking Lot Issues:**

- Courier specimen tracking-electronic tracking coming in next couple months
- Increase number of electronic testing results
- Create a better coordination of testing supplies
- Update sentinel sites quarterly and include them in drills
- Staff capacity for outbreak response-resource testing
- Plan for a quarterly call with partners

| Essential Services #2 Possible Next Steps     | Rating | Lead(s)         |
|-----------------------------------------------|--------|-----------------|
| 1. Expand courier service in rural west river | High   | Garth Gonseth   |
| 2. Transparency                               | High   | Stacy Ellwanger |
| 3. Timeliness of communication                | High   |                 |

|                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b><u>Essential Service #3:</u></b><br/> <b>Inform, educate, and empower people about health issues</b><br/> (Overall Score: 83.5)</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Key Idea 3.1.1.** The SPH Laboratory System creates and delivers consistent information to community partners about relevant health issues associated with laboratory services.

**Rated:** **Optimal Activity**

**Notes and Parking Lot Issues:**

- Promote Health Alert Network (HAN)
- Promote communication avenues
- Attend/present at state-wide lab gatherings such as ASCLS meeting
- Reach out to all colleges, not just SDSU
- Increase collaborations with partner organizations
- Provide instructions on home collection of environmental samples

**Key Idea 3.1.2.** The SPH Laboratory System creates and provides education opportunities to health and non-health community partners.

**Rated:** **Optimal Activity**

**Key Idea 3.2.1.** Relationship-building opportunities are employed to empower community partners.

**Rated:** Significant Activity

| Essential Services #3 Possible Next Steps          | Rating   | Lead(s)                         |
|----------------------------------------------------|----------|---------------------------------|
| 1. Annual lab meetings at various lab sites        | Moderate | Barb Buhler                     |
| 2. Improve attendance at state-wide lab gatherings | Moderate | Lon Kightlinger                 |
| 3. Improve outreach                                | Moderate | Tim Southern<br>Derrick Haskins |

**Essential Service #4:**  
**Mobilize community partnerships to identify and solve health problems**  
(Overall Score: 55.7)

**Key Idea 4.1.1.** Partners in the SPH Laboratory System develop and maintain relationships to formalize and sustain an effective system.

**Rated:** Significant Activity

**Notes and Parking Lot Issues:**

- Need more feedback and communication

**Key Idea 4.2.1.** SPH Laboratory System members communicate effectively in regular, timely, and effective ways to support collaboration.

**Rated:** Moderate Activity

**Notes and Parking Lot Issues:**

- More efficiency with communication
- Confirm that stakeholders are receiving the information wanted

**Key Idea 4.3.1.** The SPH Laboratory works together to share existing resources and to identify new resources to assist in identifying and solving health issues.

**Rated:** Significant Activity

**Notes and Parking Lot Issues:**

- More focus on outreach efforts, encouraging stakeholders to meet more often and partners to form advisory committees
- Controlled substance statutes should be annually reviewed with input from Attorney General's office, Law enforcement, and States Attorneys
- Need electronic requisition entry



| Essential Services #4 Possible Next Steps       | Rating | Lead(s)          |
|-------------------------------------------------|--------|------------------|
| 1. Improve communication with partnerships      | High   | Stacy Ellwanger  |
| 2. Establish contact person for advisory groups | Low    | Rachel Sundstrom |
| 3. Request electronic requisition ordering      | High   |                  |

**Essential Service #5:**  
**Develop policies and plans that support individual and community health efforts**  
(Overall Score: 55.7)

**Key Idea 5.1.1.** The SPH Laboratory System obtains input from diverse partners and constituencies to develop new policies and plans and modify existing ones.

**Rated:** Significant Activity

**Notes and Parking Lot Issues:**

- Policies govern everything (BMBL, CLIA, EPA...)

**Key Idea 5.2.1.** The SPH Laboratory System and partners contribute their expertise and resources using science and data to inform and influence policy.

**Rated:** Significant Activity

**Notes and Parking Lot Issues:**

- Ensure state legislature is making policy changes
- Evaluate larger scheme of public health including work on the 5 year DOH Strategic Plan

**Key Idea 5.3.1.** The plans and policies that affect the SPH Laboratory System are routinely evaluated, updated and disseminated.

**Rated:** Moderate Activity

**Notes and Parking Lot Issues:**

- More efficient communication and guidance from both lab and shareholders
- Evaluate adequate staff at lab during an outbreak
- Provide access to other microbiologists/scientists to help in time of need
- Will CDC/EPA direct lab to send specimens/samples to another lab?
- Laboratory needs to have capacity to do testing (is more space/equipment needed?)

| Essential Services #5 Possible Next Steps             | Rating   | Lead(s)                        |
|-------------------------------------------------------|----------|--------------------------------|
| 1. Communication with stakeholders                    | High     | Tim Southern                   |
| 2. Updating/review continuity plan                    | Moderate | Joan Adam                      |
| 3. Communication to policymakers regarding lab system | Moderate | Barb Buhler<br>Derrick Haskins |

**Essential Service #6:**  
**Enforce laws and regulations that protect health and ensure safety**  
(Overall Score: 83.5)

**Key Idea 6.1.1.** The SPH Laboratory System is actively involved in the review and revision of laws and regulations pertaining to laboratory practice.

**Rated: Optimal Activity**

**Key Idea 6.1.2.** The SPH Laboratory System encourages and promotes compliance by all laboratories in the system with all laws and regulations pertaining to laboratory practice.

**Rated: Optimal Activity**

**Key Idea 6.2.1.** The SPH Laboratory System has the appropriate resources to provide or support enforcement functions for laws and regulations.

**Rated: Optimal Activity**

| Essential Services #6 Possible Next Steps            | Rating   | Lead(s)         |
|------------------------------------------------------|----------|-----------------|
| 1. Solutions to rectify the turn-around time         | High     | Stacy Ellwanger |
| 2. Communicate testing issues with partners          | Moderate | Tim Southern    |
| 3. Collaborate with other two drug labs in the state | Moderate | Joan Adam       |

**Essential Service #7:**  
**Link people to needed personal health services and assure the provision of healthcare when otherwise unavailable**  
(Overall Score: 83.5)

**Key Idea 7.1.1.** The SPH Laboratory System identifies laboratory service needs and collaborates to fill gaps.

**Rated: Significant Activity**

**Notes and Parking Lot Issues:**

- Update/remove obsolete statutes

- Public Health Lab online test catalog
- Links on clinical sites for Public Health Lab testing catalog
- Clean up and review services currently provided
- Promote Public Health Lab testing
- Provide quarterly outreach to sentinel sites
- Provide additional knowledge of courier system for sentinel sites

**Key Idea 7.1.2.** The SPH Laboratory System provides timely and easily accessed quality services across jurisdictions.

**Rated:** **Optimal Activity**

**Notes and Parking Lot Issues:**

- What does SDSU do for food testing?
- Promote testing capabilities
- Send out results earlier in the day
- Indian Health Services send specimens to Public Health Lab
- Additional antimicrobial resistance at the Public Health Laboratory
- Grow workforce expansion

| Essential Services #7 Possible Next Steps                        | Rating | Lead(s)          |
|------------------------------------------------------------------|--------|------------------|
| 1. Promote PHL capabilities                                      | High   | Laurie Gregg     |
| 2. Earlier result reporting; send out results earlier in the day | High   | Rachel Sundstrom |
| 3. Improve awareness of courier system routes and stops          | High   | Garth Gonseth    |
| 4. Build relationships with sentinel sites                       | High   |                  |

|                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>Essential Service #8:</b><br/> <b>Assure a competent public health and personal health care workforce</b><br/> (Overall Score: 100)</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Key Idea 8.1.1.** All laboratories within the SPH Laboratory System identify position requirements and qualifications; assess competencies; and evaluate performance for all laboratory workforce categories across the entire scope of testing.

**Rated:** **Optimal Activity**

**Key Idea 8.2.1.** The SPH Laboratory System maintains an environment to attract and retain highly qualified staff.

**Key Idea 8.3.1.** The SPH Laboratory System works to assure a competent workforce by encouraging and supporting staff development through training, education, and mentoring.

**Rated: Optimal Activity**

**Notes and Parking Lot Issues:**

- Chemists invited to attend “Moot Court”

**Key Idea 8.3.2.** The SPH Laboratory System identifies and addresses current and future workforce shortage issues.

**Rated: Optimal Activity**

**Notes and Parking Lot Issues:**

- More promotion and leadership opportunities

| Essential Services #8 Possible Next Steps                     | Rating   | Lead(s)      |
|---------------------------------------------------------------|----------|--------------|
| 1. Offer training in the “moot court” with the highway patrol | Low      | Pat Snyder   |
| 2. PHL staff career development                               | Moderate | Tim Southern |

**Essential Service #9:**  
**Evaluate effectiveness, accessibility, and quality of personal and population-**  
**based services**  
(Overall Score: 72.5)

**Key Idea 9.1.1.** The SPH Laboratory System range of services, as defined by its mission and purpose, is evaluated on a regular basis.

**Rated: Significant Activity**

**Notes and Parking Lot Issues:**

- Create mission/vision statement (separate from DOH) for SDPHL
- Edit and improve SDPHL website for ease in fees, tests, and critical elements
- Promote the “top notch” Mobile Lab
- Provide more information overall, not just within the lab workforce
- Share performance reviews (CMS, CLIA, CAP, EPA)
- Fill out complaint forms immediately after dealing with clients
- Work to communicate with a variety of staff (not just Stacy) when issues arise

**Key Idea 9.2.1.** The effectiveness of the personal and population-based laboratory services provided throughout the state is regularly evaluated.

**Rated: Significant Activity**

**Notes and Parking Lot Issues:**

- Information Technology

- Proficiency testing (list proficient tests)
- System that can give # of positives, # of tests performed, who's getting tested, healthy or health compromised, age etc.
- Complete an Annual Report that can help with FTE's and equipment

**Key Idea 9.2.2.** The availability of personal and population-based laboratory services throughout the state is regularly evaluated.

**Rated:** Significant Activity

**Notes Parking Lot Issues:**

- SDPHL should consider getting an advisory board
- Deep Dive with Governor Dugaard and team
- Attorney Generals Conference – Tim & Stacy attended

**Key Idea 9.2.3.** The quality of personal and population-based laboratory services provided throughout the state is regularly evaluated.

**Rated:** Optimal Activity

**Notes and Parking Lot Issues:**

- Quality of work is good
- Provide proper and respectable customer service
- Improve on customer satisfaction so clients want to do business with SDPHL, not feel like they have to

| Essential Services #9 Possible Next Steps                                                      | Rating | Lead(s)                          |
|------------------------------------------------------------------------------------------------|--------|----------------------------------|
| 1. Website with customer and client services information, mission statement, and annual report | High   | Tim Southern<br>Laboratory Staff |

|                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b><u>Essential Service #10:</u></b></p> <p align="center"><b>Research for insights and innovative solutions to health problems</b></p> <p align="center">Overall Score: 33.0</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Key Idea 10.1.1.** The SPH Laboratory System has adequate capacity to plan research and innovation activities.

**Rated:** Moderate Activity

**Notes and Parking Lot Issues:**

- SDPHL funded 50% fees and 50% federal grants
- Innovate clinical services or grant writing
- Research should be a goal or Mission/Vision of SDPHL

- Plan how to enable employees to move forward with something new
- Address current infrastructure and how SDPHL moves forward with new projects
- Use bulletin to get Public Health information out
- Collaborative study between Game Fish and Parks, DENR & Department of Health regarding mercury in fish

**Key Idea 10.2.1.** The SPH Laboratory System promotes research and innovative solutions.

**Rated:** **Moderate Activity**

**Notes and Parking Lot Issues:**

- SDPHL needs to innovate
- SDPHL does not have IRB
- Research = more work
- Volume benchmarks = more funding
- Test specialties - for volume on one test so it is more economical

| Essential Services #10 Possible Next Steps                              | Rating   | Lead(s)                   |
|-------------------------------------------------------------------------|----------|---------------------------|
| 1. Allow employees to participate in research activities as time allows | High     | Jane Christopher-Hennings |
| 2. Technology sharing                                                   | Moderate | Tim Southern              |
| 3. Document collaboration                                               | Low      |                           |

## F. PERFORMANCE SUMMARY GRID

| Essential Public Health Services |      |      |      |      |      |      |      |     |      |      |
|----------------------------------|------|------|------|------|------|------|------|-----|------|------|
|                                  | 1    | 2    | 3    | 4    | 5    | 6    | 7    | 8   | 9    | 10   |
| Optimal Activity                 |      | 83.5 | 83.5 |      |      | 83.5 | 83.5 | 100 |      |      |
| Significant Activity             | 67.7 |      |      | 55.7 | 55.7 |      |      |     | 72.5 |      |
| Moderate Activity                |      |      |      |      |      |      |      |     |      | 33.0 |
| Minimal Activity                 |      |      |      |      |      |      |      |     |      |      |
| No Activity                      |      |      |      |      |      |      |      |     |      |      |

### Essential Service #1: Monitor Health Status

|                                        |      |
|----------------------------------------|------|
| 1.1 Monitoring Community Health Status | 68.3 |
| 1.2 Surveillance Information Systems   | 67.0 |

*Significant Activity*

*Overall Score – 67.7*

### Essential Service #2: Diagnose and Investigate

|                                     |      |
|-------------------------------------|------|
| 2.1 Appropriate & Effective Testing | 83.5 |
|-------------------------------------|------|

*Optimal Activity*

*Overall Score – 83.5*

**Essential Service #3: Inform, Educate, and Empower**

|                          |       |
|--------------------------|-------|
| 3.1 Outreach to Partners | 100.0 |
| 3.2 Empower Partners     | 67.0  |

**Optimal Activity****Overall Score – 83.5****Essential Service #4: Mobilize Partnerships**

|                             |      |
|-----------------------------|------|
| 4.1 Partnership Development | 67.0 |
| 4.2 Communication           | 33.0 |
| 4.3 Resources               | 67.0 |

**Significant Activity****Overall Score – 55.7****Essential Service #5: Develop Policies and Plans**

|                                            |      |
|--------------------------------------------|------|
| 5.1 Partnerships in Public Health Planning | 67.0 |
| 5.2 Role in Laboratory Policy Making       | 67.0 |
| 5.3 Dissemination and Evaluation           | 33.0 |

**Significant Activity****Overall Score – 55.7****Essential Service #6: Enforce Laws and Regulations**

|                                      |       |
|--------------------------------------|-------|
| 6.1 Laws and Regulations             | 100.0 |
| 6.2 Enforcement of Law & Regulations | 67.0  |

**Optimal Activity****Overall Score – 83.5****Essential Service #7: Link People to Services**

|                               |      |
|-------------------------------|------|
| 7.1 Provision of Lab Services | 83.5 |
|-------------------------------|------|

**Optimal Activity****Overall Score – 83.5****Essential Service #8: Competent Workforce**

|                                      |       |
|--------------------------------------|-------|
| 8.1 Defined Scope of Work & Practice | 100.0 |
| 8.2 Recruitment & Retention of Staff | 100.0 |
| 8.3 Assuring a Competent Workforce   | 100.0 |

**Optimal Activity****Overall Score – 100.0****Essential Service #9: Evaluation of Effectiveness**

|                                          |      |
|------------------------------------------|------|
| 9.1 System Mission and Purpose           | 67.0 |
| 9.2 System Effectiveness & Accessibility | 78.0 |

**Significant Activity****Overall Score – 72.5****Essential Service #10: Research**

|                                    |      |
|------------------------------------|------|
| 10.1 Planning & Financing Research | 33.0 |
| 10.2 Implementation & Evaluation   | 33.0 |

**Moderate Activity****Overall Score – 33.0**

## **G. RECOMMENDATIONS**

Participants in the 2016 L-SIP reassessment identified numerous opportunities for PHL System improvement. The highest priority opportunities, as determined at the assessment, include: improve communication within the PHL System, build and strengthen partnerships, implement or improve electronic laboratory systems at the SDPHL, and develop a SDPHL support plan. The following are specific recommendations that correspond to these high priority opportunities:

### **1. Improve communication within the laboratory system**

- Promote more frequent communication among members of the PHL System.
- Improve communication with clinical partners regarding test changes, implementation of new tests, and implementation of electronic laboratory systems.
- Promote awareness of the state courier system.

### **2. Build and strengthen partnerships**

- Renew focus on collaborations and partnerships.
- Strengthen partnership with Indian Health Services (IHS) and incorporate IHS into statewide electronic disease surveillance efforts.
- Strengthen the partnership between the SDPHL and the Animal Disease Research and Diagnostic Laboratory (ADRDL).
- Strengthen partnerships with the National Guard, with emphasis on the 82<sup>nd</sup> Civil Support Team, and Ellsworth Air Force Base.
- Develop an advisory board to help guide the statewide laboratory system by establishing roles and responsibilities of system members.

### **3. Implement or improve electronic laboratory systems**

- Build capacity for two-way flow of electronic information with the SDPHL.
- Ensure maximum efficiency and reduce mistakes that can occur with manual data entry.

### **4. Develop and public health laboratory support plan**

- Evaluate and clearly define workforce, infrastructure, and financial needs of the SDPHL.
- Ensure that the statewide laboratory system is an advocate for SDPHL needs and that the SDPHL is an advocate for the PHL System.
- Promote commitment at the state and PHL System levels to maintain technology and expertise needed to ensure cutting edge testing at the SDPHL.

Additional opportunities for improvement were identified at the 2016 reassessment and include: improve turn-around time for forensics testing, implement newborn screening at the public health laboratory, and expand environmental monitoring and reporting capabilities. Although these recommendations were determined to be critical to the future of the SDPHL and the statewide PHL System, they will not be discussed further in this document since significant efforts were already underway to address these needs prior to the 2016 L-SIP reassessment.



## **H. NEXT STEPS**

The Next Steps suggested during the 2016 L-SIP reassessment are currently being refined to improve laboratory system communication, partnerships, and electronic systems. The following is a brief outline of Next Steps that are currently under review:

### **1. Communication**

- The South Dakota DOH will consider reorganization of laboratory (lab), epidemiology (epi), and hospital acquired infection (HAI) listservs to improve access through consolidation of listserv registration links on a single webpage on the DOH website.
- It was strongly recommended that key partners and stakeholders be identified to function as the South Dakota PHL System advisory board. Members of the advisory board may include the SDPHL Director, ADRDL Director, State Epidemiologist, State Public Health Veterinarian, Executive Director of the State's Attorneys Association, manager of the Avera-MedSpeed Courier Service, and a representative from the major healthcare system in the state as well as representatives from the Departments of Environment and Natural Resources (DENR) and Public Safety (DPS). The advisory board will work to strengthen partnerships to support the PHL System, and will facilitate communication among PHL System partners and stakeholders.

### **2. Partnerships**

- The partnership between SDPHL and the ADRDL is critical to the laboratory system. Opportunities to strengthen this partnership include more frequent communication and scientific collaborations.
- Vision and Mission statements will be defined for the SDPHL as a first step towards development of Vision and Mission statements for the PHL System. It is the goal of the PHL System to strengthen partnerships through the Vision/Mission development process.

### **3. Electronic systems**

- The SDPHL will continue the current LIMS update in the Medical Microbiology and Forensic Chemistry sections by November 2016, and will implement the LIMS in the Environmental Chemistry section by April 2017. These systems will provide more efficient transmission of test results to laboratory clients and will provide more sophisticated data mining capabilities.
- The SDPHL will issue a request for proposal for an electronic laboratory test ordering system by November 2016 with implementation by June 2017. Electronic test ordering will likely be a web-based system that allows all clients of the SDPHL to initiate test ordering without a paper requisition. Electronic ordering will also prepopulate the SDPHL LIMS with patient and test information which will improve laboratory efficiency and reduce mistakes.

It was also suggested during the 2016 L-SIP reassessment that a support plan be developed for the SDPHL. This plan would begin with an in depth analysis of the workforce, infrastructure, and financial needs of the laboratory and culminate in a long-term plan to ensure adequate staffing, PHL Building maintenance, and financial support. At the time of the reassessment, support plan development had already started with the identification of key state agencies that would participate in the support plan assessment process. To date, ten meetings have taken place involving the support plan committee and its 3 subcommittees (Workforce, Infrastructure, and Fees). Based on current progress, a support plan for the SDPHL will be drafted by September 1, 2016 with review by the Secretary of Health and Governor

## **Appendix A**

### **Essential Public Health Services and Core Functions and Capabilities of State Public Health Laboratories**

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#### **Ten Essential Public Health Services**

1. Monitor Health Status to Identify Community Health Problems
2. Diagnose and Investigate Health Problems and Health Hazards in the Community
3. Inform, Educate and Empower People About Health Issues
4. Mobilize Community Partnerships to Identify and Solve Health Problems
5. Develop Policies and Plans that Support Individual and Community Health Efforts
6. Enforce Laws and Regulations that Protect Health and Ensure Safety
7. Link People to Needed Personal Health Services and Assure the Provision of Healthcare When Otherwise Unavailable
8. Assure a Competent Public Health and Personal Health Care Workforce
9. Evaluate Effectiveness, Accessibility and Quality of Personal and Population-Based Services
10. Research for Insights and Innovative Solutions to Health Problems

#### **Core Functions and Capabilities of State Public Health Laboratories**

1. Disease Prevention, Control and Surveillance
2. Integrated Data Management
3. Reference and Specialized Testing
4. Environmental Health and Protection
5. Food Safety
6. Laboratory Improvement and Regulation
7. Policy Development
8. Emergency Response
9. Public Health Related Research
10. Training and Education
11. Partnerships and Communication

## Appendix B

### List of Participants

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#### **Group A – Essential Services 1, 2, 3, and 7**

*(Facilitator: Bill Chalcraft; Theme Taker: Whitney Lutkemeier)*

|                  |                                                                          |
|------------------|--------------------------------------------------------------------------|
| Bonnie Jameson   | Office of Disease Prevention Services, South Dakota Department of Health |
| Rachel Sundstrom | South Dakota Public Health Laboratory, South Dakota Department of Health |
| Garth Gonseth    | Avera Medspeed Courier                                                   |
| Steve Huckabaa   | Avera Medspeed Courier                                                   |
| Rick Labrie      | Public Health Preparedness & Response, South Dakota Department of Health |
| Mark Zickrick    | Bureau of Information and Telecommunication                              |
| Susan Gannon     | Office of Disease Prevention Services, HIV/AIDS Prevention               |
| Kayla Tinker     | Correctional Health, South Dakota Department of Health                   |
| Colleen Winter   | Family and Community Health, Division Director                           |
| Angela Jackley   | Office of Disease Prevention Services, Healthcare Associated Infections  |
| Ty White         | Rapid City Regional Hospital, Microbiology-Serology-Molecular Supervisor |
| Yvette Thomas    | Avera St. Mary's Hospital, Laboratory Director                           |
| Kelly Thomas     | Indian Health Services                                                   |
| Kevin Dewald     | Health Information Technology, South Dakota Department of Health         |

#### **Group B – Essential Services 2, 5, 9, and 10**

*(Facilitator: Derrick Haskins; Theme Taker: Jeri Wieczorek)*

|                           |                                                                               |
|---------------------------|-------------------------------------------------------------------------------|
| Kari Williams             | Finance Officer, South Dakota Department of Health                            |
| Nick Hill                 | Office of Disease Prevention Services, South Dakota Department of Health      |
| Mark Gildemaster          | Data & Statistics, South Dakota Department of Health                          |
| Jane Christopher-Hennings | Animal Disease Research & Diagnostic Laboratory, SDSU                         |
| Nicole Asmussen           | Fiscal Officer, South Dakota Department of Health                             |
| Russ Daly                 | Animal Disease Research & Diagnostic Laboratory, SDSU                         |
| Derric Iles               | State Geologist, Administrator, Department of Environment & Natural Resources |
| Pat Snyder                | Department of Environment & Natural Resources                                 |
| Kristin Rounds            | Office of Disease Prevention Services, Tuberculosis Control                   |
| June Snyder               | Emergency Management                                                          |
| Bill Rath                 | Bureau of Information & Telecommunications                                    |
| Lon Kightlinger           | State Epidemiologist, South Dakota Department of Health                       |

#### **Group C – Essential Services 2, 4, 6, and 8**

*(Facilitator: Tom Martinec; Theme Taker: Laurie Gregg)*

|               |                                                               |
|---------------|---------------------------------------------------------------|
| Barb Buhler   | Public Information Officer, South Dakota Department of Health |
| Cheryl Stone  | Bureau of Human Resources                                     |
| Mendel Miller | Veterinarian, Department of Agriculture                       |
| Bridget Mayer | Office of the State Attorney General                          |
| Edward Hruska | Special Assistant Attorney General                            |

Brandie Zandstra  
Bob Coolidge  
Mark Mayer  
Kris Dozark  
Stefan Pluta  
Kathy Christenson

82<sup>nd</sup> Civil Support Team  
Licensure and Certification  
Department of Environment & Natural Resources  
Department of Environment & Natural Resources  
Emergency Management  
Trial Court Services

**Other Attendees**

|                    |                                                                                       |
|--------------------|---------------------------------------------------------------------------------------|
| Laurie Gregg       | Senior Microbiologist and Technical Supervisor, South Dakota Public Health Laboratory |
| Meghan Wittmis     | Health and Medical Services, South Dakota Department of Health                        |
| Tim Southern       | Laboratory Director, South Dakota Public Health Laboratory                            |
| Stacy Ellwanger    | Laboratory Administrator, South Dakota Public Health Laboratory                       |
| Karen Breckenridge | Director of Quality Systems, Association of Public Health Laboratories                |