

Study of Local Factors that Helped or Hindered Implementation of SHIP 1.0



Minnesota Public Health Research to Action Network

March 2013

The Research to Action Network looked closely at local factors that helped or hindered performance on SHIP 1.0, so that we can use that information to improve our system. The study addresses important questions facing public health in Minnesota.

- Does integrating QI and having a “culture of quality” lead to a more effective and stronger health department?
- How can we better structure, finance and staff local public health to do more population-based public health?

Methods

We interviewed 15 grantees that reflected all levels of performance and a variety of departments (a mix of size, structure and geography). We also analyzed existing data from our annual LPH reporting system (PPMRS) and state and national surveys.

- SHIP grantee performance, as determined by the SHIP 1.0 evaluation team.
- Quality Improvement (QI) maturity, as measured by 10 QI performance measures that are now included in PPMRS reporting
- Per capita local public health expenditures from PPMRS
- Authority of top local public health official, from a 2010 survey conducted for SCHSAC
- Organizational and governance structure

Key Findings

- The SHIP initiative stretched all grantees
- All grantees pointed to evidence of sustainability
- Local funding was crucial
- Having resources to award local mini-grants was important to partnerships
- Having a full time coordinator was often identified as a key asset
- Vocal, visible executive level leadership paved the way; lack thereof slowed progress
- Most grantees highly valued formal and informal sharing across jurisdictions and with other grantees

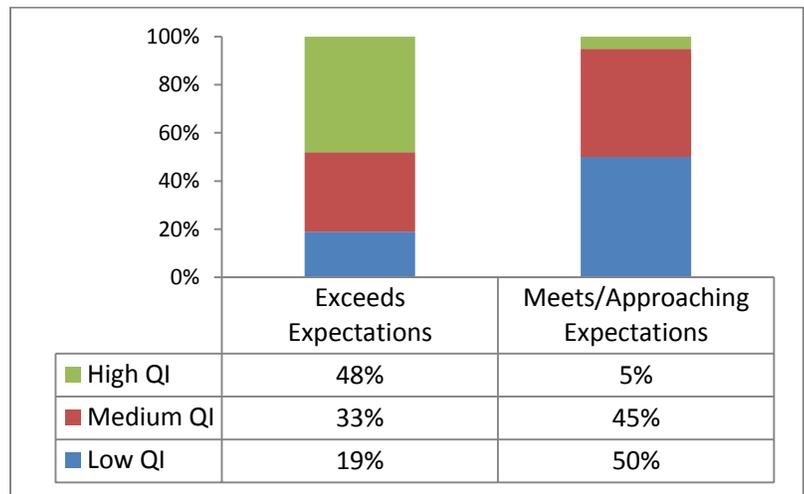
QI Maturity is related to

- Total per capita LPH expenditures
- Authority of top public health official

SHIP performance is related to

- QI maturity
- Per capita expenditures for Healthy Communities & Healthy Behaviors

Comparison on SHIP Performance by QI Maturity Level



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Among the highest performing SHIP grantees (those that exceeded expectations), almost half (48%) scored high on their organizational QI maturity. By comparison, among grantees that either met or approached expectations, only 5% scored high on QI maturity. SHIP grantees with higher QI maturity were four times as likely to exceed grantee expectations.

Grantees that approached expectations on SHIP 1.0 seemed to differ from those who met or exceeded expectations in the four key areas of capacity described below.

Organizational Culture

Interviews suggested that grantees regarded as approaching expectations directed a disproportionate amount of time toward getting superiors and/or organizations “on board” with SHIP. Progress was more often described as cautious or erratic, and this was often attributed to mixed signals from local leadership or organizational difficulties that weren’t anticipated.



Workforce and Human Resources

Grantees regarded as approaching expectations were more likely to have faced limitations in hiring. They were also more likely to have described their effort as “understaffed.”

Governance and Decision Making

Multiple grantees regarded as approaching expectations on SHIP 1.0 noted that they faced many steps in the process to get approvals or multiple “layers” of decision-making that complicated progress. They also seemed to more frequently note a lack of authority to make decisions and/or spend resources.



System Boundaries

There was limited or no sharing reported across jurisdictions in the interviews with grantees that approached expectations. In contrast, grantees that exceeded expectations consistently noted an especially strong regional or multi-jurisdiction orientation.



How are these findings being used?

- Study findings were included in the [SHIP year 3 report to legislature](#)
- Findings were presented to SHIP coordinators and other local leaders who volunteered to provide input on the SHIP 3.0 RFP.
- Measures of QI maturity are now included in PPMRS as Local Public Health Act performance measures
- Findings will be presented to the SCHSAC Local Public Health Act Workgroup

Background on SHIP

The Minnesota Statewide Health Improvement Program (SHIP) covered all 87 counties, plus 9 of 11 Tribal governments. SHIP represents unprecedented statewide investment of \$47 million (\$3.89 per person) for the years 2009-2011. The SHIP initiative driven by a menu of evidence-based, policy, systems and environmental (PSE) change strategies to promote nutrition, increase activity, and reduce tobacco use and exposure.

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Kim Gearin
kim.gearin@state.mn.us
651-201-3884

Beth Gyllstrom
Beth.gyllstrom@state.mn.us
651-201-4072

MN PH Research to Action
Network
www.health.state.mn.us

Minnesota SHIP Program
www.health.state.mn.us/ship/