

Measuring Quality in Public Health

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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 (NACCCHO)
- 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 makers¹
- (c) Develop an accountability framework²
- (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



Related Areas

- DPH Strategic Plan
- Accreditation
- Performance Management
- Quality Improvement



QA and QI - the difference

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

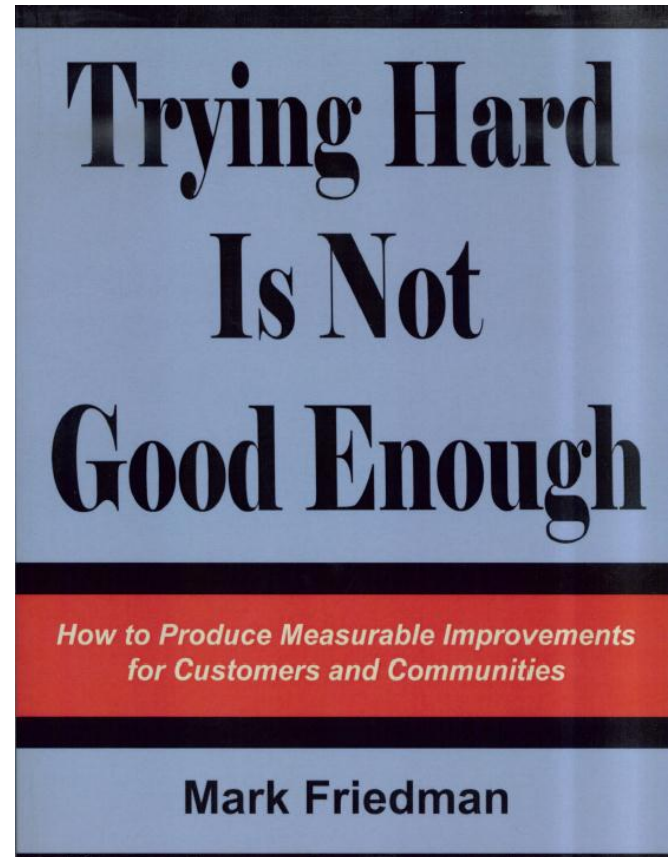
- Based on Mark Friedman’s “Results Accountability”
- Approximately 30 operational units have identified population health indicators linked to program performance measures to follow over time
- Healthy People 2020 objectives often identified and used as the “Standard” to achieve over time



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

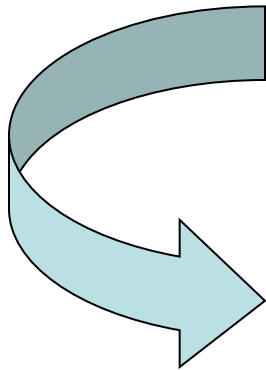


Public Health Measures

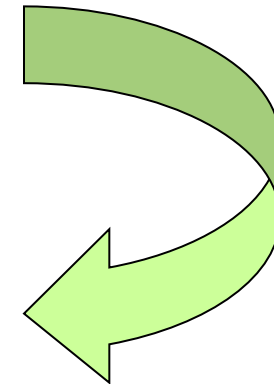
POPULATION INDICATORS
(measures of population-level health outcomes)

AND

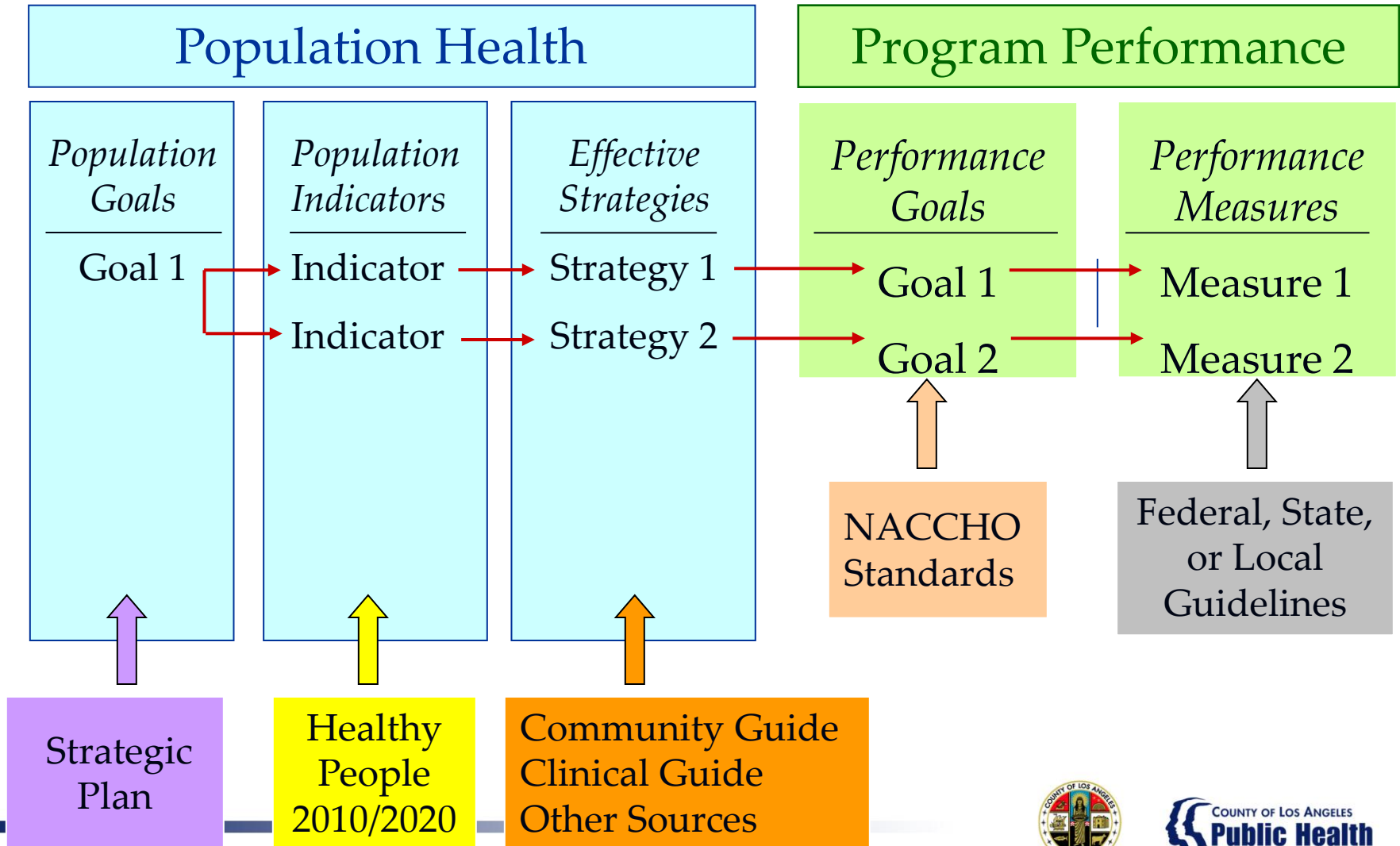
PERFORMANCE MEASURES
(measures of program effort and output)



**Public Health
Measures**



Public Health Measures



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

Source: Chrvala, C.A. and Bulger, R.J., eds. *Leading Health Indicators for Healthy People 2010*. Washington, DC: National Academy Press, 1999



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

POPULATION-LEVEL
HEALTH OUTCOMES
& BEHAVIORS



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



Useful Measures

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.



True or False Question

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?

Input
or
Effort

Output
or
Effect

Quantity

Quality

How Much Did We Do? (#)	How Well Did We Do It? (%)
How Much Change? (#)	Quality of Change? (%)



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

Question

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 Management

Exercise 3

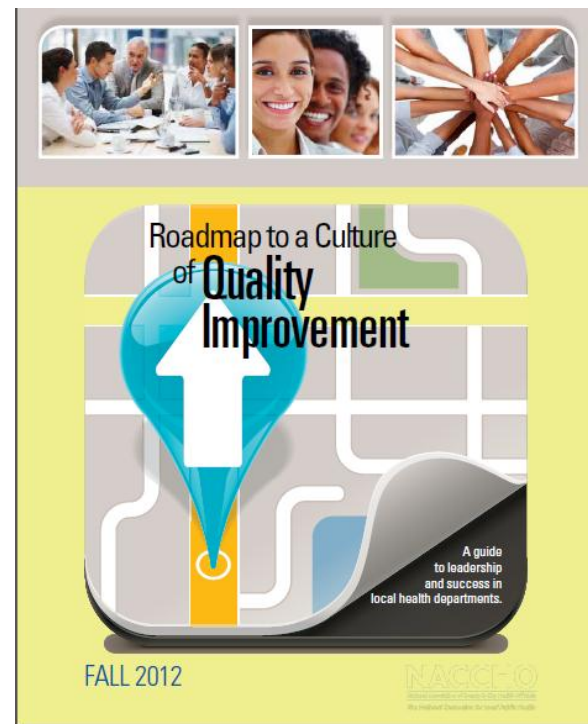
- ❖ Work in small groups
- ❖ Discuss what activities your program uses to review population indicators and performance measures, if any, and how that drives improvement activities
- ❖ Identify existing best practices in your group
- ❖ If you see opportunities for improvement in this area in your program, discuss in your group what that might be like



NACCHO Guide for Developing a Culture of QI

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



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



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.



Phases of Quality Improvement

Which one best describes DPH?

Six Phases:

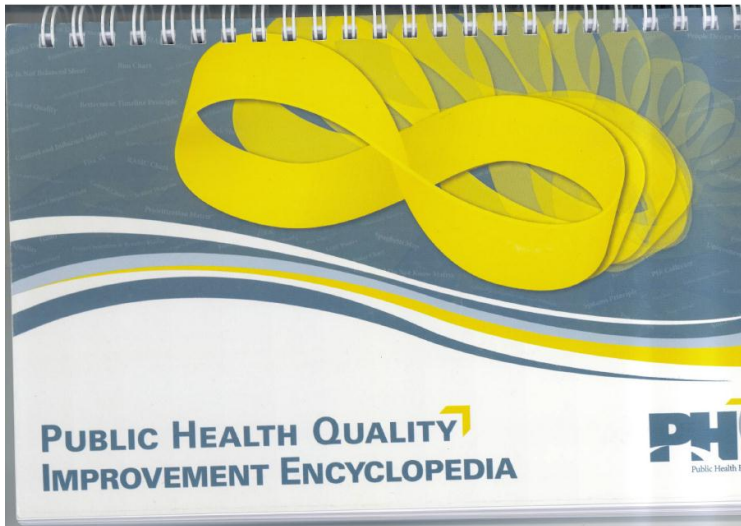
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PH QI Encyclopedia

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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