

# Linking Performance Measurement to Strategic Planning: 2013-2017 Strategic Plan Progress Reporting

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# Overview



- CHA,CHIP,MAPP, PM, Strategic Plans...how do they all fit together?
- Process for Strategic Plan Progress Reporting
- Next steps

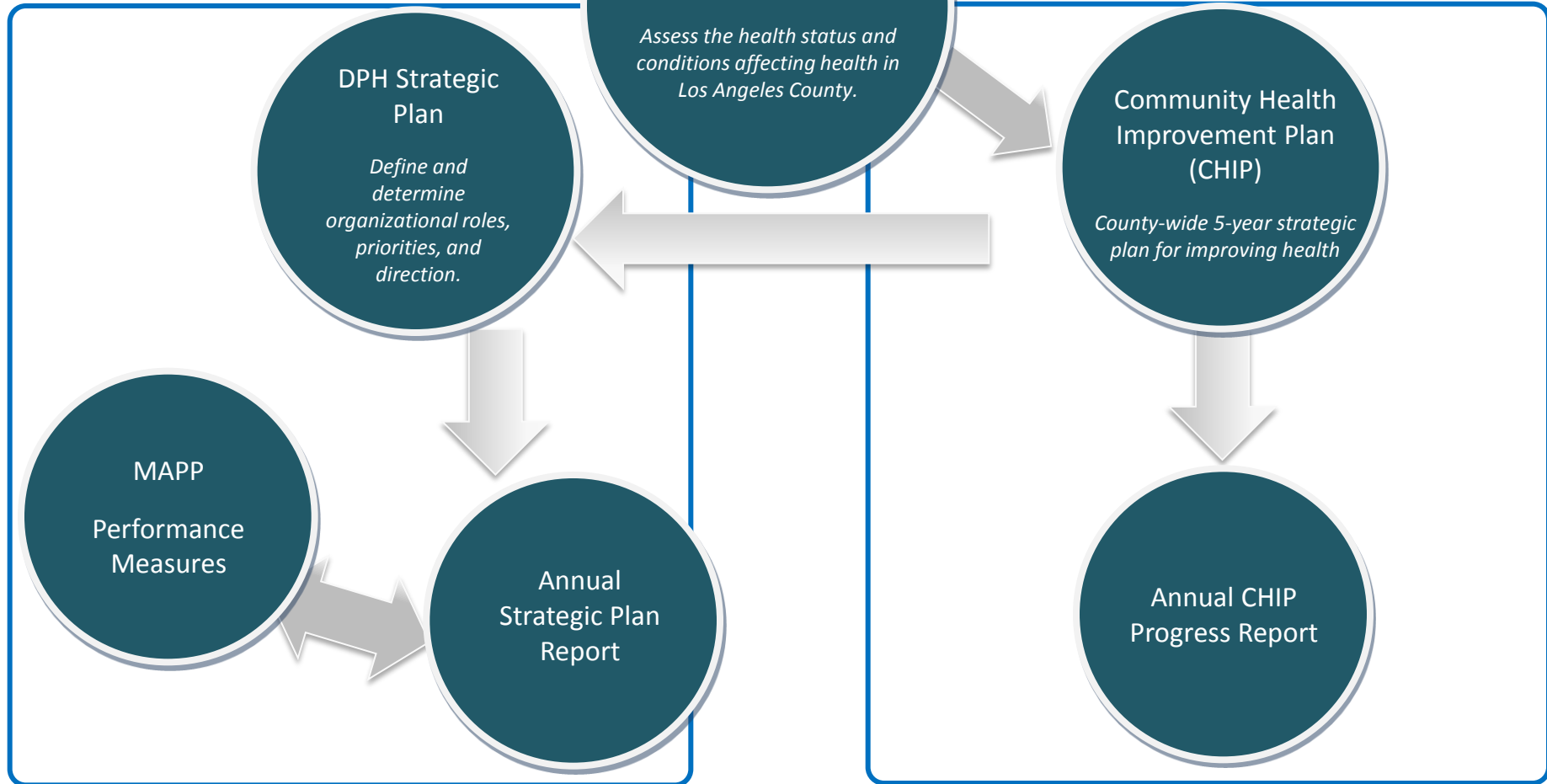
CHA,CHIP,MAPP,  
Strategic Plans, PMs...???

How do they all fit together?

# Planning Context

## Internal

## External



# Why link the Strategic Plan to all of these processes?

## The Strategic Plan....

- Represents priorities for DPH's work over the next 5 years to best reposition DPH to meet community needs.
- Does not represent all of our work but outlines key or new initiatives needed
- Should be linked to performance measurement processes (e.g. MAPP, PMs) to ensure strategic plan implementation is part of our work
- Limits reporting burden by not creating a parallel strategic planning reporting measures process

# Relationship of the Strategic Plan to DPH Performance Improvement Initiatives

	Unit of Reporting	Link to Strategic Plan
Management Appraisal and Performance Plan (MAPP)	By individual executive team member or senior manager	A portion of MAPP goals should link to Strategic Plan goals and/or objectives
Performance Measures	By programs (via PI Team members, Program Managers)	A portion of a program's PMs should
DPH Report Card Measures	DPH-wide (via Executive Team members on their programs)	Some report card measures are related to Strategic Plan goals that are enterprise-wide

# A Process for Strategic Plan Progress Reporting

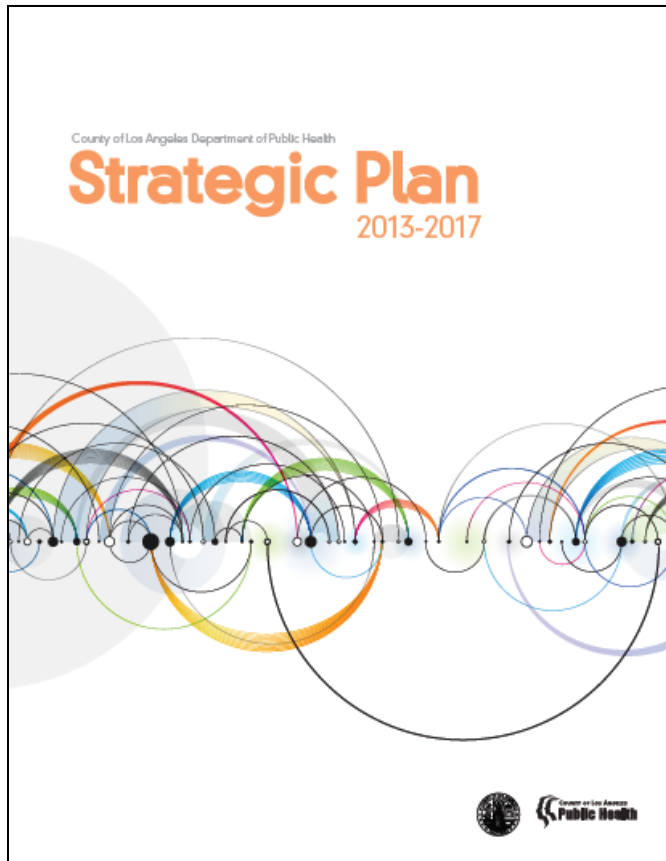
# PHAB Strategic Plan Requirements

- Written Progress Report
  - Annual
  - Submit 2 annual reports for application
- Time-bound and measurable goals and objectives
- Linked to CHIP





# Goals in Developing Reporting Process



- Provide dashboard
- Minimize reporting burden
- Meet PHAB Requirements
- Support organizational learning

# Strategic Plan Progress Reporting

- Annual Strategic Plan Progress Report
  - 13-14 Report, Completed September 30<sup>th</sup>, to be released
- Mid-Course Update, mid-Summer 2015
  - Align with CHIP
  - Remove under-resourced measures
- Learning and Sharing Sessions



## Learning and Sharing from the Strategic Plan Implementation

### Goals

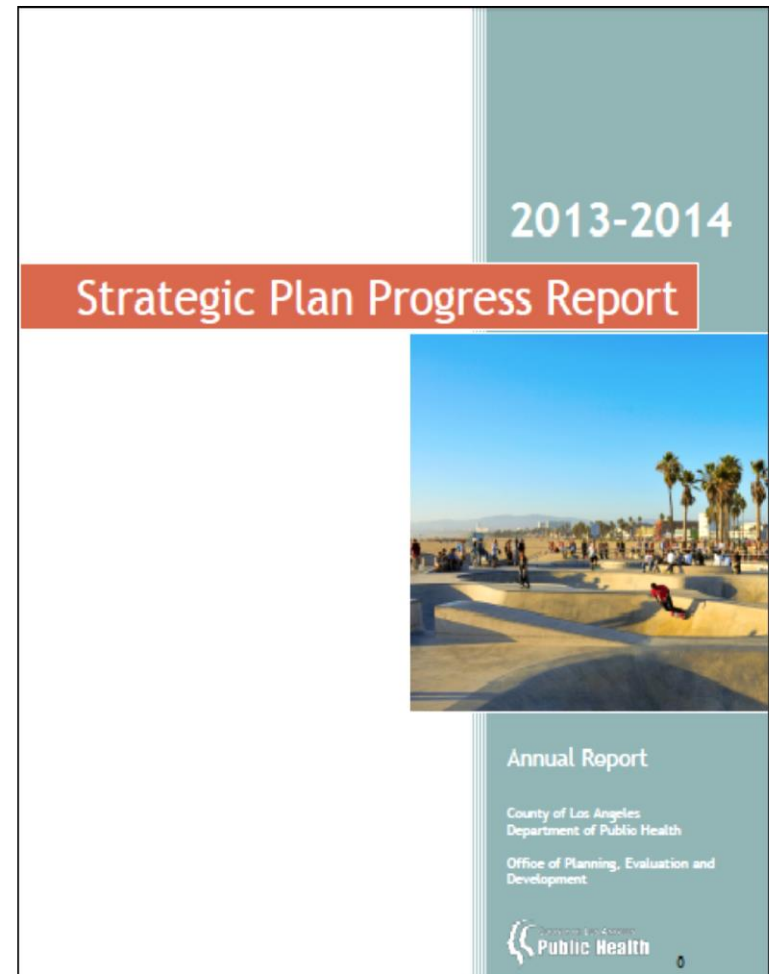
- Space to learn from Strategic Plan implementation
- Share lessons learned and celebrate successes
- Joint problem-solving
- Communicate across the organization

### Possible Format?

- On-going throughout the yrs.
- Periodic, emphasizing a Strategic Priority theme
- Strategic Priority Workgroup collectively choose 1 Goal or 2-3 objectives to present
- Lesson learned, win, challenge to problem-solve

# Strategic Plan Progress, Year 1 (2013-2014)

- Internal target audience
- Goal of this year's report is to provide a baseline for Strategic Plan match to PMs
- Not all PMs need match to Strategic Plan but all Strategic Plan Objectives should have a PM
- Some Strategic Plan Objectives are DPH-wide or can have multiple program owners







# Annual Strategic Plan Progress Report Methodology



# What does it look like?

The status of each Strategic Plan Objective is reported using the following coding:

Green		Objective met
Yellow		Objective is being addressed and is almost met. Additional support may be needed to reach targets.
Red		Objective not being addressed adequately. Additional attention is needed to reach intended targets.
Grey		Goal has no matching performance measures

The status of each Strategic Plan Goal is reported using the following coding:

Likert Scale for Status of Strategic Plan Goals				
1	2	3	4	5
Goal not adequately addressed	Goal is in process of being addressed but there is barrier/need that must be resolved to accomplish goal	Goal is in process of being addressed, on track and no issues perceived	Goal is in process of being addressed and nearly complete	Goal completed
Mostly red and/or grey	Mostly yellow and red or grey	Mostly yellow, some green	Mostly green	All green

Strategic Priority	Goals & Objectives	Description	PM Target	PM Outcome & Objective Status	Primary Owner
5: Public Health Protection	Goal 5.1	Improve effectiveness in preventing and controlling infectious disease.		Status of Goal: 2	
	Obj 5.1.a	Provide continuing education and share best practices to increase capacity to effectively prevent and control infectious diseases.			Gunzenhauser Kim-Farley Perez
	PM-IP	Percent of participants in provider training sessions addressing adult immunizations who demonstrate an understanding of adult influenza immunization recommendations, as evidenced by a post-test	95	93	
	PM-IP	Percent of participants in provider training sessions addressing adult immunizations who demonstrate an understanding of adult pneumococcal immunization recommendations, as evidenced by a post-test	95	92	
	PM-DHSP	Percent of DHSP-sponsored educational sessions in which participants submitted a post-test	100	-2	
	PM-TBC	Percent of tuberculosis education topics presented identified through a training needs assessment aimed at identifying gaps in provider knowledge (Department of Public Health TB Conference)	100	100	
	PM-TBC	Percent of priority tuberculosis educational topics presented aimed at identified through a training needs assessment aimed at identifying gaps in provider knowledge (Private Providers)	100	100	
	PM-PHI	Percent of PHI's accumulating a minimum of 15hrs of continuing education annually in the areas of STD/HIV, TB, ACDC, Bio-Terrorism Preparedness & Response, or other areas specifically sanctioned as PHI practice trainings.	100	0	

Status of Goals, Objectives, and Performance Measures (PMs): 1) Color coded for Objectives and PMs 2) Numeric for summarizing Goal status.

Target set by Program or Division for performance improvement reporting, and actual data submitted in last performance improvement cycle.

**Status of Objectives for  
Strategic Priority 1: Healthy and Safe Community Environments**

Goal 1.1	Increase the capacity of community environments to support active living and healthy eating.	Status of Goal: 4	
Obj 1.1.a	Increase the number of local jurisdictions that implement transit-oriented districts and other land use planning policies that promote walkable, bikeable, and safe communities while avoiding displacement of affordable housing.		
Obj 1.1.b	Increase hospital and other institutional support for and promotion of breastfeeding.		
Obj 1.1.c	Implement policies and practices to improve nutrition and physical activity in schools and child care settings.		
Obj 1.1.d	Increase engagement with cities, public institutions, private businesses, and community organizations to increase access to healthy food and beverage options and reduce access to less healthy options.		
Obj 1.1.e	Implement media and other public education efforts to promote increased fruit and vegetable consumption, reduced consumption of beverages with added sugar, reduced salt intake, and reduced food and beverage portion sizes.		
Obj 1.1.f	Promote smaller portion options through restaurant industry engagement and consumer education.		
Obj 1.1.g	Develop strategies to increase participation in the Supplemental Nutrition Assistance Program (SNAP) and increase healthy food and beverage purchases among SNAP participants, including incentives for purchasing fresh produce.		
Obj 1.1.h	Increase the capacity of community-based agencies to improve preconception health through the use of web-based platforms.		
Goal 1.2	Increase the capacity of community environments to support tobacco-free living.	Status of Goal: 1	
Obj 1.2.a	Assist cities with adopting evidence-based strategies to reduce exposure to secondhand smoke in multi-unit housing and outdoor areas.		
Obj 1.2.b	Engage with cities and unincorporated areas to reduce youth access to tobacco products.		
Obj 1.2.c	Work with businesses to reduce employee exposure to secondhand smoke and increase access to and utilization of tobacco cessation services.		



# Strategic Priority 1

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## Healthy and Safe Community Environments

*Support and develop neighborhoods and institutions that support healthy lifestyles.*

Goal 1.1: Increase the capacity of community environments to support active living and healthy eating.	Status of Goal: 4
Goal 1.2: Increase the capacity of community environments to support tobacco-free living.	Status of Goal: 1
Goal 1.3: Increase community safety and decrease potential for injuries.	Status of Goal: 2
Goal 1.4: Reduce community environmental hazards.	Status of Goal: 1
Goal 1.5: Reduce the impact of substance abuse and addiction.	Status of Goal: 1

There are a wide variety of activities occurring under Strategic Priority 1, Healthy and Safe Community Environments. Strategic Priority 1 encompasses improving community environments for active living, healthy eating, and tobacco-free environments to decreasing injury, environmental hazards and reducing the impact of substance abuse and addiction. There were no PMs that matched Objectives in Goals 1.4 and 1.5 and for a few Objectives throughout the other Goals but where there were PMs that matched, for the most part the matches were appropriate. The majority of objectives in Strategic Priority 1 are being addressed and a number of them are in the process of being complete.

Among the Goals in this Strategic Priority area, Goal 1.1 had the largest number of objectives that were linked to PMs and that met or exceeded the targets and although Objective 1.1f did not have a matching PM, it has been addressed. For Goal 1.2, approximately half of the Objectives in Goal 1.2 did not have matching PMs. Among the remaining Objectives the match between PMs was strong, although they have not yet met their targets.

Most of the Objectives in Goals 1.3, 1.4, and 1.5 are categorized as not being addressed since most of the objectives in these Goals are not linked to PM. Yet, we are aware of many of the activities and their progress. For example, Objective 1.3.a: Support efforts to reduce gang

# Annual Strategic Plan Progress Report Methodology

## Benefits

- Quickly see status
- No parallel reporting process for Strategic Plan
- Performance measures meet PHAB criteria (time-bound, measurable)
- Tracking and reporting is helped by PIA

## Caveats

- Not all programs participate in the PI System
- Since PMs were developed first, some objectives need PMs modified or added
- Some Objectives are yes/no
- No qualitative information at objective and goal level

# Next Steps for Strategic Plan Progress Reporting and Updating PMs

## Next Steps

- Release of '13-14 Strategic Plan Progress Report to PI Team, Program Directors, Executive Team
- Executive Team to review their assigned Strategic Plan Objectives and correct/add assignments
- During PM addition and deleting process:
  - Programs create new PMs where lacking for SP Objectives
  - Programs change/delete any PMs currently matched to SP Objectives

## Next Steps

- Not all of a Program's Strategic Plan Objectives need have PM this year.
- One-third of Objectives assigned to programs to be addressed (yellow, red, grey areas).
- Subsequent years:
  - Programs select unaddressed Objectives to be added each year for performance measurement
  - Yellow and Red status PM's will continue to be monitored

## Questions or Comments?

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