Introductions and Housekeeping
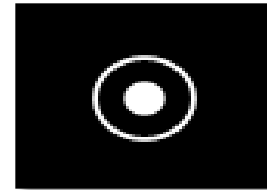
In the chat, please share:

- Health Department

- In 2-3 words, describe a PM challenge you are experiencing

Closed Captioning is enabled.

Drop your questions & comments into the chat.

Webinar is being recorded.

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Today's Speaker

Amanda McCarty, MS, MBA, MHA
The Public Health Foundation

Agenda

- Performance Management Foundations

- PHAB Domain 9

- Performance Management Framework

- Designing Measures

- Assessing Measures

- Monitoring & Reporting

Performance Management System Basics

Including PHAB Standards Review

Performance Management System

- Performance Management:

  Using performance information to help make better decisions.

- Performance Management System:

  Using performance information on a regular basis as part of a **continually repeated cycle of performance monitoring, analysis, and improvement**, in which measured results are fed back into decision making to improve future performance.

Performance Management Model

At the core of all quality improvement and performance management activities is the use of data to drive decision making and monitor progress.

Quality Improvement & Performance Management are tools that, when used together, help to improve the value and impact of programs.

- Source: From Silos to Systems: Using Performance Management to Improve Public Health Systems – prepared by the Public Health Foundation for the Performance Management National Excellence Collaborative, 2003.

- Updated framework by the Public Health Foundation, 2013.

- Also PHF Website: http://www.phf.org/focusareas/performancemanagement/Pages/Performance_Management.aspx

Goals

General umbrella statement, under which specific objectives can be clustered.

Objectives

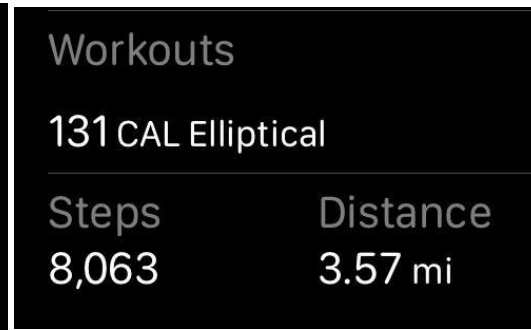Specific, measurable steps that can be taken to meet the goal.
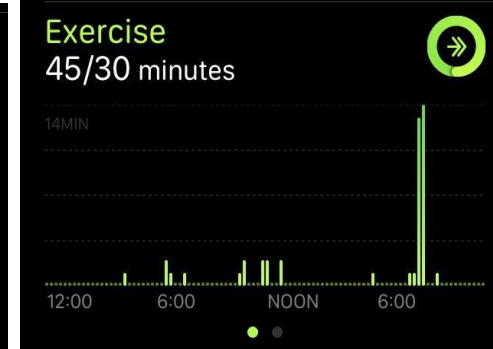
Measures/Indicators

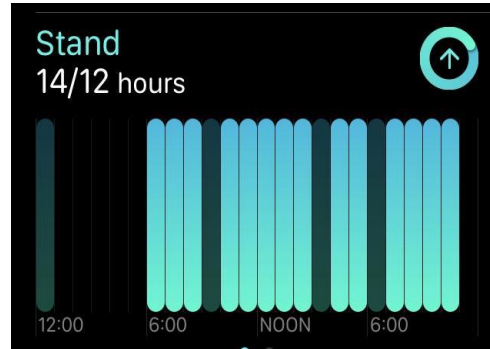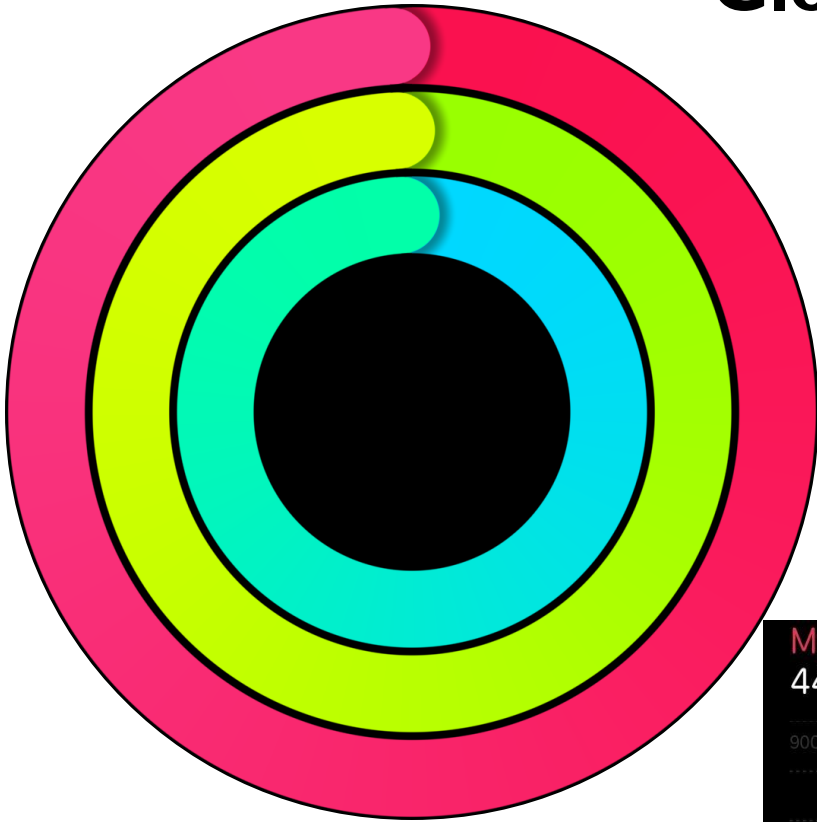Clearly defined indicators for collecting data to assess achievement

Activities, strategies that are contributing to your objectives

Demonstrate progress

Close The Rings

Using performance information to help make informed decisions

Stand
14/12 hours

Exercise
45/30 minutes

Move
443/510 calories

Workouts

131 CAL Elliptical

Steps	Distance
8,063	3.57 mi

Performance Management System

Using performance information on a regular basis as part of a **continually repeated cycle of performance monitoring, analysis, and improvement**, in which measured results are fed back into decision making to improve future performance.

Measurement Leads to Better Decision Making

The purpose of measuring is not only to know how your program/project is performing - but to enable it to perform better.

If you can get accurate performance measurement, the data you generate will tell you where you are, how you are doing and where you are going.

Instructions

Go to

www.menti.com

Enter the code

6644 3192

Or use QR code

Multiple ChoicePlease show us where you are (not your agency) on your PM Journey

<1 Year   1-2 Years   3-4 Years   5+ Years

PHAB Standard 9.1
Build and foster a culture of quality.

9.1.1 Establish a performance management system.

9.1.2 Implement the performance management system.

9.1.3 Implement a systematic process for assessing customer satisfaction with health department services.

9.1.4 Establish a process that guides health department quality improvement efforts across the department.

9.1.5.Implement quality improvement projects.

9.1.6 Promote a culture of quality

Performance Management Framework

Community

- C/SHIP
- C/SHA

Measurement Process

Agency

Strategic Plan

Health Equity

| Workforce Development Plan | Branding Strategy | Emergency Operations Plan | Quality Improvement Plan |

Line of Sight

Program Plans

Individual Performance Plan
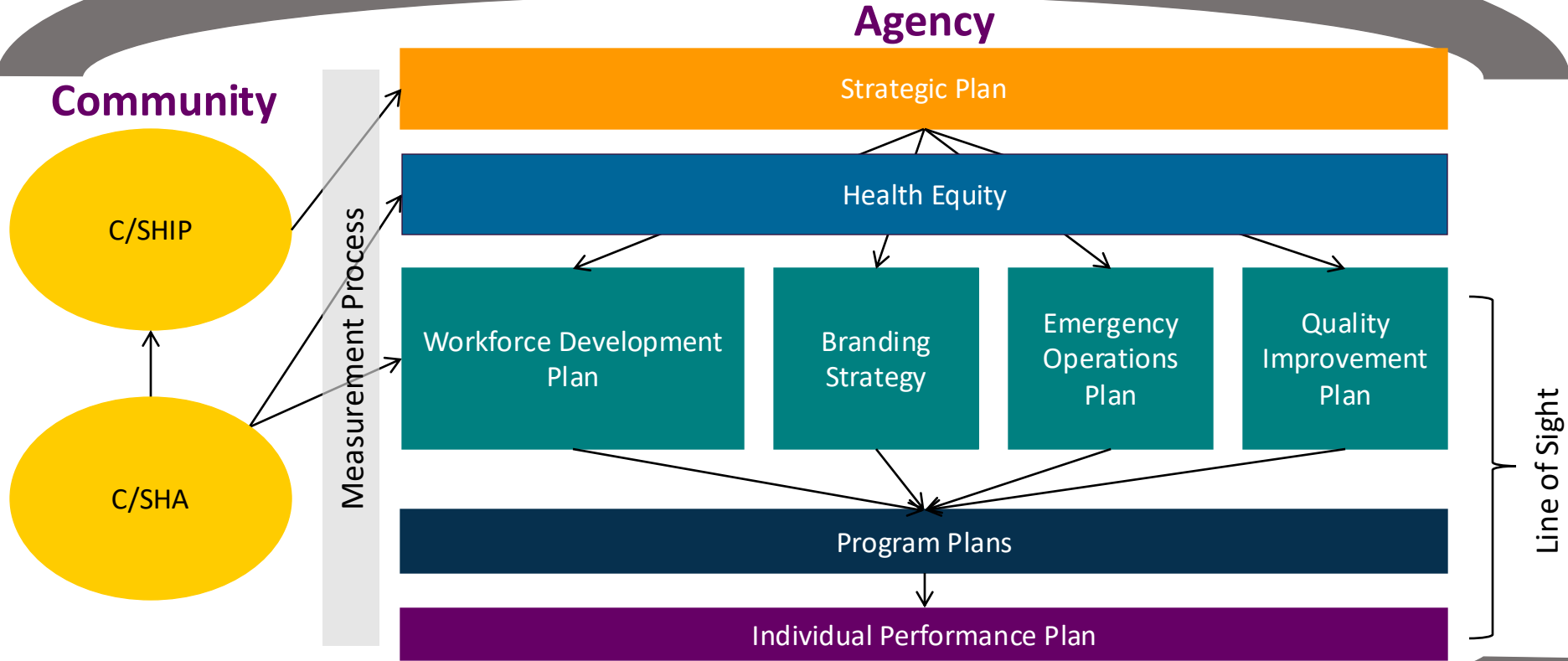
Alignment with stakeholders, partners, the community

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What information goes into planning for the PM System?
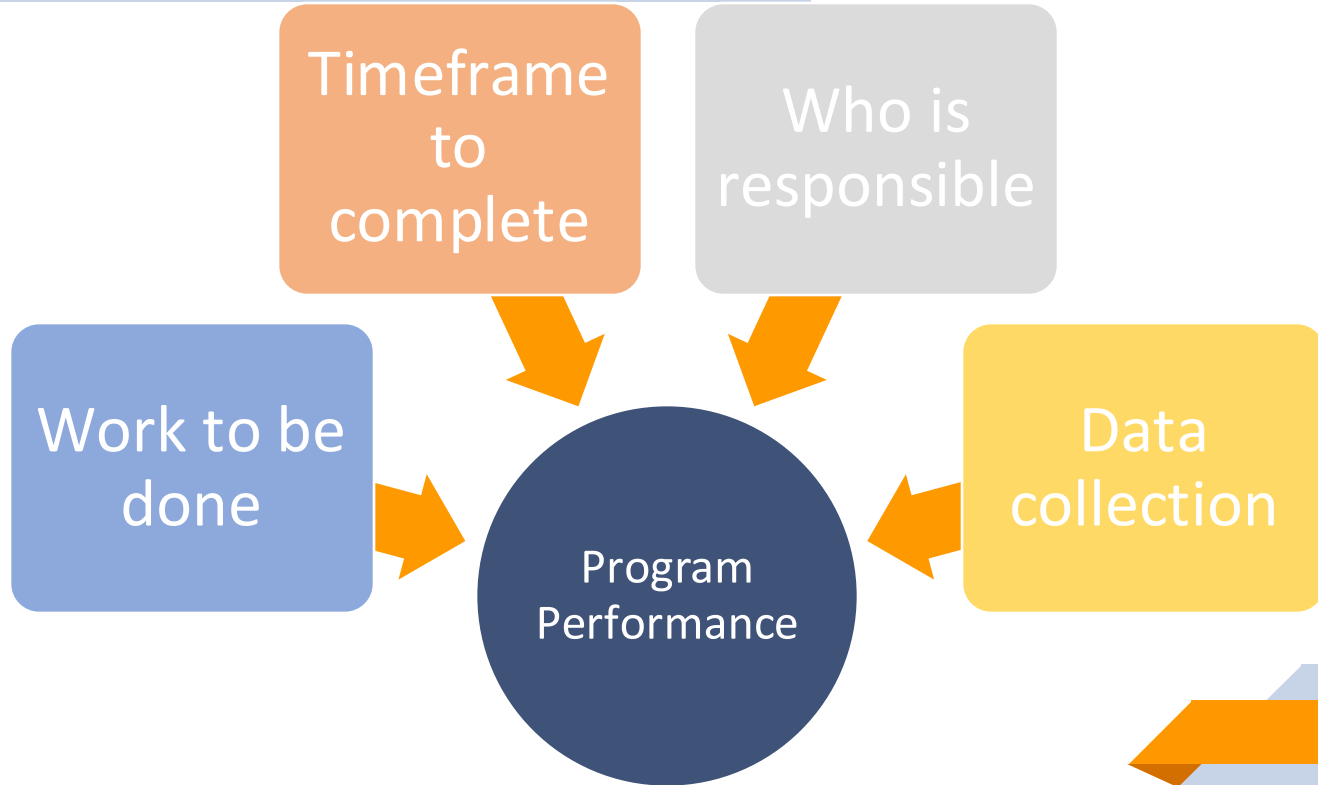
Not everything that can be counted counts...
and not everything that counts can be counted.

Albert Einstein
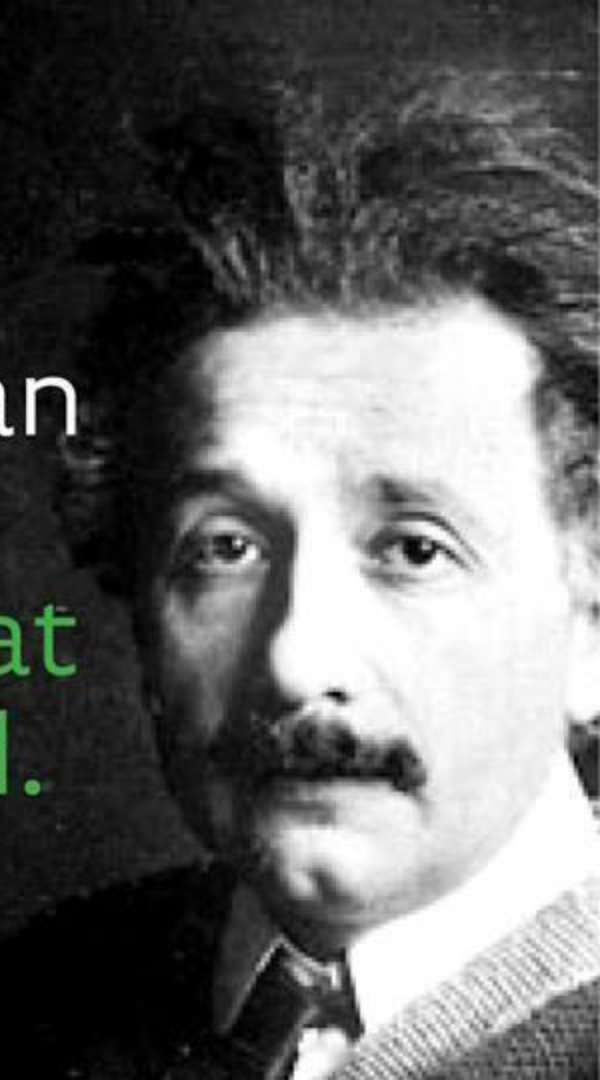
Design of a Performance Management System

- Must reflect an organization's current and desired future culture, leadership style, current capabilities, budget limitations, work force capability, and resource constraints.

- Every organization has different organizational variables in play when the system is being designed that must be taken into account.

- One size does not fit all - there are many variations of PMS

Performance Management Components

Goals

General umbrella statement, under which specific objectives can be clustered.

Objectives

Specific, measurable steps that can be taken to meet the goal.

Measures/Indicators

Clearly defined indicators for collecting data to assess achievement

Activities, strategies that are contributing to your objectives

Demonstrate progress

# Levels of Measurement

1. How much are we doing?
2. **How effectively are we doing? How well did we do?**
3. Who cares? Is anyone better off?

Useful Measures Are	Characteristics
High priority for maximizing the health of populations	Measure addresses a problem or outcome important to maximize the public's health. Addresses a medical condition.
Demonstrate variation in care and gap between what is known through science and done in health care	Measure addresses an aspect of health care with a known gap in evidence-based care vs current care, quantifies the potential for improvement
Based on established clinical recommendations	Outcome measures are based on evidence that there are improvements that can be made to improve the outcome Process measures are based on evidence or logic that changes in these process measures relate to improved outcomes
Meaningful and interpretable to multiple users	Can regularly be used to improve quality of care Progress on measures is obtainable & reportable in an interpretable & meaningful way
Well-defined specifications	Operationally defined measures
Useful variation in data	Data on the measure are not at all or 100%. Variation is useful for learning
Feasibility	Data is available. Cost and reporting is justified based on potential improvements or outcomes that result from measurement.

Project or Program Measures

- Can be of any type (e.g., output, process, balancing, timeliness, customer satisfaction, intermediate or "participant" outcomes)

- So long as improvement in the program measures logically contribute to improving outcomes
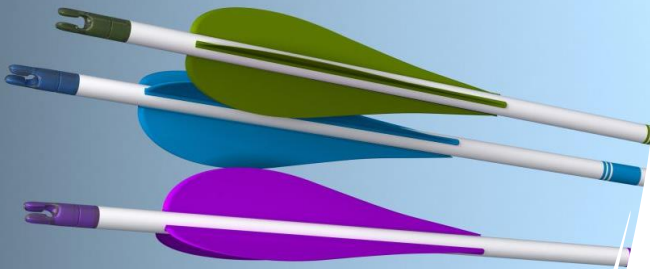
Measures

|		
	Output	How much are we doing?
	Process	How well are we doing it? Develop to support and achieve outcome measures
	Outcome	Is anyone better off? Are they achievable?
	Balancing	View of the System from Different Angles Demonstrates Changes in the System as Process & Outcome Measures were Improved

Use of Family Measures

Combination of outcome, process, and balancing measures

Recommend 3-8 balances measures for improvement projects

- Outcomes

- Transactions

- Productivity

- Cost

- Appropriateness

- Satisfaction (patient and/or staff)
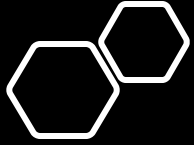
Focus on quality vs quantity

"A bad system will beat a good person every time.

W. Edwards Deming

Key Attributes of a Performance Measure

- **Validity**… a valid measure is one that captures the essence of what it professes to measure.

- **Reliability**… a reliable measure has a high likelihood of yielding the same results in repeated trials, so there are low levels of random error in measurement.

- **Responsiveness** … a responsive measure should be able to detect change.

- **Functionality**… a functional measure is directly related to objectives.

- **Credibility**… a credible measure is supported by stakeholders.

- **Understandability**… an understandable measure is easily understood by all, with minimal explanation.

- **Availability**… an available measure is readily available through the means on hand.

- **Abuse-Proof** … an abuse-proof measure is unlikely to be used against that which is, or those who are, measured.

Assessing Each Measure

- Is it meaningful?

- Is it focused on customer needs and demands?

- Is it accurate and are reliable data available?

- Is it simple enough to be understood?

- Is it cost effective to collect and report the data?

- Can the data be compared over time?

- Is the measure compatible with other performance measures?

Diabetes Prevention Program Example

Goal: Increase access to Diabetes Prevention Program services for those at high risk of developing Type 2 Diabetes

1. *Objective: Increased identification and referral of people at high risk of developing Type 2 Diabetes to Diabetes Prevention Program services*
   - \# Identified to have Prediabetes or a high risk of Type 2 Diabetes
   - \# Partners funded by program to screen, test and refer patients
   - \# referred to a program

2. *Objective: Increase access and availability to evidence-based programming for adults with Prediabetes or those at high risk for Type 2 Diabetes*
   - \# programs (providers offering program) available
   - \# regions identified has having no programming
   - \# participants in virtual coaching program

Which measure tells the best story about the performance of this Diabetes Management Program?

Strongly disagree

Strongly agree

referred to Diabetes Prevention Program

Newly Identified to have Type 2 Diabetes

% participants in virtual coaching program
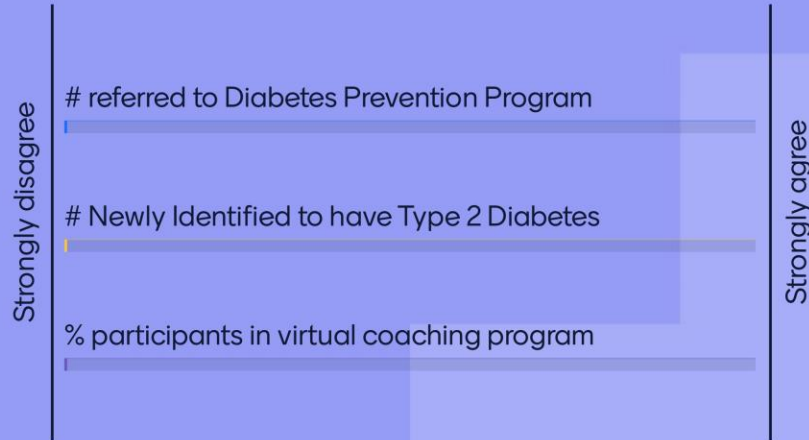
Creating A Connection

{Connector}

Performance Measures

Strategic Goals or Priorities

Protect the Public from Health Threats

to

potential TB disease cases are identified, located, tested, and treated

so that

The TB program completes contact investigations on at least 90% of all active TB cases within 6 months in which a contact investigation is indicated
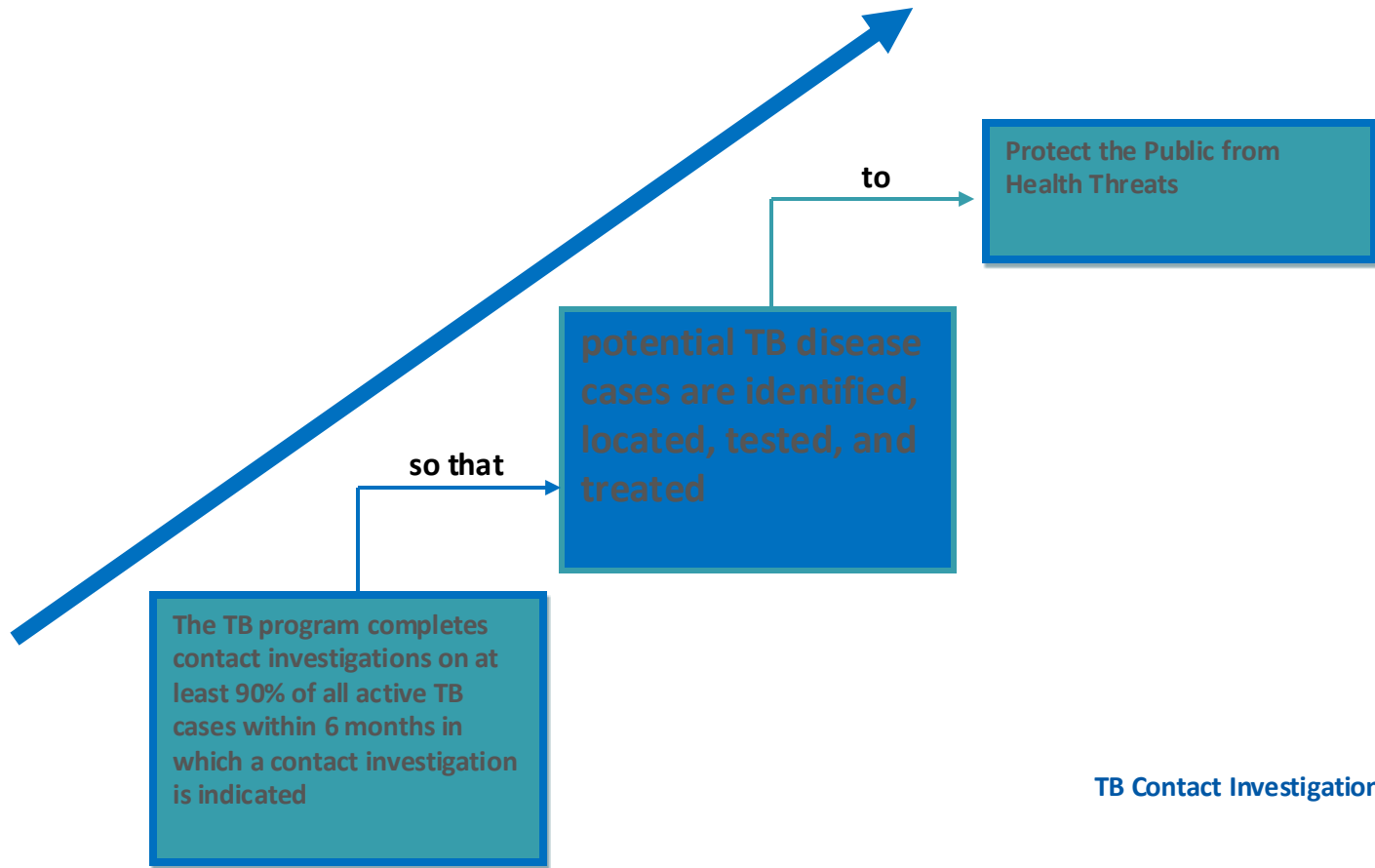
TB Contact Investigations

Monitoring & Reporting

Monitoring & Reporting

- How will regular reporting be collected in the PM System?

- How will the data within be monitored?

- Define standardized method for organizing all goals, objectives & measures within the PM System

- Discuss ongoing expectations for monitoring of the PM System and utilization of data throughout the agency

Operating Plan Goals, Objectives, & Measures for:	State Health Department		Accreditation	Trend Direction					Support & Documentation
	Objectives & Performance Measures								
Goal 1:	**Objective or Activity:** Enforce EH codes and laws		**PHAB Domain**	**Previous Period**	**Current Period**	**Target**	**& No. Periods**	**Frequency**	**QI Plan**	**Notes**
Improve EH outcomes and eliminate disparities	Measures:									
	% of eating estblishments inspected at least 1x every 12 months		6	72%	68%	100%	1	quarterly		
	% of eating establishments that pass inspection		1	96%	95%	95%	1	quarterly		
	# of eating establishments the fail re-inspection after first failure		2	0.00	0.00	3.00	2	quarterly		
	Objective or Activity: Investigate and contain EH hazards									
	Measures:									
	# of confirmed new food borne illnesses per quarter		2	2.00	3.00	3.00	1	quarterly		
	# of qualified homes given a home lead testing kits per quarter		3	173.00	100.00	80.00	2	quarterly		
	0		0							
	Objective or Activity: 0									
	Measures:									
	0		0							

Directional Key

Holding at or near previously reported values

Current Period is moving in desired direction

Current Period is moving opposite of desired direction
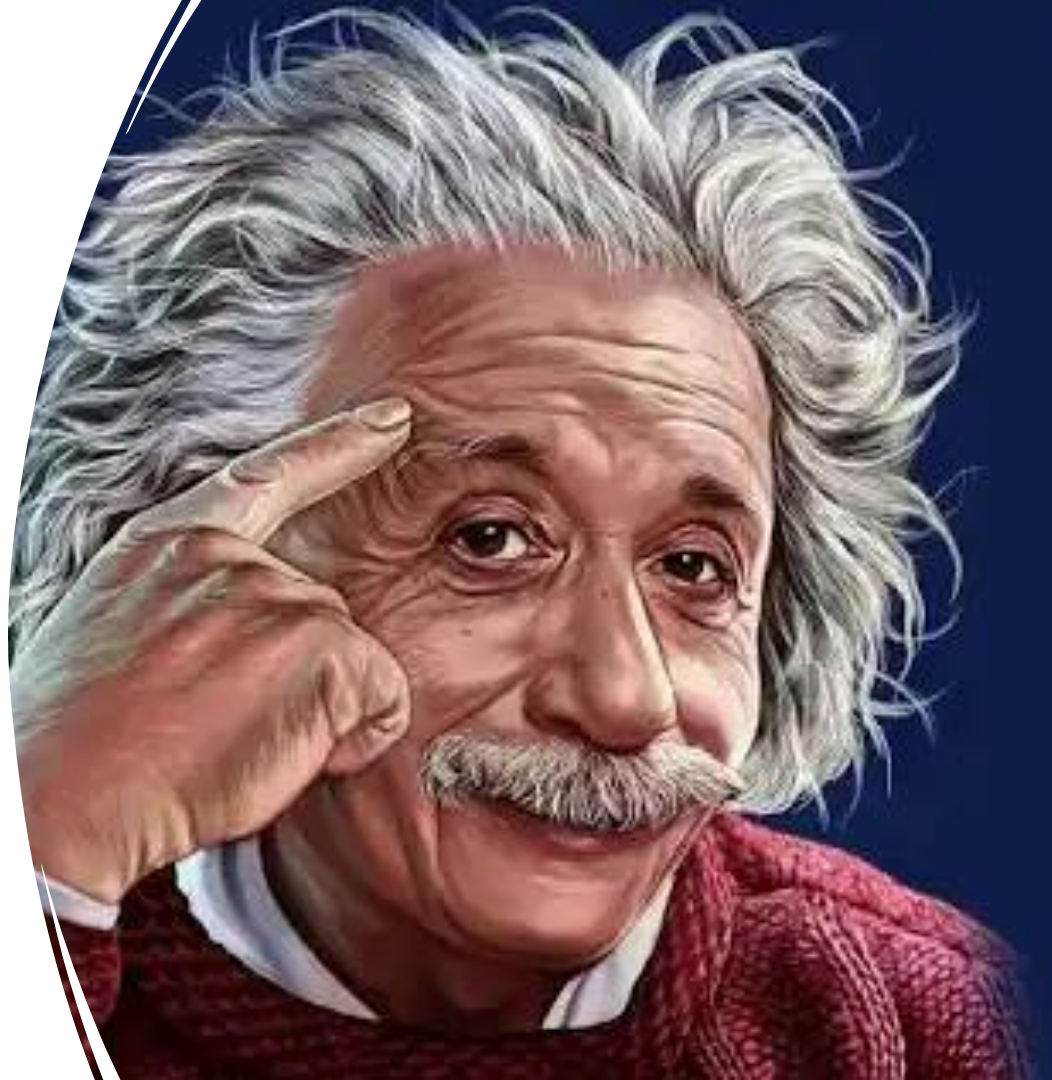
PHF

Public Health Performance Management Indicators

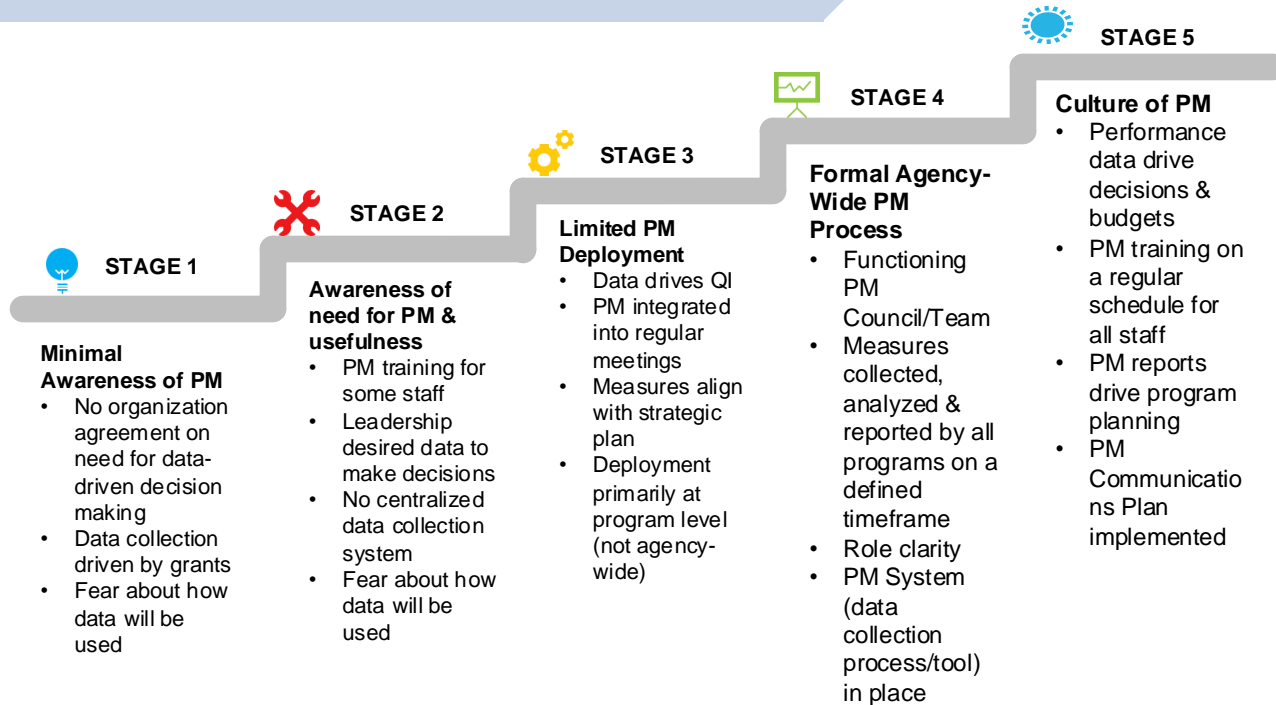| Performance Measure	Previous Period	Current Period	Target Current Period	Trend Direction	Number of Periods	Frequency
COMMUNITY HEALTH OUTCOME Goals: Measures						
Percent of Medicaid women who smoke in the last three months of pregnancy		42%	39%	⬆️	1	Annually
Number of infant deaths due to SIDS/SUID		36	35	⬆️	1	Annually
Number of births to teenagers age 15-17		522	600	⬇️	1	Annually
Percent of third grade students with dental sealants		23%	32%	⬇️	1	Annually
COMMUNITY IMPLEMENTATION Objectives: Measures						
Number of women enrolled in quitline services	196	254	336	⬆️	4	Quarterly
Percentage of RFTS smoking clients enrolled in SCRIPT services		28%	35%	⬇️	1	Annually
Initiative: Develop a BPH communication plan for smoking during pregnancy		1	1	●	1	Annually
Number of WV Title I Elementary Schools with dental sealant programs	105	110	110	⬆️	4	Quarterly

Options for Improvement

- Formal QI Projects

- Small programmatic tweaks to delivery

- Customer feedback

- Fostering ownership of problem solving

"Know where to find the information and how to use it –

That's the secret of success"

~Albert Einstein

Stages of Agency Performance Management

STAGE 1

Minimal Awareness of PM
- No organization agreement on need for data-driven decision making
- Data collection driven by grants
- Fear about how data will be used

STAGE 2

Awareness of need for PM & usefulness
- PM training for some staff
- Leadership desired data to make decisions
- No centralized data collection system
- Fear about how data will be used

STAGE 3

Limited PM Deployment
- Data drives QI
- PM integrated into regular meetings
- Measures align with strategic plan
- Deployment primarily at program level (not agency-wide)

STAGE 4

Formal Agency-Wide PM Process
- Functioning PM Council/Team
- Measures collected, analyzed & reported by all programs on a defined timeframe
- Role clarity
- PM System (data collection process/tool) in place

STAGE 5

Culture of PM
- Performance data drive decisions & budgets
- PM training on a regular schedule for all staff
- PM reports drive program planning
- PM Communications Plan implemented

PH1F

Stages of Change Management Journey

STAGE 5

STAGE 4

STAGE 3

STAGE 2

STAGE 1

Change for Survival
- Organization is Dysfunctional
- Managers and supervisors are in a constant fire-fighting mode.
- Regain control
- Top down direct intervention
- Reorganization and cut backs
- Short term focus
- High employee turnover and low moral

Awareness of the need to Change
- Reactive culture -*fix after failure*
- Data review uncovers many problems
- Realize the need for a new direction
- Many customer complaints
- Many quality problems
- Low organizational morale
- Managers fire-fighting and not process analysis.

Change for Renewal
- Leaders understand the need for a new direction
- Set achievable milestones
- Interrupt the Status Quo
- Still top down led
- Employees may be skeptical
- Do we have the skills to change?
- Is leadership 100% behind this is always the question in employees minds

Change for Excellence
- Strategic change
- Requires transparency on the need for change and consequences of not changing
- Requires making changes to the business's policies, structure, or processes.
- Require upskilling of employees
- Coaching and mentoring by leaders
- Leaders remove obstacles to instilling excellence
- Mangers focus on data and process analysis
- Data driven decision making by managers and leaders
- Teaming is becoming the norm
- Recruit change leaders

Agency Transformation
- Culture of Performance management and quality instilled
- Performance data drive decisions & budgets
- Data driven decisions at all levels
- Top down and bottom up involvement
- Right people in the right places
- Constantly striving to be better than we are
- The culture is people-driven.
- Every change is sustained and improved upon
- Reinforce the value of success
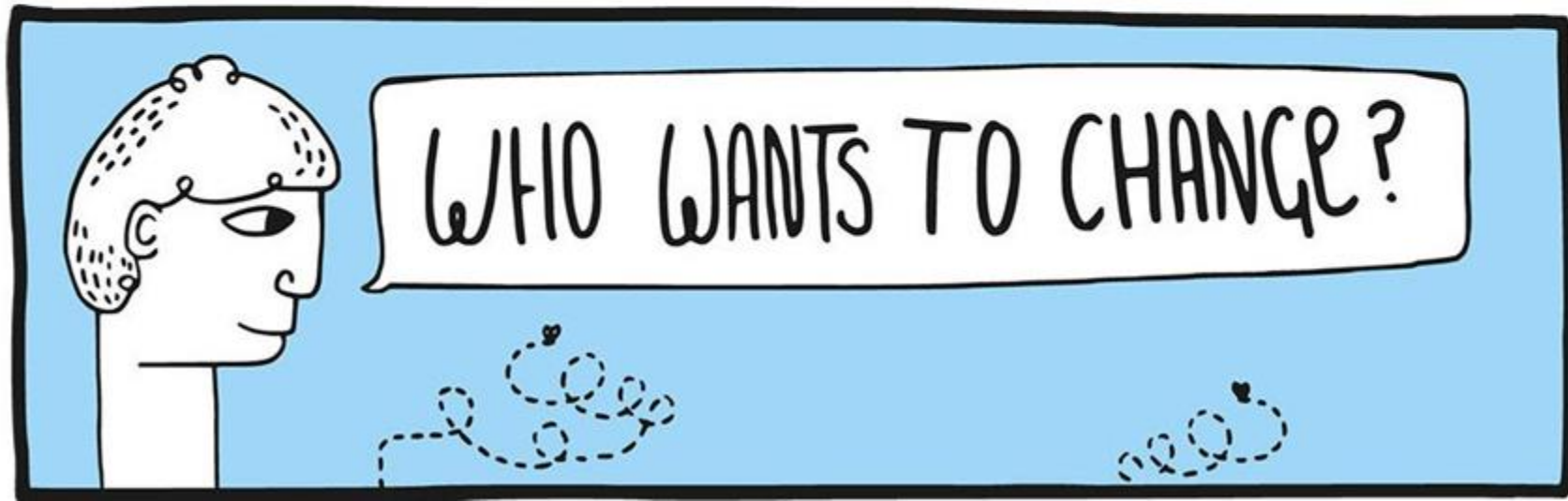
"What if we don't change at all ...
and something magical just happens?"

Available at PHF's website:

http://www.phf.org/resourcestools/Pages/Collaborative_Performance_Management_for_Public_Health_A_Practical_Guide.aspx

ROUTLEDGE FOCUS

COLLABORATIVE PERFORMANCE MANAGEMENT FOR PUBLIC HEALTH

A Practical Guide

Amanda E. McCarty,
Sonja M. Armbruster
and John W. Moran

ROUTLEDGE Focus

McCarty, A. E., Armbruster, S. M. & Moran, J.W. (2020). *Collaborative Performance Management For Public Health: A practical guide*. New York, NY: ROUTLEDGE.

Save the Date

Webinar #2

Operationalizing Performance Management in a Health Department

September 17, 2024 3-4pm ET

astho™

Evaluation

https://bit.ly/3Xues7U

Questions: performanceimprovement@astho.org

Performance Management Resources

Accountability and Performance Management
ASTHO Resources

eLearning Courses

- Change Management
- Data visualization for Performance Improvement
- Introduction to Process Improvement
- Quality Improvement Learning Series
- What Territorial Health Officials Need to Know about Grants Management

Tools and Guides

- Performance Management Leadership Guide
- General Guidance to Support a Quality Improvement Council
- Grants Management Office Structure Optimization Toolkit
- Quality Improvement Plan Toolkit
- Measuring Health Equity for Planning and Performance Improvement
- Administrative Policy Assessment and Gap Analysis
- Performance Dashboard Tool

Blogs and Briefs

- Using Boundary Spanning Leadership to Improve Population Health
- Interagency Collaboration to Improve Business Processes in the US Virgin Islands
- Leveraging Health Official Authority and Influence for Systems Improvement
- Performance Management Essentials

STAR CENTER
For Administrative and Organizational Excellence
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- [Collaborative Performance Management for Public Health: A Practical Guide](#)

- Online Training on the TRAIN Learning Network
  - [Performance Management: Improving the Improvement](#)
  - [TDH Quality Improvement Tools and Strategies](#)
  - [Explore other training from more than 5,000 offerings](#)

- Coming Soon: Performance Management Toolkit

- Interested in tailored performance management assistance?
  Contact Ron Bialek at rbialek@phf.org

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