

Transforming Public Health Systems and Improving Quality

Margaret L. Beaudry
Director, Performance Management & Quality Improvement
Public Health Foundation

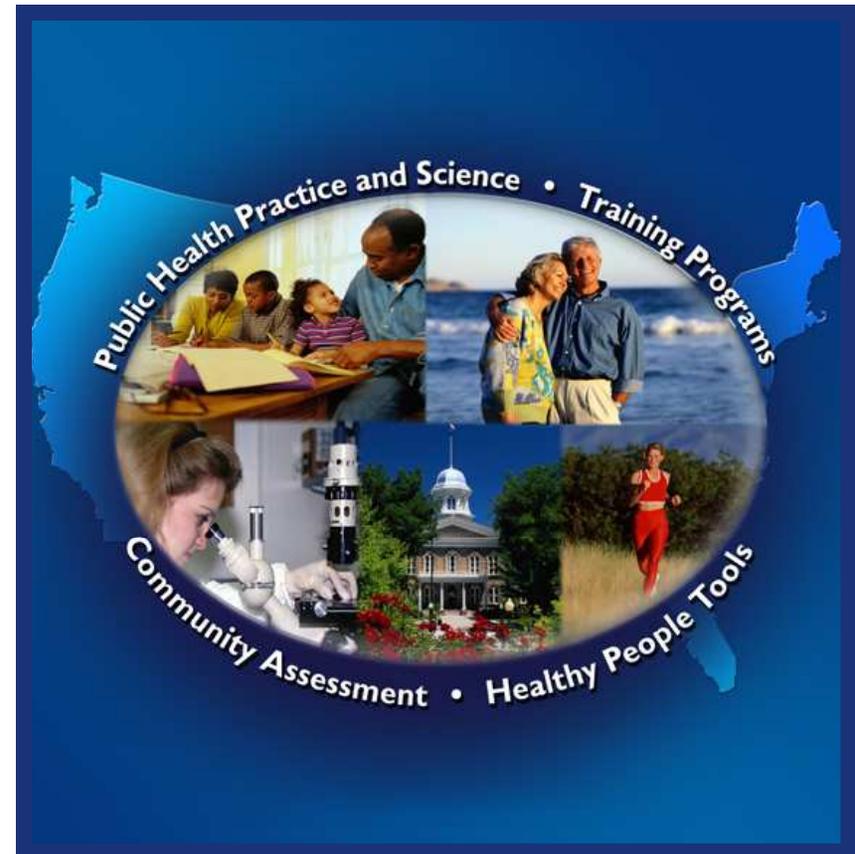
Portland, Oregon
July 23, 2012



PHF Mission:

We improve the public's health by strengthening the quality and performance of public health practice

www.phf.org



Healthy Practices

Healthy People

Healthy Places



Getting Set-up

Caught Off Guard “Keynote” Invitation

+

The Session Right After Lunch

+

“Transformation” and Performance Management

Worst Gig on the West Coast



Poached Eggs on Toast



- “Two Poached Eggs on Hot, Buttered, Rye Toast”
- Inevitably something went wrong
- Often multiple problems with different root causes
- Poor outcomes
 - Aggravated staff
 - Frustrated customer
 - Embarrassed family
- Essential vs. Gratuitous

Trying Not to Get Ripped Off



Great Deal!

Performance Management

75% Off – This Week Only!!!

No Lemons!



Roadmap Today's Paradigm Shift

- Why PM and QI matter
 - How are we doing as a nation and state?
 - Meaningful use and the power of choice
 - The role that QI can play in preparing for accreditation
 - Beyond accreditation and Domain 9
- Concrete strategies to build culture of QI and PM
 - Leveraging Strengths
 - Recognizing Challenges
 - Choosing Battles Wisely
- Line Staff as Champions
- Steps for creating a PM system and/or QI process in your HD to fulfill PHAB Domain 9



Is Transformation About Change?

Frank and Ernest



Why PM and QI Matter



How are we doing as a nation?

Healthcare Spending in U.S. Increased to \$2.6 Trillion,
Constituting 18 Percent of our GDP

- April 11, 2012



Life Expectancy Drops for Some U.S. Women

- April 22, 2008

The Washington Post

Gap in Life Expectancy Widens for the Nation

- March 23, 2008

The New York Times

U.S. Slipping Down Life Expectancy Rankings

- August 12, 2007



Health of U.S. Tied to Education Gap, Researchers Report

- May 16, 2012

Bloomberg Businessweek

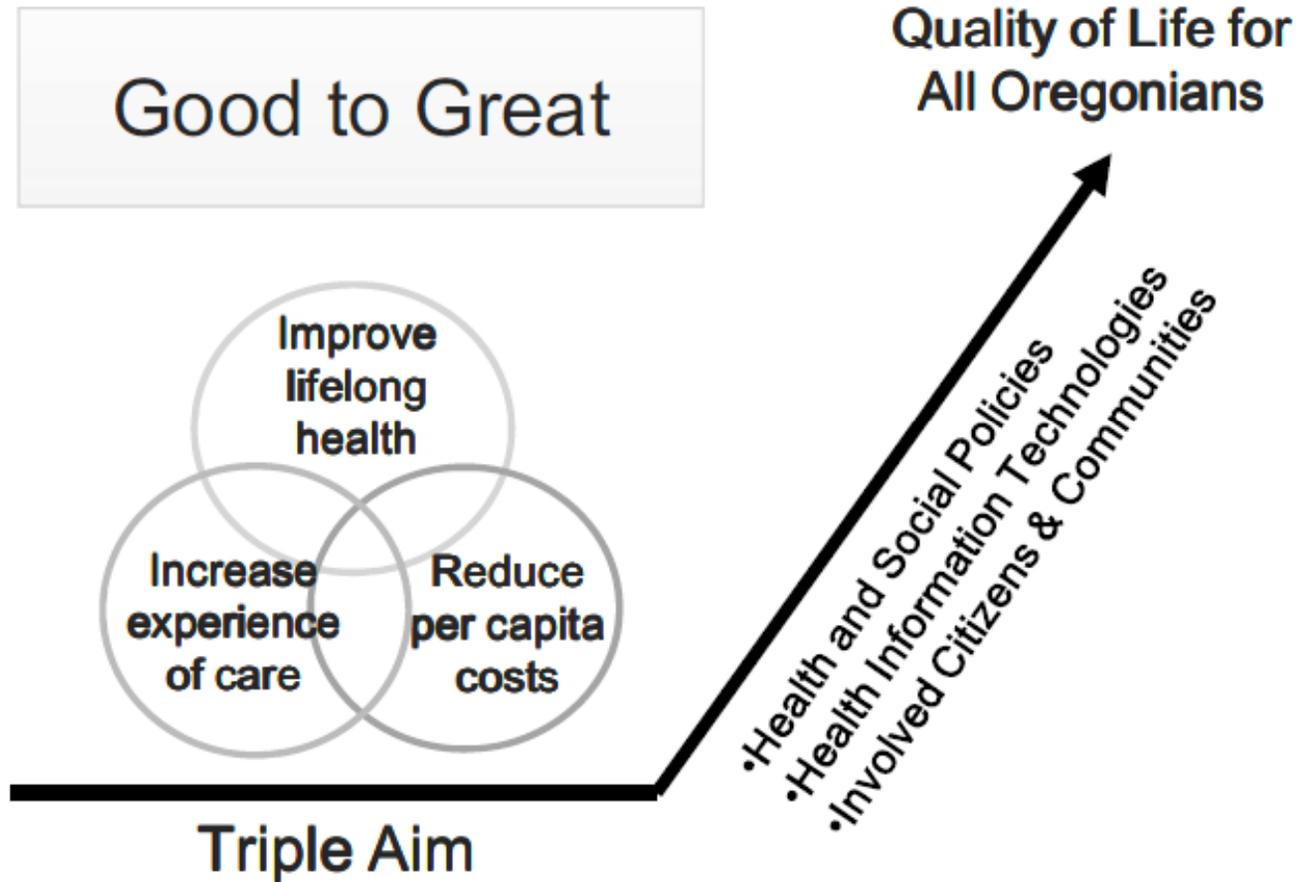
Our Investment in Public Health

- A. 18 percent of the healthcare dollar
- B. 12 percent of the healthcare dollar
- C. 8 percent of the healthcare dollar
- ✓ D. 4 percent of the healthcare dollar
- E. None of the Above

Source: Centers for Medicare & Medicaid Services, Office of the Actuary,
National Health Statistics Group.



State Health Improvement Plan (SHIP)

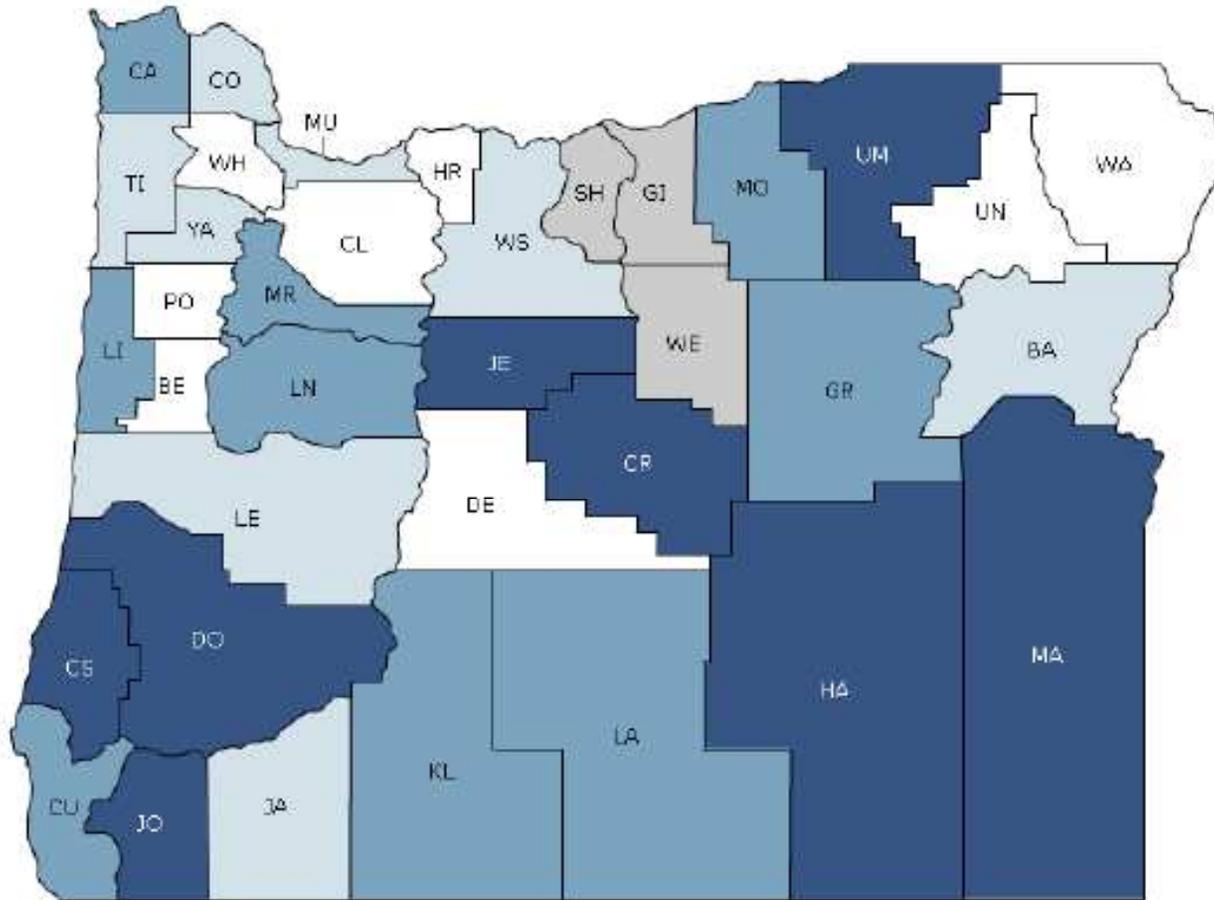


Highly Decentralized Public Health

- Autonomous health officers
- Well-defined, well-differentiated needs
- Unique populations, histories, aspirations
- All public health is local



Oregon County Health Rankings



Health Factors, 2012



What will PM, QI, and accreditation mean to the health department?

- Better return on dollars invested
- Greater accountability for funding and increases in the public's trust
- Reduced duplication of efforts
- Better understanding of public health accomplishments and priorities among employees, partners, and the public
- increased sense of cooperation and teamwork
- Increased emphasis on quality, rather than quantity
- Improved problem-solving
- Improved respect and credibility



Accreditation

Will make a health department...

- Wiser
- More accountable
- More cohesive
- More likely to achieve its goals

PM and QI

Will make a health department...

- Wiser
- More accountable
- More cohesive
- More likely to achieve its goals
- More likely to be achieve and maintain accreditation



Why more likely to achieve accreditation?

- Domain 9
- Most Other Domains
- Better ability to manage any activity to a higher standard, including accreditation readiness and maintenance activities

But Line Staff Ask “WIFM”

- What will PM and QI mean to my job?
- How will accreditation affect me?
- Why should I care about this?



Charlie Brown

- **An eternal optimist**
- **A masochistic victim**
- **A government employee**

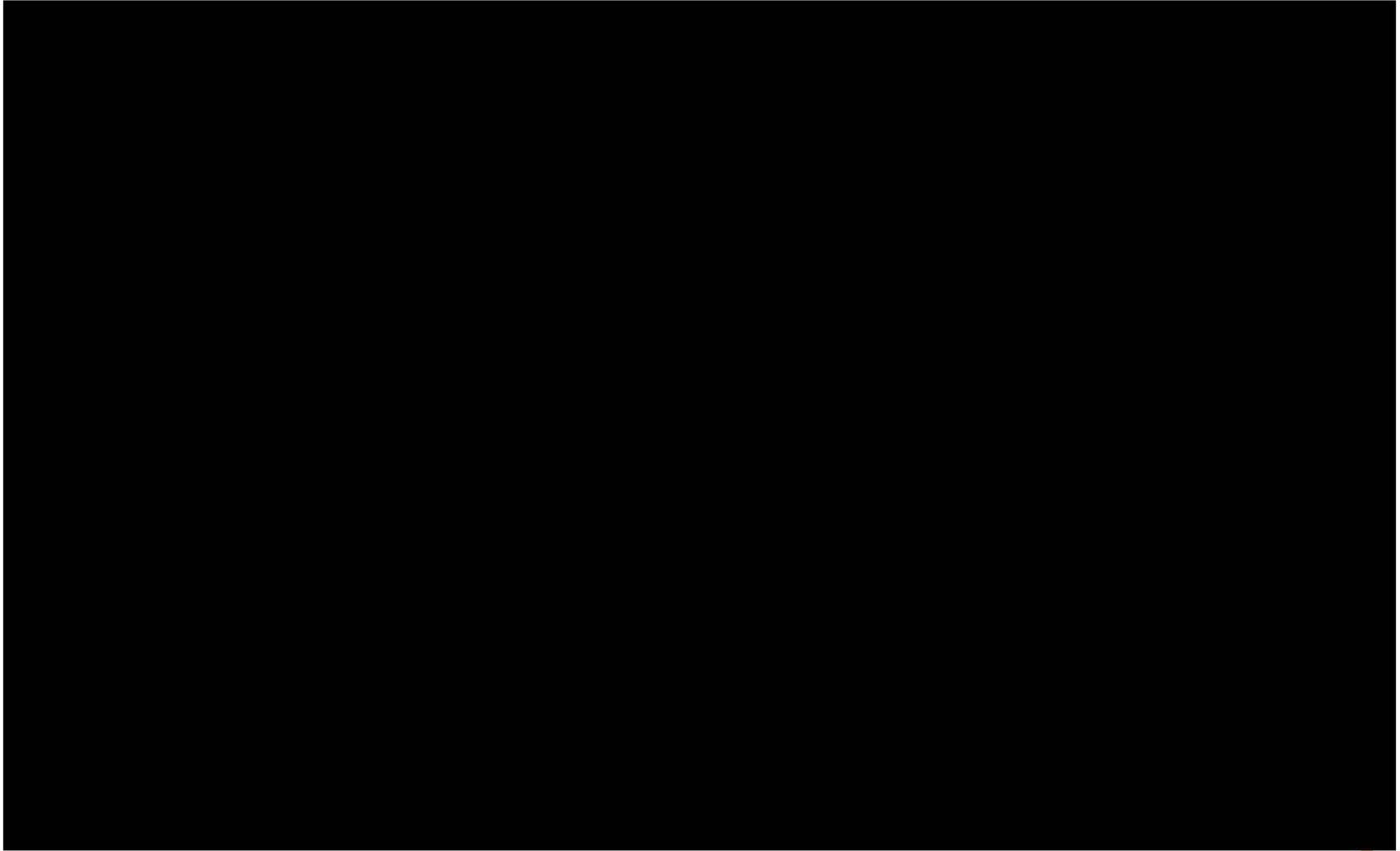
Lucy Van Pelt

- **A catalyst for change**
- **A sadistic bully**
- **A government employee**

The Football

- **A toy**
- **Your health department**

A Story of Transformation



Concrete Strategies to Build PM and QI



PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



Adapted from the publication: *From Silos to Systems: Using Performance Management to Improve Public Health Systems* – prepared by the Public Health Foundation for the Performance Management National Excellence Collaborative, 2003

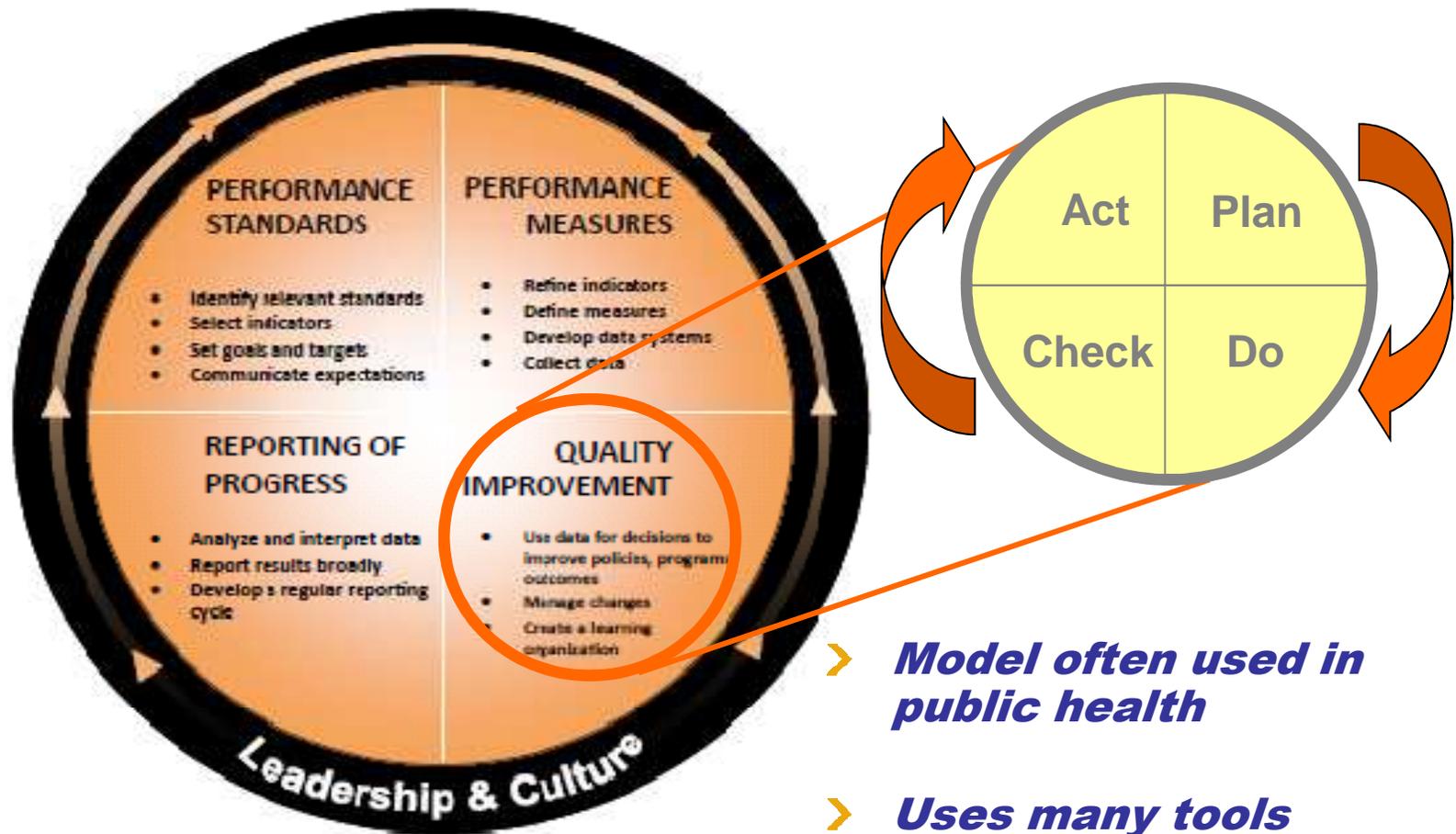


Performance Management Terms

- Performance Standards: Objective standards or guidelines that are used to assess an organization's performance.
- Performance Measurement: Quantitative measures of capacities, processes, outputs, or outcomes relevant to the assessment of a performance indicator.
- Reporting of Progress: How progress is tracked and reported in order to compare performance to standards, past performance, and/or benchmarks from outside the agency.
- Quality Improvement: Establishing a program or process to manage change to optimize performance based on standards, measures, and reports.



Performance Management Terms



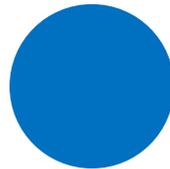
Leadership and Culture: The organization makes it a priority to manage performance in order to optimize the quality of processes, outputs and outcomes.



Leadership and Culture

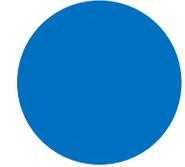
Leveraging Strengths

- Current Strengths: Recognizing elements of PM in your health department



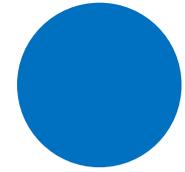
- Look at the five elements of PM
- Choose the element that your HD is currently strongest (just one dot per person, please)
- We will collect and tally

Success Factors: Performance Standards



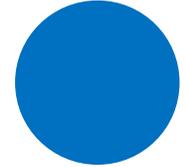
- Choose standards by themes to be cross-cutting
- Training
- Scrutinize regularly
- Use QI tools/methods to align and prioritize
- Strategic plan alignment

Success Factors: Performance Measurement



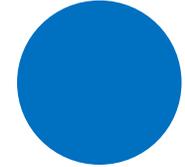
- Results focus
- Mission → Data
- Required
- Leadership interest
- Experience teaches
- Training internally
- SMART measures developed through collaborating and listing

Success Factors: Reporting of Progress



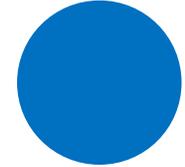
- IT Infrastructure
- Standardized reporting
- Training on data interpretation
- Leadership investment → IT
- University partnerships
- Transparency and access to the data
- Posted useable data

Success Factors: Quality Improvement



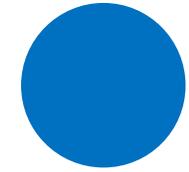
- Mandate
- Formal QI Office providing TA
- Visibility of successes
- HC partners
- Leadership devoting time for sharing
- Trainings
- Open team for PM

Success Factors: Leadership & Culture



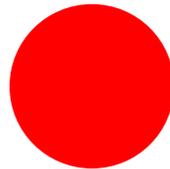
- Messaging
- Prioritizing
- Executive Mandate
- Put it in writing
- Surveys
- PM/PI Teams (open)
- Expectations/orientation
- Performance reviews reflect priorities

Leveraging Strengths



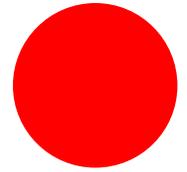
Recognizing Challenges

- Areas of Weakness: Recognizing barriers to PM in your health department



- Look at the five elements of PM
- Choose the element that your HD is currently weakest (just one dot per person, please)
- Do not choose the same one
- We will collect and tally

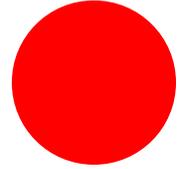
Challenges: Performance Standards



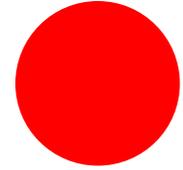
- Hard to develop standards
- Lack of clarity of vision
- Lack of program goals
- Tension between goals vs. program focus

Challenges: Performance Measurement

- Lack of training/clarity
- Overload-too much data gathering without prioritizing
- Capturing in one place

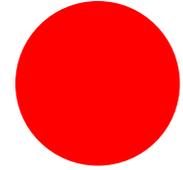


Challenges: Reporting of Progress



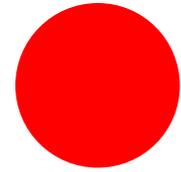
- Systems are siloed
- Community-level not integrated
- Data outdated
- Bias in favor of \$ needs
- Internal reports too long
- External reports too brief
- Limited investment in time/people

Challenges: Quality Improvement



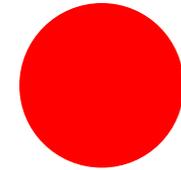
- No experience
- QI vs. QA
- No ability to devote resources
- Silos/lack of collaboration
- Fear of consequences

Challenges: Leadership & Culture

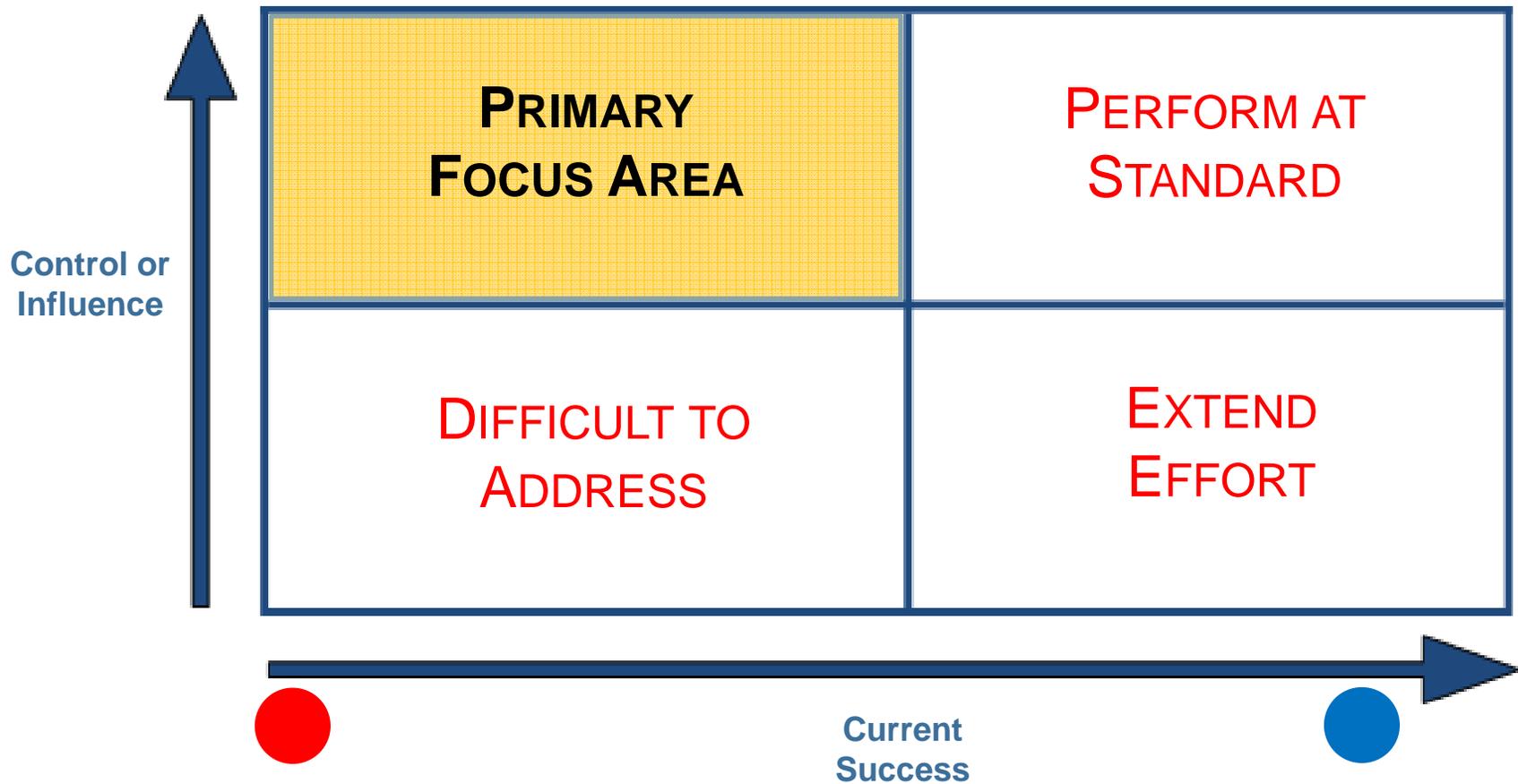


- Lack of clarity about what PM/QI culture is and will require
- Poor communication
- Use of data to penalize
- Risk adverse
- Not asking tough questions
- Status quo
- Culture takes time to change
- Political considerations

Recognizing Challenges



Choosing Battles Wisely



Overcoming Barriers

Performance Standards

- Training tools on how to link standards
- Getting leaders focused on it
- Internal advocates, champions, teachers

Overcoming Barriers

Performance Measurement

- Champions to train/teach beyond 1:1
- Measuring for improvement
- Focus on successes

Overcoming Barriers

Reporting of Progress

- IT systems
- Leadership support
- Ownership
- Framework streamlined
- Agreement to centralize data
- Show cost effectiveness

Overcoming Barriers

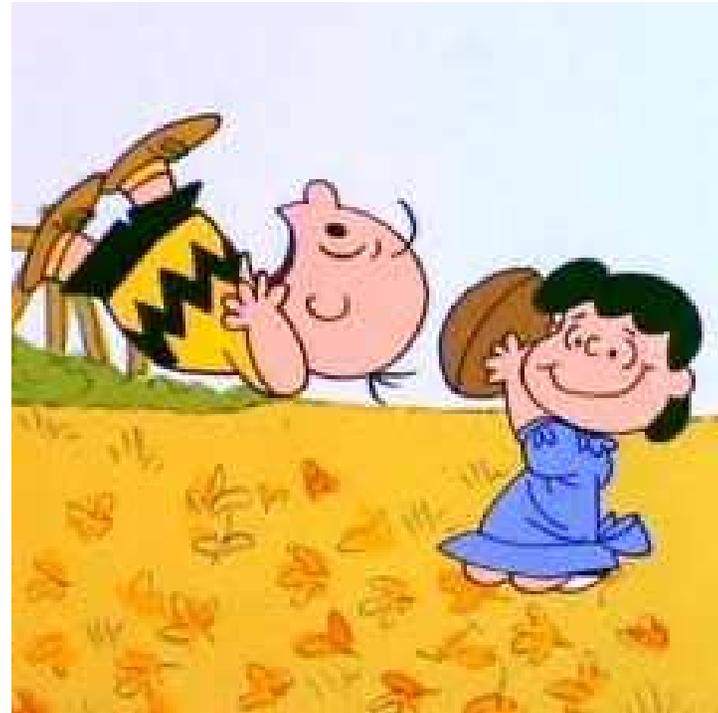
Quality Improvement

- Don't add work
- Identify champions
- Small successes shared
- Position as a resources

First Things First

“Champions”

- Are you a Charlie Brown?
- Is there a Lucy in your midst?
- How do you make sure you get to kick?



Committing to Try



- What if Lucy doesn't move the ball?
- Not always the right time to kick
- But when it is, give it all you've got?

Source: <http://epiclaunch.com/charlie-brown-startup/>

Line Staff as Champions

- Lead by example
- Ask for help
- Infiltrate smartly
- Reward champions concretely

Creating a PM System and QI Process



Creating a PM System

- Which Framework?
- Which Element?
 - Repeat the strengths and weaknesses exercise back home
 - Recognize what you are already doing well
 - Build on that, overcoming barriers along the way
- Use QI at Every Step
 - Not just a project, but a way of thinking

Creating a QI Process to Fulfill Domain 9

➤ Projects

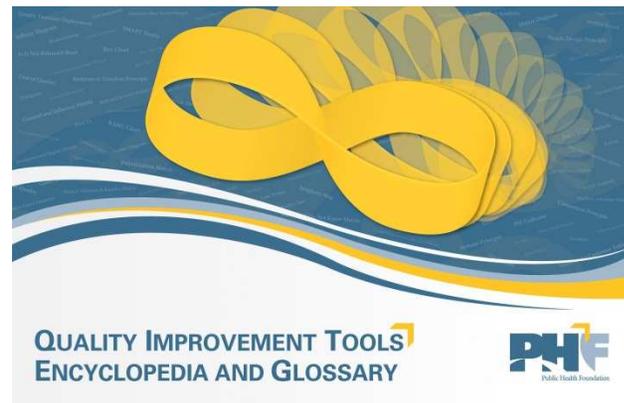
- Look for low hanging fruit to doing “little qi”
- This builds capacity, wisdom, and enfranchisement (there is nothing so convincing as success, seeing is believing)
- Some projects must be administrative
 - Use accreditation challenges to create QI projects

Fulfilling Domain 9

- Keep “Big QI” in focus
 - Use QI tools to fulfill the requirements beyond Domain 9
 - Quality Plan
 - Workforce Development Plan
 - Strategic Plan
 - Use QI tools to manage the process of preparing for accreditation
 - Stakeholder Analysis
 - AIM Statement
 - Prioritization Matrix
 - Gantt Chart
 - Control and Influence Matrix

Resources That Can Help (all found at www.PHF.org)

- Performance Management Self-Assessment
- QI Quick Guide
- Core Competencies for Public Health Professionals
- TRAIN – Learning Management System
- Many case stories, papers, tools, examples
- Direct Technical Assistance
- *Public Health QI Tools Encyclopedia*





THANK YOU!

Margie Beaudry
Public Health Foundation
mbeaudry@phf.org
202-218-4415

