

2013
DPH Quality Improvement Summit
Performance Management

February 28th, 2013

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Overview

1. Review 2012 performance results and discuss how we can use these to manage performance going forward
2. Describe how the set of program performance measures align with and support the DPH Strategic Plan, and how both relate to Accreditation and Quality Improvement
3. Highlight success stories in performance improvement and share tools that can be used in developing program-level quality improvement plans



Polling Question 1

On which day of the week were you born?

1. Sunday
2. Monday
3. Tuesday
4. Wednesday
5. Thursday
6. Friday
7. Saturday
8. I have no idea



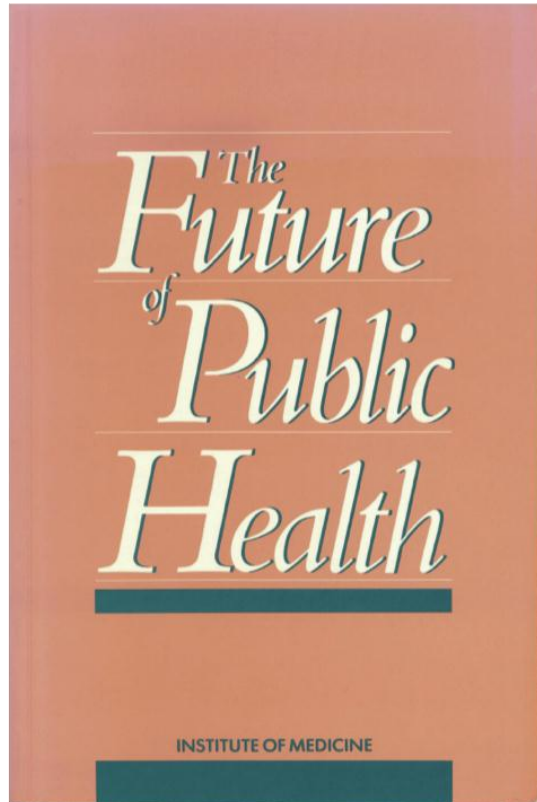
Polling Question 2

What is your position in the Department?

1. Executive Team
2. Program Director
3. PI Team member
4. Assist with QI/QA in my program
5. Other



The Future of Public Health



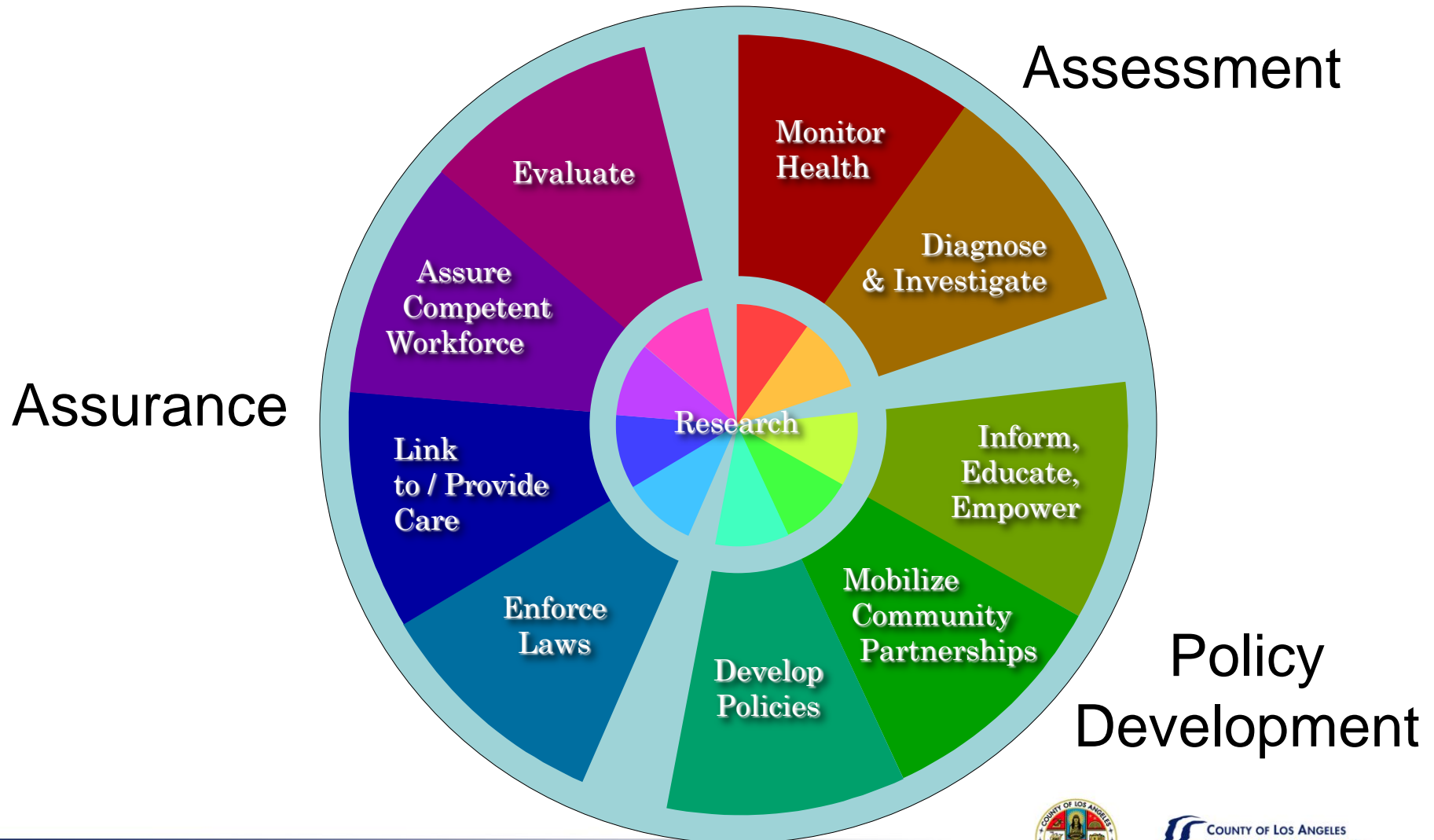
Mission of Public Health:

The fulfillment of society's interest in assuring the conditions in which people can be healthy.

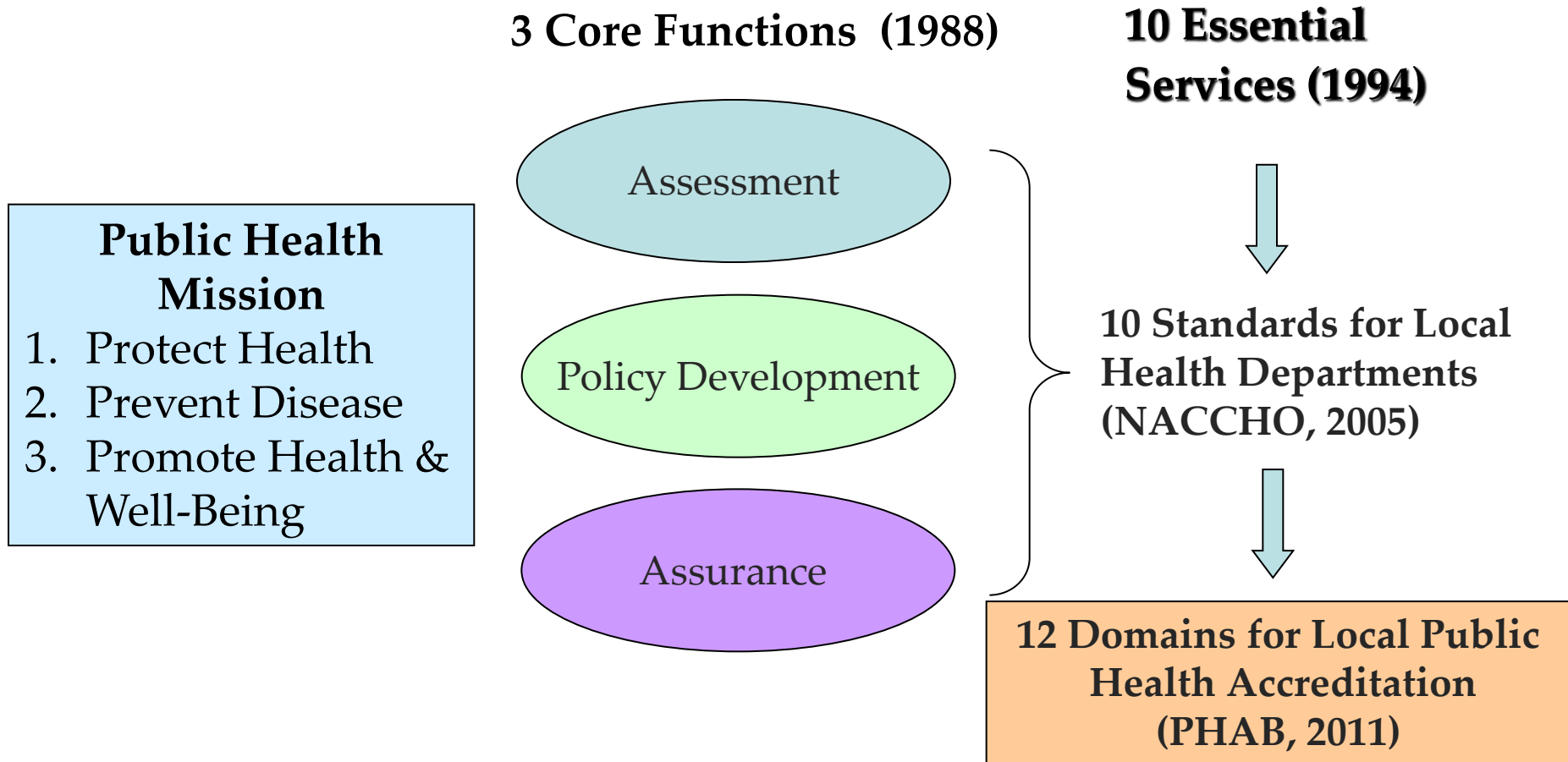
Substance of Public Health:

Organized community efforts aimed at the prevention of disease and promotion of health. It links many disciplines and rests upon the scientific core of epidemiology.

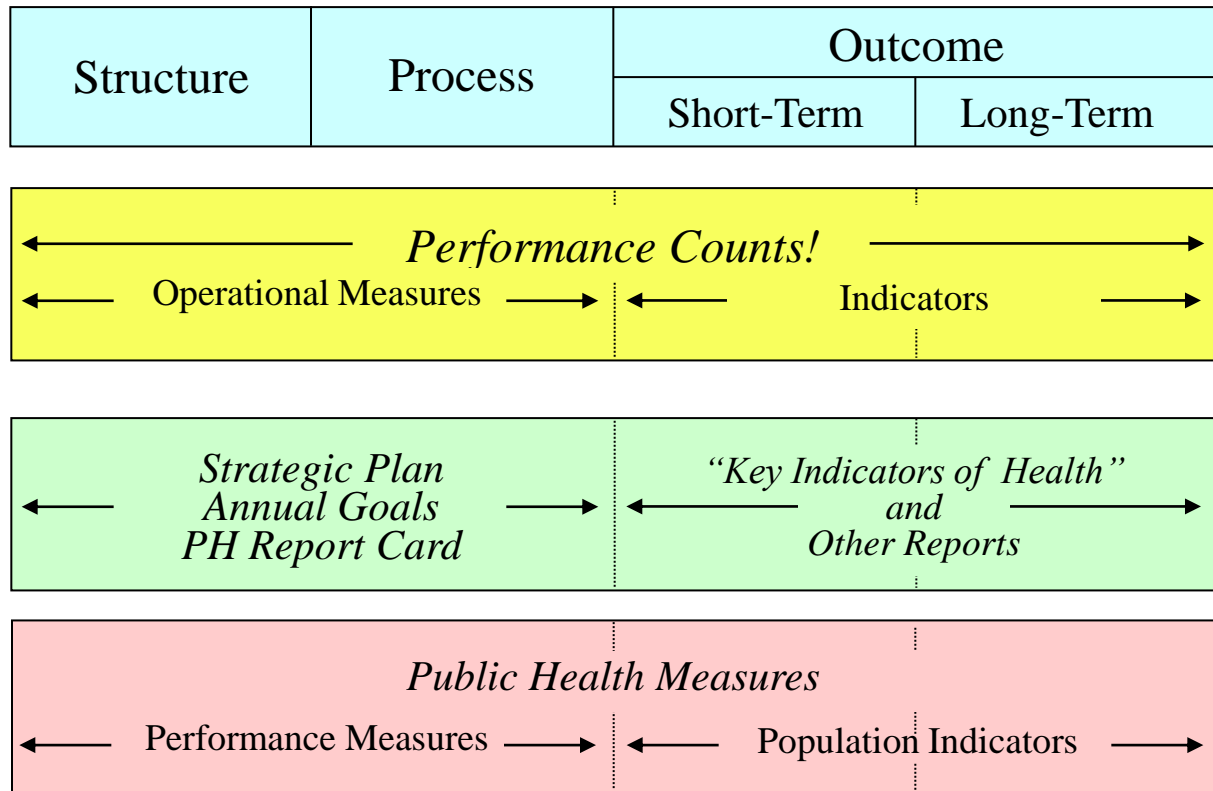
The Core Functions and Essential Services



Performance Measures Framework



Multiple DPH Performance Improvement Efforts



PHAB Domain 9

DOMAIN 9:

Evaluate and continuously improve processes, programs, and interventions

(Domain 9 focuses on using and integrating performance management quality improvement practice and processes to continuously improve the public health department's practice, programs, and interventions.)

Standard 9.1: Use a Performance Management System to Monitor Achievement of Organizational Objectives

Standard 9.2: Develop and Implement Quality Improvement Processes Integrated Into Organizational Practice, Programs, Processes, and Interventions



PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



Public Health Measures

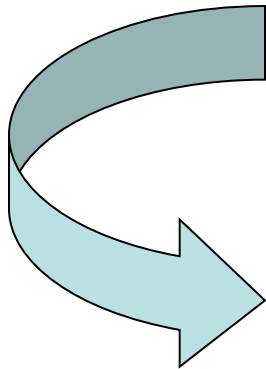
POPULATION INDICATORS

(measures of population-level health outcomes)

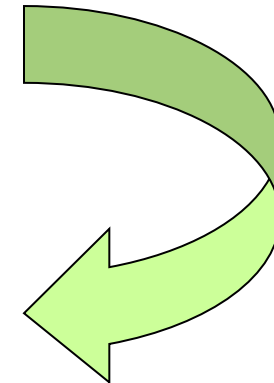
AND

PERFORMANCE MEASURES

(measures of program effort and output)



Public Health Measures



Public Health Measures 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



LAC DPH Performance Measurement

Public Health Measures

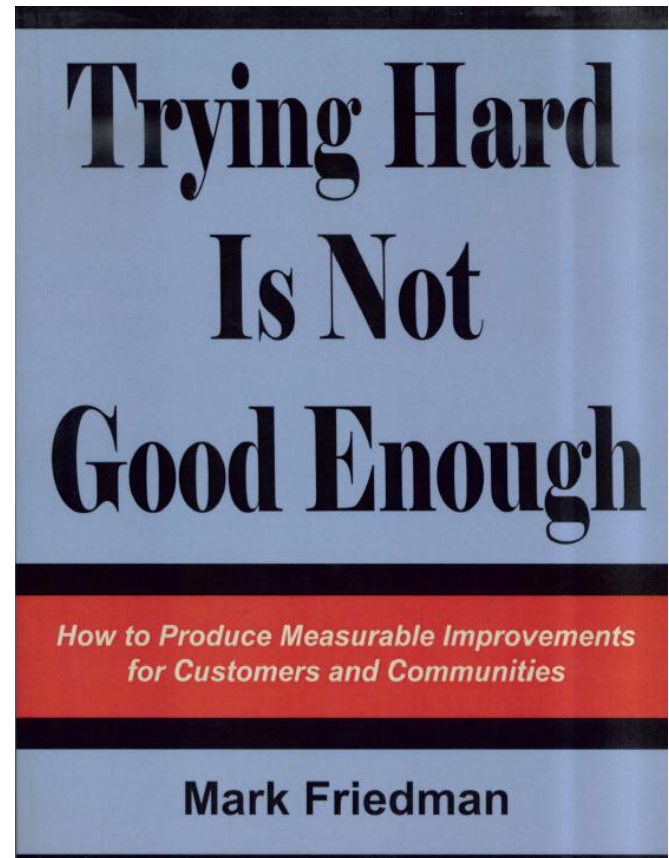
- Based on Mark Friedman’s “Results Accountability”
- Approximately 30 operational units have identified population health indicators linked to program performance measures to follow over time
- Healthy People 2020 objectives often identified and used as the “Standard” to achieve over time



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



Results Accountability

The 7 Population Accountability Questions

1. What are the quality of life conditions we want for the children, adults, and families who live in our community?
2. What would these conditions look like if we could see them?
3. How can we measure these conditions?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?



Results Accountability

The 7 Performance Accountability Questions

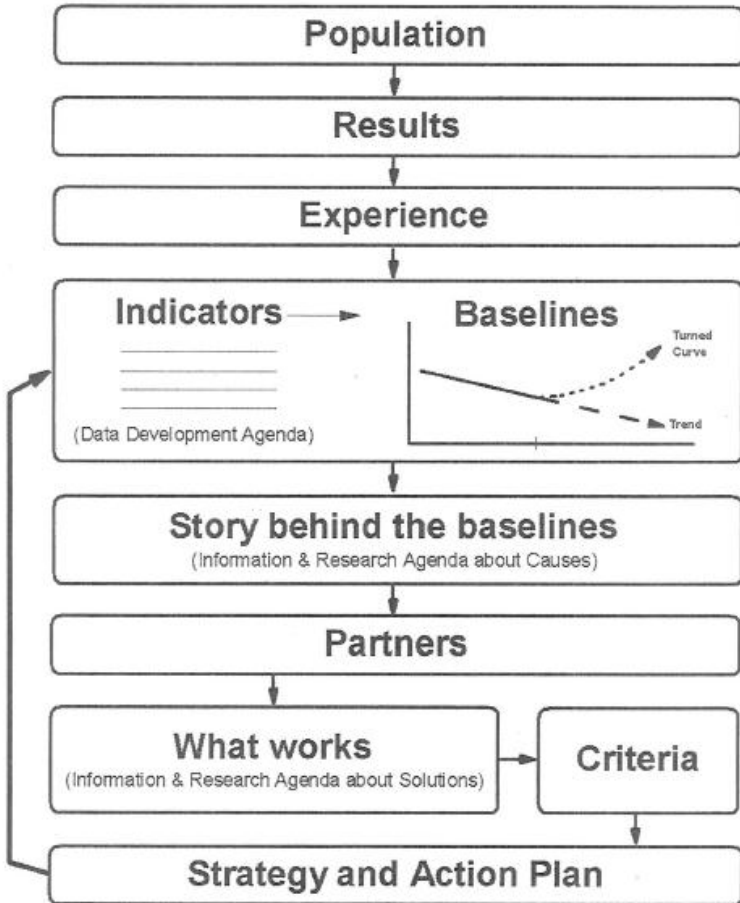
1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and lost-cost ideas?
7. What do we propose to do?



Results Accountability

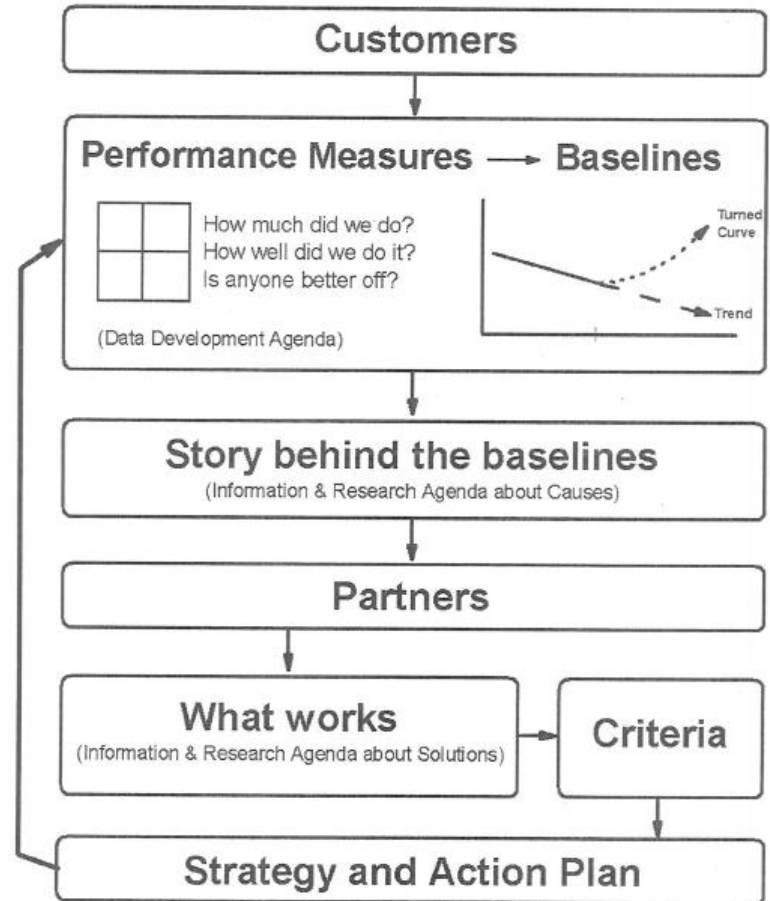
Population Accountability

Getting from Talk to Action



Performance Accountability

Getting from Talk to Action



Public Health Measures

Overall Schematic of Plan

Program
Mission and Vision

I. Population Measures

- A. Population
- B. Population Goals
 - (Population) Indicators
- C. Effective Strategies
- D. Role(s) of the Program
 - (Services and Activities)
- E. Partners

Shared
Accountability*

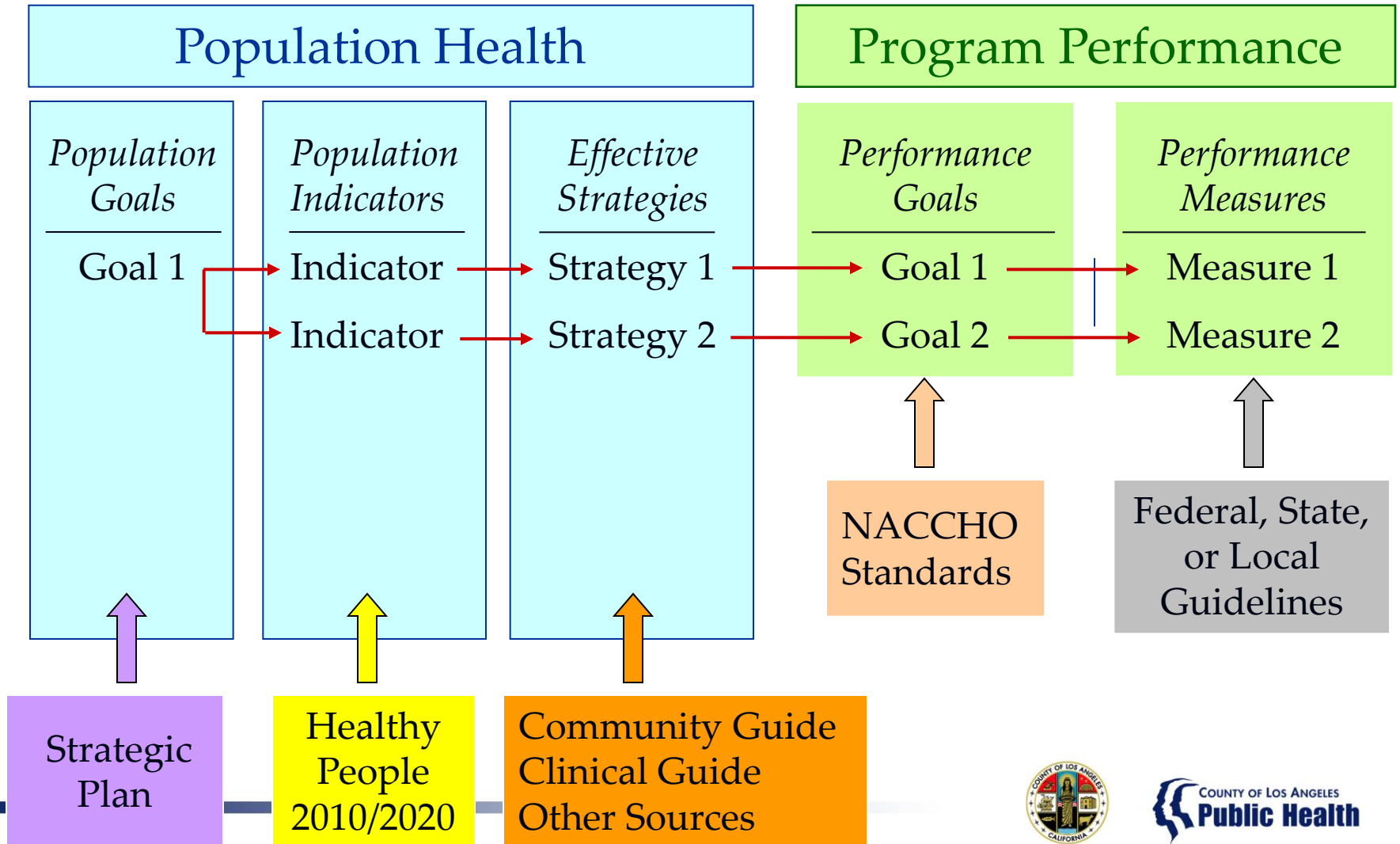
II. Program Performance

- A. Program Customers
- B. Program Performance Goals
 - Performance Measures
- C. Strategies to Improve Performance

Direct
Program
Accountability



Public Health Measures



Example: *Tobacco Control*

Population Goal: *To reduce tobacco-related death, disease, and disability in Los Angeles County .*

Effective, Evidence-Based Strategies: (from the Community Guide)

1. [Smoking bans and restrictions](#)
2. Increasing the unit price for tobacco
3. Media campaigns with interventions
4. Etc.

Program Roles:

1. [Advocate/enact policies that decrease second-hand smoke](#)
2. Advocate/enact policies that reduce tobacco availability
3. Advocate/enact policies that counter pro-tobacco sponsorship influences
4. Promote tobacco cessation

Performance Measures:

1. Adoption of a policy that prohibits smoking in outdoor areas
 - % of Service Planning Areas with at least one city with policy
 - Total number of cities with policy
 - Total population in cities with policy
 - Percent of beach miles covered by policy
2. Percent of stand alone bars complying with the CA Smoke-Free Workplace law
3. Cities adopting a policy that designates at least 50% of new multi-unit housing development as smoke-free:
 - Percent of Service Planning Areas with at least one city with policy
 - Total number of cities with policy



Polling Question 3

How well would you say your program is able to track, manage, and improve performance?

1. Extremely well
2. Very well
3. Moderately well
4. Modestly well
5. We don't do this at all



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? (%)



Examples of Performance Measures

- Percent of outbreaks (excluding scabies) investigated within standard timeframe
- Percentage of children under 6 years who participate in fully operational population-based [immunization] registries
- Number of cities that adopted a policy that prohibits smoking in outdoor areas



Performance Measures Exercise

- Work in small groups
- Review your 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



Polling Question 4

Which of the following describes your use of the performance measures that you report to QID?

1. Review them at least monthly
2. Review them quarterly
3. Review them annually
4. We never review them
5. We don't have performance measures



DPH Strategic Plan

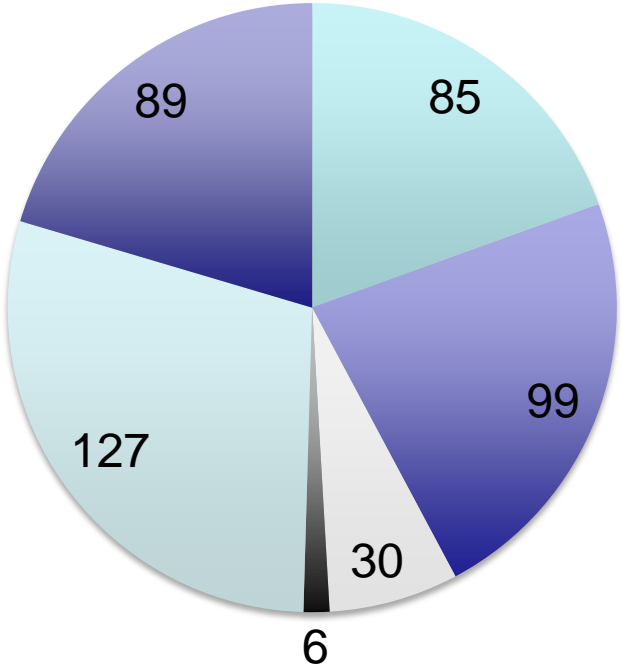
Strategic Priority Areas

<u>PRIORITY AREAS</u>	<u>Goals</u>	<u>Objs</u>
1. Healthy and Safe Community Environments	5	26
2. Preventive Health Services	4	18
3. Empowered Consumers	2	6
4. Health Equity	5	15
5. Health Protection	4	22
6. DPH Infrastructure	6	29



DPH Strategic Plan Strategic Priority Areas

Number of Measures



- Healthy Communities
- Prev Hlth Services
- Empowered Consumers
- Health Equity
- PH Protection
- DPH Infrastructure



Accreditation Domains

1. Assess
2. Investigate
3. Inform and Educate
4. Community Engagement
5. Policies and Plans
6. Public Health Laws
7. Access to Care
8. Workforce
9. Quality Improvement
10. Evidence-Based Practices
11. Admin and Management
12. Governance




Indicators and Measures Evaluation of Results

1. Met the Target
2. Some Improvement
3. Stayed the Same
4. Got Worse
5. No Result



The Public Health Report Card

	2009-10 Result	2010-11 Result	2011-12 Result	Long-Term Goal
Objective Area 1: Program Planning				
1-1. Percent of programs that use population-based data to guide planning and monitoring activities.	92%	76%	77%	100%
1-2. Percent of programs reporting results for at least 75% of their Public Health Measures.	81%	77%	69%	100%
1-3. Percent of programs with a written Quality Improvement Plan to address performance that did not reach a pre-approved benchmark or demonstrate reasonable progress.	46%	33%	27%	100%
Objective Area 2: Stakeholder Engagement				
2-1. Percent of programs with information on evidence-based interventions posted on their website	N/A	67%	59%	100%
2-2. Percent of programs whose webpage has been verified as current by the program director within the past 12 months.	28%	73%	71%	100%
2-3. Percent of programs with a written plan to assess, prioritize, and response to education needs of your stakeholders.	66%	70%	21%	100%
Objective Area 3: Partnership and Collaboration				
3-1. Percent of programs that have implemented a shared Action Plan to support collaborative partnerships.				
a. Internal Partnerships (within DPH)	38%	30%	35%	100%
b. External Partnerships (all others)	25%	36%	38%	100%
Objective Area 4: Emergency Preparedness				
4-1. Percent of programs with a current Business Continuity Plan.	N/A	67%	15%	100%
4-2. Percent of programs with a current Continuity of Operations Plan (COOP).	N/A	N/A	27%	100%
4-3. Percent of programs that conducted a test of the internal phone tree to contact employees in the event of an emergency.	36%	56%	82%	100%
4-4. Percent of full-time permanent staff who participated in an Emergency Preparedness drill or exercise.	46%	42%	42%	100%
See Notes on reverse.				
				
Objective Area 5: Policy Development				
5-1. Percent of programs that are involved in Public Health policy development with internal partners	N/A	N/A	71%	100%
5-2. Percent of programs that are involved in Public Health policy development with external partners.	N/A	N/A	79%	100%
Objective Area 6: Staff Training				
6-1. Percent of employees who have completed select mandatory courses				
a. Core Functions of Public Health	32%	56%	61%	100%
b. HIPAA	92%	82%	72%	100%
c. Standardized Emergency Management System (SEMS)	N/A	N/A	65%	100%
d. FEMA IS-100 (Intro to Incident Command)	62%	84%	71%	100%
e. FEMA IS-700 (National Incident Management System)	62%	81%	68%	100%
f. Disaster Service Worker (DSW) Part 1 & Skills Inventory	6%	80%	71%	100%
g. DPH New Employee Orientation Part 1 & 2	N/A	N/A	40%	100%
h. Diversity and Unlearning Prejudice	N/A	N/A	60%	100%
i. County Policy of Equity for Employees	N/A	N/A	47%	100%
j. Sexual Harassment Prevention	N/A	N/A	65%	100%
6-2. Percent of employees who have every completed any leadership development course.	9%	18%	22%	100%
6-3. Percent of supervisors who are current with all select trainings.				
a. FEMA IS 200 (Incident Command System)	2%	29%	24%	100%
b. PREP-U 300 (301-Chemical Disasters, 302-Radiation and Nuclear Emergencies, and 303-Biological Agents)	N/A	N/A	8%	100%
c. Mandatory Human Resources (HR*) Trainings	7%	62%	39%	100%
6-4. Number of presentations (oral or poster) by DPH employees at professional regional, state, or national conferences and/or meetings.	N/A	N/A	262	NE
6-5. Number of articles written by DPH employees published in peer reviewed publications.	N/A	N/A	76	NE
■ 2011-12 Result met or exceeded benchmark ■ 2011-12 Result less than benchmark AND no improvement from previous year				



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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