

# Applying the High Performance Health System Framework to a Local Public Health System

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# Objectives

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- Review existing frameworks describing:
  - The healthcare system
  - The public health system
- Introduce a comprehensive framework for a high performance health system
- Discuss local initiatives to achieve a high performance health system

# **The Health Care System and High Performance**

Commonwealth Fund

# The Healthcare System

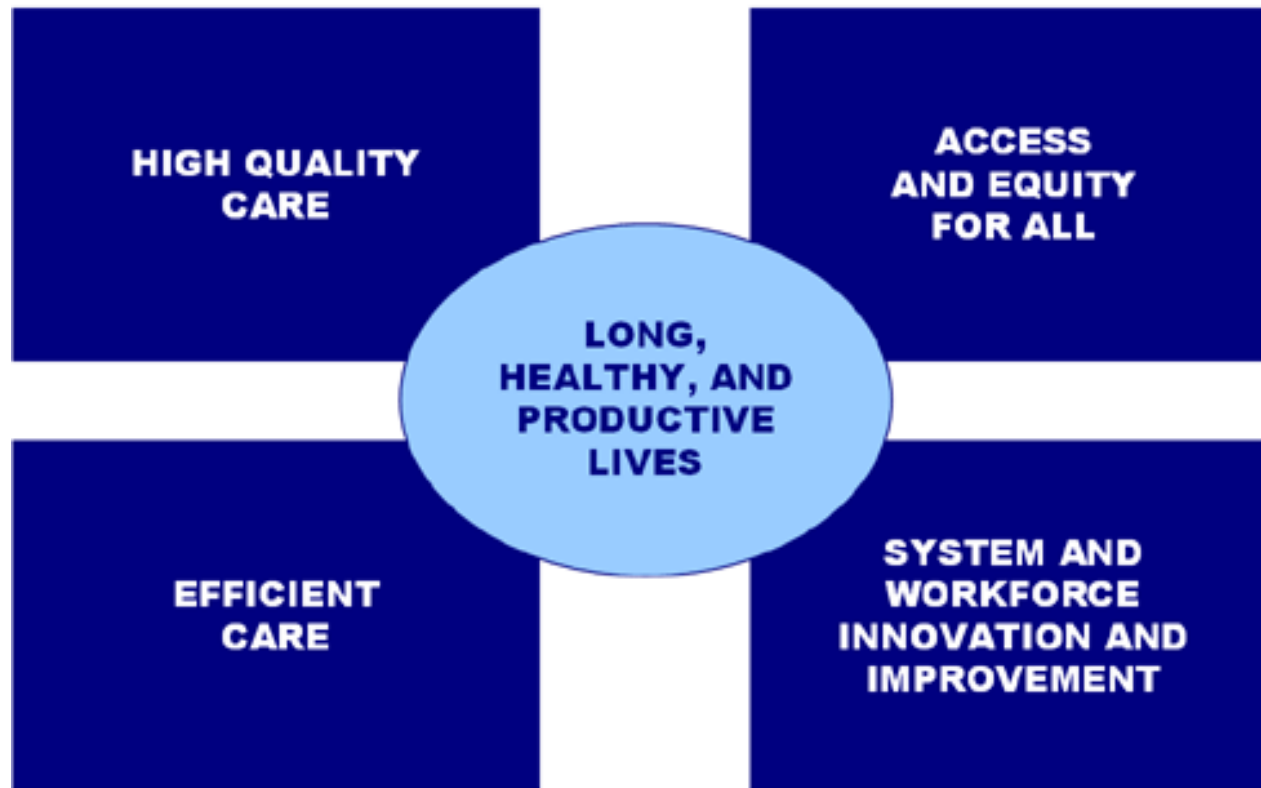
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- healthcare system is the way a society finances, organizes, and delivers health care to achieve patient and societal health goals
- The system includes:
  - Hospitals, Clinics
  - Nursing Homes
  - Physicians
  - Pharmacies
  - Public Health
  - People
  - Processes (IT, HR, Billing...)

# Commission Framework for High Performance

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**Figure 1. Core Goals and Priorities for Performance Improvement**



# Keys to Healthcare System Performance

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- The Commission has identified the following seven keys to high performance:
  - Extend health insurance to all
  - Pursue excellence in the provision of safe, effective, and efficient care.
  - Organize the care system to ensure coordinated and accessible care for all.
  - Increase transparency and reward quality and efficiency.
  - Expand the use of information technology and exchange.
  - Develop the health care workforce to foster patient-centered primary care.
  - Encourage leadership and collaboration among public and private stakeholders.

# Measuring Performance

EXHIBIT 2

## National Scorecard on U.S. Health System Performance, 2008: Scores on 37 Key Performance Indicators

Indicator	U.S. National Rate		Benchmark	Benchmark Rate	2008 Score: Ratio of U.S. to Benchmark	
	2006 Scorecard	2008 Scorecard				
<b>OVERALL SCORE</b>					<b>65</b>	
<b>HEALTHY LIVES</b>						
1	Mortality amenable to health care, deaths per 100,000 population	115	110	Top 3 of 19 countries	69	63
2	Infant mortality, deaths per 1,000 live births	7.0	6.8	Top 10% states	4.7	69
3	Healthy life expectancy at age 60, Years	Various	*	Various	Various	87*
4	Adults under 65 limited in any activities because of physical, mental, or emotional problems, %	14.9	17.5	Top 10% states	11.5	66
5	Children missed 11 or more school days due to illness or injury, %	5.2	*	Top 10% states	3.8	73*
<b>QUALITY</b>						
6	Adults received recommended screening and preventive care, %	49	50	Target	80	62
7	Children received recommended immunizations and preventive care	Various	Various	Various	Various	86
8	Needed mental health care and received treatment	Various	Various	Various	Various	78
9	Chronic disease under control	Various	Various	Various	Various	76
10	Hospitalized patients received recommended care for heart attack, heart failure, and pneumonia (composite), %	84	90	Top hospitals	100	90
11	Adults under 65 with accessible primary care provider, %	66	65	65+ yrs, High income	85	76
12	Children with a medical home, %	46	*	Top 10% states	60	77*
13	Care coordination at hospital discharge	Various	Various	Various	Various	74
14	Nursing homes: hospital admissions and readmissions	Various	Various	Various	Various	65
15	Home health: hospital admissions, %	28	28	Top 25% agencies	17	62
16	Patients reported medical, medication, or lab test error, %	34	32	Best of 7 countries	19	59
17	Unsafe drug use	Various	Various	Various	Various	55
18	Nursing home residents with pressure sores	Various	Various	Various	Various	66
19	Hospital-standardized mortality ratios, actual to expected deaths	101	82	Top 10% hospitals	74	90
20	Ability to see doctor same/next day when sick or need medical care %	47	46	Best of 6 countries	81	57
21	Very/somewhat easy to get care after hours without going to the emergency room, %	38	25	Best of 6 countries	72	35
22	Doctor-patient communications always listened, explained, showed respect, spent enough time, %	54	57	90th Nile health plans	75	75

The Commonwealth Fund Commission on a High Performance Health System, Why Not the Best? Results from the National Scorecard on U.S. Health System Performance, 2008, The Commonwealth Fund, July 2008

# **The Public Health System and High Performance**

# The Public Health System

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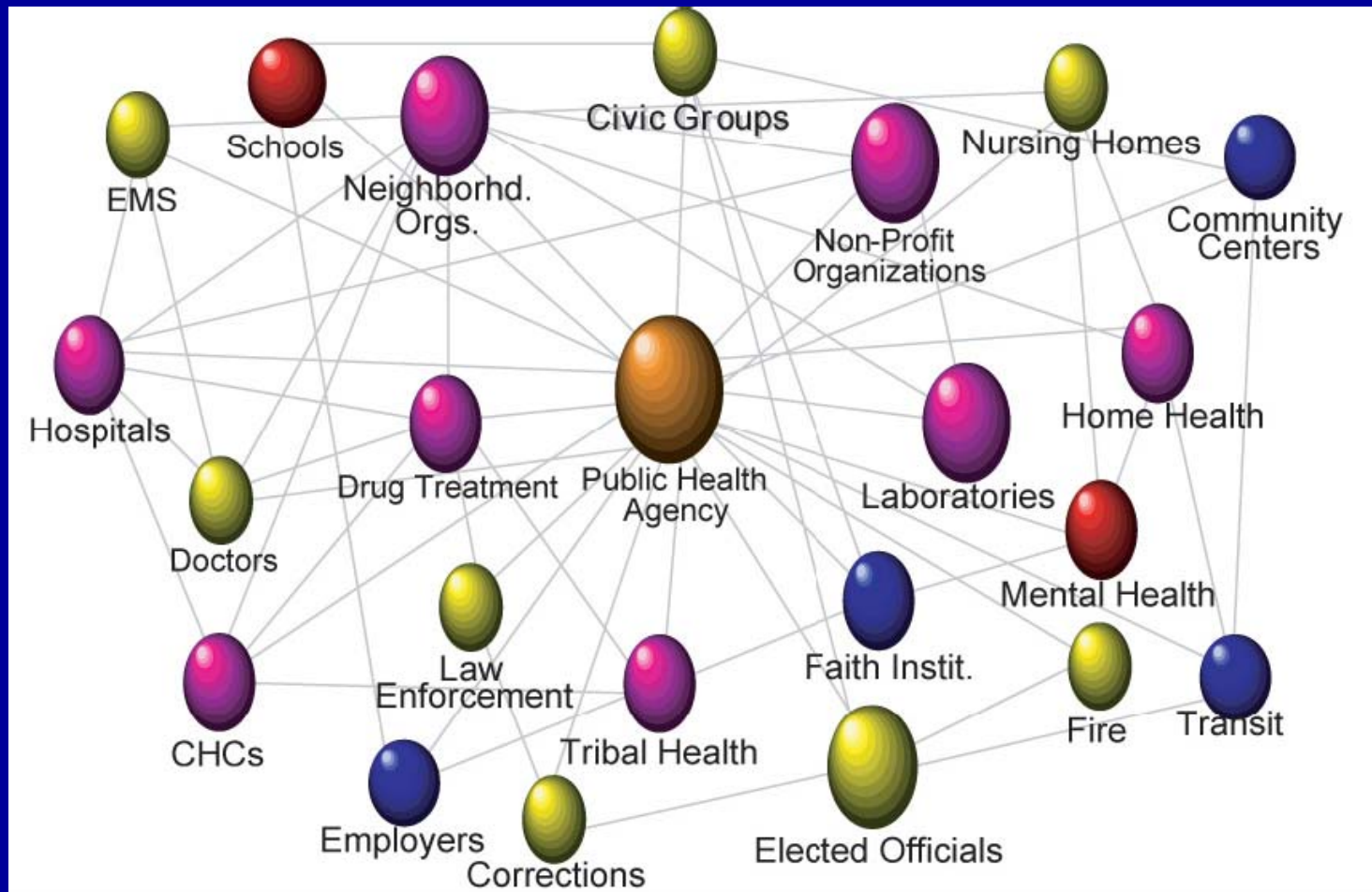
- Public Health:

*“What we as a society do collectively to assure the conditions by which people can be healthy”.*

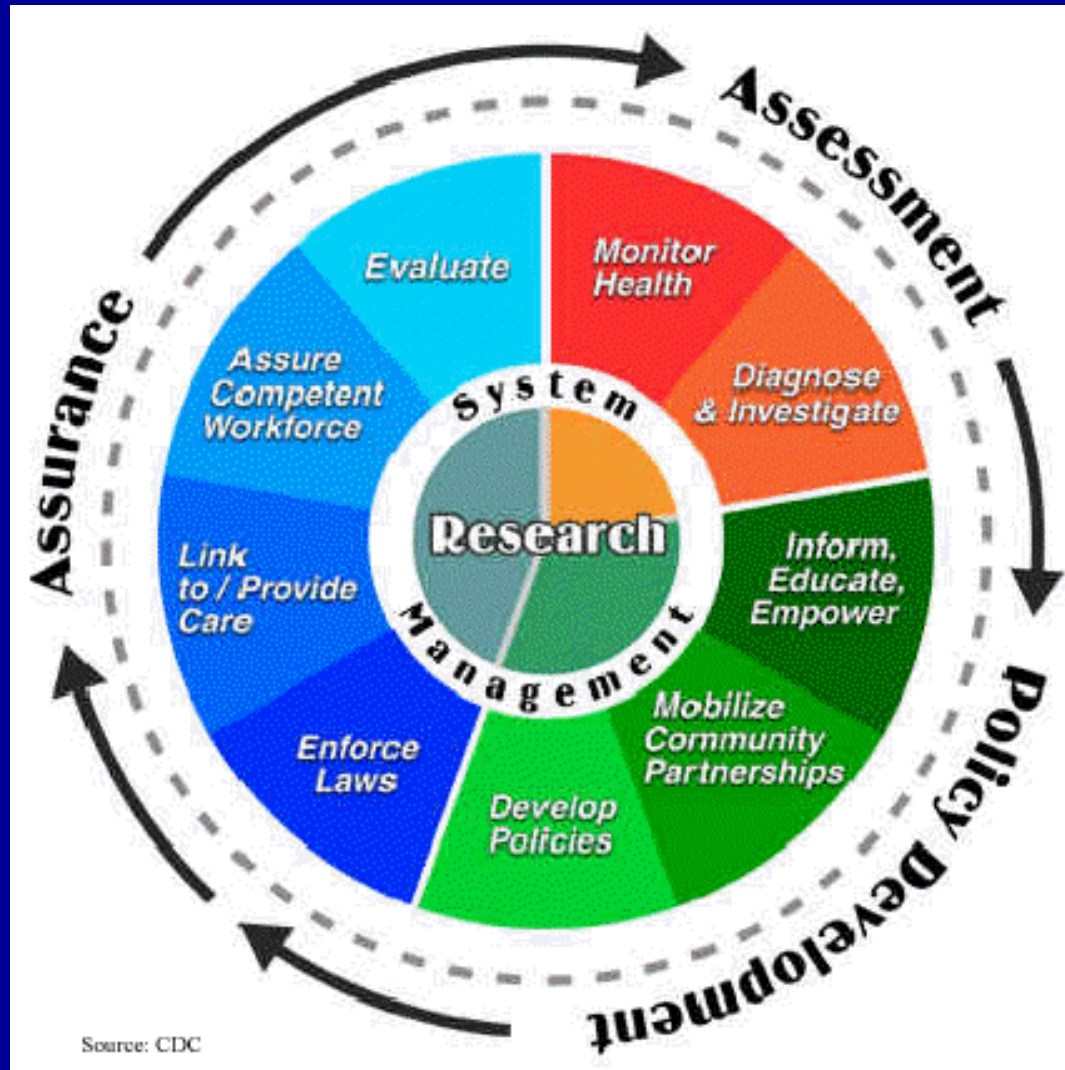
- The Public Health System:

*“Activities undertaken within the formal structure of government and the associated parties of private and voluntary organizations and individuals”.*

# The Public Health System



# The Ten Essential Services



# Public Health Efforts to Support High Performance

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- Turning Point Initiative - Performance Management
- RWJ's Multistate Learning Collaborative
- ASTHO-NACCHO Exploring Accreditation Workgroup
- NACCHO Operational Definition of a Local Health Department
- Public Health Accreditation Board (PHAB)
- Certification of Public Health Professionals

# A High Performance Health System

Integrated Model  
San Antonio Initiatives

# The Health System

## Healthcare

- Healthcare sector focuses on “healer”
- Cares for Individuals who are sick
- Diagnoses, treats & prevents diseases
- Provides comfort, relieves pain & suffering
- Work in wide range of settings both public & private (e.g. hospitals, clinics, managed care, etc.)

## Public Health

- Public Health sector focuses on populations
- Assesses & monitors health problems
- Informs public about health issues
- Develops laws & policies to protect health
- Assures provision of essential health services
- Addresses social determinants of health and social justice

# Health System Challenges

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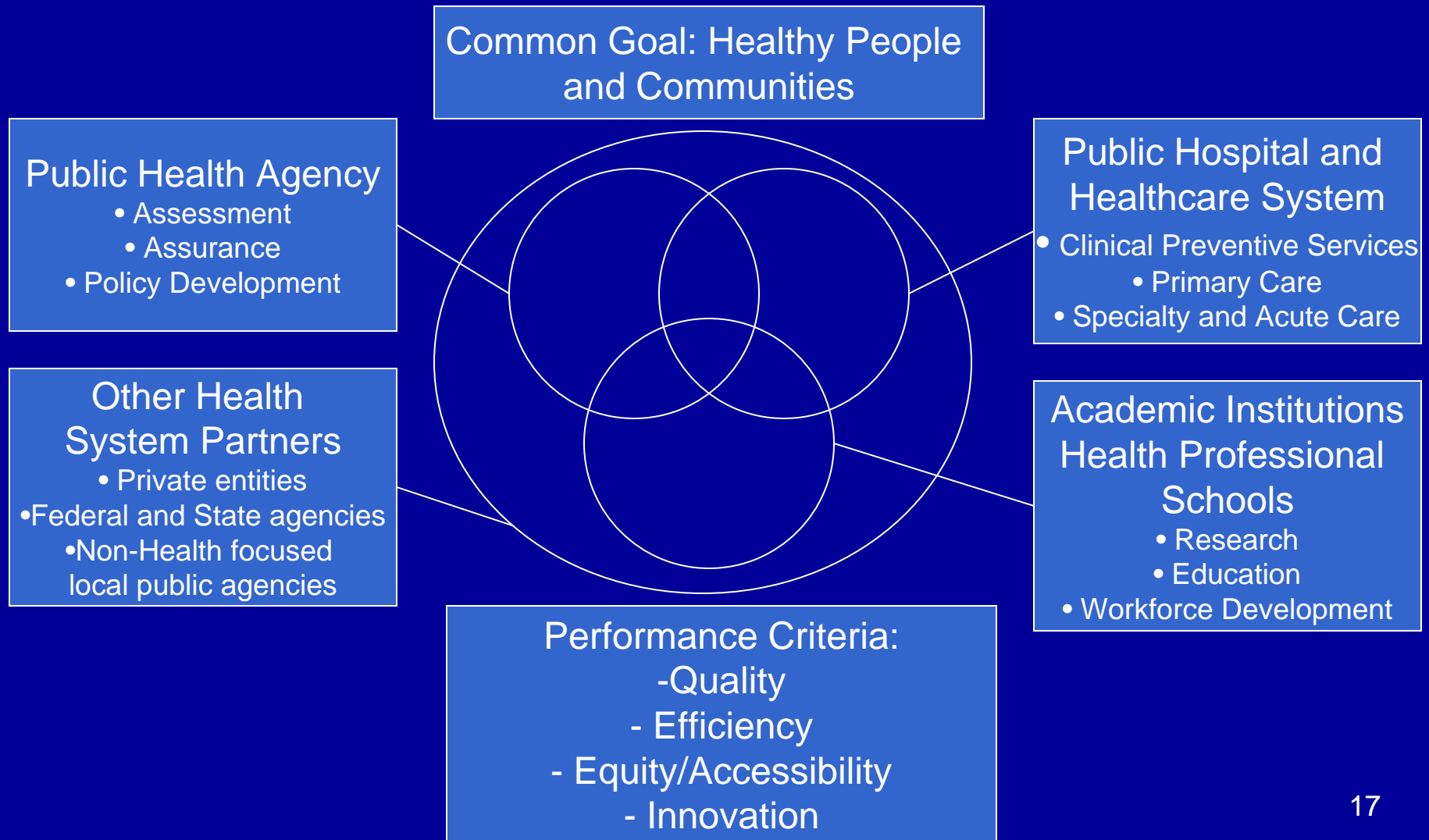
- High rates of preventable chronic disease
- Widening health disparities
- Increased health care costs with level or decreased funding
- High rate of uninsured – Texas leads the nation
- Emphasis on new medical technologies drives costs and may not be evidence-based
- Expanding role in emergency response and meeting the needs of displaced persons

# Need for an Integrated View of the Health System

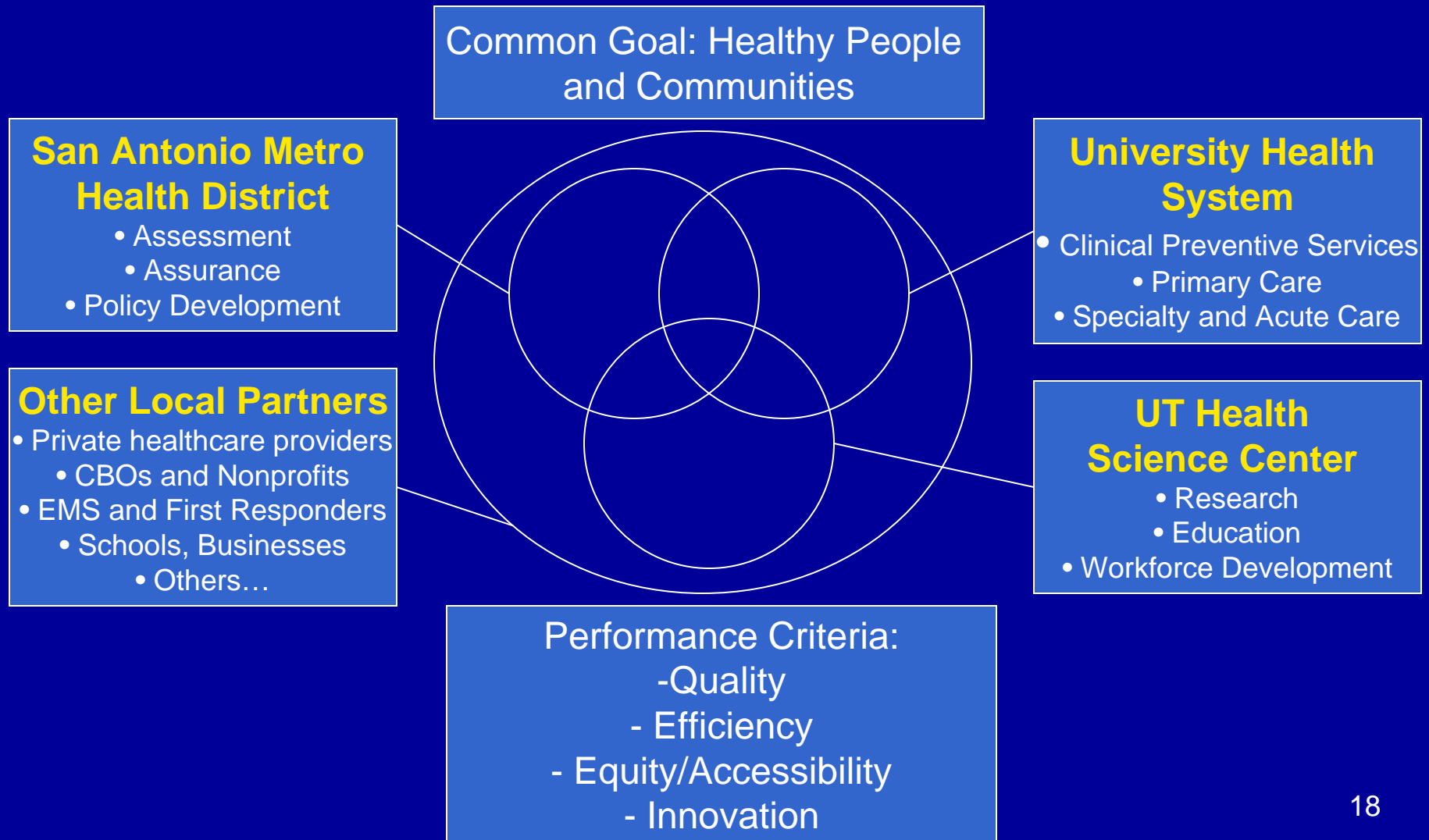
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- Current challenges and resources require cooperation to achieve goals
- Health is more than the absence of illness and injury
- Public health and health care are complementary and interdependent – both sectors must achieve high performance to meet the needs of communities and individuals
  - Common mission and vision
  - Distinct roles and strategies for achieving a healthy community

# Public Sector Local Health System Model



# San Antonio/Bexar County Health System



# Defining Health System Roles

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- Transition of clinical preventive health services from Metro Health to University Health System
- UHS and Metro Health establishing contracts for program evaluation with academic partners
  - Tobacco Coalition
  - Prenatal Education
  - UHS Transition
- UHS alignment of prevention initiatives to Metro Health recommendations

# Building Health System Partnerships

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- Integrated emergency planning and response
- Joint immunization campaigns
- Integrated prenatal care services
- Engagement in application and implementation for NIH Clinical Translational Science Award
- Inclusion of public health in medical professional training
  - Grand Rounds, CEUs, Student Lectures
  - Adjunct Faculty

# High Performance Health System Future Opportunities

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- Enhanced data coordination and surveillance capacities and for health monitoring
- Coordinated community health plan
- Comprehensive children's health program
- Comprehensive senior health program
- Expanded joint capacities to respond to public health emergencies
- Integrated workforce development programs for current professionals and students

# Challenges and Barriers to High Performance

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- Support and infrastructure for data sharing
- Historical rift between public health and healthcare sectors
  - Culture
  - Competition
- Need for organizational structures for coordination and communication
- Power dynamics and jurisdictional differences
- Limited funding to support partnerships and innovation

# References and Resources

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- [www.commonwealthfund.org](http://www.commonwealthfund.org)
- The Commonwealth Fund Commission on a High Performance Health System, Why Not the Best? Results from the National Scorecard on U.S. Health System Performance, 2008, The Commonwealth Fund, July 2008
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- Lasker, R. Medicine and Public Health: The Power of Collaboration, NY Academy of Medicine, 1997
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# Questions and Discussion

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