Content of this Presentation

- Why do we measure?
- A Good Performance Measurement Framework (Results Accountability)
- Performance Management System
- Public Health Measures
- Building the Indicators
- Developing a Culture of QI (NACCHO)
- Role of Champions
- Future will....
Why do we measure?

Measuring quality can help organizations…
(a) Monitor their progress toward achieving public health goals
(b) Become more accountable to both the populations they serve and policy makers\(^1\)
(c) Develop an accountability framework\(^2\)
(d) Assuring face and content validity,
(e) Determine the tool’s reliability based on estimates of internal consistency,
(f) Assess the dimensionality, and
(g) Determine the construct validity of the instrument

Sources: 1: (Stephen et al. 2002); 2: (Jeffrey et al 2010)
Related Areas

• DPH Strategic Plan
• Accreditation
• Performance Management
• Quality Improvement
Quality Assessment (QA):
- measuring quality of service,
- development of quality measures,
- implementation of quality measurement activities, and
- monitoring of quality

Quality Improvement (QI) focuses on the process to help bring services to the next level with the aim to improve the overall health of a community.

Both quality assessment and quality improvement require defining what is meant by quality of care/service.
A Good Performance Measurement Framework

Performance measures must be:

• Meaningful, unambiguous and widely understood
• Owned and managed by the teams within the organization
• Based on a high level of data integrity
• Such that data collection is embedded within the normal procedures
• Able to drive improvement
• Linked to critical goals and key drivers of the organization
Dr. Gunzenhauser
Public Health Measures
LAC DPH Performance Measurement

• Based on Mark Friedman’s “Results Accountability”

• Approximately 30 operational units have identified population health indicators linked to program performance measures to follow over time

• Healthy People 2020 objectives often identified and used as the “Standard” to achieve over time
Results Accountability

This is a “how to” book on accountability for public and private sector agencies, school districts, cities, counties, states, and nations. It is an antidote to all the overly-complex and jargon-laden methods foisted on us in the past.

Mark Friedman
Public Health Measures

POPULATION INDICATORS
(measures of population-level health outcomes)

AND

PERFORMANCE MEASURES
(measures of program effort and output)
Public Health Measures

- Population Health
  - Populatoin Goals
    - Goal 1
  - Population Indicators
    - Indicator
    - Indicator
  - Effective Strategies
    - Strategy 1
    - Strategy 2

- Program Performance
  - Performance Goals
    - Goal 1
    - Goal 2
  - Performance Measures
    - Measure 1
    - Measure 2
  - NACCHO Standards

- Strategic Plan
- Healthy People 2010/2020
- Community Guide
- Clinical Guide
- Other Sources

- Federal, State, or Local Guidelines
Building the Indicators

- Worth measuring
- Can be measured for diverse populations
- Can understand them
- Provide information to galvanize action
- Actions that can lead to improvement
- Measurement over time

Public Health Measures

Population Indicators

• Longer life span
• Increased quality of life
• Increased health equity
• Less disease
• Less premature death
• Healthier choices
• Safer environment
• Healthier homes
Public Health Measures
Performance Measures

- Surveillance Performed
- Investigations Completed
- People Informed
- Communities Engaged
- Policies Created
- Laws Enforced
- Increased Access to Services
- Client satisfaction

MEASURES OF PROGRAM EFFORT & OUTPUT
Exercise 1
Population Indicator or Performance Measure?

- Work in small groups
- Review the list of 20 indicators / measures
- Select the 10 that are Population Indicators
- Select the 10 that are Performance Measures
- Be prepared to discuss your results
Characteristics of Useful Measures

- Effectiveness
- Validity
- Sensitive to major health policy changes
- Reliability
Example: we analyzed selected traditional measures of public health, including morbidity, mortality, and disability, and their related costs, as well as summary measures of burden and quality of life, which can be used to prioritize conditions for attention.
According to the hierarchy of measures developed by Mark Friedman, which of the following is the best?

a. Quantity of Effort  
b. Quality of Effect  
c. Quantity of Effect  
d. Quality of Effort
Public Health Measures
Performance Measures

1. Who are our clients?
2. Which services do we provide to our clients?
3. What evidence-based strategies will lead to positive change in our clients?
4. How can we measure if our clients are better off?
5. How can we measure if we are delivering services well?

<table>
<thead>
<tr>
<th>Input or Effort</th>
<th>Quantity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>How Much Did We Do? (#)</td>
<td>How Well Did We Do It? (%)</td>
<td></td>
</tr>
<tr>
<td>How Much Change? (#)</td>
<td>Quality of Change? (%)</td>
<td></td>
</tr>
</tbody>
</table>
Performance Measures
Exercise 2

- Work in small groups
- Review the 10 Population Indicators and 10 Performance Measures
- Identify 1 or 2 measures that are well written
- Identify 1 or 2 measures that could be improved
- Be prepared to give examples
Which of the following is not an element of the Turning Point performance management framework?

a. Performance Standards
b. Performance Measures
c. Performance Report Card
d. Quality Improvement
PUBLIC HEALTH
PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE STANDARDS
- Identify relevant standards
- Select indicators
- Set goals and targets
- Communicate expectations

PERFORMANCE MEASUREMENT
- Refine indicators
- Define measures
- Develop data systems
- Collect data

REPORTING OF PROGRESS
- Analyze and interpret data
- Report results broadly
- Develop a regular reporting cycle

QUALITY IMPROVEMENT
- Use data for decisions to improve policies, programs, outcomes
- Manage changes
- Create a learning organization

Leadership & Culture
Performance Management
Exercise 3

- Work in small groups
- Discuss what activities your program uses to review population indicators and performance measures, if any, and how that drives improvement activities
- Identify existing best practices in your group
- If you see opportunities for improvement in this area in your program, discuss in your group what that might be like
Foundational Elements:
1. Leadership Commitment
2. Quality Improvement Infrastructure
3. Employee Empowerment and Commitment
4. Customer Focus
5. Teamwork and Collaboration
6. Continuous Process Improvement

Source: NACCHO. Roadmap to a Culture of Quality Improvement. 2012
Moving to a Culture of Quality Improvement

Six Phases:
1. No knowledge of QI
2. Not Involved with QI Activities
3. Informal or Ad Hoc QI Activities
4. Formal QI Activities Implemented in Specific Areas
5. Formal Agency-Wide QI
6. QI Culture

Source: NACCHO. Roadmap to a Culture of Quality Improvement - 2012
Phase 6: QI CULTURE

1. QI is fully embedded into the way we do business, across all levels, divisions, and programs.

2. Leadership and staff are fully committed to quality, and results of QI efforts are communicated internally and externally.

3. Even if leadership changes, the basics of QI are so ingrained in staff that they seek out and correct the root cause of problems.

4. Staff do not assume that an intervention will be effective, but rather they establish and quantify progress toward measure objectives.

Source: NACCHO. Roadmap to a Culture of Quality Improvement. 2012
Phases of Quality Improvement
Which one best describes DPH?

Six Phases:
1. No knowledge of QI
2. Not Involved with QI Activities
3. Informal or Ad Hoc QI Activities
4. Formal QI Activities Implemented in Specific Areas
5. Formal Agency-Wide QI
6. QI Culture

Source: NACCHO. Roadmap to a Culture of Quality Improvement - 2012
The book uses graphics and easy-to-understand text to show how and when to use twenty-two different tools to answer your most-pressing questions.

Expands your team's knowledge by providing clear and concise instructions that help improve performance, and start solving problems today.
Writing an AIM Statement
Exercise 4

- Work in small groups
- Identify an Improvement Project
- Review the elements of the AIM Statement
- Fill out the elements of the statement for your project
- Be prepared to discuss
Role of Champions

- Personal Commitment
- Professional Credibility
- Improvement behavior & skills
- Institutional linkages
Summary

• DPH has made substantial investment in developing a framework and processes to monitor performance, including a PI application

• Review of performance and linking to improvement are key steps that will allow us to improve health in line with our Strategic Plan

• Much work remains to align performance measures with the Strategic Plan

• Our goal is to revise measures this Spring and to collect our first round of data in support of the plan in the Fall of 2013
Questions

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