


Performance Management System and Quality Improvement Overview

MCHD HAC/HDC Meeting
May, 2014



Improved Outcomes


Aligned Organization
Performance Management System

Your Public Health Department

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Context: The Turning Point Framework

PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



Performance management is the practice of actively using performance data to improve the public's health. It involves strategic use of performance measures and standards to establish performance targets and goals. In alignment with the organizational mission, performance management practices can also be used to prioritize and allocate resources; to inform managers about needed adjustments or changes in policy or program directions to meet goals; to frame reports on the success in meeting performance goals; and to improve the quality of public health practice. Performance management includes the following components: **Visible Leadership, Performance Standards, Performance Measurement, Reporting Progress, Quality Improvement.**

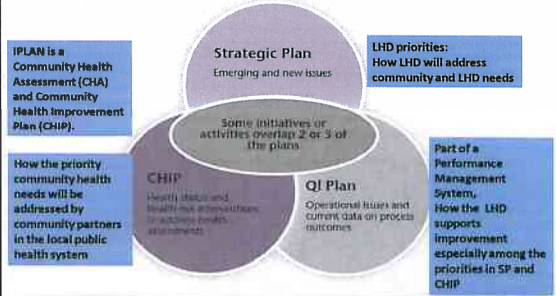
A performance management system is the continuous use of all the components above so that they are integrated into an agency's core operations:

- Health Status • Public Health Capacity • Workforce Development
- Data & Information Systems • Customer Focus & Satisfaction
- Financial Systems • Management Practices • Service Delivery

Performance management can be carried out on multiple levels, including the program, organization, community, and state levels.

2013 "Refresh" of 2003 Framework

Self-Assessment Tool with 96 Questions on 8 pages (2013) & Many Other Resources at PHF.org



Strategic Plan
Emerging and new issues

CHIP
How the priority community health needs will be addressed by community partners in the local public health system

QI Plan
Operational issues and current data on process outcomes

LHD priorities:
How LHD will address community and LHD needs

Part of a Performance Management System, How the LHD supports improvement especially among the priorities in SP and CHIP.

The Community Health Assessment informs all three plans.

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MCHD Strategic Plan

Improve Quality & Outcomes of Programs and Services
Evaluation of effectiveness, quality and accessibility of health services is an essential component for local health departments. **Increased quality improvement and outcome strategies of public health services and programs lead to improved community health status. MCHD needs a process for evaluation and quality improvement (QI) of programs and services.**

Year 2011

- Obtain Baseline To Identify Which Programs And Services Need QI

Year 2012

- Establish QI Committee To Review Existing QI Tools And Models
- Select QI Protocol

Year 2013


- Format And Structure For Reporting Findings And Improvements
- Share Useful Data With Stakeholders And Policy Makers

Year 2014

- Establish Quarterly Self-Evaluation Of Programs And Service To Determine How To Improve Outcomes




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Improved Outcomes

Strategic Plan
Performance Management System

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ASI Grant Overview

- NACCHO funding from CDC Cooperative Agreement
- Highly competitive - 3 awarded in Illinois-Madison, Lake, Knox
- December 2013 – May 2014
- Deliverables for Building a Culture of QI
 - Development and adoption of QI Plan for MCHD
 - MCHD staff training
 - 2 completed QI project(s) in a program and/or administrative area

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Foundational Elements of a QI Culture

"The culture of an organization is the embodiment of the core values, guiding principles, behaviors, and attitudes that collectively contribute to its daily operations."

- Leadership Commitment
- QI Infrastructure
 - Performance Management System
 - Performance Management Committee/ QI Council
 - QI Plan
- Employee Empowerment and Commitment
- Customer Focus
- Teamwork and Collaboration
- Continuous Process Improvement

NACCHO Roadmap to a Culture of Quality Improvement

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Organization-wide Culture of Quality

- Careful planning, monitoring, evaluation, and adjustment
- Teamwork and the empowerment of all
- Constant education and training for all
- Attention to the needs of the target population and to the results for them
- Identifying and changing what doesn't work well
- Encouraging and rewarding new ideas
- Keeping at it over the long term

Community Tool Box, Chapter 40, Maintaining Quality Performance. Available at: http://cib.nu.wisc.edu/commtools/ctb_section_main_1387.aspx

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Why is a QI plan important?

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- Developing internal infrastructure that supports Quality Improvement (QI) is one of the keys to adopting a culture of quality and excellence in a public health department.
 - Demonstrates a public health agency's **commitment to quality**
 - Creates a **process** and identifies **tools for operationalizing that commitment**
 - Communicates plans to infiltrate quality improvement into all **programmatic and operational aspects of the health dept.**

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What is a QI Plan?

A Quality Improvement Plan is...

- A basic guidance document about how a Public Health Department will manage, deploy, and review quality.
- It also serves to inform staff and stakeholders of the direction, timeline, activities, and importance of quality and quality improvement.

Kara T. Moran, J. & Armitage S. (2011). *Developing a health department quality improvement plan*. Washington DC: Public Health Foundation. Available at: http://www.pbf.org/resources/Products/Developing_a_Health_Department_Quality_Improvement_Plan.pdf

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Relationship between QI and other planning processes

- Initially, the QI Plan needs to be separate from other plans to give it the proper focus and attention throughout the organization.
- Over time, the quality planning, business planning, and strategic planning will integrate themselves into one aligned document.

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Key Elements of a QI Plan

1. Definitions of Key Terms
2. Description of the culture of quality and desired future state
3. Key elements of the QI plan's governance structure
4. QI training available and conducted within the health department
5. Project identification, alignment with strategic plan and initiation process
6. Goals, objectives and measures with time-framed targets
7. Description of how plan is monitored, data are collected and analyzed and progress/action to make improvements
8. Communication plan for QI activities within health department
9. Process to assess effectiveness of QI plan and activities

Adapted from PHAB Standards and Measures, Version 1.0, Measure 9.2.1A Guidance


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QI Plan is a Living Document

- Updated regularly to indicate what you are doing, how you are doing, and what you plan to do in the future
- It is not a one-time event



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Initial QI Projects

1. Improve efficiency of use of internal standardized forms
2. Increase the average EH inspection scores at temporary events

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Where we are in this process...

- Form QI Council
- Staff Training on QI
 - January 23, 2014 from 9 AM – 4 PM
- QI Council and Management Training on Building QI Culture and Developing QI Plan
 - January 24, 2014 from 9 AM – 1 PM
- Develop QI Plan
 - Support from IPHI
 - HDC Review/Approve QI Plan Draft Document

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