



Performance Management: Measuring What Matters in Public Health

Learning Objectives

- Preview the contents of NACCHO's new performance management guide
- Discover various frameworks for implementing performance management in your health department
- Learn about the main components of a public health performance management system
- Gain clarity in how to get started with managing internal performance
- Understand how performance management is linked to other aspects of performance improvement

Speakers



Pooja Verma
NACCHO



Christina Hayes
Lake County Health Department

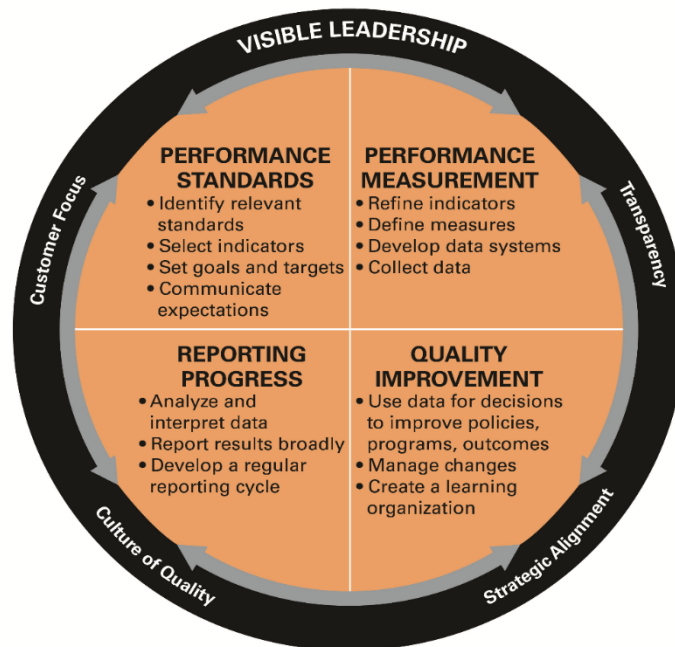


Robert Hines
Houston Health Department

Overview of Performance Management

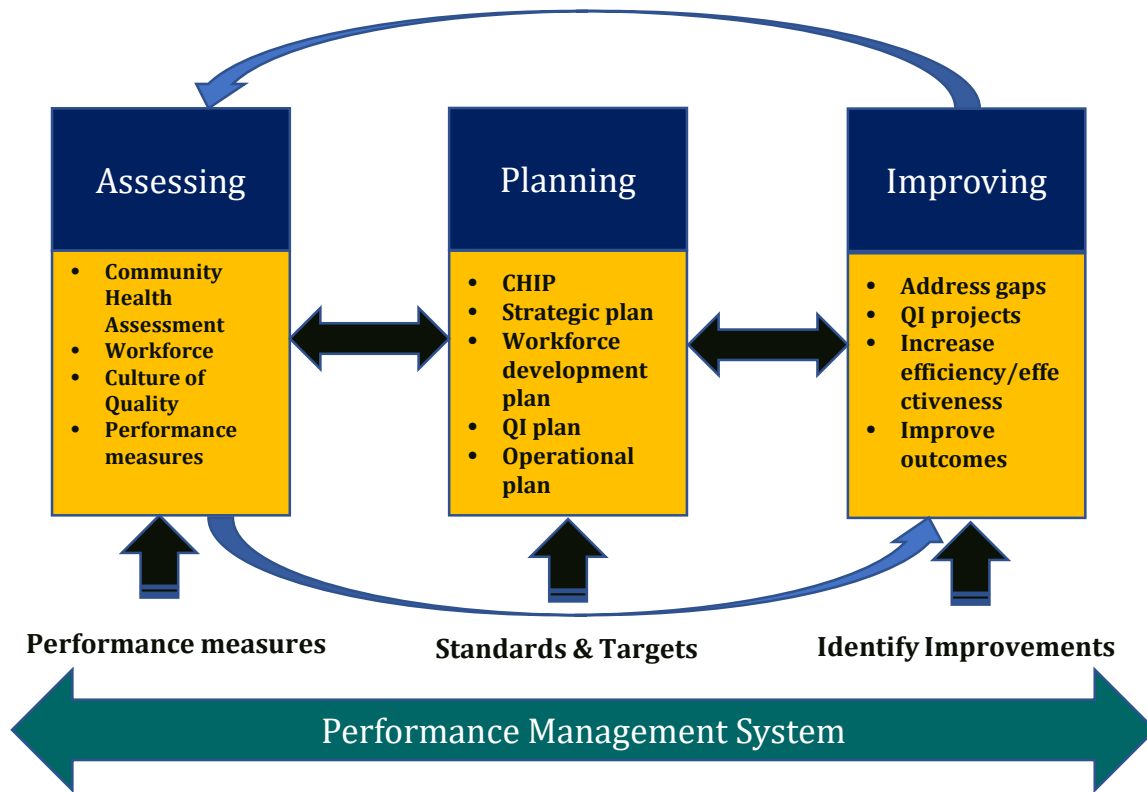
Performance Management

PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM

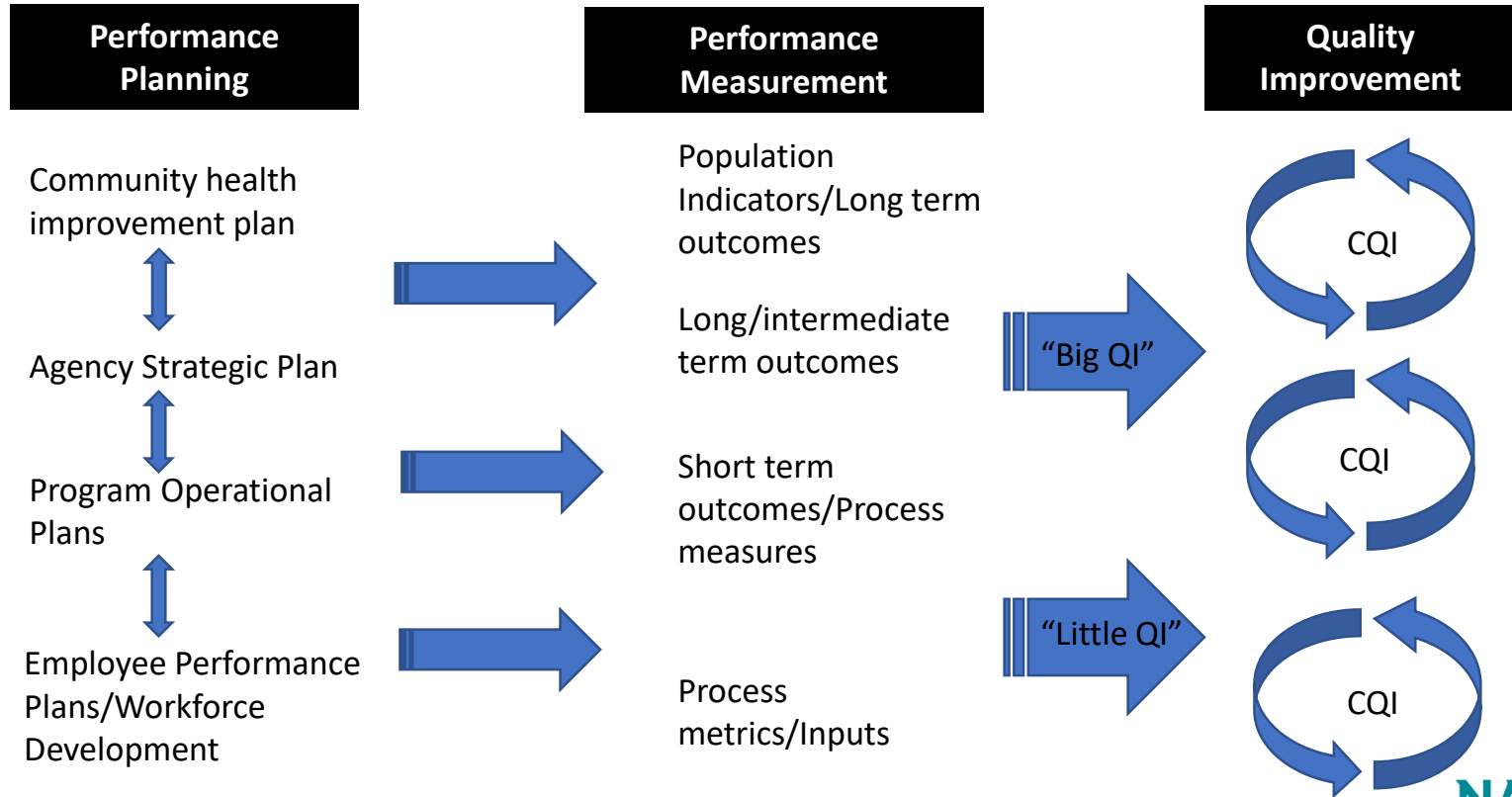


Source: Turning Point Performance Management Refresh
(http://www.phf.org/focusareas/performancemanagement/toolkit/Pages/Performance_Management_Toolkit.aspx)

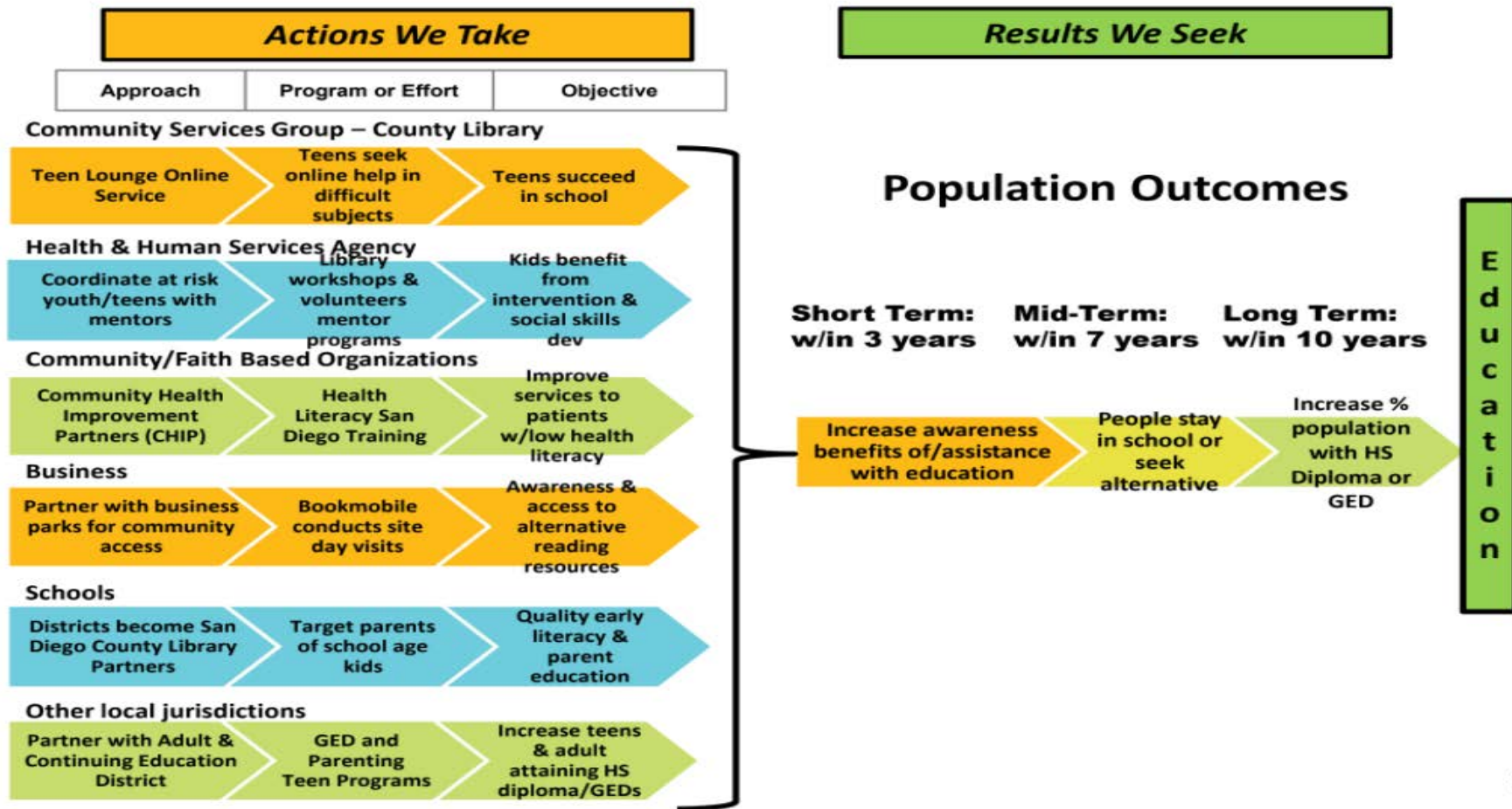
The Performance Improvement Framework



The Performance Improvement Framework: A Family of Measures



EXAMPLE OF COLLECTIVE ACTION FOR MEASURABLE IMPACT:



Source: Live Well San Diego (https://www.sandiegocounty.gov/content/sdc/live_well_san_diego/indicators.html#)

Steps to Performance Management

STEP
1

Align programmatic purpose with agency strategy



- *What impact on its customers does the program seek to achieve?*
- *How does the program's purpose align with agency mission and strategy?*

STEP
2

Identify outcomes and objectives



- *What outcomes does the program have influence over?*
- *How will the program influence these outcomes?*

STEP
3

Link activities to outcomes and objectives



- *What work will we do to achieve our objectives?*
- *How does our work align with our outcomes?*

STEP
4

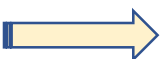
Identify performance measures



- *How will we know if we are achieving our outcomes?*
- *How will we know if outcomes are impacted by our program?*

STEP
5

Set targets and standards for the measures



- *What level of performance are we seeking to achieve?*

STEP
6

Develop data collection and reporting protocols



- *How will we use data to make informed decisions?*
- *How will we keep our stakeholders informed of our work?*

STEP
7

Prioritize and implement improvements



- *How will we continuously improve to better meet our community's needs?*



LakeCounty

Health Department and
Community Health Center

Quality Management System

NACCHO Webinar

June 26th, 2018

Christina Hayes, MPH, ASQ-CQIA
Quality Improvement Analyst

Lake County, Illinois

703,000 residents

- 64% White, non Hispanic
- 7% Black, non Hispanic
- 6% Asian/Pacific Islander
- 20% Hispanic

Great Lakes Naval Base

Large corporate presence

- Abbott Laboratories
- Discover Card
- Walgreens



Lake County Health Department and Community Health Center

- Board of Health Governance
- Approximately 1000 employees (650 FTEs)
- Largest provider of human services in county
- Over 50 distinct programs

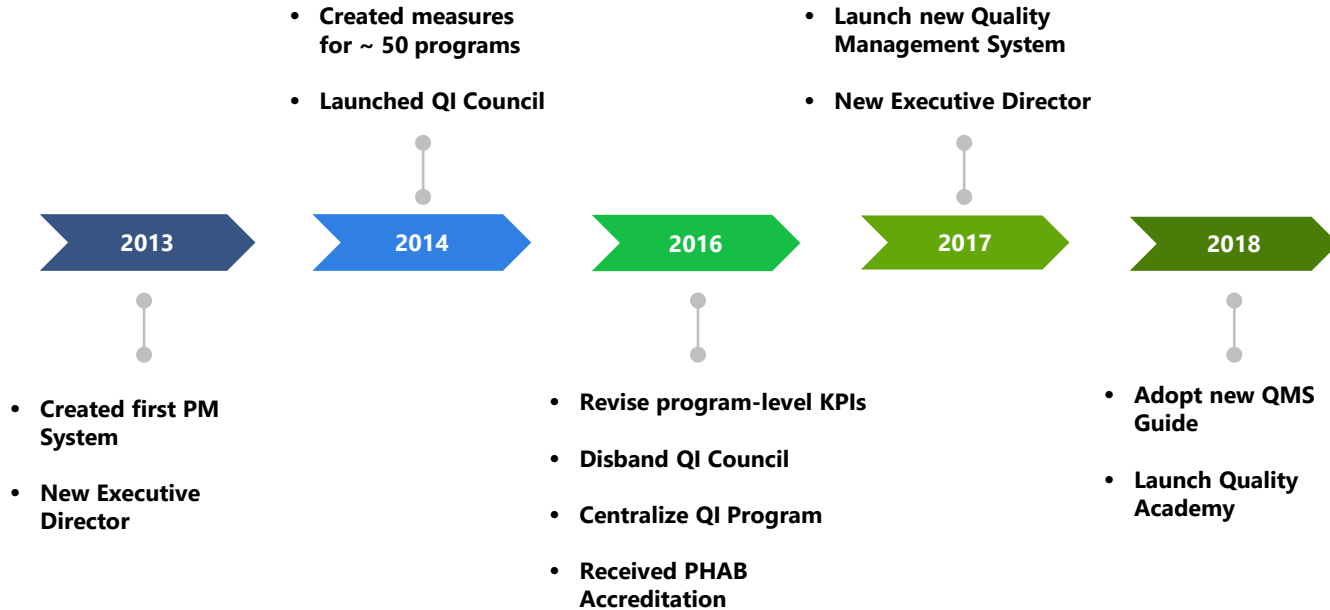
- 01** Traditional Public Health Programming
 - Environmental and community health, Health Equity
- 02** FQHC
 - Primary care and dental
- 03** Behavioral Health
 - Counseling, drug treatment and prevention, and residential group homes
- 04** Administrative Services
 - HR, MIS, Finance

PHAB Accredited

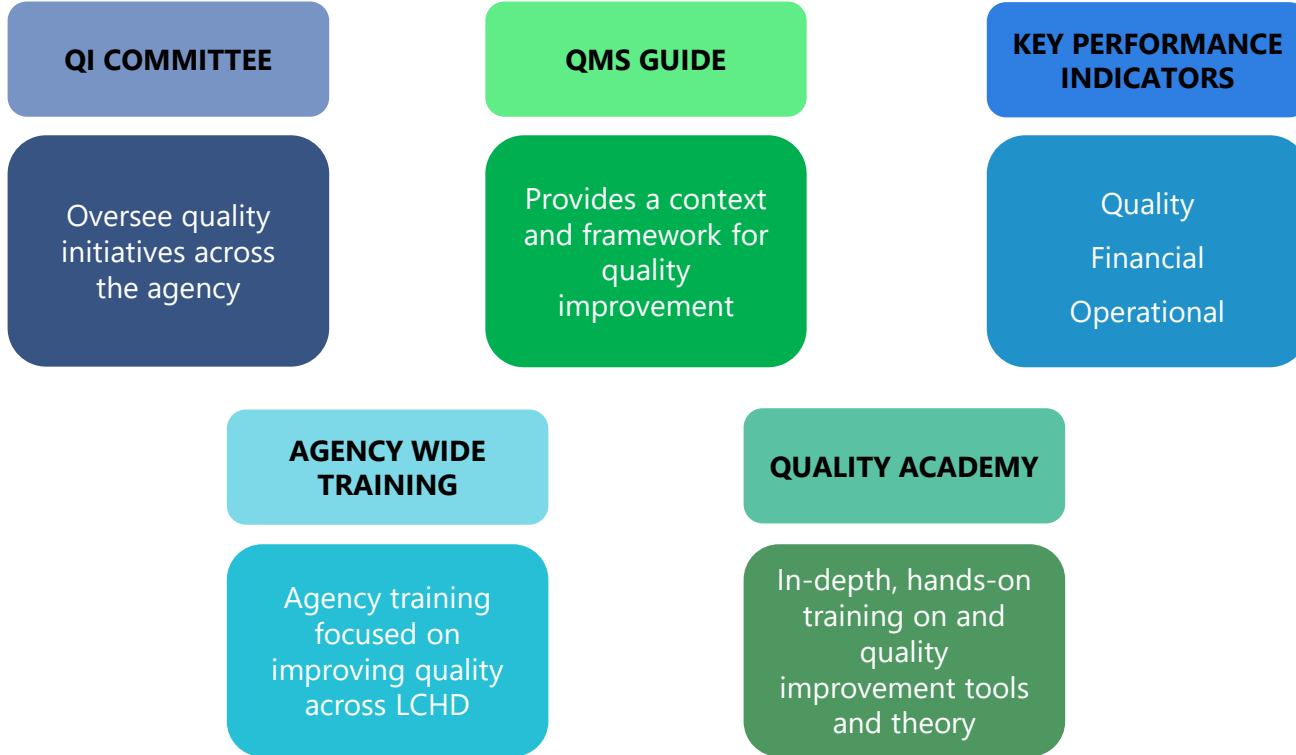


March 11, 2016

Milestones

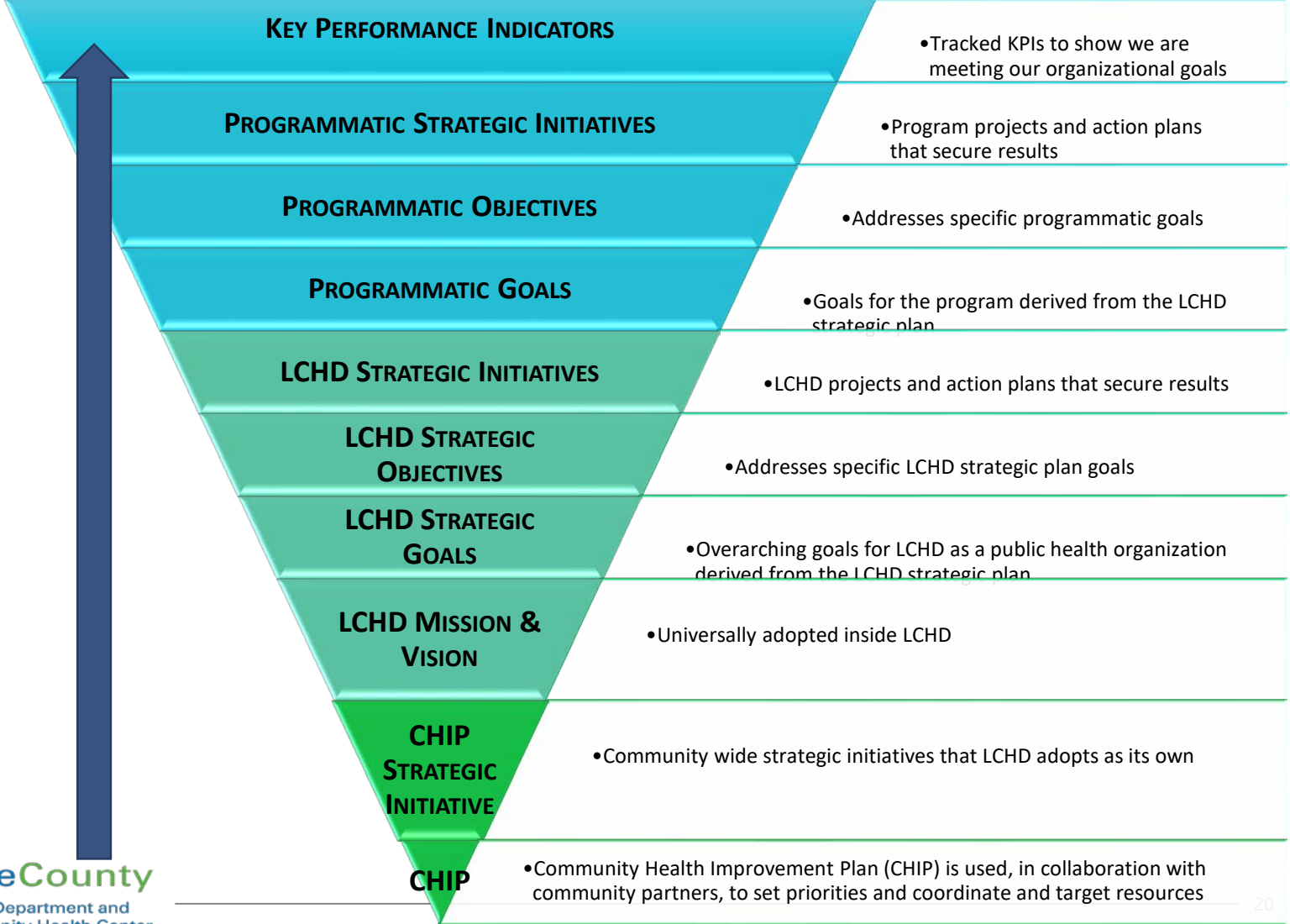


Quality Management System



System Alignment





Quality Toolbox

Welcome to the Quality Toolbox site!

Click on the links below to access dashboards and resources, and to view or share completed quality improvement initiatives.



[Quality Key Performance Indicator Dashboards](#)

Access your Quality KPI Dashboards and reports.



[Quality Improvement Resources](#)

View quality improvement tools and templates



[Quality Management System Materials](#)

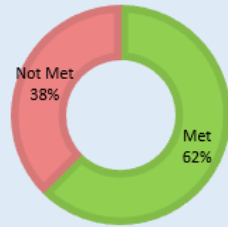
Learn about our Quality Management System



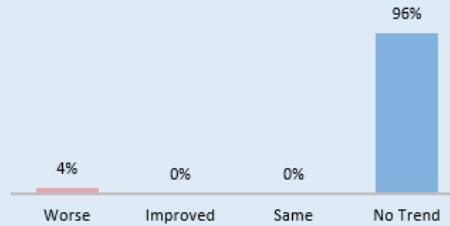
[Quality Improvement Efforts](#)

Prevention Dashboard

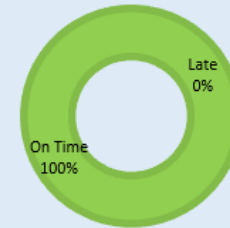
KPI Targets Met



Trending KPIs

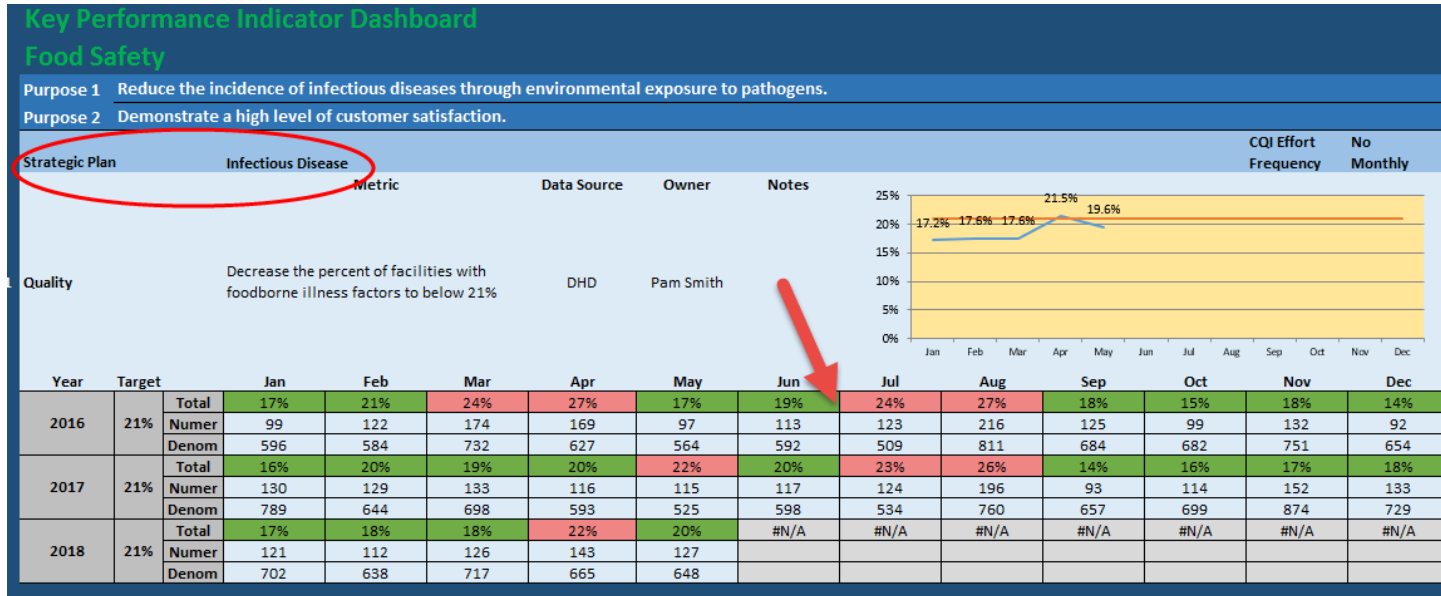


KPIs Current

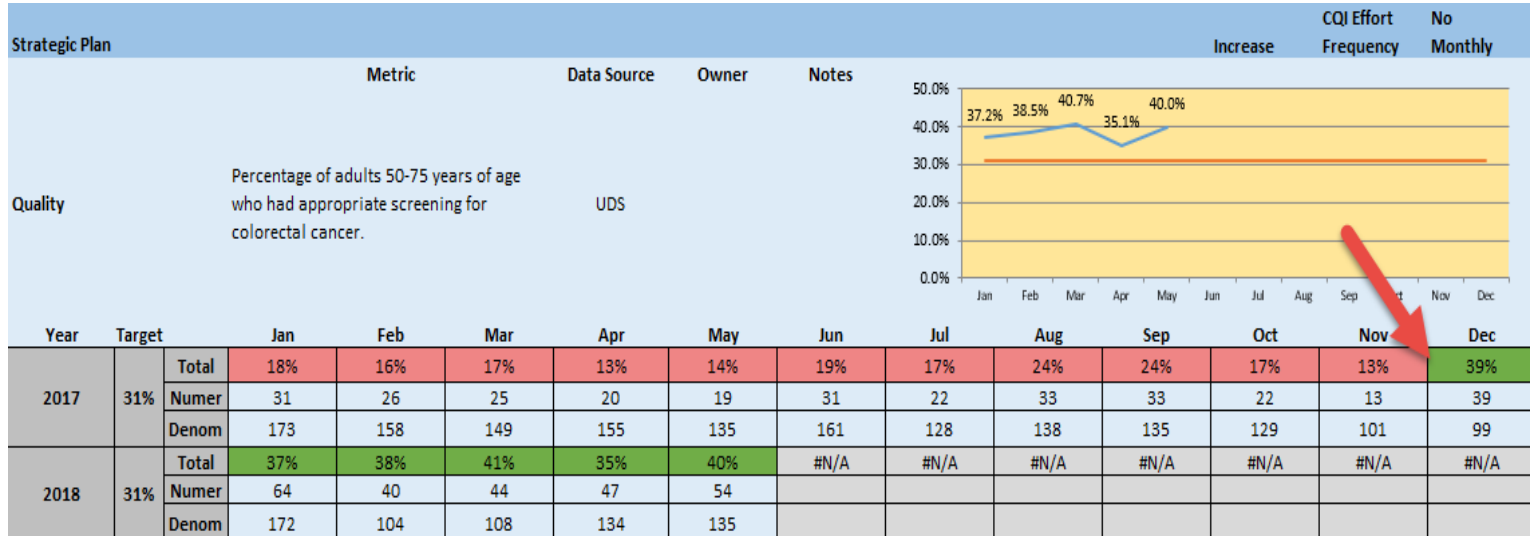


#	KPI Type	Metric	Owner	Last Updated	QI Effort	Strategic Plan	Target	Time	Current	Trend
1	Quality	Reduce tobacco use among Lake County adults to 12.0%	Lea	2016	No	Hypertension/Diabetes/Obesity	12%	Not Late	14%	No Trend
2	Quality	Increase the number of smoke-free housing units in Lake County from baseline (1123)	Lea	Q1	No	Hypertension/Diabetes/Obesity	2611	Not Late	3904	No Trend
3	Quality	Increase the number of communities in Lake County amending their Smoke-Free Illinois ordinances to include electronic smoking devices (2016 Baseline = 4).	Danielle	Q1	No	Hypertension/Diabetes/Obesity	3	Not Late	4	No Trend
4	Quality	Increase the number of communities in Lake County raising the Minimum Legal Sales Age (MLSA) to 21 to purchase tobacco products. (Baseline = 0)	Danielle	Q1	No	Hypertension/Diabetes/Obesity	5	Not Late	9	No Trend

KPI Dashboards



Identify Improvement Opportunities



- Colorectal Cancer Screening QI Effort
- Staff implemented a patient agreement form
- Resulted in an increase in return rate of FOBT kits



LakeCounty

Health Department and
Community Health Center



3010 Grand Avenue, Waukegan, Illinois 60085
(847) 377-8000
health.lakecountyil.gov



HealthDepartment



@LakeCoHealth



LakeCoHealth



A photograph of the Houston skyline featuring several skyscrapers, including the cylindrical Bank of America Tower. A large teal semi-circle is overlaid on the top half of the image, containing the title text.

PERFORMANCE MANAGEMENT (PM) HOUSTON HEALTH DEPARTMENT (HHD)

June 2018



Robert A. Hines, MSPH, HHD Accreditation Coordinator

ABOUT HOUSTON

POPULATION ¹ :	2,099,451
LAND AREA ¹ :	Approx. 600 sq. mi.
HARRIS COUNTY POP ¹ :	4,092,459
POPULATION SERVED:	2.2 million
TOTAL EMPLOYEES:	1,200 +
PHAB ACCREDITED:	December 12, 2014



¹ DATA SOURCE: U.S. CENSUS BUREAU, 2010 CENSUS SUMMARY FILE

PERFORMANCE MANAGEMENT

EVOLUTION BASELINE

- 1 No formal structure, some programmatic methods of PM tracking
(e.g. funding requirements)
- 2 Very little awareness of PM
Generally, perceived connection was employee evaluation

GOAL

- 1 Formalized structure encouraging employees to facilitate their own performance management and growth
- 2 Department as a whole to be aware and excited about PM

ADDRESSING EMPLOYEE PERCEPTION

TURNING POINT ASSESSMENT

- Determine a baseline
- Gain an understanding of employee knowledge, experience, and awareness
- Identify best approach for engaging

TRAINING

- Addressing employee perception
 - more often than not, it is perceived negatively

SELF ASSESSMENT

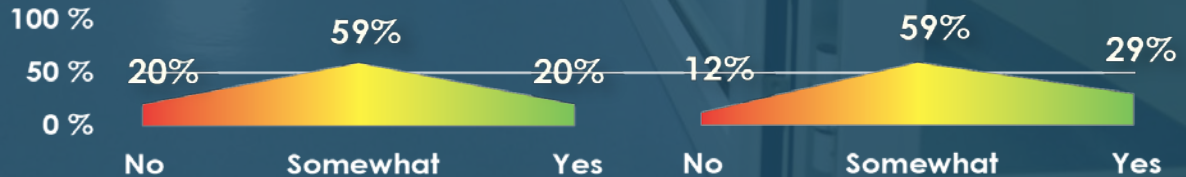
2011

2012

Do you have a process(es) to improve quality or performance?

Is there a regular timetable for your QI process?

Does staff have the authority to make certain changes to improve performance?

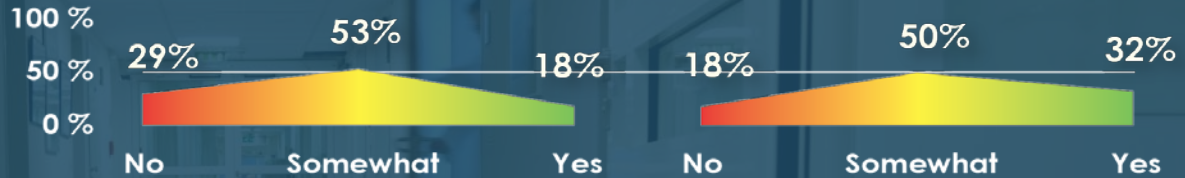


SELF ASSESSMENT

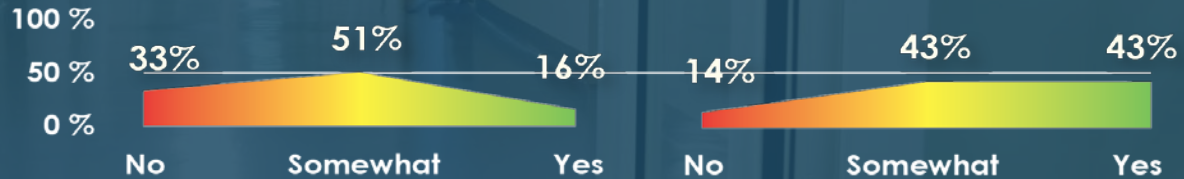
2011

2012

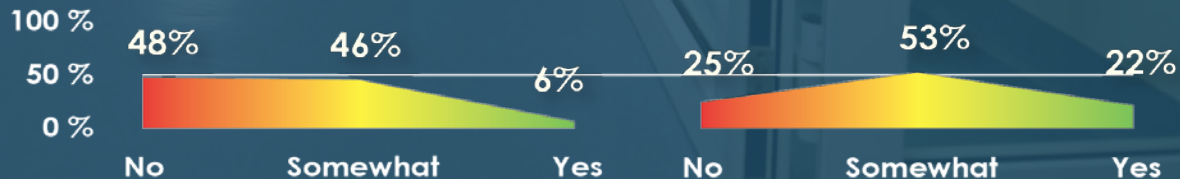
Is there a process or mechanism to coordinate QI efforts among programs, divisions, or organizations that share the same performance targets?



Is QI training available to managers and staff?



Are personnel and financial resources allocated to your QI process?



INITIAL

REACTIONS TO QI

FEAR AND LOATHING



- Common reaction
- Fear: threat to job stability
- Fear: more work
- Fear: it will (or won't) change the status quo

CONFUSION



- Poor understanding of accreditation and QI
- Lack of awareness of the need or purpose for accreditation or QI

DISINTEREST



- Lack of understanding of relationship between accreditation and work
- Expectation (real or perceived) that there isn't enough high level support

ADDRESSING

REACTIONS TO QI

FEAR AND LOATHING



- Stress value of grass-roots ownership
- Do not portray QI as a mandatory initiative

CONFUSION



- Addressed by Education (Training on what QI is and its value)
- Provide examples of successful project

DISINTEREST



- Addressed by Education (Training on what QI is and its value, 10 Essential PH services)
- Stress Leadership role
- Provide examples of successful projects

HIGHLIGHTS

RESOURCES THAT WORK

KLIPFOLIO

INTERNAL, CENTRAL
TRACKING TOOL

HEALTHY COMMUNITIES INSTITUTE (HCI)

COLLABORATIVE,
EXTERNAL TRACKING
TOOL

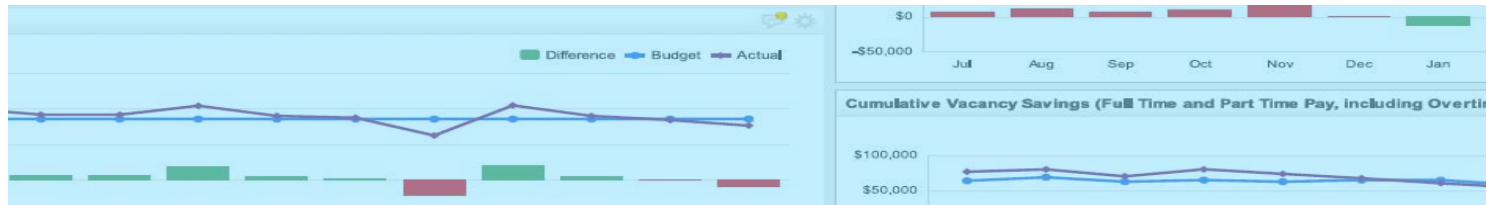
POWER BI

INTERNAL, CENTRAL
TRACKING TOOL

KLIPFOLIO

“An online dashboard platform for building powerful real-time business dashboards for team or clients”

- Started with counts and measures
- Became more sophisticated with developing measures and actual performance targets
- Added STRAT and CHIP objectives later



KLIPFOLIO



UTILITY

User friendly
Does not require
much technical
expertise

COST

Affordable
(\$20/user/month)
Doesn't require
much storage
space

ADMIN

Flexible
Easy to modify in-
house

General Fund

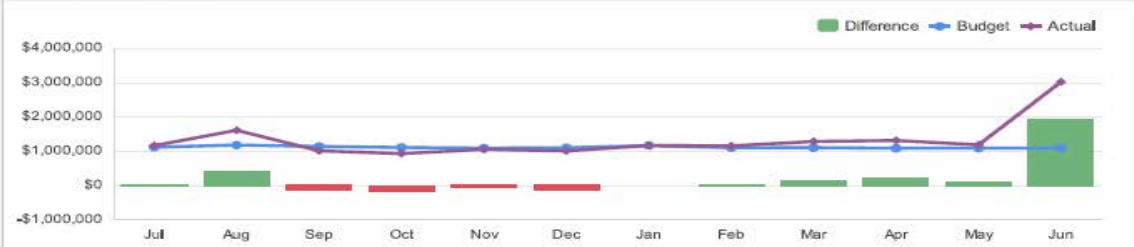
Choose your Fiscal Year:

Fiscal Year: **FY 2013**

General Fund Revenue YTD

vs. Budget	Over/(Under) by	Budget	Actual	Encumbrance
▲	\$2,517,921	\$13,369,500	\$15,887,421	\$0

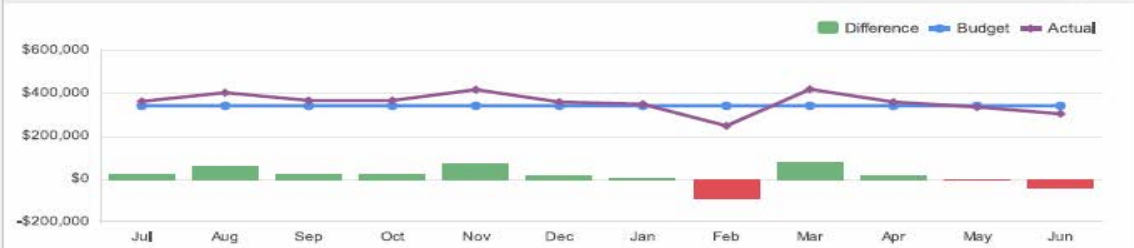
General Fund Revenue



Indirect Cost Revenue YTD

Revenue Source	vs. Budget	Over/(Under) by	Budget	Actual
Indirect Cost Recovery	▲	\$187,263	\$4,100,000	\$4,287,263

Indirect Cost Revenue



Garage Parking YTD

Revenue Source	vs. Budget	Over/(Under) by	Budget	Actual
Garage Parking	▲	\$9,431	\$146,000	\$155,431

Garage Parking Revenue

Choose your Division:

Division: **Director's Office**

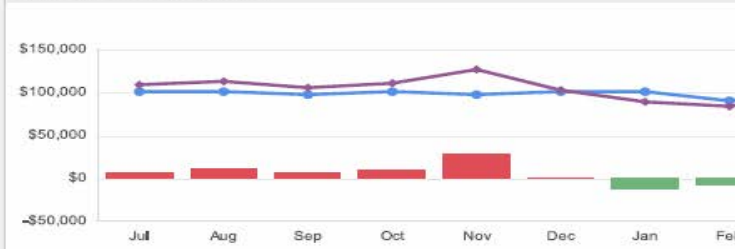
General Fund Expenditures YTD

vs. Budget	Over/(Under) by	Budget	Actual
▲	\$114,821	\$1,189,733	\$1,304,554

Expenditures by Category YTD

Fund	vs. Budget	Over/(Under) by	Budget
Personnel	▲	\$111,359	\$1,051,610
Supplies	▼	(\$1,265)	\$8,595
Services	▲	\$4,787	\$128,928
Non Cap	▼	(\$61)	\$600
Cap Purch	▼	\$0	\$0

General Fund Expenditures



Cumulative Vacancy Savings (Full Time and Part Time Pay, including Overtime)



Personnel Expenditures

Project	Completion Date/Due Date	Status
CLINICAL MANAGEMENT INFORMATION SYSTEM (CMIS)	TBD	●
PHARMACY INVENTORY SYSTEM	TBD	●
MAVEN HIV/STD/STATE MODEL	On Hold	●
ENVIRONMENTAL LAB SYSTEM	10/14/2013	●
TEXAS PUBLIC HEALTH RISK ASSESSMENT TOOL	10/1/2013	●
MOBILE DEVICE MANAGEMENT	9/30/2013	●
LAB ORDER ENTRY (LOE) ROLLOUT	9/2/2013	●
SEE TO SUCCEED WEB REG AND REPORTING	8/31/2013	●

Disease Surveillance Statistics							
Unit	Indicator	Baseline	Monthly Avg	Total YTD	Total PYTD	Status	12 Month Trendline
General Surveillance	Total Number of Cases Reported Monthly	TBD	1,945	23,338	n/a	●	
HIV Surveillance	Total Number of Cases Reported Monthly	TBD	159	1,911	n/a	●	
STD Surveillance	Total Number of Cases Reported Monthly	TBD	2,690	32,285	n/a	●	

Environmental Health							
Unit	Indicator	Target	Monthly Avg	Total YTD	Total PYTD	Status	12 Month Trendline
Food Establishment Inspections	Total Facility Inspections/ Investigations	30,737 Annually	2,701	32,409	43,057	●	
Swimming Pools Inspections	Total Facility Inspections/ Investigations	5,043 Annually	470	5,641	5,021	●	
Fats Oils and Grease Inspections	Total Facility Inspections/ Investigations	21,940 Annually	2,365	28,376	12,092	●	



Special Initiatives							
Unit	Indicator	Target	Monthly Avg	Total YTD	Total PYTD	Status	12 Month Trendline
Kids Vision for Life / OneSight	# of Encounters	10,550 Annually	1,450	8,084	6,276	●	
	# of Clients	7,000 Annually	n/a	6,500	6,072	●	

75%

TB: Average % of Clients Completing Directly Observed Therapy

94.3%

Average % of Outbreaks and Special Investigations Responding to Defined Guidelines

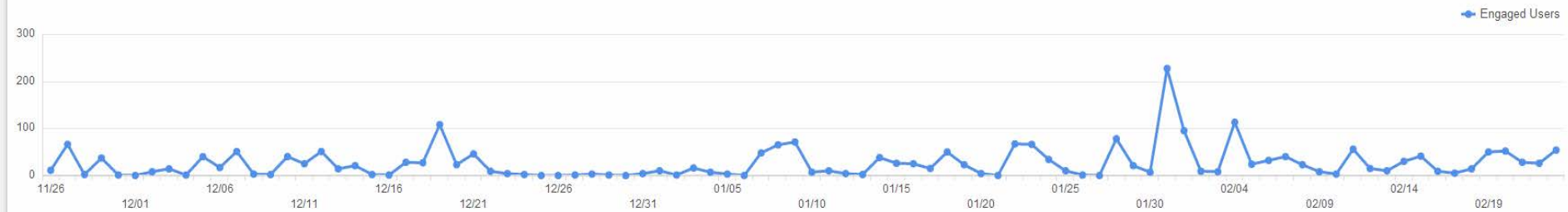
100.0%

Food: Average Routine Facility Inspections per Sanitarian per Month

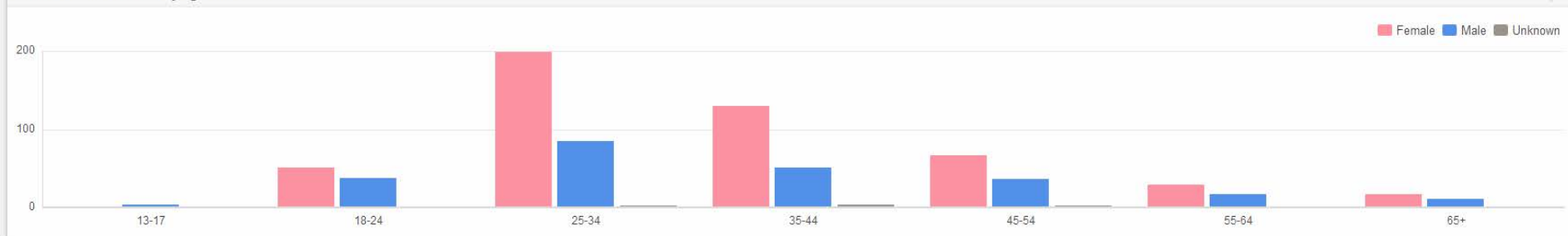
4.6

Swimming Pools: Average Inspections per Inspector per Day

HDHHS Facebook Daily Engaged Users for Past 90 Days



HDHHS Facebook Likes by Age and Gender



HDHHS Facebook Reach for Past 30 Days by City

Rank	City	Reach
1	Houston, TX	6,954
2	Quezon City, Philippines	328
31	Makati, Philippines	15
5	Pearland, TX	175
10	Manila, Philippines	104
24	Tomball, TX	31
4	Austin, TX	198
9	Atlanta, GA	117
6	Spring, TX	145
14	Monterrey, Nuevo Leon, Mexico	89

HDHHS Facebook Likes by Language

Language	Likes
English (American)	705
Spanish	22
English (British)	12

HEALTHY COMMUNITY INSTITUTE

HCI

“Web-based platform which enables local public health departments, hospitals and community coalitions to measure community health, share best practices, identify new funding sources and drive community health improvement. ”

- Accessible to the community
- Updated on a quarterly basis and has the ability to export data reports for specific analysis and comparisons
- Includes data on population and health indicators
 - Educational factors, housing information, cancer data, transportation, housing info, health disparities, environmental health, etc.
- Will enhance community partnership



EXPLORE DATA

SEE HOW WE COMPARE

TOOLS & RESOURCES

LEARN MORE



Data Report
Indicators Dashboard
Health News
County Public Health Department



FIND HEALTH DATA
View more than 100 economic, social, and health indicators for County



FIND DEMOGRAPHIC DATA
View demographic data on race, gender, ethnicity by zip code



TRACK PROGRESS
Compare county and local indicators to Healthy People 2020 Targets



SOCIONEEDS INDEX
Identify zip codes that have the highest level of socioeconomic need compared to our county and the US.



WRITE A REPORT

County

gender, ethnicity by zip code

Targets

compared to our county and the US.



COMPARE INDICATORS

Compare select indicators at the city/place, zip code, and census tract level



LOCATE RESOURCES

See all reports on a variety of different topics



FIND PROMISING PRACTICES

View promising practices highlighting efforts around the country addressing similar community health challenges



WRITE A REPORT

Conduct your community health needs assessment and develop an implementation strategy

This month's focus: Families Living Below Poverty Level

77076

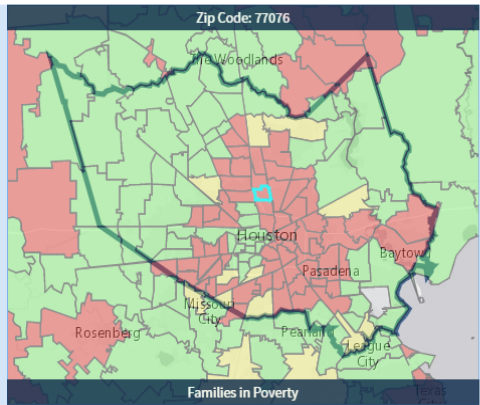


33.8 PERCENT

What is this indicator?

This indicator shows the percentage of families living below the federal poverty level.

[Learn more](#)



- Health
- Economy
- Education
- Environment
- Government & Politics
- Public Safety
- Social Environment
- Transportation

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- EXPLORE DATA
- SEE HOW WE COMPARE
- TOOLS & RESOURCES
- LEARN MORE

Home > Community Dashboard

Community Dashboard

Be sure to select a location using the drop-down menus before searching for indicators. Please note that disparity data is only available at the county level.

Location Type: Location:

Breakout By: Order By:

Indicators for County: Harris

[View the Legend](#)

+ Health

Access to Health Services

Adults with Health Insurance <small>MAP</small>	Comparison: U.S. Counties	
Children with Health Insurance <small>MAP</small>	Comparison: U.S. Counties	
Non-Physician Primary Care Provider Rate <small>MAP</small>	Comparison: U.S. Counties	
Primary Care Provider Rate <small>MAP</small>	Comparison: U.S. Counties	

Cancer

Age-Adjusted Death Rate due to Breast Cancer <small>MAP</small>	Comparison: U.S. Counties	
Age-Adjusted Death Rate due to Cancer <small>MAP</small>	Comparison: U.S. Counties	
Age-Adjusted Death Rate due to Colorectal Cancer <small>MAP</small>	Comparison: U.S. Counties	

LESSONS LEARNED

Need a strategy;
not just steps

Understand staff
perception

Brand in a way that
is appealing to your
staff

Use tools that
make tracking and
reporting easy

A photograph showing a contrast between old and new architecture. In the foreground, a traditional, two-story house with light-colored horizontal siding and a gabled roof is visible. Behind it, several modern skyscrapers rise into a clear blue sky. The most prominent is a tall, blue-glass skyscraper. To its left is a white skyscraper with a grid-like facade. To its right is a brown skyscraper with a similar grid-like facade. The word "QUESTIONS?" is overlaid in large, white, bold, sans-serif font across the middle of the image.

QUESTIONS?

CONTACT INFORMATION

Robert A. Hines, Jr. MSPH

Performance Improvement Manager & Accreditation Coordinator

Houston Health Department (HHD)

Director's Office

Phone: 832.393.4606

Robert.Hines@houstontx.gov

Panel Discussion



Q&A

Resources

- NACCHO Guide to Performance Management (Coming in July)
- Organizational Culture of Quality Self-Assessment Tool Version 2.0 (Coming in September)
- Roadmap to a Culture of Quality (www.qiroadmap.org)
- NACCHO Strategic Planning Guide
- Mobilizing for Action through Planning and Partnerships
- P.I. Compass Newsletter (subscribe at www.naccho.org/pi)
- Performance improvement questions? E-mail us at accreditprep@naccho.org

Online Resources for Assessing Social Determinants of Health

ONLINE RESOURCES FOR ASSESSING SDOH

Below are links to online resources and tools to help LHDs to assess and address social determinants of health

Sources of SDOH Indicators and Data



Background materials on SDOH



Online tools for mapping SDOH data



Local examples of SDOH data



<https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/hp2020-and-sdoh>

A teal banner with a blurred background of people. The text "Thank You!" is written in white, bold, sans-serif font in the upper left corner.

Thank You!