

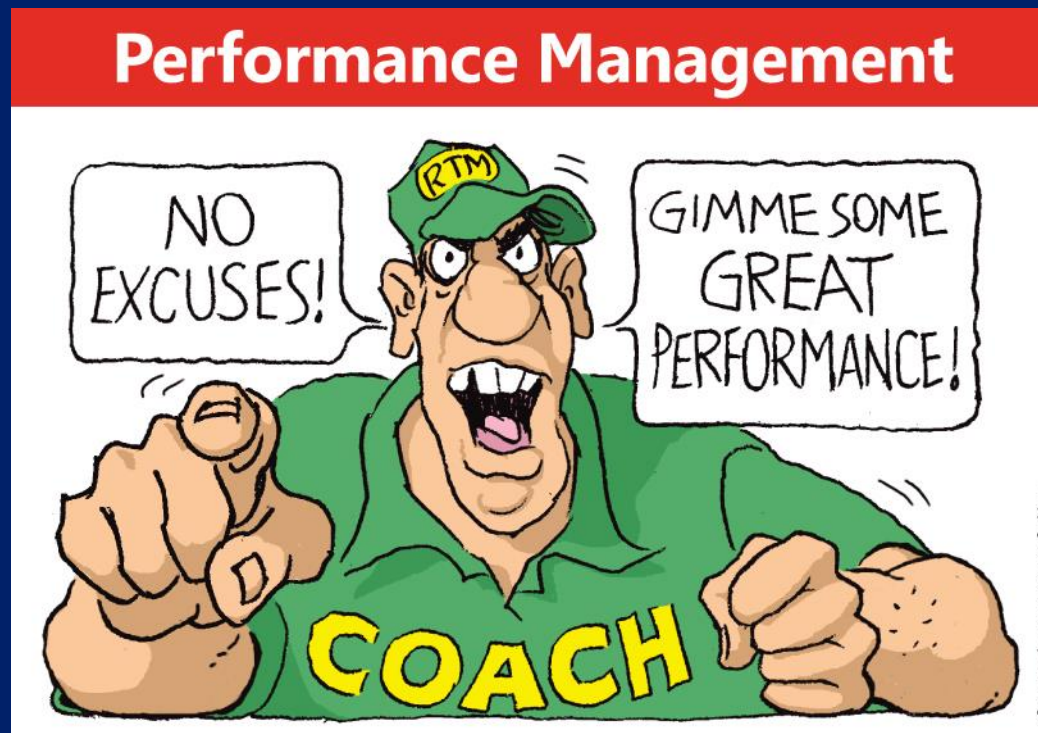


# The DPH Performance Management System



Jeffrey D. Gunzenhauser, MD, MPH  
Interim Health Officer & Medical Director  
Los Angeles County Department of Public Health

# How do Organizations Manage their Performance?





# What Is Performance Management?

- The practice of *actively using* performance data to improve the public's health.
- Performance management can be carried out at the program, organization, community and state levels.



# The Four Components of Performance Management from the *Turning Point* Model

- ① Performance Standards
- ② Performance Measures
- ③ Reporting of Progress
- ④ Quality Improvement

# Turning Point Model



## PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM





## Performance Standards

- A generally accepted, objective standard of measurement such as a rule or guideline against which an organization's level of performance can be compared
- Establishes the level of performance expected



# Performance Standards for Each DPH Program

## POPULATION HEALTH IMPROVEMENT

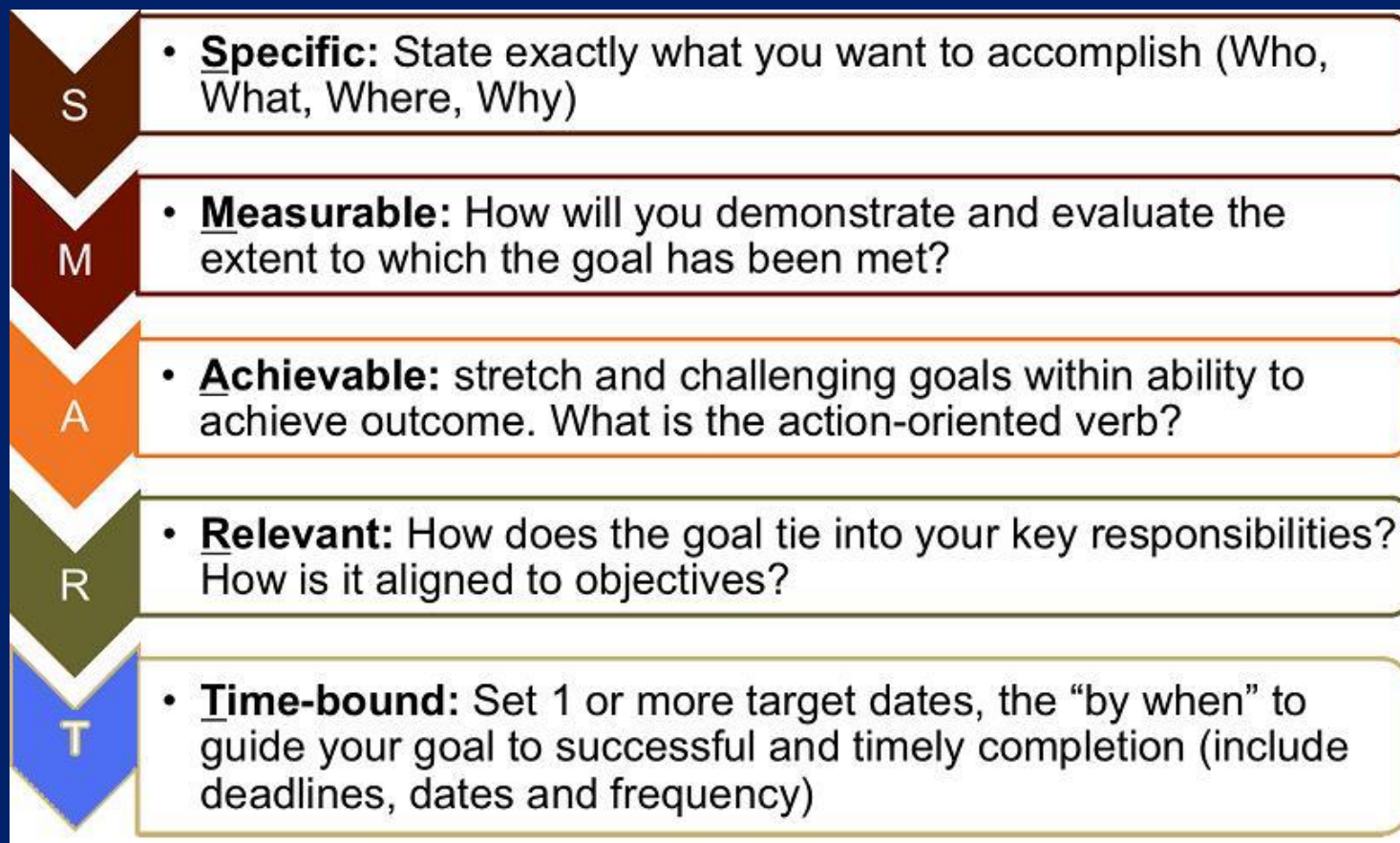
- Set Population Goals
  - Program goals
- Select Indicators
  - Measureable objectives (may include standards)

## PERFORMANCE IMPROVEMENT

- Set Performance Goals, Measures & Targets
  - Targets tend to be Healthy People 2020 or other national guidelines
  - Goals are realistic targets for the measurement period
- Communicate Expectations



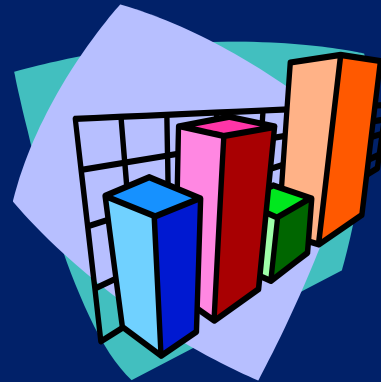
# SMART Goals





# Performance Measurement

- The regular collection and reporting of data to track work produced and results achieved.



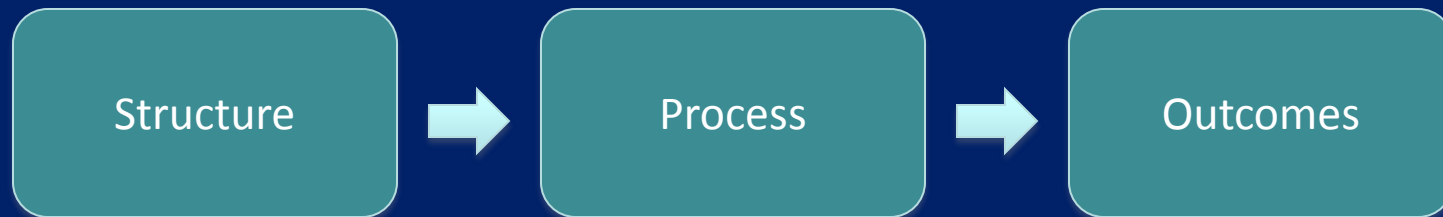


# How to do Performance Measurement

- Refine Indicators & Define Measures
- Develop Data Systems
- Collect Data every spring (CY) and fall (FY)
- Enter data into the Performance Improvement Application (PIA)
  - Population indicators
  - Performance measures
  - Evidence and strategies used



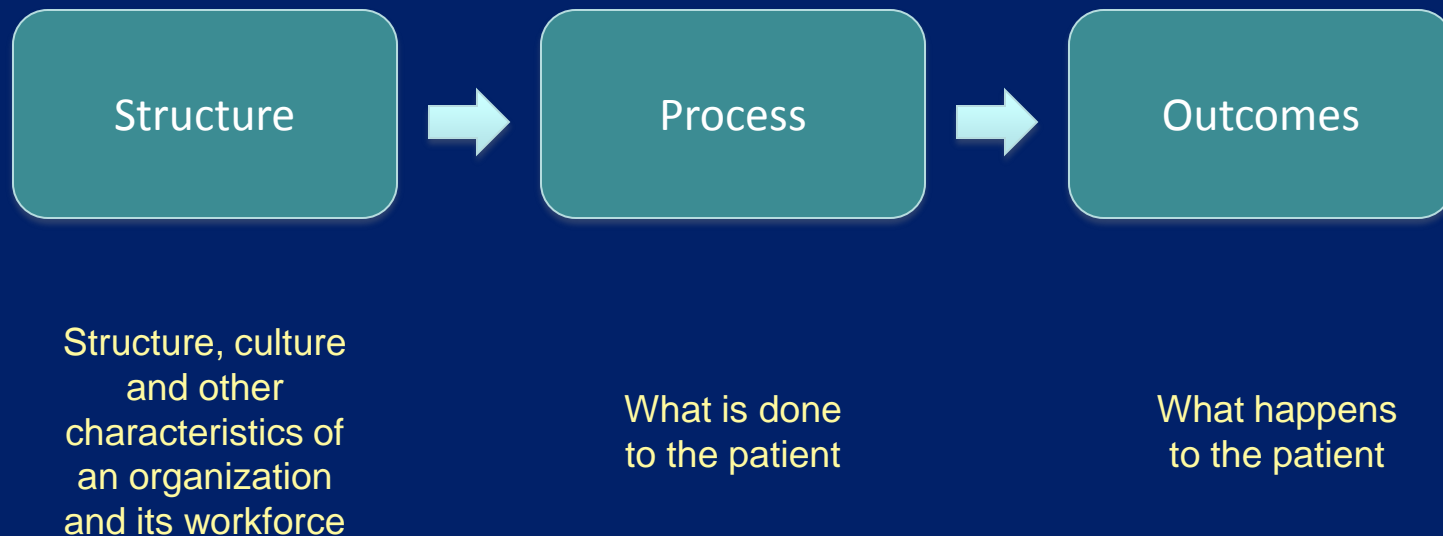
# Donabedian's Quality Framework



Ref: Avedis Donabedian. An introduction to quality assurance in health care. Oxford University Press, 2002.



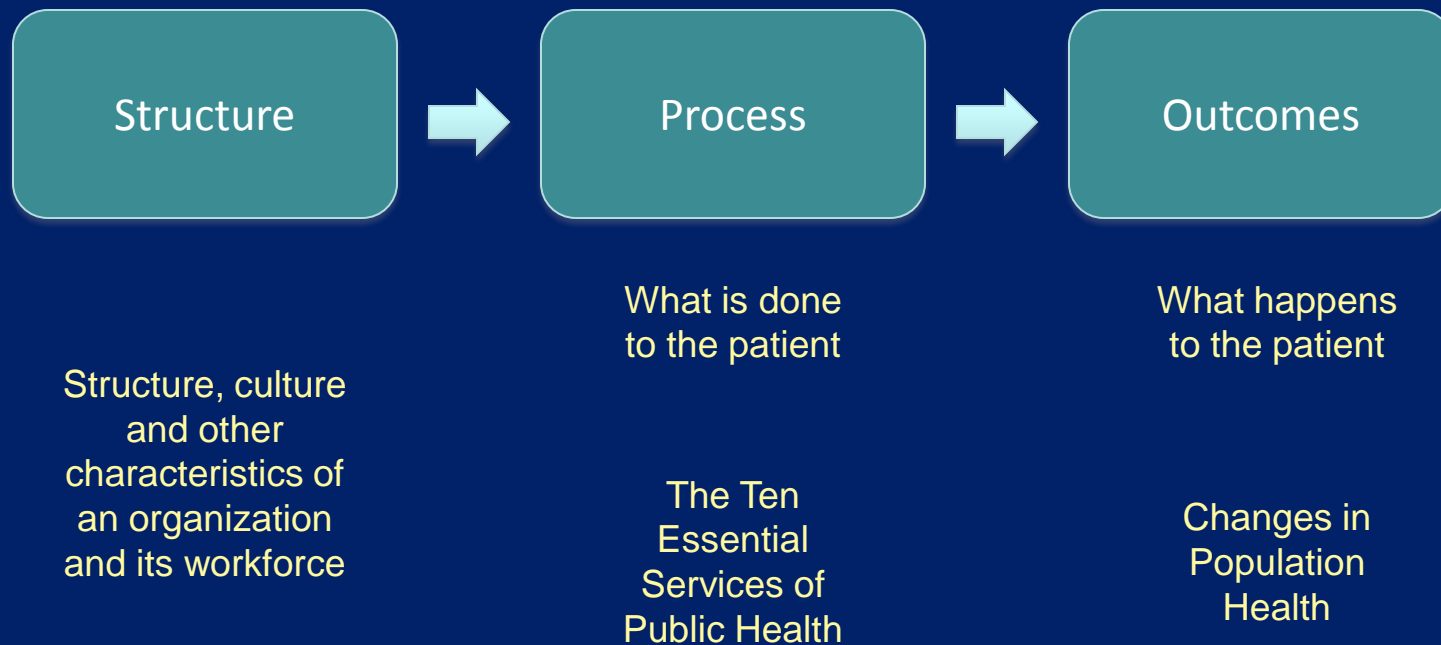
# Donabedian's Quality Framework



Ref: Avedis Donabedian. An introduction to quality assurance in health care. Oxford University Press, 2002.



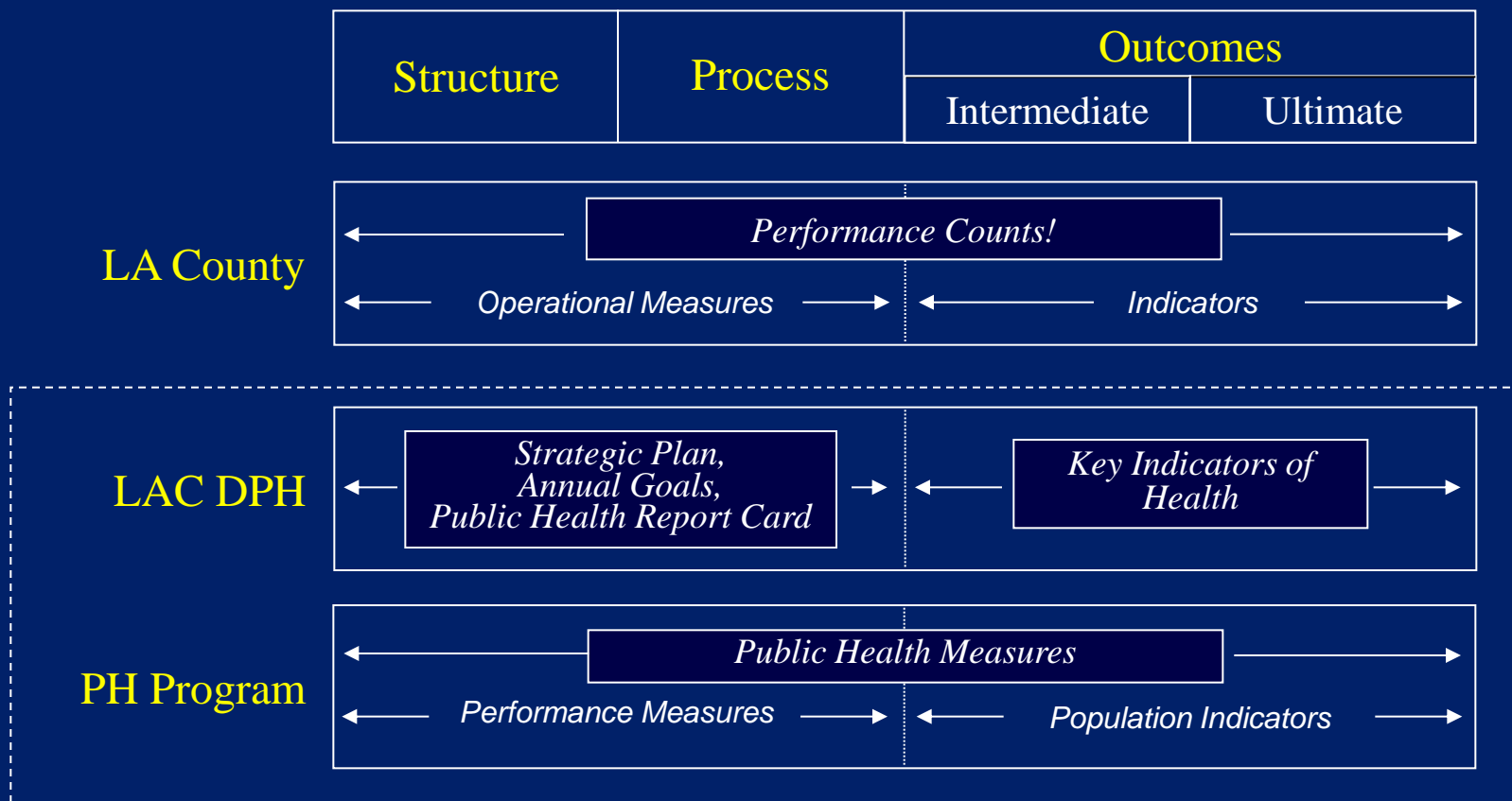
# Donabedian's Quality Framework



Ref: Avedis Donabedian. An introduction to quality assurance in health care. Oxford University Press, 2002.



# Framework for the Development of Public Health Quality Indicators & Standards



# Turning Point Model

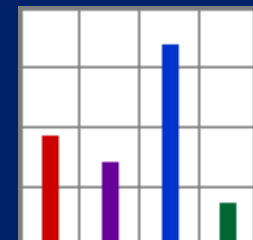


## PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



## Reporting of Progress

- Analyze Data
  - Now we have Cognos
- Feed Data Back to Managers, Staff, Policy Makers, Constituents
- Provide context for the report
  - How do the measures relate to your mission and goals
- Create clear, easy to read, report designs
  - Use Simple charts and tables
- Determine Reporting Frequency
  - When and how often







## Quality Improvement Process

- Establish a program or process to manage change and achieve quality improvement in public health policies, practice and infrastructure based on what is learned through performance measures
- A dynamic and continuous process
- Doesn't just look at outcomes – but the process to get there
- Using PDSA cycles in PI Projects will make us a first class public health organization
  - Start small with 3-6 month projects and build from there

# Turning Point Model



## PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM





## Conclusion

- LAC DPH implements the Turning Point model of a Performance Management System annually
  - Keeps our Public Health Measures useful
  - Lets us know when to move targets
  - Allows us to identify and close gaps in performance through implementing PI projects
- Positions us to meet Accreditation requirements in Domain 9: Continuous improvement of processes, programs and interventions



# Questions / Ideas?

