



## **Fairfax County Health Department Laboratory**

# *Laboratory System Improvement Program Assessment Report*

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**May 29, 2015**

# Introduction

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On Friday, May 29, 2015, Fairfax County Health Department Laboratory (FCHDL) conducted an assessment of the local public health laboratory system (LPHLS) utilizing a standardized Laboratory System Improvement Program (L-SIP) Performance Measurement Tool for local public health laboratory systems. This tool was developed by the Association of Public Health Laboratories (APHL) in collaboration with the Centers for Disease Control and Prevention (CDC) to promote and support high performance of public health laboratories through continuous quality improvement monitoring and initiatives. As of May 2015, 31 state and three local public health laboratories had completed the L-SIP Assessment. Fairfax County Health Department Laboratory became the fourth public health laboratory in the nation to complete the assessment at the local level.

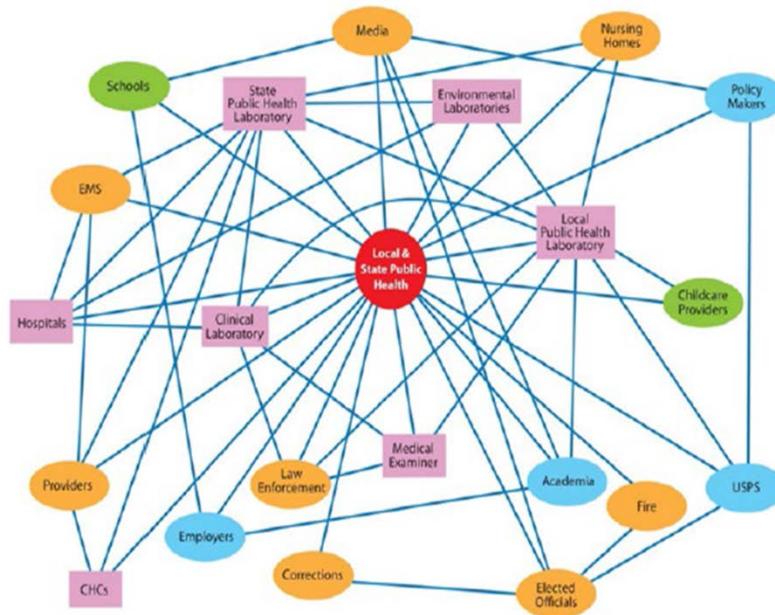
The local public health laboratory, part of the broader statewide public health system, is unique in that it provides real-time support and response to local jurisdictional needs. Local laboratories support the mission of their local public health departments and are typically co-located in the local public health agency. They work as a team with local epidemiologists, investigators, inspectors, and other public health professionals to provide rapid response to the community's public health needs.

## **Local Public Health Laboratory System**

*“The local public health laboratory system consists of all the participants in laboratory testing, including those who initiate testing, those performing the testing, and those who ultimately use the test results.”*

The L-SIP Assessment focuses on the overall local public health laboratory system rather than an individual laboratory. Fifty six FCHDL stakeholders from over 20 agencies and departments participated in the L-SIP Assessment. Partners included clinical laboratory scientists, state and local public health professionals, academicians, environmental professionals, and other stakeholders. Fairfax County's L-SIP Assessment was funded through an APHL grant. The success of the L-SIP requires an external focus, involving all system partners to address quality improvements centered on the local public health laboratory system.

## Local Public Health Laboratory System



The day-long assessment of our LPHLS focused on the overall local public health laboratory system and was intended to:

- Educate stakeholders about the public health laboratory system,
- Improve communication among system partners,
- Measure the capacity and performance of the LPHLS services,
- Assess how our system compares to national performance standards,
- Provide a baseline for LPHLS quality improvement efforts,
- Identify strengths and areas for improvement, and
- Identify resources.

The ultimate goals of the L-SIP Assessment are to strengthen collaboration between system partners, to educate stakeholders regarding the local public health laboratory system, and to identify strengths and gaps in the system which can be addressed by future quality improvement initiatives.

The L-SIP Assessment is based on national standards: the 10 Essential Services of Public Health and the 11 Core Functions of Public Health Laboratories.

<p style="text-align: center;"><b>10 Essential Services of Public Health</b></p>	<p style="text-align: center;"><b>11 Core Functions of Public Health Laboratories</b></p>
<ol style="list-style-type: none"> <li>1. Monitor health status to identify community health problems</li> <li>2. Diagnose and investigate health problems and health hazards in the community</li> <li>3. Inform, educate, and empower people about health issues</li> <li>4. Mobilize community partnerships to identify and solve health problems</li> <li>5. Develop policies and plans that support individual and community health efforts</li> <li>6. Enforce laws and regulations that protect health and ensure safety</li> <li>7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable</li> <li>8. Assure a competent public health and personal healthcare workforce</li> <li>9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services</li> <li>10. Research for insights and innovative solutions to health problems</li> </ol>	<ol style="list-style-type: none"> <li>1. Disease prevention, control and surveillance</li> <li>2. Integrated data management</li> <li>3. Reference and specialized testing</li> <li>4. Environmental health and protection</li> <li>5. Food safety</li> <li>6. Laboratory improvement and regulation</li> <li>7. Policy development</li> <li>8. Emergency response</li> <li>9. Public health-related research</li> <li>10. Training and education</li> <li>11. Partnerships and communication</li> </ol>

The L-SIP tool used in the assessment was designed to measure the performance of the LPHLS relative to each of the 10 Essential Services (ES) of Public Health. Each ES is measured through one or more key ideas. Each key idea includes model standards which describe the optimal performance for local public health laboratories. The essential services and model standards represent the capacities which must be present to assure a fully functioning local public health laboratory system at the local, state, or national level. The standards reflect the optimal level of performance and capacity that local public health laboratories should strive for. By defining this optimal level of performance, the assessment tool assists the LPHLS in identifying strengths and gaps which can be addressed by future quality improvement initiatives. Engaging LPHLS partners in quality improvement efforts based on the L-SIP Assessment may improve communication and collaboration among stakeholders and assist in efforts to advocate for additional resources to better serve the residents of Fairfax County.

# L-SIP Assessment Process

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The L-SIP Assessment was held at the Fairfax County Health Department (FCHD) administrative office located at Kelly Square in Fairfax City on May 29, 2015. FCHD management provided leadership for implementing the L-SIP Assessment. Planning for the event was coordinated by Marie Custode, FCHD Strategic Planner; and Deborah Severson, FCHD Laboratory Director. An additional twelve FCHD staff assisted in the roles of facilitator, theme taker, note taker, and scorekeeper.

The opening plenary session included welcoming statements from Dr. Gloria Addo-Ayensu, Health Director; and Rosalyn Foroobar, Deputy Director for Health Services. Deborah Severson, Director of Laboratory Services, provided an overview of laboratory services and the L-SIP process. Karen Breckenridge, Director of Quality Systems at the Association of Public Health Laboratories, provided an orientation to the L-SIP Assessment process and led the entire group through the evaluation and scoring of essential service #3 (Inform, educate and empower people about health issues).

After the plenary session, participants were divided by area of expertise into three breakout groups. Each breakout group evaluated three of the remaining nine essential services throughout the rest of the day. An experienced facilitator was assigned to each breakout group to guide the process and to keep the discussion moving forward. To maintain neutrality and minimize bias, all facilitators were volunteers from other divisions of FCHD or APHL staff; none were laboratory employees. Each breakout group also had a theme taker, and a note taker/scorekeeper available to assist in documenting discussion points, key ideas, “parking lot” issues, and scores.

Each breakout session was led by the facilitator who began by reading the essential service, model standard, and key idea. Each facilitator guided their group through the key ideas and points for discussion, which initiated conversation on LPHLS performance in a given area. All participants were encouraged to participate in the conversation, and to share their perspectives and experiences. While the discussions were taking place, the theme takers and note takers recorded main ideas, next steps, and “parking lot” issues. At the end of the time allotted for discussion, the facilitator asked the group to vote by raising color-coded cards. If the vote was close, the facilitator would assist the group in reaching a consensus. Once a consensus was reached, theme takers recorded the vote. The performance of the LPHLS was assigned one of the following ratings for each key idea:

<b>No Activity</b>	<b>0</b>	<b>0% or absolutely no activity</b>
<b>Minimal Activity</b>	<b>1 to 25</b>	<b>Greater than zero, but no more than 25% of the activity described within the question is met within the state public health laboratory system</b>
<b>Moderate Activity</b>	<b>26 to 50</b>	<b>Greater than 25%, but no more than 50% of the activity described within the question is met within the state public health laboratory system</b>
<b>Significant Activity</b>	<b>51 to 75</b>	<b>Greater than 50%, but no more than 75% of the activity described within the question is met within the state public health laboratory system</b>
<b>Optimal Activity</b>	<b>76 to 100</b>	<b>Greater than 75% of the activity described within the question is met within the state public health laboratory system</b>

# Results

Upon completion of the assessment, scores for each essential service were entered in to an Excel spreadsheet provided by APHL. Scores for each key idea were tallied to obtain an overall net score for each essential service.

SYSTEM PERFORMANCE										
Essential Public Health Service										
	1	2	3	4	5	6	7	8	9	10
<b>Optimal Activity</b>		100.0		78.0						
<b>Significant Activity</b>					67.0					
<b>Moderate Activity</b>	34.5		50.0			50.0	50.0	28.3	49.8	
<b>Minimal Activity</b>										23.7
<b>No Activity</b>										

The L-SIP Assessment identified the following levels of activity:

### Optimal Activity

- ES#2 – Diagnose and investigate health problems and health hazards in the community
- ES#4 – Mobilize community partnerships to identify and solve health problems

### Significant Activity

- ES#5 – Develop policies and plans that support individual and community health efforts

### Moderate Activity

- ES#1 – Monitor health status to identify community health problems
- ES#3 – Inform, educate, and empower people about health issues
- ES#6 – Enforce laws and regulations that protect health and ensure safety
- ES#7 – Link people to needed personal health services and assure the provision of healthcare when otherwise unavailable
- ES#8 – Assure a competent public health and personal healthcare workforce

### Minimal Activity

- ES#10 – Research for insights and innovative solutions to health problems

**ESSENTIAL SERVICE #1**  
**Monitor health status to identify community health problems**

Model Standard	Score	Level of Activity
1.1 Monitoring of Community Health Status	36.0	Moderate
1.2 Surveillance Information Systems	33.0	Moderate
Overall Score	34.5	Moderate

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

**Score: Significant**

**Strengths**

- Efficient and timely reporting of lab results
- Strong use of electronic reporting and data sharing
- Nightly reporting of reportable disease test results to the Virginia Department of Health (VDH) through electronic reporting interface (VirginiaConnect)
- Capacity to identify, monitor, collate data, and remediates communicable disease outbreaks and contact investigations
- Hospitals and large laboratories report to VDH electronically
- Quick response to outbreaks, for example in foodborne outbreaks –FCHD lab provides test kits quickly, performs enteric culture in-house, forwards sample on to the state lab for further testing (PCR, PFGE, food testing, surveillance testing, etc.) via DCLS courier. The process works well, fast response with short notice, partners are communicating well.
- Capacity to rule in/rule out agents of bioterrorism at the local level
- FCDHL test menu current and relevant, allowing for rapid identification of communicable diseases such as HIV and TB
- CLIA Compliance Certificates for laboratory moderate and high complexity testing and clinic waived testing, Certified Drinking Water Lab through DCLS,
- Ability to generate customized ad hoc reports for statistical analysis and trend monitoring
- 24 hour turnaround for rabies testing of animal heads

**Challenges**

- Strengthening communication/collaboration with system partners
- Sharing data with partners
- Providers not reporting “Reportable Diseases” results as required by law

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**Key Idea 1.1.2** – *The LPH Laboratory System supports the monitoring of chronic disease trends by participating in state and federal surveillance systems.*

**Score: Minimal**

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### Strengths

- Expansion of agency resources to identify and monitor chronic disease health issues in the community
- BMI reports used as surveillance program to target areas with high population of obese school children for intervention
- Community Health Dashboard was recently launched; the Dashboard illustrates the county does some work for chronic disease

### Challenges

- Hiring staff dedicated to develop a Chronic Disease Division to identify and monitor chronic disease status in local community
- Need to expand focus on cancer prevention and diabetes management as chronic disease areas that the Health Department currently address or will address in the near future
- Developing screening programs for chronic diseases which would be another focus area/potential responsibility for the lab

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

**Score: Moderate**

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### Strengths

- Laboratory Information Management System (LIMS)
- Significant amount of data storage
- Recent addition of software to produce ad hoc reports (SoftReports) and a web portal (SoftWeb) to facilitate ordering tests and receiving results
- A health info exchange program has already started in Virginia, Connect Virginia to allow exchange of information between labs and VDH
- LIMS has capacity to share information with Electronic Health Records utilizing nationally recognized data standards (SNOWMED, LOINC, HL7, etc.)

## Challenges

- Inadequate integrated information management systems- the goal would be to share the right data with the “right” people. We need to improve integration issues.
  - We have many access databases that are independent silos
  - Many health departments such as New York and Florida that achieved strong integrated storage systems often receive assistance and guidance finances from state government which is not the case in Virginia
  - Funding is needed in order to determine next steps
  - Fairfax and DCLS still on a paper system for requisitions and reports; could use an interface; Fairfax has Softlab and DCLS has Web Vision
  - Fairfax is locally administered – this creates some issues in exchanging data since they are on different data systems than VDH. IT security and firewall issues present challenges.
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**Key Idea 1.2.2** – *The LPH Laboratory System partners collaborate to strengthen electronic surveillance systems.*

**Score: Moderate**

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## Strengths

- Environmental data is sent to VDH weekly
- Rabies data is sent to VDH daily
- Reportable disease data is sent nightly to VDH
- Data review being performed within lab
- Rabies data is cross checked between the Environmental Health and lab database
- CD currently looks at data between regions; data includes ER visits, symptoms, diagnosis, and school illness
- FCHD epi looks at certain tests ordered at Inova for early notice of current events

## Challenges

- There is no formal evaluation of future data needs
- Data entry is an issue with environmental health getting updated data and the lab is not always being notified to ensure that records are updated
- Other FCHD databases with lab data are not crosschecked with the lab; lab and program statistics may not match because of data entry errors
- Currently the lab is required to push some environmental testing to the state using excel spreadsheets (drinking water, and rabies)
- Studies or assessments for the future are needed; the APHL Informatics self-assessment tool to be released
- Funding is an issue because of budget deficits
- Ensuring the right people are at the table when making decisions/policies that impact LPHLS (EOP, EMR, etc.)

## Next Steps

- Implement Norovirus testing in future
- Meet with partners to develop statistical reports using data from LIS based on their needs
- Explore testing opportunity to support chronic disease surveillance
- Explore the Medical Society's HIE data exchange

## **ESSENTIAL SERVICE #2** **Diagnose and investigate health problems and health hazards in the community**

Model Standard	Score	Level of Activity
2.1 Appropriate & Effective Testing	100	Optimal
Overall Score	100	Optimal

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**Key Idea 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.*

**Score: Optimal**

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## Strengths

- FCHDL holds CLIA certificates for moderate and high complexity testing, and CLIA waived testing in the health department clinics; FCHDL is certified for drinking water analysis through the state lab (DCLS)
- Competency checks performed per CLIA/EPA requirements
- Full BSL3 suite with 3 isolations rooms
- Secure access to facility and testing areas
- The current system works well both locally and with the state system. This allows for excellent communication which is essential during a public health emergency, disaster, or outbreak.
- Currently FCHD and lab demonstrates strong communication internally and with the community and stakeholders
- Response to emergency situations is rapid and efficient
- Good coordination/collaboration with system partners
- Wide variety of public health services offered at the local level
- LPHLS continues to improve effective provision of services by examining previous responses, such as H1N1 response, in order to identify strengths and weaknesses to improve upon. After action reports are issued and policies and procedures are updated as needed.

## Challenges

- Maintaining and growing a competent workforce
  - Ensuring we have the resources needed when participating in national initiatives
  - Funding for staff training and development
  - Assuring adequate staffing is available to respond to outbreaks and emergencies
  - Identifying surge capacity resources
  - Hiring is needed to grow resources; however, the county government may not have the funds to hire additional staff
  - Identifying methods to reach out to college students to foster a passion for public health
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**Key Idea 2.1.2** – *The LPH Laboratory System has the necessary system capacity, authority, and preparations in place to rapidly respond to emergencies that affect public health.*

**Score: Optimal**

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## Strengths

- The system as a whole has a standard procedure for emergency response which includes the lab
- Both local and state labs are easily reachable by calling a 24-hour contact number which allows for easy and immediate contact in the case of potential biological, radiological, and chemical threats
- Policies and procedures are in place to deal with emergencies and unknown samples
- FCHDL has the capacity to hold Ebola samples. The local lab currently does not have the capability to test for Ebola; however, it has the ability to package such a sample and send it to DCLS.
- Local lab has 5 staff currently certified for Category A Packaging and Shipping
- FCHDL is a Sentinel Laboratory in the LRN, and follows the LRN standard procedures; FCHDL can provide as surge capacity testing for LRN if required
- The lab includes a representative cross-section of LPH members in the development and definition of partner roles
- FCHD has a written Continuity of Operations Plan (COOP) and Emergency Operations Plan (EOP) which are aligned with Fairfax County's emergency plans to provide direction in the event of an emergency. Partner organizations and resources have been identified and contracts are in place to facilitate continued operations of laboratory services.
- LPHLS receives and disseminates Health Alert Network messages
- LPHLS utilizes Incident Command System (ICS) as standard practice in response to outbreaks, health hazards, inclement weather response, and surveillance
- Lab server backups at the Government Center provide daily database backup; software/operating system also backed up there so that could be recovered to another county system

## Challenges

- Training for surge capacity
- Participation in drills and exercises
- Lab representation should be at the table when planning for issues which impact public health, including training, table top exercises, planning and writing of emergency policies and procedures

## Next Steps

- Establish contacts to meet with and talk to at outside labs and partners – discuss capacity, testing, and surge overflow capacity
- Integrate better with Fiscal and DIT to discuss what we need and ways to make things work smoother before an emergency
- Outreach to college students to show what public health is early on may foster a passion for public health in younger generations who may later pursue a career in public health
- Meet with DCLS and work on being able to purchase off same supply contracts – possible discounts

### ESSENTIAL SERVICE #3

#### Inform, educate, and empower people about health issues

Model Standard	Score	Level of Activity
3.1 Outreach to Partners	67	Moderate
3.2 Empower Partners	33	Moderate
Overall Score	50	Moderate

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

**Score: Significant**

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## Strengths

- Strong communication established with system partners to determine expectations from both the lab and system partners and to ensure information is conveyed in a timely manner
- Outreach is done by blast fax and email
- FCHDL reaches out to the local health system when there is a large public outbreak
- Strong community outreach program
- Hand washing ads in local theaters
- Disease Carrying Insect Program- calendars, comic books

- Effective in communicating new processes and test methods
- Provide information and training for system partners when new policies, procedures, or methods are offered
- Ensuring system partners are aware of the importance of the LPHLS and continue to advocate for funding of local public health initiatives

## Challenges

- Identify opportunities for communication between system partners (schools, hospitals, clinics, etc.)
- Many types of audiences make streamlining of communications difficult
- Define lab and professional networks; communicate and collaborate more frequently
- Ensure appropriate system partners are at the table
- Identify deficiencies in communication
- Identify and utilize various media resources for outreach (social media)
- Emerging issues – approval processes slow down dissemination and by the time something is ready to go live, the material/information is out of date
- Identify appropriate audience to advocate for public health funding

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

**Score: Significant**

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## Strengths

- Provide annual presentation on FCHD public health agency to GMU Microbiology students including a tour of the laboratory
- Provide local health care providers with hands on training in CLIA waived laboratory testing (wet preps) for Sexually Transmitted Infections (STI) as part of the 3-day STD Intensive Course offered through Johns Hopkins STD/HIV Prevention Training Center in collaboration with VDH
- Provide training for clinic staff as new testing is brought in
- Provide open houses and tours of the local public health laboratory for people are not familiar with the Lab
- Actively involved with educating system partners regarding local public health resources
- Utilizes multiple resources/languages for education/outreach (newsletters, webpages, social media, flyers)
- Works closely with human resources to improve the positions, classifications and compensation for keeping the positions highly competitive
- Cohesiveness between state and local public health laboratories

## Challenges

- Lack of recognition in studies and reports for when statistics are released – e.g., Animal Control with rabies identification; cross agency recognition
- Vetting and disseminating information to the public; more opportunities are available – need to be more proactive than reactive and get out in front of issues in the public health system – change in philosophy
- Identifying training/educational need of system partners

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

**Score: Moderate**

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## Strengths

- As a system, we build relationships with health partners but not necessarily with our non-health partners. County is looking to market itself as an attractive place to live. The lab is a great asset to the community and should be marketed that way.

## Challenges

- Developing marketing strategies to educate system partners and the public on the importance of having local public health services/lab in their community
- Identifying opportunities to work in conjunction with system partners in promoting public health (e.g., health fairs, public health presentations at local schools, organization, etc.)

## Next Steps

- Reaching out to partners to find mechanisms/avenues for communication and collaboration
- Development of communications/ marketing plan that also identifies purpose/audiences

## ESSENTIAL SERVICE #4

### Mobilize community partnerships to identify and solve health problems

Model Standard	Score	Level of Activity
4.1 Partnership Development	67	Significant
4.2 Communication	67	Significant
4.3 Resources	100	Optimal
Overall Score	78	Optimal

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

**Score: Significant**

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### Strengths

- Memoranda of agreement (MOAs) are in place to define expectations and service costs with community partners and clients (internal/external clients, hospitals, reference labs, etc.)
- Monthly meetings with other agency division directors to discuss current/future opportunities in public health
- Collaboration with local entities such as the Adult Continuing Education (ACE) program to train and educate staff in topics relevant to public health (Phlebotomy training, etc.)
- Partnerships and Resources Workgroup (within Strategic Planning Committee) conducted analysis of stakeholders

### Challenges

- Identifying appropriate stakeholders
- Convene regular meeting with partners and stakeholders to identify health issues related to the LPHLS and identify resources and services required to provide essential services

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

**Score: Significant**

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### Strengths

- Updated local public Health Department web pages designed to provide public health information to both employees and public
- Maintain a current distribution list of system partners for sharing information
- Strong collaboration with DCLS in assisting them with distribution of public health information.
- The FCHD communication plan establishes high level goals
- Conduct annual Customer Satisfaction Survey to obtain feedback from internal/external clients

## Challenges

- Developing methods for communicating effectively with external clients
  - Ensuring communication tools contain the most current information
  - Development of laboratory-specific communication tools (pamphlets, newsletters, etc.) which are easily understandable to a wide range of audiences
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**Key Idea 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.*

## Score: Optimal

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## Strengths

- Collaborated with DCIP to utilize their separate funding source to purchase equipment utilized for testing relevant to their program; this equipment improved the turn-around-time of molecular testing
- The lab identifies, examines, and evaluates alternative resources to determine whether their current technology is the best or if can be improved
- Staff members are trained and flexible in sharing their expertise/time/work location to cover services in the event of outbreaks or other public health emergencies
- Results-Based Accountability plans are being developed to aid in identifying, monitoring, and measuring outcomes of public health services
- Long-standing relationships developed with local, private laboratories to provide testing services not currently provided through public health laboratories
- Collaboration with DCLS/VDH in order to share funding where possible

## Challenges

- Identify grant funding opportunities
- Limited staffing/budget results in limited time and resources which impede the ability to strengthen, enhance, and maintain relationships

## Next Steps

- Improve communication with external partners
- Lab brochure
- Customize lab web page for specific audiences
- Develop formal communication plan for lab
- Identify grant funding opportunities
- Identify opportunities for internships
- Regular identification of stakeholders

## ESSENTIAL SERVICE #5

### Develop policies and plans that support individual and community health efforts

Model Standard	Score	Level of Activity
5.1 Partnerships in Public Health Planning	67	Significant
5.2 Role in Laboratory Policy Making	67	Significant
5.3 Dissemination & Evaluation	67	Significant
Overall Score	67	Significant

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

**Score: Significant**

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#### Strengths

- Strong strategic planning process in FCHD
- Coordination with VDH for grant funding opportunities (STD, TB, etc.)
- Strategic location of Health Department clinics based on need and accessibility
- Locally funded
- Collaboration between partners when developing policies (CD/Epi, Environmental Health, DCIP, Patient Care Services, etc.)
- Epidemiology Team
- Local health system takes the lead from the state and also performs some lead policies at the county level
- Health in All Policies

#### Challenges

- Emergency response can drive policy – Ebola, Measles, etc.
- Maintaining consistent messaging at the state and local level
- Ensuring the right people are at the table when discussing policy

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

**Score: Significant**

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### Strengths

- Test menu not driven by cost alone, but also by assessment of community health and safety needs (QFT, Cepheid MTB/RIF)
- Process Action Team (PAT) format in place to identify quality improvement initiatives by investigation root cause and often assists in developing appropriate policies
- Use of evidence-based processes

### Challenges

- Developing strategies for attracting new employees with higher level of expertise
- Identifying additional resources and maintain the level of expertise required to expand/enhance our LPHLS ability to meet the ever changing needs of public health expertise

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**Key Idea 5.3.1** – *The plans and policies the LPH laboratory System are routinely evaluated, updated and disseminated.*

**Score: Significant**

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### Strengths

- FCHDL has established Quality Assurance and Safety Teams to monitor and develop lab policy and to update and maintain laboratory manuals and guidance
- Feedback is gathered from partners; however, this is done informally
- Strategic Plans, COOP, and EOP plans are reviewed and updated regularly

### Challenges

- Identifying staff and time to review/edit all manuals in a timely manner
- Maintaining current distribution/contact lists

## Next Steps

- Community Health Assessments- lab role needs to be expanded
- Virginia Emergency Response Meetings- include lab on agenda
- Look at partner list for any gaps
- Reference lab contract (includes 5 agencies- Police, Community Services Board, FCHD, Fire & Rescue, Sheriff's Office) invite all agencies to the table when initiating contracts
- Review scope of services- what are partners providing?
- Advisory council or assessment group- meet annually

## ESSENTIAL SERVICE #6

### Enforce laws and regulations that protect health and ensure safety

Model Standard	Score	Level of Activity
6.1 Laws & Regulations	50	Moderate
Overall Score	50	Moderate

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

**Score: Moderate**

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## Strengths

- Key LPHLS partners, including the local lab director, participate on the Fairfax County Legislative Review Committee to review and comment on pending legislation to ensure that health and safety of constituents is not negatively impacted. Each division is requested to review and comment on laws which impact their area of expertise.

## Challenges

- There isn't a system for laws to be reviewed as a team; lab reviews those that pertain to just them or in conjunction to them with the other divisions

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

**Score: Significant**

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**Strengths**

- Laboratory developed training and guidance for clinic staff regarding specimen collection, handling, and transportation of all specimen types
- Laboratory management performs routine on-site audits of clinic CLIA waived test quality control, performance, and adherence to regulatory requirements including accurate and complete documentation
- Clinic laboratory manual located at each clinic site

**Challenges**

- Developing competencies for clinic staff on CLIA waived testing
- Implementing consistent monitoring of compliance with regulations and policies

**Next Steps**

- Look closer with how public health laboratories will assist with food safety issues
- Ensure current staff members have easy access to written and electronic resources, including accessibility to procedural memoranda
- Share procedural memoranda/clinical manuals with external partners utilizing our services (Community Services Board)

**ESSENTIAL SERVICE #7**

**Link people to needed personal health services and assure the provision of healthcare when otherwise unavailable**

Model Standard	Score	Level of Activity
7.1 Provision of Lab Services	50	Moderate
Overall Score	50	Moderate

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

**Score: Moderate**

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## Strengths

- Lab engages with partners to ask how services can be improved- focus on quality assurance from lab toward its partners
- Lab conducted a Process Action Team (PAT) to look at processing time from when the client enters, to specimen processing and reporting out; this led to changes in practice- need to follow up to make sure changes are actually implemented and communicated to relevant staff
- Reached out to admin assistants to purchase printers as part of the lab PAT- new printers have reduced errors
- Annual customer satisfaction survey

## Challenges

- Gaining access to grant funding that historically has only been available to state public health labs (ELC grants)
- Meeting courier needs of all system partners

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**Key Idea 7.1.2** – *The LPH Laboratory System provides timely and easily accessed quality services across the jurisdiction.*

**Score: Significant**

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## Strengths

- Use of multiple electronic reporting methods including HIS, LIS, FAX, and auto printing
- Internal clients have limited access to LIS to view and print reports
- Outreach material available in multiple languages

## Challenges

- Acquiring Electronic Medical Record System to house all information in one site
- District offices serve a large minority population- need presence at community events in multiple languages (e.g., Annandale- 75% of clients are Hispanic) - doing outreach to minority groups so that they can be aware of the services that we provide. Some clients don't have internet, or are not literate.
- Too many silos that aren't working together as a system
- All LPHLS partners must understand the roles that each partner plays in providing public health services

## Next Steps

- Look at courier system to meet customer demand
- Project future lab needs
- Work with diverse communities to market FCHD services
- Break down silos- allow professional development opportunities within FCHD divisions and programs

## ESSENTIAL SERVICE #8

### Assure a competent public health and personal healthcare workforce

Model Standard	Score	Level of Activity
8.1 Defined Scope of Work & Practice	33	Moderate
8.2 Recruitment & Retention of Staff	33	Moderate
8.3 Assuring a Competent Workforce	19	Minimal
Overall Score	28.3	Moderate

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**Key Idea 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.*

**Score: Moderate**

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## Strengths

- Class specifications and position descriptions are required for all positions within Fairfax County and are reviewed prior to hiring new staff for completeness and relevance for job duty
- Upon completion of training, all lab staff demonstrate initial competency and ongoing competency; competency checks and training records are kept
- Participate in Proficiency Testing programs (PT): College of American Pathologists (CAP), Wisconsin State Laboratory of Hygiene (WSLH), CDC, and ERA (environmental). Results are reviewed and discussed with staff. Corrective actions are documented and training available if necessary.

## Challenges

- Developing training and competencies for non-traditional testing facilities and partners who collect, handle, and transport specimens

---

**Key Idea 8.2.1** – *The LPH Laboratory System accommodated tours from area schools and colleges and maintains an environment to attract and retain highly qualified staff.*

**Score: Moderate**

---

### **Strengths**

- Provide tours for area students and organizations (i.e., GMU, Marymount, Boy Scouts, visiting international delegations (China, Africa) etc.)
- LPHLS partners sponsor local health and fitness fairs
- FCHD utilizes alternative/flexible scheduling to meet program needs

### **Challenges**

- No career ladder in the FCHD laboratory, stifling staff morale and development
  - Continuing education and participation in professional organization is difficult due to budgetary constraints
- 

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

**Score: Moderate**

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### **Strengths**

- Have the technology available to participate in webinars, teleconferences, and conference calls. FCHDL participates in continuing education opportunities provided through public health partners such as CDC, APHL, EPA, NLTN, AACC, etc.

### **Challenges**

- Limited ability to attend in person trainings, conferences, or meetings due to budgetary constraints

---

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

**Score: Minimal**

---

### **Strengths**

- Workforce Planning Committee meets twice a year to identify and address future workforce issues

### **Challenges**

- Succession planning – not enough is done; we should plan for future vacancies and cross-train current staff in other areas
- Outreach – need to do more to educate students in what public health is and what we provide to the community – a lot work to be done in that area
- Fewer staff – more work/less resources

### **Next Steps**

- Work group review of position descriptions for system wide language competencies
- Ensure that there are defined requirements for non-traditional lab testing (environmental health – pool testing; Public Health Nurse – home visit)
- Interview panel needs to reflect those who can assess skills for each position
- Look at local universities to see what type of programs that they have and if there is something not specific and try to recruit volunteers and interns to get them to come in

**ESSENTIAL SERVICE #9**  
**Evaluate effectiveness, accessibility, and quality**  
**of personal and population-based services**

Model Standard	Score	Level of Activity
9.1 System Mission & Purpose	33	Moderate
9.2 System Effectiveness & Accessibility	66.7	Significant
Overall Score	49.8	Moderate

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

**Score: Moderate**

**Strengths**

- FCHDL annual customer satisfaction survey
- LPHLS annual reports

**Challenges**

- Develop FCHDL mission statement
- Developing a formal process for assessing new test methods

**Key Idea 9.2.1** – *The effectiveness and population-based laboratory services provided throughout the local jurisdiction is regularly evaluated.*

**Score: Moderate**

**Strengths**

- Communication with LPHLS partners
- FCHDL evaluates not only test cost, but also impact on clients served
- LPHLS partners have developed Results-Based Accountability (RBA) plans to annually assess services provided; RBA plans identify “what we do”, “how well we do it,” and “is anyone better off?” measures

## Challenges

- While processes may be in place to evaluate services, a lot of these are informal
  - Obtaining/sharing data with partner agencies
  - Ensuring all partners are at the table when developing/implementing evaluation process
- 

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

**Score: Significant**

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## Strengths

- Annually the lab assesses the tests performed and cost efficiency, as well as determining whether it is worth having the test run as a cost expenditure
- When new tests are considered, the lab assesses whether it A) serves the clients well and B) if there is a good return on investment and if it is cost effective. We may be able to build a relationship with third party vendors that may be able to provide these other tests so that the lab doesn't cover the majority of these costs.

## Challenges

- Obtain feedback from partners regarding future lab services
  - Collaborate with system partners to identify overlap of testing
- 

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

**Score: Optimal**

---

## Strengths

- Customer satisfaction survey
- FCHDL participates in Proficiency Testing Programs (CAP, ERA, WSLH) which ensures the accuracy of both the technologist and method being analyzed. This information is included in the budget so that it is able to be communicated to the public.
- FCHDL has established a quality assurance team and a safety team so that there is participation from all staff levels to assess areas on all levels (internal)

- There is a section in the Results-Based Accountability (RBA) plan that covers opportunities for improvement; this is another measure of quality assurance

**Challenges**

- None

**Next Steps**

- Develop Lab mission statement
- Develop formal process for reviewing range of services
- Add to lab survey a place for customers to request new tests; also expand to other entities (i.e., DAS)
- Collaborate with other divisions when sharing data/information for reports and when compiling lab data for RBA
- Assess courier availability for later clinic
- Research ability to bill third parties

**ESSENTIAL SERVICE #10**

**Research for insights and innovative solutions to health problems**

Model Standard	Score	Level of Activity
10.1 Planning & Financing Research	33.0	Moderate
10.2 Implementation & Evaluation	14.3	Minimal
Overall Score	23.7	Minimal

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**Key Idea 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.*

**Score: Moderate**

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**Strengths**

- Lab does research on new instruments and testing or before submitting a proposal for new instruments, researching the feasibility and benefits, etc., before purchasing
- State lab partners with Virginia Commonwealth University on research projects

**Challenges**

- Resources (staff, equipment, space, expertise) necessary to conduct research are not readily available

- Staff availability to analyze data is limited, which leads to partnerships in order to complete research
  - Identifying partners to collaborate on research projects
- 

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

**Score: Moderate**

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### Strengths

- The lab moves forward with technology, regulations, etc. and wants to continue to work outside of the box and breaking down silos. Staff is very creative. Traditional boundaries with the state lab have been alleviated by bringing them to the table when discussing new ideas or equipment.
- Process Action Team developed with lab and clinic staff (admin and nursing) to discuss ways to solve problems; this shows the lab is very open to innovative solutions
- When we look at bringing on new methodology, partners are consulted to discover needs, validation processes are used, and internal partners help weigh the benefits. Partnerships are strong and help to make necessary decisions. Many county agencies are partners and those collaborations work well.

### Challenges

- Resources and time are the biggest difficulties; deadlines and staff are challenges that impact the ability to always be thinking innovatively as opposed to solving solutions quickly
  - Research is a new area of interest and the system isn't quite there yet. The value and utilization of research needs to be recognized and understood – partnerships with universities support this idea. Even though in our minds we know where we want to be, it takes a while to reach those standards.
- 

**Key Idea 10.2.2** – *The LPH Laboratory System research is evaluated to foster improvement and innovation in application.*

**Score: Minimal**

---

### Strengths

- LPHLS good at looking at innovative solutions

## Challenges

- LPHLS lacks the expertise and resources to support research (see 10.2.1)
- 

**Key Idea 10.2.3** – *The LPH Laboratory System disseminates (basic & applied) research outcomes, best practices and recognition of research activities.*

## Score: Minimal

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### Comments

We're very minimal on research and therefore may not have a mechanism in place. Some things may be looked at as research, but true research is not conducted thus far. Utilizing interns is a good step in the right direction and more will be done in the future, but right now it's very minimal. Research is a luxury. Locally, you have to determine what the priorities are. Research is not a big priority for Virginia, and may not currently be reflected in the mission or priorities of the state or the county.

The focus has historically been on the delivery of services to an ever increasing population; this puts research on the back burner. The strategic plan also pushes delivery of services, but research may be a key in identifying services (also research in the population).

There are different levels of defining research. Curing cancer is not equivalent to other types of research that could realistically be conducted in the system. Where do we need to take our organization, what has to be in place to do that? This is a form of research. Tapping in to our resources at the state lab and Wadsworth clinic, as well as universities, will bring partners to the table to collaborate how we will move forward in the future, what research should be conducted here and what should be at a state level. Collaborative conversations are a very important next step.

## Challenges

- Identifying resources, expertise, and opportunities for research

## Next Steps

- Collaborative conversations about who should do what research and partners that should be involved
- Assess research opportunities, potential partners, and areas for potential research
- Assess feasibility of providing research at the local level
- Develop and establish written policies, protocols, procedures for future research projects

# Conclusions & Next Steps

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Participants in the day's events were enthusiastic and provided valuable feedback. Many expressed appreciation at being invited to the event to share their perspective and were very surprised to learn that they played a role in the LPHLS.

Fairfax County's goal for the L-SIP Assessment was to work collaboratively with our stakeholders and partners to assess the current capacity and performance of our local public health laboratory system and to provide a basis for continued collaborative efforts at improvement. By analyzing our current roles and responsibilities against our community's needs, we were able to identify strengths and weaknesses; pinpoint areas in need of improvement; and recommend changes in concert with one another.

Strengthening communication, lack of advocacy for funding/resources/training, maintaining a competent workforce, and having the right people at the table all emerged as common themes throughout the day. The results of this assessment will be used to identify and prioritize future quality improvement initiatives. Work on these initiatives will be assigned as projects to one of the FCHDL Quality Assurance Teams: Safety, Quality Assurance, or Web page. These teams are comprised of laboratory staff with the support and guidance of the FCHDL management team. These teams are encouraged to include stakeholders/partners when working on quality improvement initiatives to ensure that policies or procedures are reviewed and agreed on by all involved.

It is our hope that the dialogue and discussions that occurred during this assessment will lead to further collaborative improvement efforts to ultimately enhance the LPHLS's continued efforts to protect, maintain, and improve the health of all Fairfax County residents.

# L-SIP Participation

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## **Participating Organizations**

Fairfax County Department of Administration for Human Services

- Financial Management
- Human Resources

Fairfax County Health Department

- Division of Community Health Development and Preparedness
- Division of Environmental Health
- Division of Laboratory Services
- Division of Patient Care Services
- Informatics
- Long Term Care
- Program Management

Fairfax-Falls Church Community Services Board

George Mason University

Virginia Department of General Services

- Division of Consolidated Laboratory Services

Virginia Department of Health

Virginia Hospital Center

# L-SIP Participation

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## **Support Team**

### Leads

Deborah Severson, Director of Laboratory Services

Marie Custode, Strategic Planner

### Technical Assistance

Karen Breckenridge, American Public Health Laboratory Association

Tina Su, American Public Health Laboratory Association

### Support Staff

Barbara Beatty, Laboratory Microbiology Supervisor

Patti Dawson, Administrative Assistant

Jeff Edge, Quality Improvement Coordinator

Tanya Ferraro, Office of Emergency Preparedness Training Specialist

Patricia Garcia, Community Outreach Manager

Jennifer Garrod-Smith, Laboratory Environmental Supervisor

Lucy Gleeson, Public Health Associate

Patricia Rohrer, Long Term Care Coordinating Council Facilitator

Mark Strangler, Laboratory Information System Administrator

Ainsley Swed, Administrative Assistant

Cynthia Thackwray, Administrative Assistant

Robin Wilson, Public Health Analyst

## **Appendix A**

### **Agenda**

#### **Fairfax County Health Department Laboratory System Improvement Program Assessment (L-SIP)**

Friday, May 29, 2015 ♦ 8:30 am - 4:00 pm

Kelly Square Rowland Conference Center

10777 Main Street, Suite 310

Fairfax, Virginia 22030

<b>8:30-8:45</b>	<b>Registration and Refreshments</b>
<b>8:45-9:15</b>	<b>Welcome</b> <ul style="list-style-type: none"><li>• Overview of Laboratory Services</li><li>• Introduction to the L-SIP</li></ul>
<b>9:15-10:30</b>	<b>Orientation to the Assessment Process</b> <ul style="list-style-type: none"><li>• Essential Service #3: Inform, Educate and Empower</li></ul>
<b>10:30-10:45</b>	<b>Break</b>
<b>10:45-12:00</b>	<b>Breakouts</b> <ul style="list-style-type: none"><li>• Group A – Essential Service #4: Mobilize Partnerships</li><li>• Group B – Essential Service #1: Monitor Health</li><li>• Group C – Essential Service #7: Link to/Provide Care</li></ul>
<b>12:00-12:30</b>	<b>Lunch</b> (Box Lunch Provided)
<b>12:30-1:45</b>	<b>Breakouts</b> <ul style="list-style-type: none"><li>• Group A – Essential Service #9: Evaluate</li><li>• Group B – Essential Service #2: Diagnose and Investigate</li><li>• Group C – Essential Service #6: Enforce Laws</li></ul>
<b>1:45-2:00</b>	<b>Break</b>
<b>2:00-3:15</b>	<b>Breakouts</b> <ul style="list-style-type: none"><li>• Group A – Essential Service #5: Develop Policies</li><li>• Group B – Essential Service #10: Research</li><li>• Group C – Essential Service #8: Assure Competent Workforce</li></ul>
<b>3:15-4:00</b>	<b>Summary, Evaluation and Next Steps</b>
<b>4:00</b>	<b>Adjourn</b>

## Appendix B

### L-SIP Participants

LAST NAME	FIRST NAME	ORGANIZATION	TITLE	ESSENTIAL SERVICE GROUP
Andrino	Barbara	Physician	FCHD TB Physician	A
Arndt	Sharon	EOP	Director of Community Health Development & Preparedness	A
Bailey	Sara	TB/Mgr	TB Nurse Mgr	A
Cissel	Anne	WebPage	Communications Specialist II	A
Edge	Jeff	QI	QI Coordinator	A
Farmond	Raheleh	TB PHN	TB PHN	A
Ferraro	Jennifer	PCS/Coord	PCS Coordinator	A
Hokenson	Christina	FC	DAHS-Contracts & Procurement	A
Lawrence	David	EH/Rabies	EHS	A
Palamo	Jose	OSM-JWHC	OSM	A
Severo	Shauna	PCS/AD	Asst. Director PCS	A
Singer	Donna	PCS/PHN	Clinic PHN - HRDO	A
Smith	Joshua	DCIP	Env. Health Supervisor DCIP	A
Stock	Maria	PCS/Mgr	SDO Nurse Mgr	A
Toney	Denise	DCLS	Director, Division of Consolidated Laboratories	A
Young	Tom	Fiscal/DAHS	Financial Specialist	A
Beatty	Barbara	FCHDL	Micro Supervisor	A
Breckenridge	Karen	APHL		BCA
Custode	Marie	CHDP	Strategic Planner	A
Dawson	Patti	FCHDL	AA	Master Scorekeeper
Rohrer	Patricia	LTC	LTC Manager	A
Severson	Deborah	FCHDL	Lab Director	Floater
Su	Tina	APHL		Floater
Swed	Ainsley	FCHD Director's Office	AA	A
Andrews	Willie	DCLS	Director Laboratory Operations	B
Brewer	Katie	PCS/AD	Ass. Director PCS	B
Brody	Colin	OEP	Emergency Management Specialist	B
Bullock	Bryant	Rabies	Env Health Specialist III	B
Cole	Pam	IT	FCHD Informatics Mgr	B
Fay	Susan	PCS/Coord	PCS Coordinator - CD-Epi	B
Fisher	Meg	PCS/Mgr	ADO Nurse Mgr	B
Jocz	Mary	TB/Mgr	TB Nurse Mgr	B
Meachem	Louella	CSB		B
Milgrim	Michelle	PCS/Dir	Director Patient Care Services	B
Morris	Phyllis	VDH	Lab Liason/Incidence Epidemiology Consultant/HIV Surveillance Unit	B
Murphy	Claudette	Micro Div Head	Va Hosp Center	B
Murray	Nicole	OSM-HRDO	OSM	B
Poropatich	Caryl	Va. Hosp/FCHDL	Pathologist	B
Wingo	Edwynna	FCHDL	Public Health Nurse II	B

## Appendix B

### L-SIP Participants

Breckenridge	Karen	APHL		BCA
Dawson	Patti	FCHDL	AA	Master Scorekeeper
Ferraro	Tanya	OEP	OEP Training Specialist	B
Garcia	Patricia	CHDP	Outreach Manager	B
Gleeson	Lucy	CHDP	PH Associate	B
Severson	Deborah	FCHDL	Lab Director	Floater
Stangler	Mark	FCHDL	LIS Administrator	B
Su	Tina	APHL		Floater
Foroobar	Rosalyn	KS	Deputy Director for Health Services	C
Hemmat	Joanna	PCS/AD	Ass. Director PCS	C
Hoffman	Terri	TB PHN	TB PHN	C
Joye	Adrian	EH	Program Mgr	C
Levy	Marcia	PCS/PHN	Clinic PHN - SDO	C
Madden	Charles	GMU	Microbiology	C
Miller-Zuber	Beth	PCS/Mgr	JWHC Nurse Mgr	C
Oliver-Watkins	Torri	PCS/PHN	Clinic PHN - JWHC	C
Orr	Wanda	ADS	Courts	C
Pellegrino	Claudia	OSM-ADO	OSM	C
Roubik	Karen	KS	Training	C
Satouri	Raja	Physician	FCHD	C
Sheehan	Pieter	EH	EH Director	C
Silcox	John	CHDP	PIO	C
Stocks	Judy	HR	DAHS - HR Mgr	C
Summers	Virginia	IT	Business Analyst III	C
Breckenridge	Karen	APHL		BCA
Dawson	Patti	FCHDL	AA	Master Scorekeeper
Edge	Jeff	QI	QI Coordinator	C
Garrod-Smith	Jennifer	FCHDL	Env. Supervisor	C
Severson	Deborah	FCHDL	Lab Director	Floater
Su	Tina	APHL		Floater
Thackwray	Cynthia	OEP	AA	C
Wilson	Robin	CHDP	Accreditation Coordinator	C

# Appendix C

## Scoring

<b>SYSTEM PERFORMANCE</b>										
<b>Essential Public Health Service</b>										
	1	2	3	4	5	6	7	8	9	10
<b>Optimal Activity</b>		<b>100.0</b>		<b>78.0</b>						
<b>Significant Activity</b>					<b>67.0</b>					
<b>Moderate Activity</b>	<b>34.5</b>		<b>50.0</b>			<b>50.0</b>	<b>50.0</b>	<b>28.3</b>	<b>49.8</b>	
<b>Minimal Activity</b>										<b>23.7</b>
<b>No Activity</b>										

<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="background-color: #ffffcc;"><b>Essential Service #1: Monitor Health Status</b></th> </tr> </thead> <tbody> <tr> <td>1.1 Monitoring Community Health Stat</td> <td style="text-align: right;">36.0</td> </tr> <tr> <td>1.2 Surveillance Information Systems</td> <td style="text-align: right;">33.0</td> </tr> <tr> <td style="text-align: right;"><b>Overall Score</b></td> <td style="text-align: right;"><b>34.5</b></td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="background-color: #ffffcc;"><b>Essential Service #3: Inform, Educate &amp; Empower</b></th> </tr> </thead> <tbody> <tr> <td>3.1 Outreach to Partners</td> <td style="text-align: right;">67.0</td> </tr> <tr> <td>3.2 Empower Partners</td> <td style="text-align: right;">33.0</td> </tr> <tr> <td style="text-align: right;"><b>Overall Score</b></td> <td style="text-align: right;"><b>50.0</b></td> </tr> </tbody> </table> <table border="1" style="width: 100%; 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# Appendix C

## Scoring

<b>APHL Local Public Health Laboratory System Assessment</b>					
<b>Essential Service #1: Monitor health status to identify health problems</b>					
<b>1.1 Monitoring of Community Health Status</b>					
		<b>System Performance</b>			
		<b>Weight</b>	<b>Evaluation</b>	<b>Calc Facto</b>	<b>SCORE</b>
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	1	0.05	2.5
<b>Total ESPH 1.1</b>		<b>36.0</b>			
<b>1.2 Surveillance Information Systems</b>					
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	2	0.33	16.5
1.2.2	The LPH Laboratory System partners collaborate to strengthen electronic surveillance systems.	50.00	2	0.33	16.5
<b>Total ESPH 1.2</b>		<b>33.0</b>			
<b>ESPH #1 Aggregate Score</b>		<b>34.5</b>			

<b>APHL Local Public Health Laboratory System Assessment</b>					
<b>Essential Service #2: Diagnose and investigate health problems and health hazards in the community</b>					
<b>2.1 Appropriate and Effective High Quality Testing</b>					
		<b>System Performance</b>			
		<b>Weight</b>	<b>Evaluation</b>	<b>Calc Facto</b>	<b>SCORE</b>
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	4	1.00	50.0
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	4	1.00	50.0
<b>Total ESPH 2.1</b>		<b>100.0</b>			
<b>ESPH #2 Aggregate Score</b>		<b>100.0</b>			

# Appendix C

## Scoring

<b>APHL Local Public Health Laboratory System Assessment</b>					
<b>Essential Service #3: Inform, educate, and empower people about health issues</b>					
		<b>System Performance</b>			
		<b>Weight</b>	<b>Evaluation</b>	<b>Calc Factor</b>	<b>SCORE</b>
<b>3.1 Outreach to Partners</b>					
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	3	0.67	33.5
3.1.2	The LPH Laboratory System creates and provides education opportunities to health and non-health community partners.	50.0	3	0.67	33.5
<b>Total ESPH 3.1</b>		<b>67.0</b>			
<b>3.2 Empower Partners</b>					
3.2.1	Relationship-building opportunities are employed to empower community partners.	100.0	2	0.33	33.0
<b>Total ESPH 3.2</b>		<b>33.0</b>			
<b>ESPH #3 Aggregate Score</b>		<b>50.0</b>			

<b>APHL Local Public Health Laboratory System Assessment</b>					
<b>Essential Service #4: Mobilize community partnerships to identify &amp; solve health problems</b>					
		<b>System Performance</b>			
		<b>Weight</b>	<b>Evaluation</b>	<b>Calc Factor</b>	<b>SCORE</b>
<b>4.1 Partnership Development</b>					
4.1.1	Partners in the LPH Laboratory System develop and maintain relationships to formalize and sustain an effective system.	100.00	3	0.67	67.0
<b>Total ESPH 4.1</b>		<b>67.00</b>			
<b>4.2 Communication</b>					
4.2.1	LPH Laboratory System members communicate effectively in regular, timely, and effective ways to support collaboration.	100.00	3	0.67	67.0
<b>Total ESPH 4.2</b>		<b>67.00</b>			
<b>4.3 Resources</b>					
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	4	1.00	100.0
<b>Total ESPH 4.3</b>		<b>100.00</b>			
<b>ESPH #4 Aggregate Score</b>		<b>78.0</b>			

# Appendix C

## Scoring

<b>APHL Local Public Health Laboratory System Assessment</b>					
<b>Essential Service #5: Develop policies and plans that support individual &amp; community health efforts</b>					
		<b>System Performance</b>			
		<b>Weight</b>	<b>Evaluation</b>	<b>Calc Factor</b>	<b>SCORE</b>
<b>5.1 Partnerships in Public Health Planning</b>					
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
<b>Total ESPH 5.1</b>		<b>67.00</b>			
<b>5.2 Role in Laboratory-Related Policy Making</b>					
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
<b>Total ESPH 5.2</b>		<b>67.00</b>			
<b>5.3 Dissemination &amp; Evaluation</b>					
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
<b>Total ESPH 5.3</b>		<b>67.00</b>			
<b>ESPH #5 Aggregate Score</b>		<b>67.0</b>			

<b>APHL Local Public Health Laboratory System Assessment</b>					
<b>Essential Service #6: Enforce laws and regulations that protect health and ensure safety</b>					
		<b>System Performance</b>			
		<b>Weight</b>	<b>Evaluation</b>	<b>Calc Factor</b>	<b>SCORE</b>
<b>6.1 Laws and Regulations</b>					
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	2.00	0.33	16.5
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	33.5
<b>Total ESPH 6.1</b>		<b>50.0</b>			
<b>ESPH #6 Aggregate Score</b>		<b>50.0</b>			

# Appendix C

## Scoring

<b>APHL Local Public Health Laboratory System Assessment</b>					
<b>Essential Service #7: Link people to needed health services &amp; assure provision of healthcare when unavailable</b>					
		System Performance			
		Weight	Evaluation	Calc Factor	SCORE
<b>7.1 Provision of Laboratory Services</b>					
7.1.1	The LPH Laboratory System identifies laboratory service needs and collaborates to fill gaps.	50.00	2	0.33	16.5
7.1.2	The LPH Laboratory System provides timely and easily accessed quality services across the jurisdiction.	50.00	3	0.67	33.5
<b>Total ESPH 7.1</b>		<b>50.0</b>			
<b>ESPH #7 Aggregate Score</b>		<b>50.0</b>			

<b>APHL Local Public Health Laboratory System Assessment</b>					
<b>Essential Service #8: Assure a competent public health and personal health care workforce</b>					
		System Performance			
		Weight	Evaluation	Calc Factor	SCORE
<b>8.1 Defined Scope of Work &amp; Practice</b>					
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	2	0.33	33.0
<b>Total ESPH 8.1</b>		<b>33.0</b>			
<b>8.2 Recruitment &amp; Retention of Qualified Staff</b>					
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
<b>Total ESPH 8.2</b>		<b>33.0</b>			
<b>8.3 Assuring a Competent Workforce</b>					
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
<b>Total ESPH 8.3</b>		<b>19.0</b>			
<b>ESPH #8 Aggregate Score</b>		<b>28.3</b>			

# Appendix C

## Scoring

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
<b>9.1 System Mission &amp; Purpose</b>					
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	2	0.33	33.0
<b>Total ESPH 9.1</b>		<b>33.0</b>			
<b>9.2 System Effectiveness, Accessibility &amp; Quality</b>					
9.2.1	The effectiveness of the personal and population-based laboratory services provided throughout the local jurisdiction is regularly evaluated.	33.33	2	0.33	11.0
9.2.2	The availability of personal and population-based laboratory services throughout the local jurisdiction is regularly evaluated.	33.33	3	0.67	22.3
9.2.3	The quality of personal and population-based laboratory services provided throughout the local jurisdiction is regularly evaluated.	33.33	4	1.00	33.3
<b>Total ESPH 9.2</b>		<b>66.7</b>			
<b>ESPH #9 Aggregate Score</b>		<b>49.8</b>			

APHL Local Public Health Laboratory System Assessment					
Essential Service #10: Research for insights and innovative solutions to health problems					
		System Performance			
		Weight	Evaluation	Calc Factor	SCORE
<b>10.1 Planning &amp; Financing Research Activities</b>					
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	2	0.33	33.0
<b>Total ESPH 10.1</b>		<b>33.0</b>			
<b>10.2 Implementation, Evaluation and Dissemination</b>					
10.2.1	The LPH Laboratory System promotes research and innovative solutions.	33.33	2	0.33	11.0
10.2.2	The LPH Laboratory System research is evaluated to foster improvement and innovation in application.	33.33	1	0.05	1.7
10.2.3	The LPH Laboratory System disseminates (basic & applied) research outcomes, best practices and recognition of research activities.	33.33	1	0.05	1.7
<b>Total ESPH 10.2</b>		<b>14.3</b>			
<b>ESPH #10 Aggregate Score</b>		<b>23.7</b>			

## Appendix C

### Scoring Summary Scores

<b>ES #1: Monitor Health Status</b>	<b>Score</b>
1.1 Monitoring of Community Health Status	36.0
1.2 Surveillance Information Systems	33.0
<b>ES #2: Diagnose &amp; Investigate</b>	
2.1 Appropriate & Effective Testing	100.0
<b>ES #3: Inform, Educate &amp; Empower</b>	
3.1 Outreach to Partners	67.0
3.2 Empower Partners	33.0
<b>ES #4: Mobilize Partnerships</b>	
4.1 Partnership Development	67.0
4.2 Communication	67.0
4.3 Resources	100.0
<b>ES #5: Develop Policies &amp; Plans</b>	
5.1 Partnerships in Public Health Planning	67.0
5.2 Role in Laboratory Policy Making	67.0
5.3 Dissemination & Evaluation	67.0

<b>ES #6: Enforce Laws</b>	
6.1 Laws & Regulations	50.0
<b>ES #7: Link People to Services</b>	
7.1 Provision of Lab Services	50.0
<b>ES #8: Competent Workforce</b>	
8.1 Defined Scope	33.0
8.2 Recruitment & Retention	33.0
8.3 Assuring Competent Workforce	19.0
<b>ES #9: Evaluation</b>	
9.1 System Mission & Purpose	33.0
9.2 System Effectiveness	66.7
<b>ES #10: Research</b>	
10.1 Planning & Financing	33.0
10.2 Implementation & Evaluation	14.3

<b>ESPH #</b>	<b>Raw Score</b>
1	34.5
2	100.0
3	50.0
4	78.0
5	67.0
6	50.0
7	50.0
8	28.3
9	49.8
10	23.7
<b>AVE.</b>	<b>53.1</b>

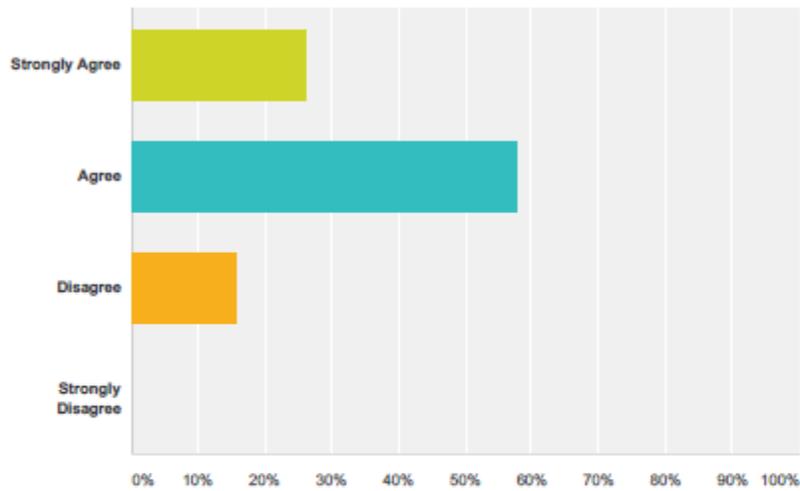
# Appendix D

## Evaluation Results

Laboratory System Improvement Program - Evaluation Form

**Q1 The information provided prior to the assessment prepared me for the day.**

Answered: 19 Skipped: 0

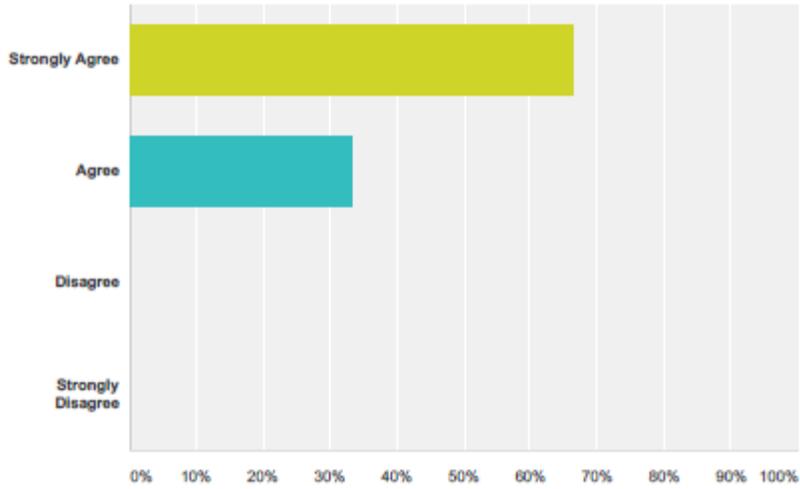


Answer Choices	Responses	Count
Strongly Agree	26.32%	5
Agree	57.89%	11
Disagree	15.79%	3
Strongly Disagree	0.00%	0
<b>Total Respondents: 19</b>		

Laboratory System Improvement Program - Evaluation Form

**Q2 This meeting enhanced my understanding of the local public health laboratory system.**

Answered: 18 Skipped: 1

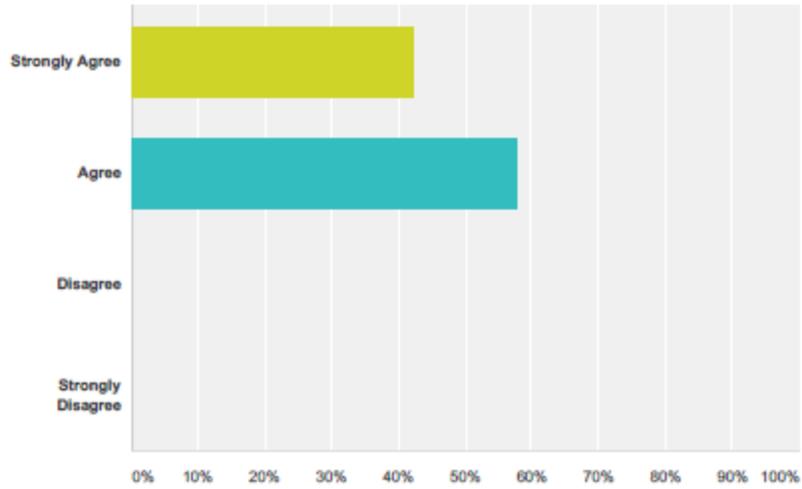


Answer Choices	Responses
Strongly Agree	66.67% 12
Agree	33.33% 6
Disagree	0.00% 0
Strongly Disagree	0.00% 0
<b>Total Respondents: 18</b>	

Laboratory System Improvement Program - Evaluation Form

**Q3 The assessment identified the strengths of the local public health laboratory system.**

Answered: 19 Skipped: 0

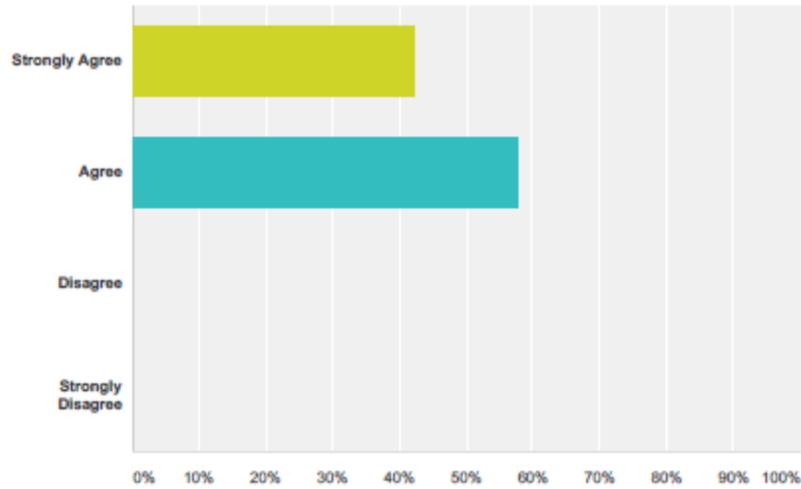


Answer Choices	Responses
Strongly Agree	42.11% 8
Agree	57.89% 11
Disagree	0.00% 0
Strongly Disagree	0.00% 0
<b>Total Respondents: 19</b>	

Laboratory System Improvement Program - Evaluation Form

**Q4 The assessment identified the weaknesses of the local public health laboratory system.**

Answered: 19 Skipped: 0

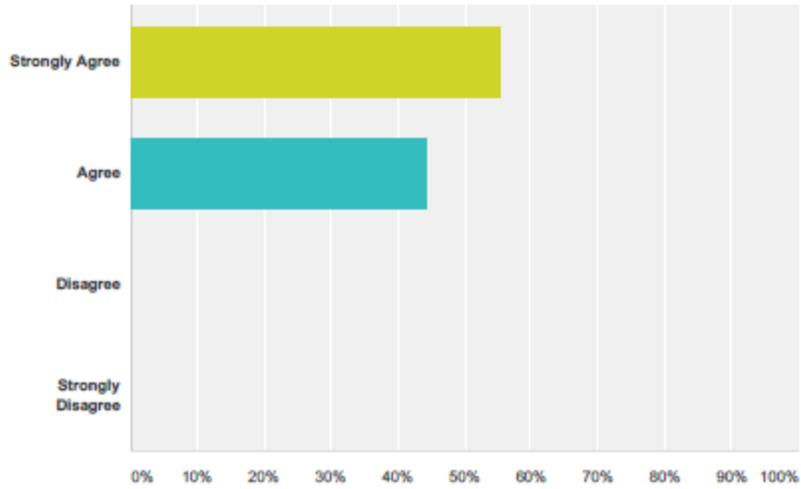


Answer Choices	Responses
Strongly Agree	42.11% 8
Agree	57.89% 11
Disagree	0.00% 0
Strongly Disagree	0.00% 0
<b>Total Respondents: 19</b>	

Laboratory System Improvement Program - Evaluation Form

**Q5 There was sufficient time to complete the assessment.**

Answered: 18 Skipped: 1

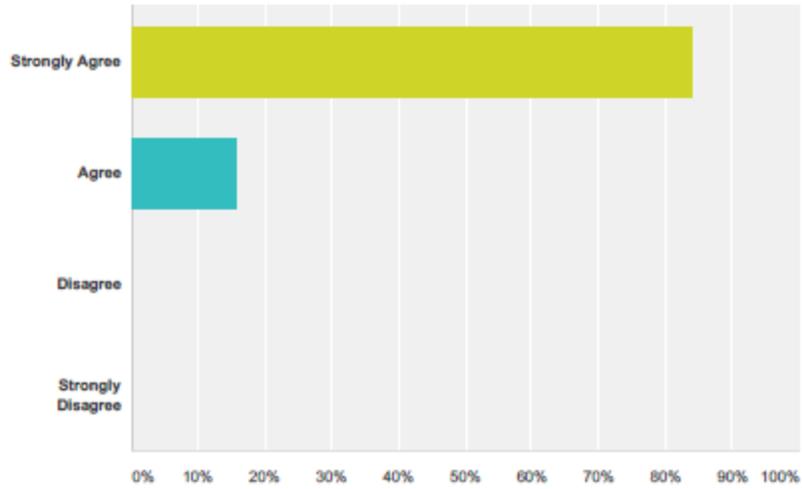


Answer Choices	Responses
Strongly Agree	55.56% 10
Agree	44.44% 8
Disagree	0.00% 0
Strongly Disagree	0.00% 0
<b>Total Respondents: 18</b>	

Laboratory System Improvement Program - Evaluation Form

**Q6 Facilitators effectively led breakout groups.**

Answered: 19 Skipped: 0

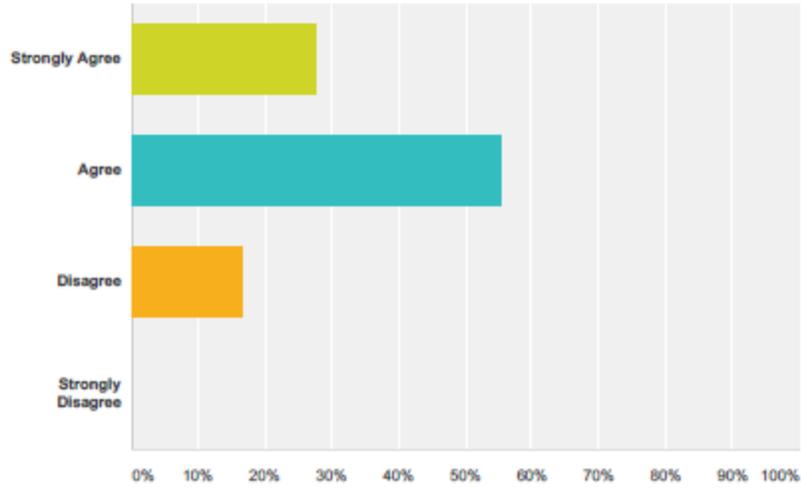


Answer Choices	Responses
Strongly Agree	84.21% 16
Agree	15.79% 3
Disagree	0.00% 0
Strongly Disagree	0.00% 0
<b>Total Respondents: 19</b>	

Laboratory System Improvement Program - Evaluation Form

**Q7 My breakout group had the stakeholder representation needed to complete the assessment.**

Answered: 18 Skipped: 1

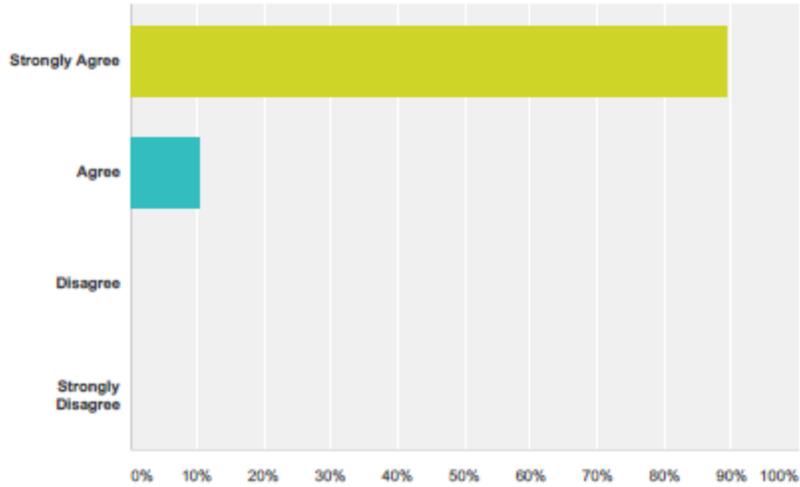


Answer Choices	Responses
Strongly Agree	27.78% 5
Agree	55.56% 10
Disagree	16.67% 3
Strongly Disagree	0.00% 0
<b>Total Respondents: 18</b>	

Laboratory System Improvement Program - Evaluation Form

**Q8 This meeting was well-organized.**

Answered: 19 Skipped: 0

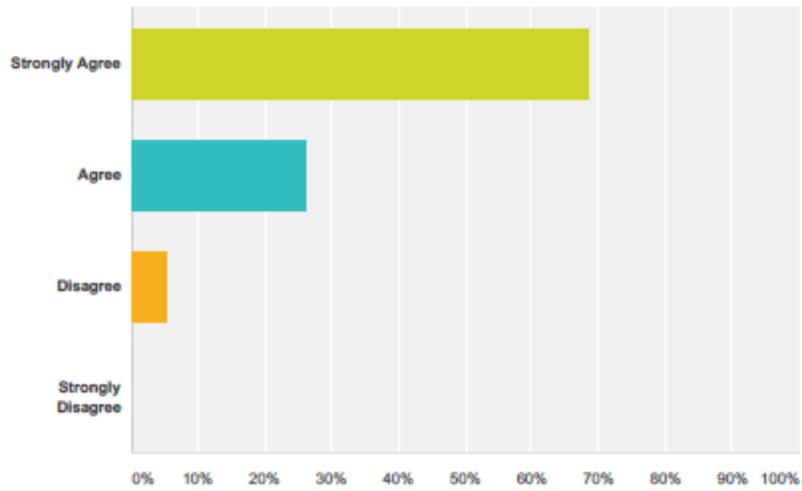


Answer Choices	Responses
Strongly Agree	89.47% 17
Agree	10.53% 2
Disagree	0.00% 0
Strongly Disagree	0.00% 0
<b>Total Respondents: 19</b>	

Laboratory System Improvement Program - Evaluation Form

**Q9 Participating in the assessment was a good use of my time.**

Answered: 19 Skipped: 0

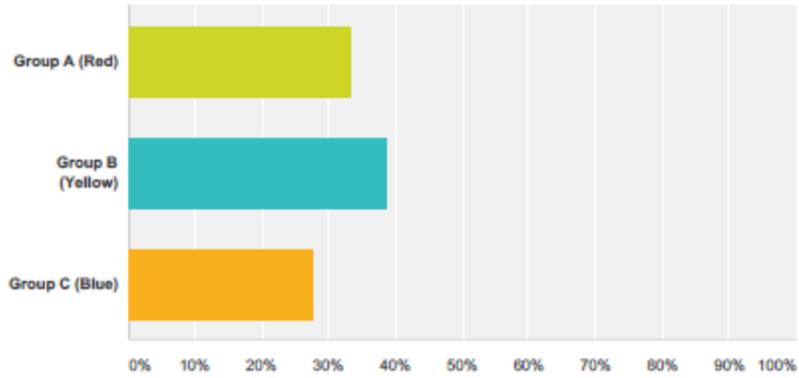


Answer Choices	Responses
Strongly Agree	68.42% 13
Agree	26.32% 5
Disagree	5.26% 1
Strongly Disagree	0.00% 0
<b>Total Respondents: 19</b>	

Laboratory System Improvement Program - Evaluation Form

**Q10 Please circle the breakout group(s) that you participated in:**

Answered: 18 Skipped: 1



Answer Choices	Responses
Group A (Red)	33.33% 6
Group B (Yellow)	38.89% 7
Group C (Blue)	27.78% 5
<b>Total</b>	<b>18</b>

Laboratory System Improvement Program - Evaluation Form

**Q12 What could be improved?**

Answered: 9 Skipped: 10

#	Responses	Date
1	I identifying key personal relevant to discussion	6/23/2015 10:07 AM
2	Participation from additional agencies	6/23/2015 10:03 AM
3	It would have been beneficial to have a master list of all participants and their role or title since many people present and did not know.	6/23/2015 10:02 AM
4	Had tams had the chance to conduct mock session in advance would have resulted in less anxiety	6/23/2015 9:54 AM
5	The key ideas seemed to overlap- confusing. Ahead of time, distribute detailed overview of lab system. Have jelly poster in each room.	6/23/2015 9:51 AM
6	More sectors at the table. Ongoing reminders regarding the system review.	6/23/2015 9:45 AM
7	Sessions with more key ideas need more time - 4 key ideas was too many for 75 minutes. For ES#8 need more representation from schools and universities.	6/23/2015 9:43 AM
8	More background on FFL or a rep in each group	6/23/2015 9:38 AM
9	A list of tests FFX performs should be included in future packets for those not familiar with entire menu.	6/23/2015 9:37 AM

Laboratory System Improvement Program - Evaluation Form

**Q11 What worked well?**

Answered: 14 Skipped: 5

#	Responses	Date
1	Facilitator motivated strong discussion of key idea.	6/23/2015 10:07 AM
2	Meeting organization	6/23/2015 10:06 AM
3	Marie Custode - Awesome Job! So organized and focused	6/23/2015 10:05 AM
4	Color coding, Knowledge of expertise of facilitators. Prior organization of rooms.	6/23/2015 10:03 AM
5	The group was very open with discussions and generated a lot of thoughts - good working group!	6/23/2015 9:59 AM
6	Different Departments participated	6/23/2015 9:57 AM
7	Theme taker facilitation scorekeeper worked really well	6/23/2015 9:53 AM
8	Breakout sessions were well conducted and because we worked through some of the points in the opening session we were able to use our time well.	6/23/2015 9:52 AM
9	Really well organized and professionally conducted. Everyone was respectful. Great opportunity to gain greater knowledge of different divisions. Strengths/weaknesses identified.	6/23/2015 9:49 AM
10	The organization and preparedness of the support staff truly enhanced the productivity of the day	6/23/2015 9:45 AM
11	Deb Severson's TB example of the LPH lab system was a great way to bring the jelly bean diagram alive	6/23/2015 9:39 AM
12	Dialogue, Facilitation	6/23/2015 9:38 AM
13	Group were well matched to categories being reviewed.	6/23/2015 9:36 AM
14	Well organized; with a well balanced stakeholder participation	6/23/2015 9:34 AM

## Laboratory System Improvement Program - Evaluation Form

### Q13 Additional Comments:

Answered: 13 Skipped: 6

#	Responses	Date
1	Participated until noon.	6/23/2015 10:06 AM
2	Great experience. Wonderful to see so many busy people take the time to participate.	6/23/2015 10:03 AM
3	Thanks for the opportunity to learn about and participate in a great discussion day. This extended my knowledge base about a division of our agency which I have seen grow over the years.	6/23/2015 10:02 AM
4	Well Organized.	6/23/2015 9:58 AM
5	Very Thorough.	6/23/2015 9:57 AM
6	Surprising to me that more lab employees were not involved in program.	6/23/2015 9:56 AM
7	Great Organization!!	6/23/2015 9:54 AM
8	I didn't think I would enjoy this session so much. Very informative. This is a great model that could be approved to other systems.	6/23/2015 9:52 AM
9	Need to clearly define who are the partners and what their communication needs are.	6/23/2015 9:51 AM
10	Best of luck!	6/23/2015 9:45 AM
11	It's difficult to rate the entire system at one time and not just focus on the lab. I'm not sure how to address this - What if the lab does a great job of something, but partners don't? I understand the vote should take the entire system into consideration - one idea would be to separate "notes" into "strengths" and "opportunities for improvement and identify relevant parties within the system" to better show the specifics.	6/23/2015 9:43 AM
12	Looking forward to doing this again.	6/23/2015 9:37 AM
13	appreciated the opportunity to participate	6/23/2015 9:34 AM

## Individual Evaluation Responses



### Laboratory System Improvement Program – Evaluation Form

We appreciate your participation in the Laboratory System Improvement Program (L-SIP) Assessment today. Your feedback will help us prepare for and improve future activities.

Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		✓		
This meeting enhanced my understanding of the local public health laboratory system.	✓			
The assessment identified the <u>strengths</u> of the local public health laboratory system.	✓			
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.	✓			
There was sufficient time to complete the assessment.	✓			
Facilitators effectively led breakout groups.	✓			
My breakout group had the stakeholder representation needed to complete the assessment.		✓		
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.	✓			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

*well-organized; with a well-balanced stakeholder participation*

What could be improved?

Additional comments:

*appreciated the opportunity to participate*

## Laboratory System Improvement Program - Evaluation Form

We appreciate your participation in the Laboratory System Improvement Program (L-SIP) Assessment today. Your feedback will help us prepare for and improve future activities.

Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.	X			
This meeting enhanced my understanding of the local public health laboratory system.	X			
The assessment identified the <u>strengths</u> of the local public health laboratory system.		X		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		X		
There was sufficient time to complete the assessment.	X			
Facilitators effectively led breakout groups.		X		
My breakout group had the stakeholder representation needed to complete the assessment.		2 of 3 yes X		
This meeting was well-organized.		X		
Participating in the assessment was a good use of my time.	X			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well? *Group were well-matched to categories being reviewed.*

What could be improved? *A list of tests FYI performs should be included in future packets for those not familiar with entire test menu.*

Additional comments: *Look forward to doing this again.*

## Laboratory System Improvement Program - Evaluation Form

We appreciate your participation in the Laboratory System Improvement Program (L-SIP) Assessment today. Your feedback will help us prepare for and improve future activities.

Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.			✓	
This meeting enhanced my understanding of the local public health laboratory system.		✓		
The assessment identified the <u>strengths</u> of the local public health laboratory system.		✓		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		✓		
There was sufficient time to complete the assessment.		✓		
Facilitators effectively led breakout groups.		✓		
My breakout group had the stakeholder representation needed to complete the assessment.		✓		
This meeting was well-organized.		✓		
Participating in the assessment was a good use of my time.		✓		

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

Dialog  
Facilitation

What could be improved?

More background on FFL or  
a rep in each group

Additional comments:

## Laboratory System Improvement Program – Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.	✓			
This meeting enhanced my understanding of the local public health laboratory system.	✓			
The assessment identified the <u>strengths</u> of the local public health laboratory system.	✓			
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.	✓			
There was sufficient time to complete the assessment.		✓		
Facilitators effectively led breakout groups.	✓			
My breakout group had the stakeholder representation needed to complete the assessment.			✓	
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.	✓			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

→ FCHD staff member

What worked well?

Deb Severson's TB example of the LPH lab system was a great way to bring the jelly bean diagram alive

What could be improved?

Sessions with more key ideas need more time - if key ideas wasted away for 75 minutes. For ES#8, need more representation from schools + universities

Additional comments:

It's difficult to rate the entire system at one time and not just focus on the lab. I'm not sure how to address this - what if the lab does a great job at something, but partners don't? I understand the vote should take the entire system into consideration - one idea would be to separate "Notes" into "Strengths" and "Opportunities for improvement" to better show the specifics. And identify relevant parties within the system

## Laboratory System Improvement Program - Evaluation Form

We appreciate your participation in the Laboratory System Improvement Program (L-SIP) Assessment today. Your feedback will help us prepare for and improve future activities.

Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		X		
This meeting enhanced my understanding of the local public health laboratory system.	X			
The assessment identified the <u>strengths</u> of the local public health laboratory system.	X			
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.	X			
There was sufficient time to complete the assessment.	X			
Facilitators effectively led breakout groups.	X <sup>+</sup>			
My breakout group had the stakeholder representation needed to complete the assessment.		X		
This meeting was well-organized.	X <sup>+</sup>			
Participating in the assessment was a good use of my time.	X			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

The organization & preparedness of the support staff truly enhanced the productivity of the day.

What could be improved?

More sectors at the table. On-going reminders regarding the system reviews.

Additional comments:

Best of luck!

## Laboratory System Improvement Program – Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		X		
This meeting enhanced my understanding of the local public health laboratory system.	X			
The assessment identified the <u>strengths</u> of the local public health laboratory system.		↑		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		X		
There was sufficient time to complete the assessment.	↑			
Facilitators effectively led breakout groups.	↑			
My breakout group had the stakeholder representation needed to complete the assessment.	↑			
This meeting was well-organized.	↑			
Participating in the assessment was a good use of my time.	X			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

What could be improved?

Additional comments:

## Laboratory System Improvement Program - Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.			X	
This meeting enhanced my understanding of the local public health laboratory system.	X			
The assessment identified the <u>strengths</u> of the local public health laboratory system.	X			
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.	X			
There was sufficient time to complete the assessment.	X			
Facilitators effectively led breakout groups.	X			
My breakout group had the stakeholder representation needed to complete the assessment.	X			
This meeting was well-organized.	X			
Participating in the assessment was a good use of my time.	X			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

What could be improved?

Additional comments:

## Laboratory System Improvement Program – Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.	✓			
This meeting enhanced my understanding of the local public health laboratory system.				
The assessment identified the <u>strengths</u> of the local public health laboratory system.	✓			
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		✓		
There was sufficient time to complete the assessment.		✓		
Facilitators effectively led breakout groups.	✓			
My breakout group had the stakeholder representation needed to complete the assessment.			✓	
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.		✓		

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

Really well-organized + professionally conducted. Everyone was respectful.  
Great opp. to > knowledge of diff. divisions. Strengths/weaknesses identified.

What could be improved?

The key ideas seemed to overlap - confusing  
Ahead of time, distribute detailed overview of lab system.  
Have jelly bean poster in each room.

Additional comments:

Need to clearly define ~~what~~ who are the partners and what their communication needs are

## Laboratory System Improvement Program - Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		X		
This meeting enhanced my understanding of the local public health laboratory system.	X			
The assessment identified the <u>strengths</u> of the local public health laboratory system.	X			
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.	X			
There was sufficient time to complete the assessment.	X			
Facilitators effectively led breakout groups.	X			
My breakout group had the stakeholder representation needed to complete the assessment.	X			
This meeting was well-organized.	X			
Participating in the assessment was a good use of my time.	X			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

Breakout sessions were well-conducted and because we worked through some of the points in the opening session we were able to

What could be improved?

use our time well.

Additional comments:

I didn't think I would enjoy this session so much. Very informative. This is a great model that could be applied to other systems.

## Laboratory System Improvement Program - Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		X		
This meeting enhanced my understanding of the local public health laboratory system.	X			
The assessment identified the <u>strengths</u> of the local public health laboratory system.		X		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		X		
There was sufficient time to complete the assessment.	X			
Facilitators effectively led breakout groups.	X			
My breakout group had the stakeholder representation needed to complete the assessment.		X		
This meeting was well-organized.	X			
Participating in the assessment was a good use of my time.		X		

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

Theme taker  
facilitator  
scorekeeper worked really well

What could be improved?

Had teams had the chance to conduct mock session in advance - would have resulted in less anxiety

Additional comments:

Great Organization!!

## Laboratory System Improvement Program – Evaluation Form

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The information provided prior to the assessment prepared me for the day.	✓			
This meeting enhanced my understanding of the local public health laboratory system.		✓		
The assessment identified the <u>strengths</u> of the local public health laboratory system.		✓		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		✓		
There was sufficient time to complete the assessment.		✓		
Facilitators effectively led breakout groups.	✓			
My breakout group had the stakeholder representation needed to complete the assessment.			✓	
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.	✓			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

What could be improved?

Additional comments:

Surprising to me that more lab employees were not involved in program. and

## Laboratory System Improvement Program – Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		✓		
This meeting enhanced my understanding of the local public health laboratory system.		✓		
The assessment identified the <u>strengths</u> of the local public health laboratory system.		✓		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		✓		
There was sufficient time to complete the assessment.	✓	✓		
Facilitators effectively led breakout groups.		✓		
My breakout group had the stakeholder representation needed to complete the assessment.	✓	✓		
This meeting was well-organized.	✓	✓		
Participating in the assessment was a good use of my time.		✓		

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

What could be improved?

Additional comments:

## Laboratory System Improvement Program – Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		✓		
This meeting enhanced my understanding of the local public health laboratory system.	✓			
The assessment identified the <u>strengths</u> of the local public health laboratory system.	✓			
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.	✓			
There was sufficient time to complete the assessment.	✓			
Facilitators effectively led breakout groups.	✓			
My breakout group had the stakeholder representation needed to complete the assessment.	✓			
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.	✓			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

DIFFERENT DEPARTMENTS PARTICIPATED

What could be improved?

Additional comments:

VERY THOROUGH

## Laboratory System Improvement Program - Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day. <i>Agenda</i>		✓		
This meeting enhanced my understanding of the local public health laboratory system.		✓		
The assessment identified the <u>strengths</u> of the local public health laboratory system.		✓		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		✓		
There was sufficient time to complete the assessment.		✓		
Facilitators effectively led breakout groups.	✓			
My breakout group had the stakeholder representation needed to complete the assessment.		✓		
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.		✓		

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

What could be improved?

Additional comments:

*Well organized.*

## Laboratory System Improvement Program - Evaluation Form

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Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day. <i>received only 1 e-mail</i>			✓	
This meeting enhanced my understanding of the local public health laboratory system.	✓			
The assessment identified the <u>strengths</u> of the local public health laboratory system.		✓		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		✓		
There was sufficient time to complete the assessment.	✓			
Facilitators effectively led breakout groups.		✓		
My breakout group had the stakeholder representation needed to complete the assessment.		✓		
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.	✓			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well? *The group was very open with discussions and generated a lot of thoughts - good working group!*

What could be improved? *It would have been beneficial to have a master list of all participants and their role a little since many people present I did not know*

Additional comments: *Thanks for the opportunity to learn about and participate in a great discussion day. This extended my knowledge base about a division of our agency which I have seen grow over the years.*

## Laboratory System Improvement Program - Evaluation Form

We appreciate your participation in the Laboratory System Improvement Program (L-SIP) Assessment today. Your feedback will help us prepare for and improve future activities.

Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.	✓			
This meeting enhanced my understanding of the local public health laboratory system.	✓			
The assessment identified the <u>strengths</u> of the local public health laboratory system.	✓			
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.	✓			
There was sufficient time to complete the assessment.	✓			
Facilitators effectively led breakout groups.	✓			
My breakout group had the stakeholder representation needed to complete the assessment.		✓		
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.	✓			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

Color coding  
 Knowledge & expertise of facilitators  
 Prior examination of rooms

What could be improved?

Participation from additional agencies

Additional comments:

Great experience. Wonderful to see so many busy people take the time to participate!

## Laboratory System Improvement Program - Evaluation Form

We appreciate your participation in the Laboratory System Improvement Program (L-SIP) Assessment today. Your feedback will help us prepare for and improve future activities.

Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		✓		
This meeting enhanced my understanding of the local public health laboratory system.		✓		
The assessment identified the <u>strengths</u> of the local public health laboratory system.		✓		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.	✓			
There was sufficient time to complete the assessment.		✓		
Facilitators effectively led breakout groups.	✓	(Marie Custode - awesome job!)		
My breakout group had the stakeholder representation needed to complete the assessment.				
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.	✓			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

so organized & focused

What could be improved?

Additional comments:

Participated until noon 😊

## Laboratory System Improvement Program - Evaluation Form

We appreciate your participation in the Laboratory System Improvement Program (L-SIP) Assessment today. Your feedback will help us prepare for and improve future activities.

Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		✓		
This meeting enhanced my understanding of the local public health laboratory system.		✓		
The assessment identified the <u>strengths</u> of the local public health laboratory system.		✓		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		✓		
There was sufficient time to complete the assessment.	✓			
Facilitators effectively led breakout groups.	✓			
My breakout group had the stakeholder representation needed to complete the assessment.	✓			
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.			✓	

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

*Meeting organization*

What could be improved?

*Identifying key personnel relevant to discussions*

Additional comments:

## Laboratory System Improvement Program – Evaluation Form

We appreciate your participation in the Laboratory System Improvement Program (L-SIP) Assessment today. Your feedback will help us prepare for and improve future activities.

Please rate the extent to which you agree with the following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree
The information provided prior to the assessment prepared me for the day.		✓		
This meeting enhanced my understanding of the local public health laboratory system.	✓			
The assessment identified the <u>strengths</u> of the local public health laboratory system.		✓		
The assessment identified the <u>weaknesses</u> of the local public health laboratory system.		✓		
There was sufficient time to complete the assessment.				
Facilitators effectively led breakout groups.	✓			
My breakout group had the stakeholder representation needed to complete the assessment.		✓		
This meeting was well-organized.	✓			
Participating in the assessment was a good use of my time.	✓			

Please circle the breakout group(s) that you participated in:

Group A (Red)

Group B (Yellow)

Group C (Blue)

What worked well?

*facilitator motivated strong discussion of key ideas*

What could be improved?

Additional comments: