

L-SIP ASSESSMENT REPORT



9/17/2018

Vermont Department of Health Laboratory



359 South Park Drive, Colchester, Vermont 05446

L-SIP Assessment Report

VERMONT DEPARTMENT OF HEALTH LABORATORY

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EXECUTIVE SUMMARY

The Vermont Department of Health Laboratory (VDHL), hosted the Vermont L-SIP (Laboratory System Improvement Program) on September 17th, 2018 in Colchester, Vermont. Over 30 Vermont laboratory system partners attended the event, including representatives from hospital laboratories, private environmental laboratories, first responders such as the National Guard Civil Support Team and several state agencies (e.g. Agriculture and Agency of Natural Resources). The Vermont State Public Health Laboratory System scored as follows:

Vermont Public Health Laboratory System Scores

Assessment Scores	0	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
Essential Service No. 1: Monitor health status to identify community health problems			✓		
Essential Service No. 2: Diagnose and investigate health problems a health hazards in the community				✓	
Essential Service No. 3: Inform educate and empower people about health issues			✓		
Essential Service No. 4: Mobilize partnerships to identify and solve health problems			✓		
Essential Service No. 5: Develop policies and plans that support individual and community health efforts				✓	
Essential Service No. 6: Enforce laws and regulations that protect health and safety				✓	
Essential Service No. 7: Link people to needed personal health services and assure provision of health care when unavailable			✓		
Essential Service No. 8: Assure a competent public and personal health care workforce				✓	
Essential Service No. 9: Evaluate effectiveness, accessibility, and quality of personnel and population-based service		✓			
Essential Service No. 10: Research for new insights and innovative solutions to health problems		✓			

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Discussion and Next Steps

At the end of the assessment, two common threads were identified across the 10 Essential Services. All but one Essential Service assessment contained next steps that were planning in nature. For example, formalizing the Public Health Laboratory System to establish vision, mission, policies, and stakeholders was voiced as being critical to success. Eight of the Essential Service assessments contained next steps that were focused on communication. The sharing of data and information within the Public Health Laboratory System and with the public was believed to impact the system's effectiveness and efficiencies. Similar to other state and local laboratories that have completed the LSIP Program, one of the most valuable outcomes was raising awareness for the participants of the valuable role they play in the Vermont Public Health Laboratory System, which is a critical first step in strengthening and improving it.

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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 Public Health Laboratory System can be defined all of the members and stakeholders (from individuals to organizations to agencies) who support the 10 Essential Public Health Services. The system is operated in an inter-connected and inter-dependent way to facilitate exchange of information and knowledge to help control and prevent diseases, environmental contaminants, and public health threats.

The Vermont PHL System includes all of the partners and stakeholders that contribute to Vermont's ability to meet the public health testing needs of our state and its residents. The Vermont Public Health Laboratory (VPHL) leads this system and seeks participation from health care providers, , , first responders, water quality professionals, and state and federal agencies, among others.

The concept of a "State Public Health Laboratory System" (SPH Laboratory System) is relatively new and is defined as "An alliance of laboratories and other partners within a state that supports the 10 Essential Public Health Services under the aegis of the state public health laboratory. The system members and stakeholders operate in an interconnected and interdependent way to facilitate the exchange of information, optimize laboratory services, and help control and prevent disease and public health threats." Appendix G depicts how the SPH Laboratory System is intertwined with its partners.

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BACKGROUND

L-SIP exists to facilitate the improved performance of state and local Public Health Laboratory Systems with a goal of continuous quality improvement. It is a collaborative effort of two national partners, the Association of Public Health Laboratories (APHL) and the Centers for Disease Control and Prevention (CDC), Laboratory Science, Policy and Practice Program Office.

L-SIP targets improvements of the Public Health Laboratory System through the collaborative work of partners to:

- Assess the system's performance
- Plan for system improvements
- Implement improvement strategies
- Evaluate effects of strategies
- Re-assess system performance

L-SIP Assessment Process

A large part of L-SIP is the assessment process initially inspired and influenced by the National Public Health Performance Standards Program (NPHPSP), which was established in 2002 by CDC and partners. The NPHPSP identifies and measures the components, activities, competencies and capacities of state and local public health systems, and local public health governance bodies using Model Standards, based on the 10 Essential Public Health Services.

The assessment tool is the cornerstone of the L-SIP assessment and was designed to help partners identify system strengths and gaps. The initial version of the tool was developed by public health laboratory experts and partners, implemented in 2007, and revised in 2011.

Using Model Standards, this assessment tool was developed as an instrument to measure the performance of the entire Public Health Laboratory System, not only the public health laboratory (PHL). The process measures optimal "gold standard" performance, by focusing on the system and requires the participation, support and collaboration of a wide range of partners and stakeholders that have roles in the Public Health Laboratory System.

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The Five Framing Concepts of the L-SIP Assessment

The assessment:

1. Centers around the 10 Essential Public Health Services (Appendix A and B). Use of the 10 Essential Public Health Services assures that the tool covers public health activities needed at state and local levels.
2. Incorporates all of the 11 Core Functions of State Public Health Laboratories (Appendix C). See Appendix D for a crosswalk of the 10 Essential Public Health Services and the Core Functions of State Public Health Laboratories.
3. Focuses on the overall state or local public health Laboratory System, rather than a single organization. This ensures that the contributions of all entities are recognized in assessing performance in the provision of Essential Public Health Services.
4. Measures against an optimal level of performance (i.e. gold standard) rather than considering minimally accepted standards thus enabling continuous quality improvement.
5. Supports the commitment to a process of continuous improvement. System partners utilize the assessment process results as a guide for planning improvement activities throughout the Public Health Laboratory System.

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 health care 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 health services
10. Research for new insights and innovative solutions to health problems

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SUMMARY, RESULTS, AND ANALYSIS

Rating Categories:

Participants considered all the information shared about the performance of the system through the dialogue about the Points for Discussion in the Key Idea that was reviewed. The table below defines the rating categories used to determine performance was scored. Using these categories, the facilitator helped the group reach consensus on how well the Laboratory System performs the standard and the theme taker recorded the results.

NONE	0% or absolutely none of the performance described is met within the public health laboratory system.
MINIMAL	Greater than zero, but no more than 25%, of the performance described is met within the public health laboratory system.
MODERATE	Greater than 25%, but no more than 50%, of the performance described is met within the public health laboratory system.
SIGNIFICANT	Greater than 50%, but no more than 75%, of the performance described is met within the public health laboratory system.
OPTIMAL	Greater than 75% of the performance described is met within the public health laboratory system.

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Essential Service No. 1:

Monitor health status to identify community health problems

Moderate (Greater than 25%, but no more than 50%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment				
Essential Service #1: Monitor health status to identify health problems				
		System Performance		
		Weight	Evaluation	Calc Factor SCORE
1.1 Monitoring of Community Health Status				
1.1.1	The LPH Laboratory System identifies infectious disease and environmental sentinel events, monitors trends, and participates in state and federal surveillance systems.	50.00	3	0.67 33.5
1.1.2	The LPH Laboratory System has a secure, accountable and integrated information management system for data storage, analysis, retrieval, reporting and exchange.	50.00	3	0.67 33.5
Total ESPH 1.1		67.0		
1.2 Surveillance Information Systems				
1.2.1	The LPH Laboratory System has a secure, accountable and integrated information management system for data storage, analysis, retrieval, reporting and exchange.	50.00	1	0.05 2.5
1.2.2	The LPH Laboratory System partners collaborate to strengthen electronic surveillance systems.	50.00	1	0.05 2.5
Total ESPH 1.2		5.0		
ESPH #1 Aggregate Score		36.0		

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Essential Service No. 2:

Diagnose and investigate health problems a health hazards in the community

Significant (Greater than 50%, but no more than 75%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment				
Essential Service #2: Diagnose and investigate health problems and health hazards in the community				
		Weight	System Performance	
			Evaluation	Calc Facto
2.1 Appropriate and Effective High Quality Testing				SCORE
2.1.1	The LPH 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.	50.00	3	0.67
2.1.2	The LPH Laboratory System has the necessary system capacity, authority, and preparations in place to rapidly respond to emergencies that affect the public's health.	50.00	3	0.67
Total ESPH 2.1		67.0		
ESPH #2 Aggregate Score		67.0		

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Essential Service No. 3:

Inform educate and empower people about health issues

Moderate (Greater than 25%, but no more than 50%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment					
Essential Service #3: Inform, educate, and empower people about health issues					
		System Performance			
		Weight	Evaluation	Calc Factor	SCORE
3.1 Outreach to Partners					
3.1.1	The LPH Laboratory System creates and delivers consistent information to community partners about relevant health issues associated with laboratory services.	50.0	2	0.33	16.5
3.1.2	The LPH Laboratory System creates and provides education opportunities to health and non-health community partners.	50.0	2	0.33	16.5
Total ESPH 3.1		33.0			
3.2 Empower Partners					
3.2.1	Relationship-building opportunities are employed to empower community partners.	100.0	3	0.67	67.0
Total ESPH 3.2		67.0			
ESPH #3 Aggregate Score		50.0			

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Essential Service No. 4:

Mobilize partnerships to identify and solve health problems

Moderate (Greater than 25%, but no more than 50%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment				
Essential Service #4: Mobilize community partnerships to identify & solve health problems				
		System Performance		
		Weight	Evaluation	Calc Factor
4.1 Partnership Development				SCORE
4.1.1	Partners in the LPH Laboratory System develop and maintain relationships to formalize and sustain an effective system.	100.00	1	0.05
Total ESPH 4.1		5.00		
4.2 Communication				
4.2.1	LPH Laboratory System members communicate effectively in regular, timely, and effective ways to support collaboration.	100.00	2	0.33
Total ESPH 4.2		33.00		
4.3 Resources				
4.3.1	The LPH Laboratory System has a process in place to receive and share existing resources and to identify new resources to assist in identifying and solving health issues.	100.00	3	0.67
Total ESPH 4.3		67.00		
ESPH #4 Aggregate Score		35.0		

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Essential Service No. 5:

Develop policies and plans that support individual and community health efforts

Significant (Greater than 50%, but no more than 75%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment				
Essential Service #5: Develop policies and plans that support individual & community health efforts				
		System Performance		
		Weight	Evaluation	Calc Factor SCORE
5.1 Partnerships in Public Health Planning				
5.1.1	The LPH Laboratory System obtains input from diverse partners and constituencies to develop new policies and plans and modify existing ones.	100.00	3.00	0.67 67.0
Total ESPH 5.1		67.00		
5.2 Role in Laboratory-Related Policy Making				
5.2.1	The LPH Laboratory System and partners contribute their expertise and resources using science and data to inform and influence policy.	100.00	3.00	0.67 67.0
Total ESPH 5.2		67.00		
5.3 Dissemination & Evaluation				
5.3.1	The plans and policies that affect the LPH Laboratory System are routinely evaluated, updated and disseminated.	100.00	3.00	0.67 67.0
Total ESPH 5.3		67.00		
ESPH #5 Aggregate Score		67.0		

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Essential Service No. 6:

Enforce laws and regulations that protect health and safety

Significant (Greater than 50%, but no more than 75%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment				
Essential Service #6: Enforce laws and regulations that protect health and ensure safety				
		System Performance		
		Weight	Evaluation	Calc Factor
6.1 Laws and Regulations				SCORE
6.1.1	The LPH Laboratory System is actively involved in the review and revision of laws and regulations pertaining to laboratory practice.	50.00	3.00	0.67
6.1.2	The LPH Laboratory System encourages and promotes compliance by all laboratories in the system with all laws and regulations pertaining to laboratory practice.	50.00	3.00	0.67
Total ESPH 6.1		67.0		
ESPH #6 Aggregate Score		67.0		

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Essential Service No. 7:

Link people to needed personal health services and assure provision of health care when unavailable

Moderate (Greater than 25%, but no more than 50%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment				
Essential Service #7: Link people to needed health services & assure provision of healthcare when unavailable				
		System Performance		
		Weight	Evaluation	Calc Factor
7.1 Provision of Laboratory Services				SCORE
7.1.1	The LPH Laboratory System identifies laboratory service needs and collaborates to fill gaps.	50.00	2	0.33
7.1.2	The LPH Laboratory System provides timely and easily accessed quality services across the jurisdiction.	50.00	3	0.67
Total ESPH 7.1		50.0		
ESPH #7 Aggregate Score		50.0		

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Essential Service No. 8:

Assure a competent public and personal health care workforce

Significant (Greater than 50%, but no more than 75%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment					
Essential Service #8: Assure a competent public health and personal health care workforce					
		Weight	System Performance Evaluation	Calc Factor	SCORE
8.1 Defined Scope of Work & Practice					
8.1.1	All laboratories within the LPH Laboratory System identify position requirements and qualifications; assess competencies; and evaluate performance for all laboratory workforce categories across the entire scope of testing.	100.00	4	1.00	100.0
Total ESPH 8.1		100.0			
8.2 Recruitment & Retention of Qualified Staff					
8.2.1	The LPH Laboratory System accommodates tours from area schools and colleges and maintains an environment to attract and retain highly qualified staff.	100.00	2	0.33	33.0
Total ESPH 8.2		33.0			
8.3 Assuring a Competent Workforce					
8.3.1	The LPH Laboratory System works to assure a competent workforce by encouraging and supporting staff development through training, education, and mentoring.	50.00	2	0.33	16.5
8.3.2	The LPH Laboratory System identifies and addresses current and future workforce shortage issues.	50.00	1	0.05	2.5
Total ESPH 8.3		19.0			
ESPH #8 Aggregate Score		50.7			

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Essential Service No. 9:

Evaluate effectiveness, accessibility, and quality of personnel and population-based service

Minimal (Greater than zero, but no more than 25%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment					
Essential Service #9: Evaluate effectiveness, accessibility, and quality of personal and population-based services					
			System Performance		
		Weight	Evaluation	Calc Factor	SCORE
9.1 System Mission & Purpose					
9.1.1	The LPH Laboratory System range of services, as defined by its mission and purpose, is evaluated on a regular basis.	100.00	9	0.00	0.0
Total ESPH 9.1		0.0			
9.2 System Effectiveness, Accessibility & Quality					
9.2.1	The effectiveness of the personal and population-based laboratory services provided throughout the local jurisdiction is regularly evaluated.	33.33	9	0.00	0.0
9.2.2	The availability of personal and population-based laboratory services throughout the local jurisdiction is regularly evaluated.	33.33	9	0.00	0.0
9.2.3	The quality of personal and population-based laboratory services provided throughout the local jurisdiction is regularly evaluated.	33.33	1	0.05	1.7
Total ESPH 9.2		1.7			
ESPH #9 Aggregate Score		0.8			

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Essential Service No. 10:

Research for new insights and innovative solutions to health problems

Minimal (Greater than zero, but no more than 25%)

NONE	MINIMAL	MODERATE	SIGNIFICANT	OPTIMAL
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APHL Local Public Health Laboratory System Assessment				
Essential Service #10: Research for insights and innovative solutions to health problems				
		System Performance		
		Weight	Evaluation	SCORE
10.1 Planning & Financing Research Activities				
10.1.1	The LPH Laboratory System has adequate capacity to plan and implement meaningful research and innovative activities to support broad public health goals.	100.00	1	5.0
Total ESPH 10.1		5.0		
10.2 Implementation, Evaluation and Dissemination				
10.2.1	The LPH Laboratory System promotes research and innovative solutions.	33.33	2	11.0
10.2.2	The LPH Laboratory System research is evaluated to foster improvement and innovation in application.	33.33	2	11.0
10.2.3	The LPH Laboratory System disseminates (basic & applied) research outcomes, best practices and recognition of research activities.	33.33	2	11.0
Total ESPH 10.2		33.0		
ESPH #10 Aggregate Score		19.0		

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NEXT STEPS AND PARKING LOT ISSUES

ES No.	Next Steps	Parking Lot Issues
1	1. Develop a mechanism for the Laboratory System to participate in data sharing processes. 2. Designate an informatics resource to perform a gap assessment in order to determine whether data is reaching targeted Laboratory System recipients. 3. Investigate options that will ensure that 2-way communication within the entire Laboratory System is optimized.	None
2	1. Identify improvements for communication between all Laboratory System partners to ensure the highest quality of service for clients. 2. Develop a state-wide courier system to enable the Laboratory System to better serve remote areas of Vermont for environmental and clinical samples. 3. Increase the frequency of Laboratory System simulations and exercises conducted.	None
3	1. Define the Laboratory System including its vision, mission, and goals. 2. Identify non-health and community partners that are critical to the Laboratory System. 3. Identify the GAPS between the current status and the ideal status of the PH Laboratory System and create a plan to close the GAPS.	None
4	1. Define and formalize the Laboratory System, including the creation of a vision and mission statement. 2. Create a communication system that will ensure all laboratories are notified with critical public health information.	1. Develop additional two-way communication methods for Laboratory System partners to use. 2. Explore establishing an MOU to provide options for sharing resources within the Laboratory System.

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ES No.	Next Steps	Parking Lot Issues
		3. Determine whether laboratories can receive public health notifications or alerts prior to medical staff.
5	1. Establish and implement a defined process for publishing policies on public facing websites by 2022. 2. Establish a process for review and timely communication of policy changes that may affect the Laboratory System.	None
6	1. Determine ways to promote the Laboratory System members who are experts in their fields. Develop "fact sheets" that allow the public, state legislators etc. to contact the best resource. 2. Organize meetings for Laboratory System QA Officers to exchange information. 3. Develop a mechanism to ensure that the Laboratory System partners have an equal understanding regarding laws and enforcement that relate to shared activities.	None
7	1. Establish assistance, such as a courier service, to enable rural communities to submit samples to the laboratory. 2. Re-establish dialogue between the VDH and the Department of Agriculture to determine if a one health system can be established to close the loop regarding zoonotic diseases; this system would include reporting of veterinary diseases to the VDH. 3. Standardize the process for distributing information to potential Laboratory System customers. Create or revise sampling protocols so they can be better understood and followed by customers; these revisions would evaluate appropriate reading level, culturally appropriate, etc. criteria.	None

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ES No.	Next Steps	Parking Lot Issues
8	1. Increase the amount of public outreach in order to promote careers within the Laboratory System and reduce competition for recruiting of limited resources. 2. Establish career development programs, including salary considerations, in order to improve employee retention. 3. Put Laboratory System workforce shortage issues on meeting agendas sponsored by national organizations such as APHL, CAP, etc. in order to raise awareness and gain new insights to addressing the shortage issues.	Explore differences between mentoring and succession planning.
9	1. Develop a vision and mission statement for the Laboratory System. 2. Establish structured ways for the Laboratory System to communicate. 3. Define partners and stakeholders that makeup the Laboratory System.	
10	1. Connect Stakeholders in order to broaden the Laboratory System. 2. Create sub-committees to focus on ways to innovate the system. 3. Create a Laboratory System repository or database to connect laboratory system research needs with resources, including student internship programs, grant opportunities etc.	None

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ASSESSMENT SCORES AND OTHER MATERIALS

Each essential service was rated for the amount of activity that the state public health Laboratory System spent with each activity. The following are the summary scores for each of the ten essential services:

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Chart of Overall Scores for Each Essential Service

SYSTEM PERFORMANCE										
Essential Public Health Service										
	1	2	3	4	5	6	7	8	9	10
Optimal Activity										
Significant Activity		67.0			67.0	67.0		50.7		
Moderate Activity	36.0		50.0	35.0			50.0			
Minimal Activity									0.8	19.0
No Activity										

Essential Service #1: Monitor Health Status		Essential Service #2: Diagnose & Investigate	
1.1 Monitoring Community Health Status	67.0	2.1 Appropriate & effective testing	67.0
1.2 Surveillance Information Systems	5.0	Overall Score	67.0
Overall Score	36.0		
Essential Service #3: Inform, Educate & Empower		Essential Service #4: Mobilize Partnerships	
3.1 Outreach to Partners	33.0	4.1 Partnership Development	5.0
3.2 Empower Partners	67.0	4.2 Communication	33.0
Overall Score	50.0	4.3 Resources	67.0
		Overall Score	35.0
Essential Service #5: Develop Policies & Plans		Essential Service #6: Enforce Laws & Regulations	
5.1 Partnerships in Public Health Planning	67.0	6.1 Laws & Regulations	67.0
5.2 Role in Laboratory Policy Making	67.0	Overall Score	67.0
5.3 Dissemination & Evaluation	67.0		
Overall Score	67.0		
Essential Service #7: Link People to Services		Essential Service #8: Competent Workforce	
7.1 Provision of Lab Services	50.0	8.1 Defined Scope of Work & Practice	100.0
Overall Score	50.0	8.2 Recruitment & Retention of Staff	33.0
		8.3 Assuring a Competent Workforce	19.0
		Overall Score	50.7
Essential Service #9: Evaluation of Effectiveness		Essential Service #10: Research	
9.1 System Mission & Purpose	0.0	10.1 Planning & Financing Research	5.0
9.2 System Effectiveness & Accessibility	1.7	10.2 Implementation & Evaluation	33.0
Overall Score	0.8	Overall Score	19.0

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Assessment Day Agenda

TIME	ACTIVITY
8:30 a.m.	Registration
8:30 a.m.	Welcome and Introductions
9:00 a.m.	Overview of the Assessment Day
9:30 a.m.	Plenary: Essential Service (ES) # 2: Diagnose and Investigate Health Problems
10:30 a.m.	Break
10:45 a.m. to 12 noon	Breakouts: 0 Group A – ES # 1 – Monitor Health 0 Group B – ES # 9 – Evaluate Effectiveness, Accessibility, Quality 0 Group C – ES # 8 – Assure Competent Workforce
12 noon – 1:00 p.m.	Lunch
1:00 – 2:00 p.m.	Breakouts: 0 Group A – ES # 7 – Link People to Needed Personal Health Services 0 Group B – ES # 10 – Research 0 Group C – ES # 4 – Mobilize Partnerships
2:00 p.m.	Break
2:15 – 3:30 p.m.	Breakouts: 0 Group A – ES # 3 – Inform, Educate and Empower People 0 Group B – ES # 5 – Develop Policies and Plans 0 Group C – ES # 6 – Enforce Laws and Regulations
3:30 – 4:30 p.m.	Summary, Evaluation and Next Steps
4:30 p.m.	Adjourn

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Participant List

Attendee	Representing
Achilles, Cheryl	Vermont Department of Health Laboratory Theme Taker / Assessment Coordinator
Acosta, Salvador	Vermont Department of Health Laboratory Theme Taker / Assessment Coordinator
Bean, Christine	Assessment Facilitator
Bell, Chris	Vermont Department of Health Emergency Response
Bell, Karen	Central Vermont Hospital
Boren, Ali	Vermont Department of Health Laboratory Theme Taker / Assessment Coordinator
Bryce-Parrott, Cara	Vermont Department of Health Laboratory Administrative Service Coordinator II / Assessment Coordinator
Carreiro, Nisalda	Dartmouth-Hitchcock Medical Center
Celotti, Stella	Vermont Department of Health Laboratory Director / Assessment Coordinator
Clark, Karen	Agency of Human Services - Chief of Information Technology
Clayton, Matthew	Gifford Hospital
Cragin, Lori	Vermont Department of Health - Environmental Health
Deasy, Chip	Vermont Emergency Management
Drakes, Imogene	Brattleboro Memorial Hospital
Eisenhauer, Jessica	Vermont Department of Health Laboratory Theme Taker / Assessment Coordinator
Folland, Anthony	Vermont Department of Health - Alcohol & Drug Abuse Program
Francis, Roberta	University of Vermont Medical Center
Goldwyn, Charon	Vermont Department of Health - Operations
Grass, David	Vermont Department of Health - Environmental Health
Greaves, Linda	Vermont Health Promotion & Disease Prevention/Oral Health
Irwin, Bill	Vermont Department of Health - Radiology & Toxicology/Vermont Hazardous Materials Team
Johns, Tanya	Vermont Army National Guard
Klein, Heidi	Vermont Department of Health - Planning
Lamson, Erin	Grace Cottage Hospital
Larsen, Sille	Vermont Department of Health - Environmental Health
Leblanc, Keith	Rutland Regional Medical Center
Livingston, Shayla	Vermont Department of Health - Policy Unit
McNamara, Katherine	Vermont Agency of Agriculture

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Attendee	Representing
Mead, Rebecca	Vermont Forensic Laboratory
Montross, Ben	Department of Environmental Conservation
Morgan, Gillian	Vermont Department of Health - Health Surveillance
Oetjen, Joyce	Vermont Department of Health Laboratory Theme Taker / Assessment Coordinator
Power, Jill	Assessment Facilitator
Ramsey, Darlene	Vermont Department of Health Laboratory Theme Taker / Assessment Coordinator
Reid, Helen	Vermont Department of Health - Health Surveillance
Roberts, Guy	Vermont Agency of Agriculture
Tassler Kelso, Patsy	Vermont Department of Health - Epidemiology
Taylor, Morgan	USDA APHIS Wildlife Services
Tefft, Lacey	Vermont Department of Health Laboratory Theme Taker / Assessment Coordinator
Tefft, Mike	Endyne Labs - Williston
Vest, Julie	Porter Medical Center
Walker, Joe	Rutland Regional Medical Center
Wilbur, Janelle	Department of Environmental Conservation
Wilcke, Burt	Assessment Facilitator
Wilson, Margaret	Vermont Department of Health - PH Nursing Director
Wojewoda, Christi	University of Vermont Medical Center - Pathology & Laboratory Medicine

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REFERENCES

- Laboratory System Improvement Program User's Guide, 2013
- Association of Public Health Laboratories. Definition of a State Public Health Laboratory System, May 24, 2007

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APPENDICIES

Appendix A: Public Health in America

Think a report that looks this good has to be difficult to format? Think again! To easily apply any text formatting you see in this document, on the Home tab of the ribbon, check out Styles.

Vision: Healthy People in Healthy Communities

Mission: Promote Physical and Mental Health and Prevent Disease, Injury, and Disability

Public Health

- Prevents epidemics and the spread of disease
- Protects against environmental hazards
- Prevents injuries
- Promotes and encourages healthy behaviors
- Responds to disasters and assists communities in recovery

Essential Public Health Services

- Monitor health status to identify community health problems
 - Diagnose and investigate health problems and health hazards in the community
 - Inform, educate, and empower people about health issues
 - Mobilize community partnerships to identify and solve health problems
 - Develop policies and plans that support individual and community health efforts
 - Enforce laws and regulations that protect health and ensure safety
 - Link people to needed personal health services and assure the provision of health care when otherwise unavailable
 - Assure a competent public health and personal health care workforce
 - Evaluate effectiveness, accessibility, and quality of personal and population-based health services
 - Research for new insights and innovative solutions to health problems
- View, edit, and seamlessly save your document to the cloud from Word on your Windows, Mac, Android, or iOS device.



Source: <http://www.health.gov/phfunctions/public.htm>

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Appendix B: The 10 Essential Services

ESSENTIAL SERVICE NUMBER	NON-PUBLIC HEALTH VERSION
1	What's going on in my state? How healthy are we?
2	Are we ready to respond to health problems or threats in my state? How quickly do we find out about problems? How effective is our response?
3	How well do we keep all segments of our state informed about health issues?
4	How well do we really get people engaged in health issues?
5	What policies in both government and the private sector promote health in my state? How effective are we in setting healthy state policies?
6	When we enforce health regulations, are we technically competent, fair, and effective?
7	Are people in my state receiving the medical care they need?
8	Do we have a competent public health staff? How can we be sure that our staff stays current?
9	Are we doing any good? Are we doing things right? Are we doing the right things?
10	Are we discovering and using new ways to get the job done?

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Appendix C: The 11 Core Functions of State Public Health Laboratories

- Disease Prevention, Control and Surveillance
- Integrated Data Management
- Reference and Specialized Testing
- Environmental Health and Protection
- Food Safety
- Laboratory Improvement and Regulation
- Policy Development
- Public Health Preparedness and Response
- Public Health Related Research
- Training and Education
- Partnerships and Communication

Source: APHL

http://www.aphl.org/AboutAPHL/publications/Documents/COM_2010_CoreFunctionsPHLs.pdf

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Appendix D: Crosswalk of Essential Services and Core Functions of Public Health Laboratories

Crosswalk of Essential Services and Core Functions of Public Health Laboratories

ESSENTIAL SERVICE	CORE FUNTION
1. Monitor health status to identify community health problems	1. Disease prevention, control, and surveillance
2. Diagnose and investigate health problems a health hazards in the community	2. Integrated data management 3. Reference and specialized testing 4. Environmental health and protection 5. Food safety 8. Emergency response
3. Inform educate and empower people about health issues	10. Training and education 11. Partnerships and communication
4. Mobilize partnerships to identify and solve health problems	11. Partnerships and communication
5. Develop policies and plans that support individual and community health efforts	7. Policy development
6. Enforce laws and regulations that protect health and safety	6. Laboratory improvement and regulation
7. Link people to needed personal health services and assure provision of health care when unavailable	3. Reference and specialized testing
8. Assure a competent public and personal health care workforce	10. Training and education
9. Evaluate effectiveness, accessibility, and quality of personnel and population-based service	3. Reference and specialized testing 6. Laboratory improvement and regulation
10. Research for new insights and innovative solutions to health problems	9. Public health-related research

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Appendix E: Definition of a State Public Health Laboratory System

Crosswalk of Essential Services and Core Functions of Public Health Laboratories

“An alliance of laboratories and other partners within a state that supports the 10 Essential Public Health Services under the aegis of the state public health laboratory. The system members and stakeholders operate in an interconnected and interdependent way to facilitate the exchange of information, optimize laboratory services, and help control and prevent disease and public health threats.”

The State Public Health Laboratory System (SPH Laboratory System) consists of all the participants in public health testing, including those who initiate testing and those who ultimately use the test results. The SPH Laboratory System is part of the larger state public health system. The System includes individuals, organizations and agencies that are involved in assuring that laboratory data support the 10 Essential Public Health Services. The concepts of an SPH Laboratory System are also embodied in the APHL Core Functions of State Public Health Laboratories. These documents are available on the APHL website at www.aphl.org. Within the SPH Laboratory System are primary stakeholders who are directly involved in creating and using laboratory data. Additional stakeholders include those who are concerned with complementary Essential Services, such as Training and Education and Public Health Related Research. A successful National Laboratory System is dependent on the creation of fully integrated and coordinated networks in every state. The goals of the National Laboratory System are to support voluntary, interdependent partnerships of clinical, environmental, agricultural and veterinary laboratories through public- private collaboration, for assurance of quality laboratory services and public health surveillance.

The SPH Laboratory System should assure that:

1. public health threats are detected, and intervention is timely
2. stakeholders are appropriately informed of potential threats
3. reportable conditions are monitored in a comprehensive statewide system
4. specimens and isolates for public health testing are sufficient to provide comprehensive public health surveillance and response
5. public health laboratory data are transmitted to appropriate state and federal agencies responsible for disease surveillance and control.

The state public health laboratory (SPHL) has a leadership role in developing and promoting the SPH Laboratory System through active collaboration with stakeholders, including epidemiologists; first responders; environmental professionals in water, food and air surveillance activities; private clinical and environmental laboratories; and local public health laboratories. The SPHL provides leadership to assure that essential and state- of-the-art laboratory services are provided and that clinical laboratories that perform public health testing on reportable infectious diseases submit results to the public health surveillance system using national testing guidelines. To provide leadership, the SPHL monitors essential components of the SPH Laboratory System, such as completeness of reporting and accuracy of laboratory testing results. The SPHL also assures that accurate results are reported in a manner that is appropriate and sufficiently timely for effective public

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health response. An effective SPH Laboratory System requires proactive leadership by the SPHL to monitor public health testing processes by clinical and environmental in-state laboratories. To assure that the SPH Laboratory System is effective, the SPHL should at a minimum:

1. maintain an integrated information system that includes all stakeholders that rely on accurate laboratory data
2. employ a full-time Public Health Laboratory System coordinator
3. create a standing public health laboratory advisory committee
4. provide an interactive website or other electronic system to maintain regular communication channels for system partners.

Source: APHL

https://www.aphl.org/MRC/Documents/LSS_2010Jun_Definition-of-a-State-Public-Health-Laboratory-System.pdf

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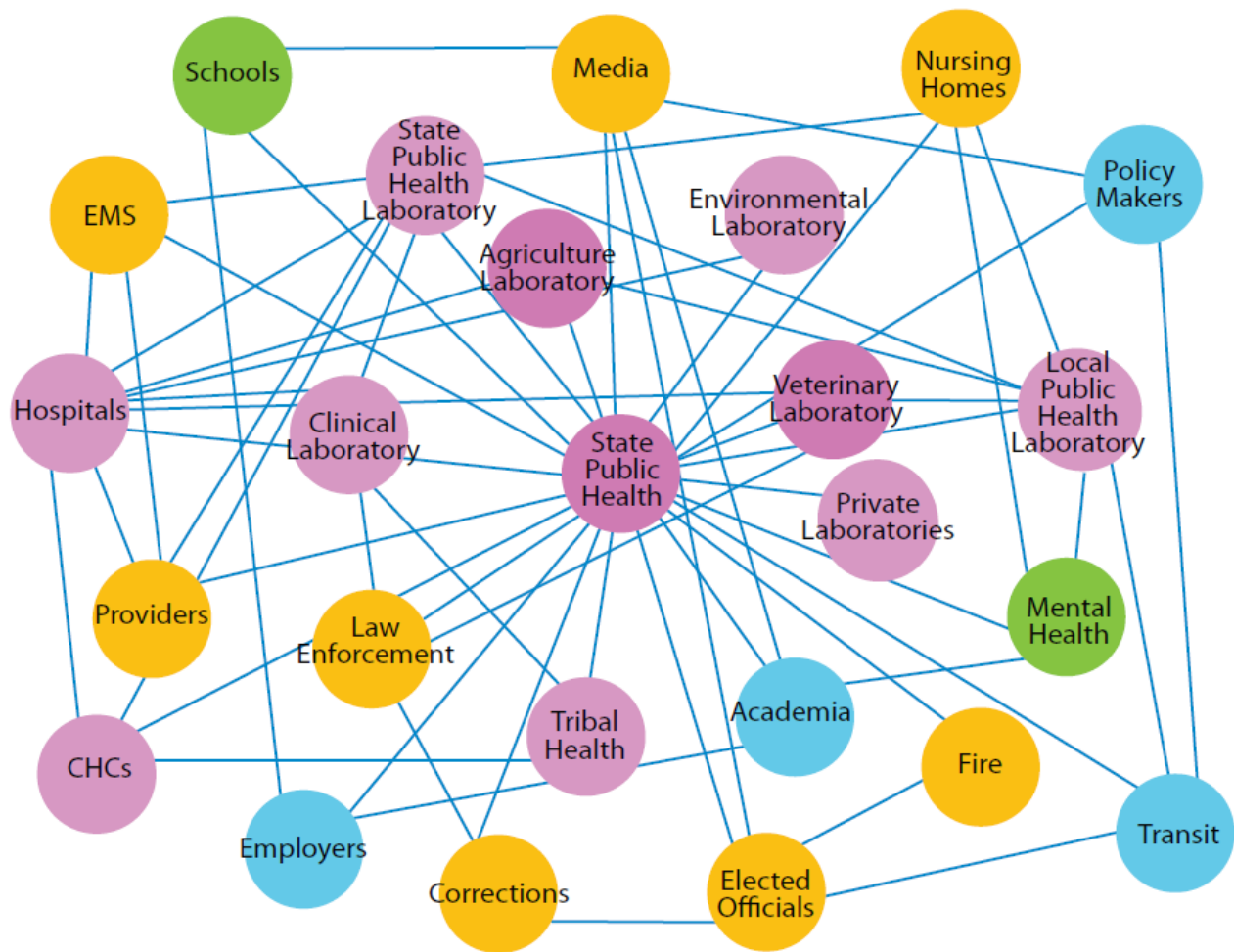
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Appendix F: State System Partners

Crosswalk of Essential Services and Core Functions of Public Health Laboratories

States are encouraged to adapt this slide to fit their state system. It is included in the orientation PowerPoint and is also recommended as a handout to participants on the day of the assessment.

State Public Health Laboratory System



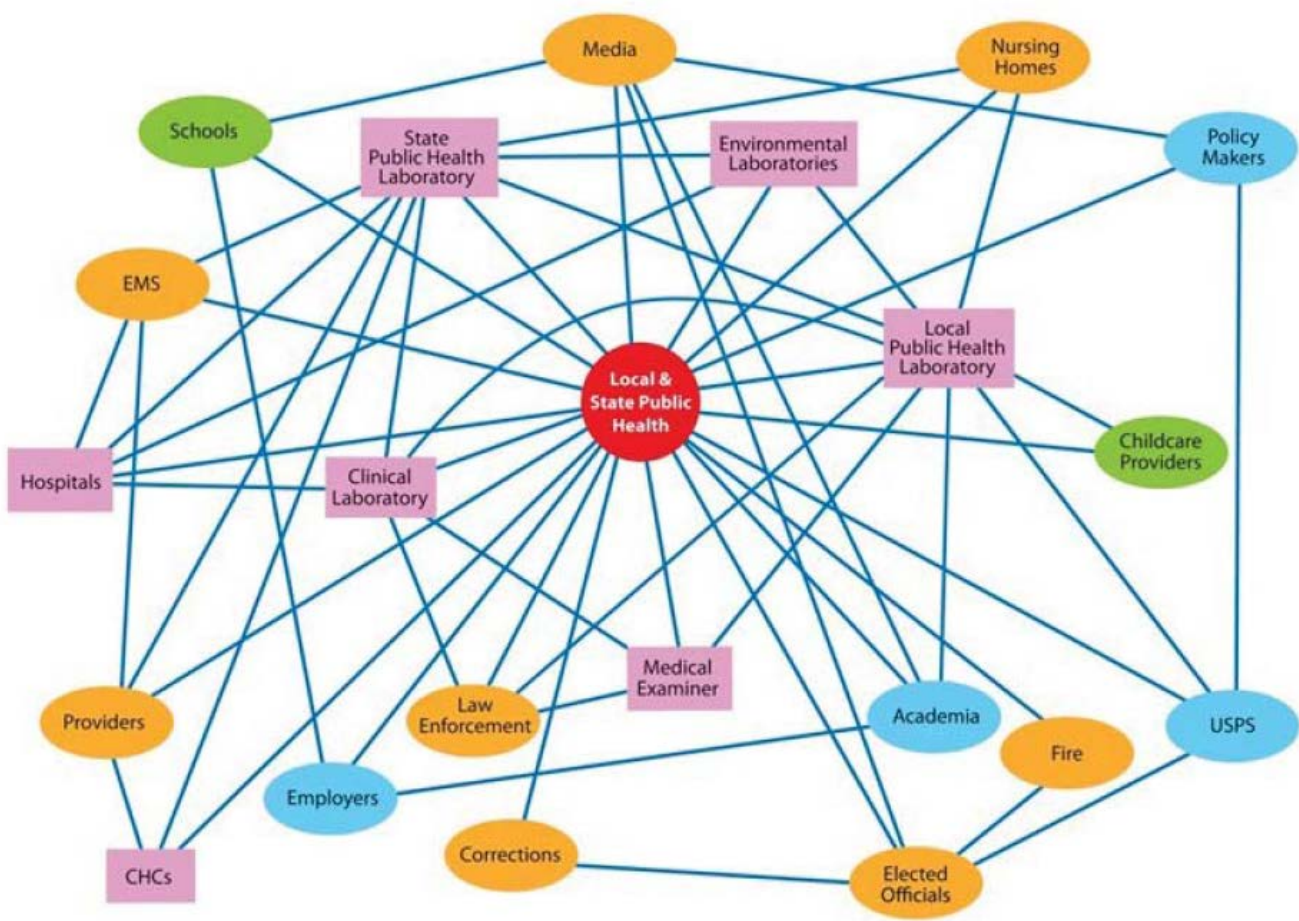
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Appendix G: Local System Partners

Crosswalk of Essential Services and Core Functions of Public Health Laboratories

Local Public Health Laboratory System



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Appendix H: L-SIP Participant Evaluation Results

Please rate your responses on a 5-point scale by placing an “x” in the applicable cell. Add comments at the conclusion of each section.

Utility of Meeting	Poor		Good		Superb
	1	2	3	4	5
Stated objectives of meeting were met			26%	53%	21%
Dialogue was useful			11%	63%	26%
I support the efforts being made				47%	53%
Next steps are clear			26%	53%	21%
Meeting was a good use of my time			32%	37%	32%
Meeting Arrangements	Poor		Good		Superb
	1	2	3	4	5
Advance notice of the meeting	5%		26%	37%	32%
Meeting room accommodations		5%	5%	47%	37%
Advance materials for meeting were useful	11%	21%	21%	32%	11%
Advance materials were received with time to review	16%	21%	11%	37%	11%
Flow of Meeting	Poor		Good		Superb
	1	2	3	4	5
Started on time				58%	42%
Clear objectives for meeting			21%	37%	42%
Agenda followed or appropriately amended				53%	47%
Facilitation was effective			16%	21%	63%
The “right” people were at the meeting		5%	21%	42%	32%
	Yes	No			
Would you participate in this process again?	100%				
Do you see this as a helpful tool and process?	100%				

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Appendix I: Participant Evaluation Comments

What worked?
"Clear materials and framework." "Kudos to the PHL for organizing up this assessment and dialogue." "Great facilitation." "Breakout groups." "Group discussions." "Useful comments." "Well organized." "Performance measurement tool was helpful. Group B facilitator was great!" "Good facilitation." "Effective way to get people together and good discussions with lots of structure." "Combination of professionals for discussion." "Round table discussion." "The discussions were helpful." "Group interaction." "The frame for discussions and flow was on point! As a cooperator, I learned a lot!"
What could be improved?
"Focus on dialogue as much as rating; capture positives to build on." "More representation from local communities." "Better identification of all partners in the system and have them attend the meeting." "Key ideas were a bit too specific to involve all participants." "More partners attending. Good beginning!" "Provide list of staff in each group so we can assure our interests are being addressed in discussions we are not participating in. Additional representation from non-VDH partners. Shorter breakout group discussions. Send out a summary and next steps to eliminate 1 hour." "I think it went well for the first meeting." "Advance materials/agenda would have been nice." "Nothing."