



## The Alabama Perinatal Quality Collaborative

### ALPQC Strategic Plan 2020-2024 Summary and Process

#### Background and Introduction

This document serves to provide an overview of the Alabama Perinatal Quality Collaborative's (ALPQC) strategic plan for the years 2020-2024. It contains the finalized strategic map as well as a summary of its components and a description of the process used to complete the plan.

This strategic plan and its various pieces were conceptualized, composed, and drafted as a Doctor of Public Health student practicum project at the University of Alabama at Birmingham School of Public Health in conjunction with the March of Dimes, Alabama Chapter's Director of Maternal Child Health & Government Affairs, an ALPQC Steering Committee Member, who served as preceptor and technical oversight for the strategic planning process. The ALPQC Steering Committee was consulted at various points in the strategic planning process for input and critique of the ideas driving development of the plan.

#### ALPQC's Strategic Planning Process 2019

In 2019, the ALPQC Steering Committee recognized a need for a plan to continue growing and improving the collaborative. This document details the structure of the strategic plan and contains descriptions of each component.

The process utilized the National Association of County and City Health Officials (NACCHO) *Developing a Local Health Department Strategic Plan: A How-To Guide* and the Centers for Disease Control and Prevention's (CDC) *Developing and Sustaining Perinatal Quality Collaboratives: A Resource Guide for States* as resources. The NACCHO guide served as a global framework for the strategic plan, outlining the six overarching components and various numbered objectives under each component. Some of the original sections were edited, reordered, or omitted as the NACCHO guide was designed for public health departments and not all components applied to the ALPQC strategic planning process and structure. This overall framework was integrated with the CDC guide, which was created as a "best-practices" guide for state-based PQC's and contains recommendations from PQC leaders across the country. Components of the CDC guide were added into the overarching components and numbered objectives of the NACCHO guide to enrich the strategic planning process and to focus efforts on the work of PQCs specifically.



## Overview of the ALPQC Strategic Map

This document presents the entire ALPQC Strategic Map and walks through the various components sequentially to explain each function. The following elements are contained in the strategic map and will be described further in the remainder of this document:

*Vision, Mission, Values.* The ALPQC's vision, mission, and values guide the collaborative in why, what, and how it does things. These ideals are at the core of the collaborative.

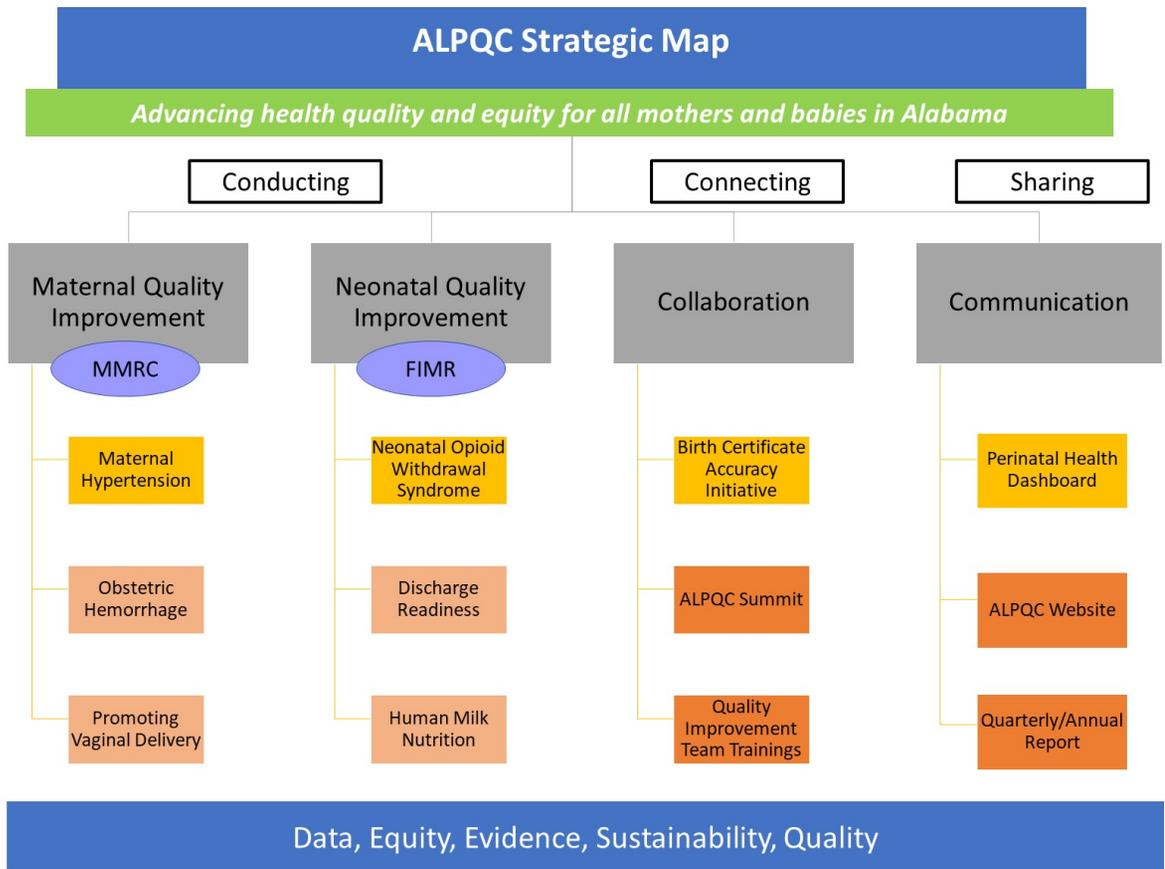
*Strategic Priorities.* The ALPQC's strategic priorities serve to frame the scope and primary types of activities conducted by the collaborative. These components are modifiable, but are set for longer periods of time, with five years being recommended.

*Strategic Objectives.* The ALPQC's strategic objectives are organized under the strategic priorities and represent actionable projects that are set to be conducted by the ALPQC in order to achieve its vision, mission, and values. These objectives are evaluated each year as data and needs emerge, and are selected using nominal group methodologies with input from the ALPQC Steering Committee and membership.

*Strategic Activities.* The ALPQC's strategic activities are also organized under the strategic priorities. These activities are on-going, occurring every year and in some cases, throughout the year. Although these activities are related to organizational and administrative functions, strategic activities assure that the vision, mission, and values are maintained through addressing one or more strategic priorities. These activities work to build capacity of the ALPQC and if fully funded as an organization, would serve as administrative duties



- Vision
- Mission
- Strategic Priorities  
(Updated every 5 years)
- Strategic Objectives  
(Current)
- Strategic Objectives  
(Proposed Future)
- Strategic Activities  
(Completed annually)
- Values





## Vision

*Advancing health quality and equity for all mothers and babies in Alabama*

The vision of the ALPQC is what guides the work of the organization and its strategic plan. All mothers and babies in Alabama deserve the highest quality health and equitable health care services to help them attain it.

## Mission

## Conducting

## Connecting

## Sharing

The Alabama Perinatal Quality Collaborative exists to improve the health of all mothers and babies in Alabama. We do this by connecting clinical and community stakeholders; sharing opportunities for education; and conducting data-driven, evidence-based quality improvement initiatives that foster equity and sustainability.

## Values

Data, Equity, Evidence, Sustainability, Quality

The core values of the ALPQC were selected after a year of organizational establishment and growth. These five values represent how the ALPQC as an entity desires to conduct its work and move the needle forward in important maternal and infant health outcomes.



## Strategic Priorities (Updated every 5 years)

**Strategic Priorities** are focus areas that are selected during each strategic planning cycle (every 5 years).

## Strategic Objectives (Current)

**Strategic Objectives** are projects selected to address a particular need. Strategic Objectives are revisited annually at the ALPQC Summit and under the consideration of the ALPQC Steering Committee. Methods for determining Strategic Objectives are described in the ALPQC Strategic Plan in Sections 4.2 and 4.3.

## Strategic Objectives (Proposed Future)

## Strategic Activities (Ongoing/completed annually)

**Strategic Activities** are related to the organizational functions of the ALPQC.

## Maternal Quality Improvement

### MMRC

#### Maternal Hypertension

#### Obstetric Hemorrhage

#### Promoting Vaginal Delivery

### Strategic Priority 1: Maternal Quality Improvement

Conducting quality improvement projects is the hallmark activity of PQCs. The projects selected for this strategic planning cycle were chosen at the 2019 ALPQC Summit using a nominal group technique of all participants. (ALPQC Strategic Plan Section 4.3)

#### Maternal Mortality Review Committee (MMRC)

The work of the maternal QI projects will be informed in part by data collected and analyzed by the AL-MMRC in order to align with population maternal health needs.

#### 1A: Maternal Hypertension (*current*)

Maternal hypertension is a pressing health issue in Alabama and is currently a focus of the ALPQC. The initiative will be modeled after similar state PQC projects.

#### 1B: Obstetric Hemorrhage (*proposed future*)

Obstetric Hemorrhage is a leading cause of preventable maternal mortality in the US. Implementation of evidence-based practices have reduced severe morbidity in other states.

#### 1C: Promoting Vaginal Delivery (*proposed future*)

C-section among low-risk first births are high in Alabama. Promotion of vaginal delivery has been identified as a method to improve short- and long-term birth outcomes.

## Neonatal Quality Improvement

### FIMR

#### Neonatal Opioid Withdrawal Syndrome

#### Discharge Readiness

#### Human Milk Nutrition

### Strategic Priority 2: Neonatal Quality Improvement

Similar to maternal QI, neonatal QI is a vital function of the ALPQC to see productive change in inadequacies of care. The projects selected for this strategic planning cycle were chosen at the 2019 ALPQC Summit using a nominal group technique of all participants. (ALPQC Strategic Plan Section 4.3)

#### Fetal Infant Mortality Review (FIMR)

The work of the neonatal QI projects will be informed in part by data collected and analyzed by the AL-FIMR in order to align with population infant health needs.

#### 2A: Neonatal Opioid Withdrawal Syndrome (*current*)

NAS has been an epidemic increasing in its public health burden, and the ALPQC has chosen to address screening and treatment as its first neonatal QI project.

#### 2B: Discharge Readiness (*proposed future*)

Ensuring that infants, especially those who are medically fragile, and their families are prepared and educated for discharge from the hospital is important for infant health and reduction of repeat admissions.

#### 2C: Human Milk Nutrition (*proposed future*)

Consuming human milk decreases morbidities in newborns born preterm and has been demonstrated to reduce costs.

## Collaboration

Birth Certificate  
Accuracy  
Initiative

ALPQC Summit

Quality  
Improvement  
Team Trainings

### **Strategic Priority 3: Collaboration**

Collaboration is key to connecting systems that affect maternal and infant health in Alabama. Clearly identifying collaborative structures and activities is necessary to assure effective and uniform project implementation.

#### **3A: Birth Certificate Accuracy Initiative**

Having a common understanding of health problems is the beginning of collaboration, therefore the ALPQC's first project focused on improving data accuracy in birth records.

#### **3B: ALPQC Summit**

Although the ALPQC Steering Committee contains a diverse grouping of individuals and entities, the Summit enables the collaborative to engage with perinatal stakeholder statewide.

#### **3C: Quality Improvement Team Trainings**

Training and technical assistance for implementation of QI methods in teams at participant hospitals improves the efficiency and accuracy of QI projects.

## Communication

Perinatal Health  
Dashboard

ALPQC Website

Quarterly/Annual  
Report

### **Strategic Priority 4: Communication**

The ALPQC has a responsibility to inform the greater perinatal health community and the larger public on issues related to maternal and infant health. Strategies under this priority have been chosen to enhance the communicative abilities of the collaborative and engage stakeholders on the projects and topics of focus.

#### **4A: Perinatal Health Dashboard**

Due to unintegrated data systems, understanding perinatal health issues is difficult. Creating a visual dashboard will serve to streamline data communication for important outcomes.

#### **4B: ALPQC Website**

Other state PQC's utilize their websites as "perinatal clearinghouses" for resources that serve to engage, educate, and connect providers, organizations, and the community.

#### **4C: Quarterly/Annual Report**

Producing reports highlighting initiatives and successes will keep hospitals and other stakeholders informed on best practices and successes of the collaborative and its stakeholders.