

Measuring Performance in Public Health Emergency Preparedness

September 11, 2008

Craig Thomas, Ph.D.

Outcome Monitoring and Evaluation Branch

Division for State and Local Readiness

Coordinating Center for Terrorism Preparedness and Emergency Response



SAFER • HEALTHIER • PEOPLE™



Public Health Emergency Preparedness

- Division of State and Local Readiness (DSLRL) is responsible to administer the PHEP Cooperative Agreement
- Since 2001, over \$7 billion has been awarded to 62 state, territorial, and local grantees
- As stewards of this program, CDC and grantees must demonstrate a return on investment – *“What is the value-added?”*



SAFER • HEALTHIER • PEOPLE™



Key Questions for PHEP

- **Are we ready?**
 - ◆ What is “ready”?
 - ◆ Assumes there is a standard against which to compare
- **Aren't we ready yet?**
 - ◆ Managing political impatience and unrealistic expectations
- **Why aren't we ready?**
 - ◆ Who is held accountable?
 - ◆ What do we need to do better?



SAFER • HEALTHIER • PEOPLE™



Performance Measure Project Overview

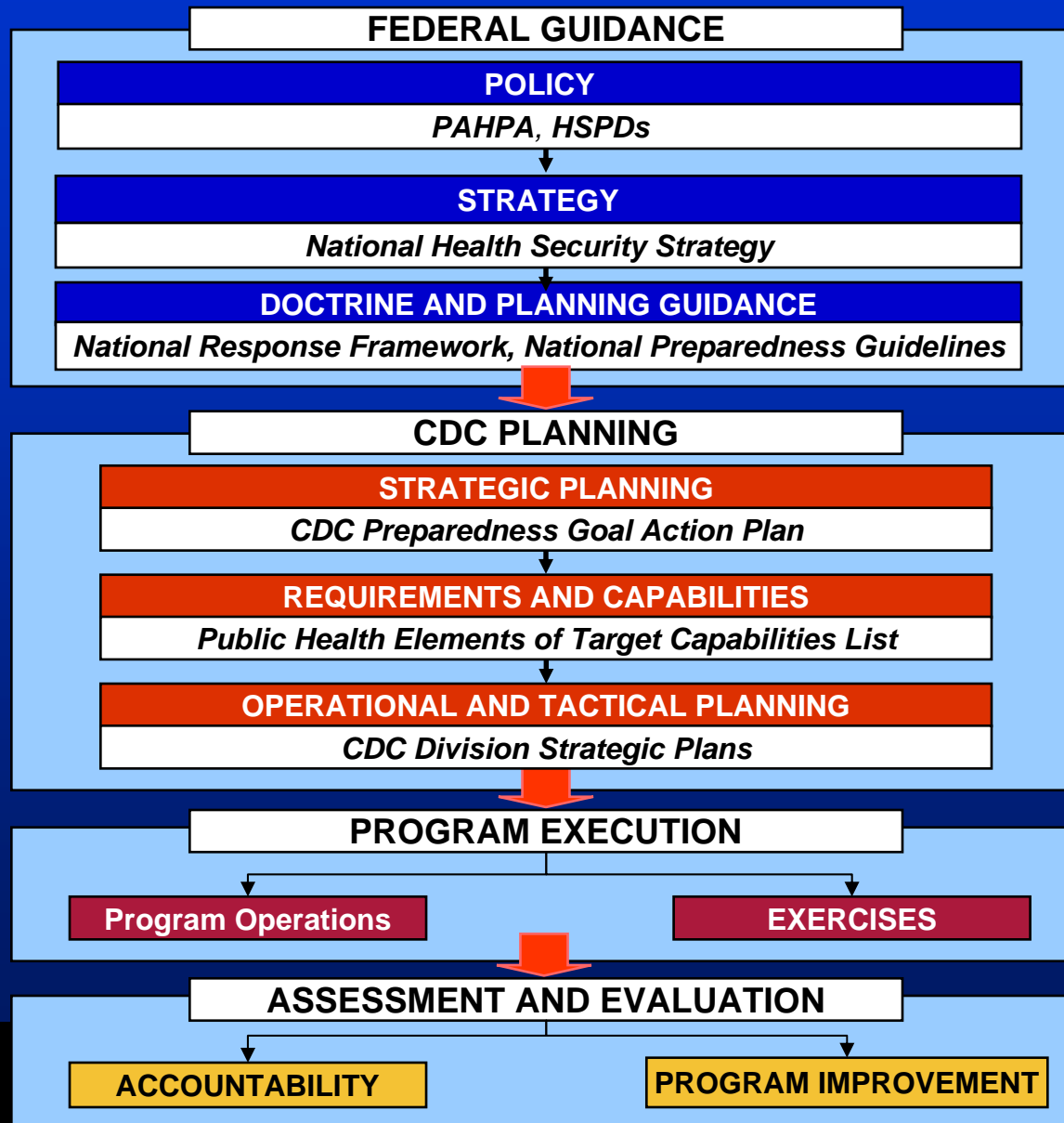
- Develop and implement a standardized set of measures for CDC's state and local PHEP Cooperative Agreement
- Provide data for:
 - ◆ **Program description**
 - ★ Define measures of program inputs, processes, activities, outputs, and outcomes
 - ◆ **Program accountability**
 - ★ Report and use data to assess compliance with program requirements and performance on key program activities
 - ◆ **Program improvement**
 - ★ Data used to identify areas in need of technical assistance and training at the state and local levels



SAFER • HEALTHIER • PEOPLE™



Define and Describe PHEP Program: Strategic Alignment with Federal Policy and Guidance



Define and Describe the PHEP Program: Alignment with CDC's Preparedness Goal Action Plan

Health Monitoring

Epidemiology and other Assessment Services

Laboratory Science and Service

Response and Recovery Operations

Public Health Systems Support

- Represent essential public health functions that need to be robust to assure success in both “regular” and “catastrophic” public health emergencies
- Tied to public health elements of the target capability list



SAFER • HEALTHIER • PEOPLE™



Define and Describe the PHEP Program and the State and Local Levels

- Public Health Emergency Preparedness
 - ◆ Not an end-state
 - ◆ Based on routine and emergency public health capabilities
 - ◆ Shaped by real incidents
 - ◆ Ongoing **process** to build and maintain infrastructure, partnerships, and plans to demonstrate capability to respond



SAFER • HEALTHIER • PEOPLE™



Performance Measure Development: Engaging Partners Throughout the Process

State / Local Partners

- ASTHO
- NACCHO
- APHL
- CSTE
- Health Departments
- Hospitals
- Academia
- Public Health Institutes

Federal Partners

- HHS
- ASPR
- DHS
- ASPE
- CDC



SAFER • HEALTHIER • PEOPLE™



Convene PHEP Evaluation Workgroup

- Representatives from local, state, and federal experts in measurement, PHEP program, and public health
- Prioritized Capabilities (January 2008)
 - ◆ Identified 5 areas for initial performance measure development:

Phase I {

- ★ Incident Management
- ★ Crisis & Emergency Risk Communications (CERC)

Phase II ★ Biosurveillance

Phase III ★ Countermeasure Distribution

Phase IV ★ Community Containment strategies

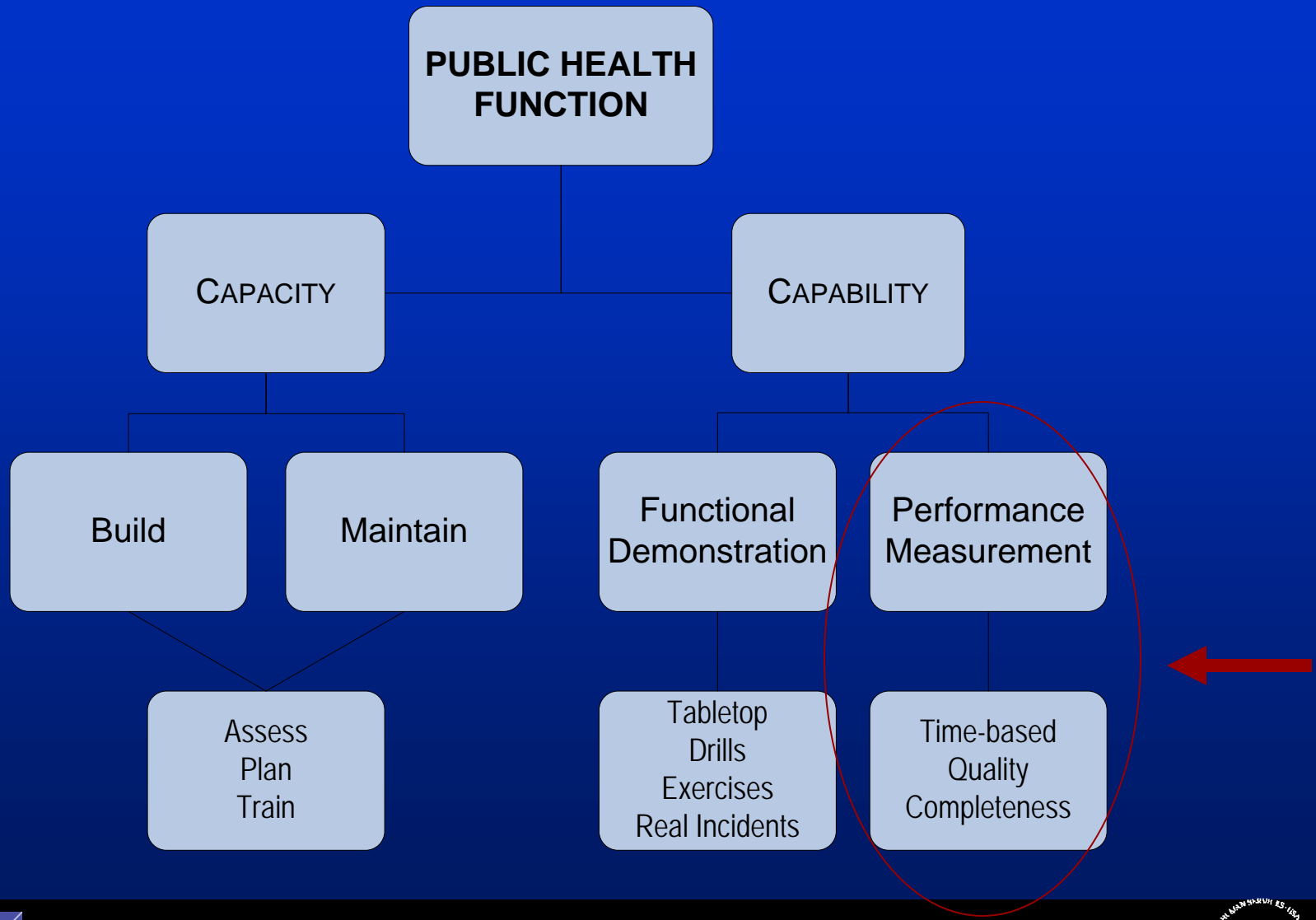
- Review / revise measurement workgroup recommendations



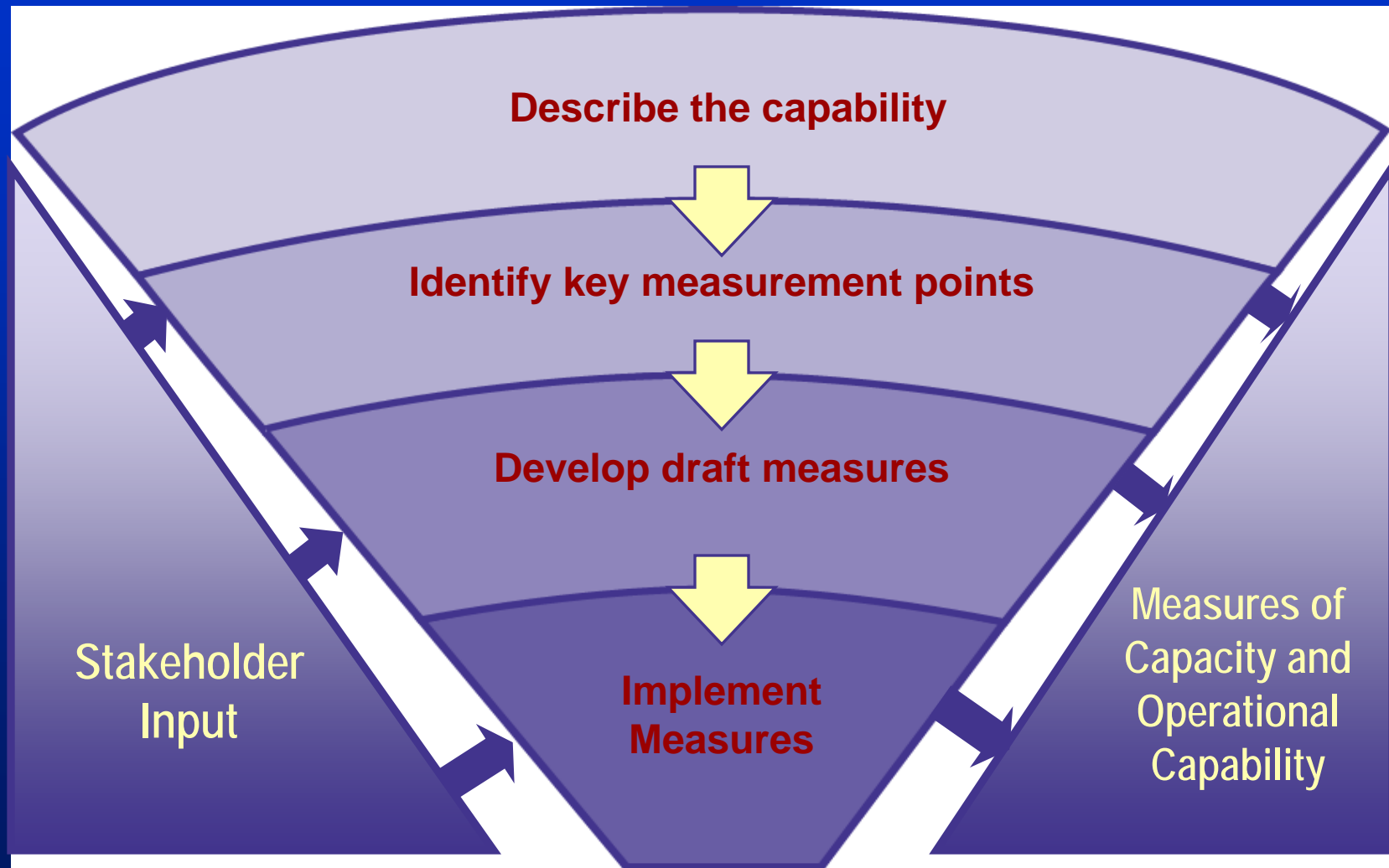
SAFER • HEALTHIER • PEOPLE™



PHEP Measurement Model



Performance Measure Development Process



Identify Key Points of Measurement

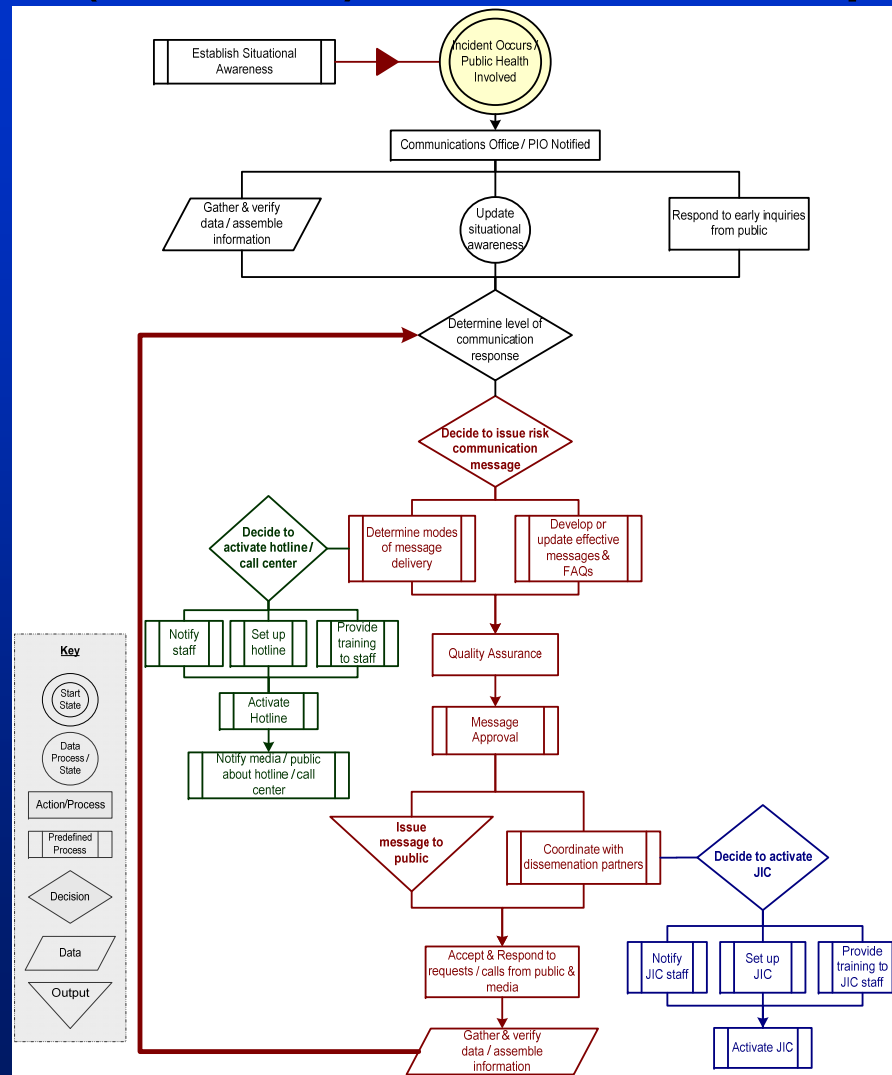
- Develop process maps for each capability to identify:
 - ★ What is core to PHEP?
 - ★ What is under Public Health's control?
 - ★ What is appropriate at the State and local levels?
 - ★ What is the appropriate scale?
 - Routine public health practices versus emergency surge
 - ★ Linkages between systems



SAFER • HEALTHIER • PEOPLE™



Crisis and Emergency Risk Communications (CERC) Process Map



SAFER • HEALTHIER • PEOPLE™



CERC Performance Measure

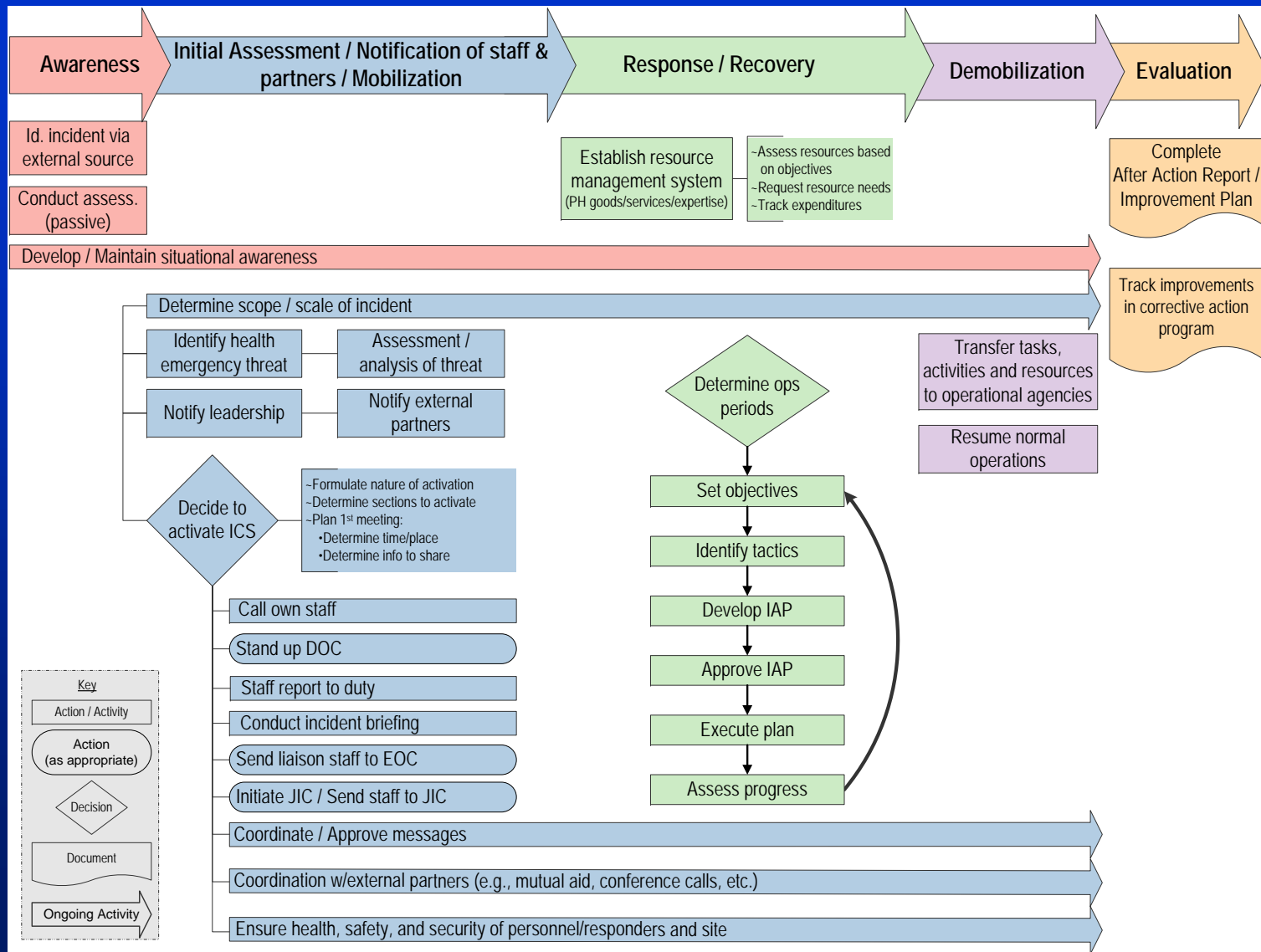
CERC – Public Message Dissemination	Time to issue a risk communication message for dissemination to the public
Measurement Specifications	<p><u>Start time:</u> Date and time that a designated official requested that the first risk communication message be developed.</p> <p><u>Stop time:</u> Date and time that a designated official approved the first risk communication message for dissemination.</p>



SAFER • HEALTHIER • PEOPLE™



Incident Management Process Map



Incident Management Performance Measures

IM – Staff Notification	Time to notify pre-identified staff with public health agency incident management functional responsibilities
Measurement Specifications	<u>Start time:</u> Date and time that a designated official began notification of pre-identified staff. <u>Stop time:</u> Date and time that the last pre-identified staff person acknowledged notification.
IM – Staff Assembly	Time for staff with public health agency incident management functional responsibilities to report for duty
Measurement Specification	<u>Start time:</u> Date and time that a designated official began notification of pre-identified staff that they need to report for duty. <u>Stop time:</u> Date and time that the last pre-identified staff person reported for duty.
IM – Incident Action Plan	Production of the approved Incident Action Plan (IAP) before the start of the second operational period
Measurement Specifications	Was a written Incident Action Plan approved before the start of the second operational period (Yes/No)?
IM – After Action Report and Improvement Plan	Time to complete a draft of an After Action Report and Improvement Plan
Measurement Specifications	<u>Start time:</u> Date exercise completed. <u>Stop time:</u> Date the draft AAR and IP were submitted for clearance within the public health agency.



SAFER • HEALTHIER • PEOPLE™



Data Collection and Measurement Plans

- Convey how data will be reported and used
- Identifying appropriate data collection methods
 - ◆ Self-report, 3rd party observation, audits
- Develop Implementation Plans
 - ◆ Two-stage approach
 - ★ Developmental Measures: Pilot tested, revised and improved
 - ★ Established Measures: Demonstrated validity, reliability, and utility
 - ◆ State and Local roll-out strategy



SAFER • HEALTHIER • PEOPLE™



Build Evaluation Capacity

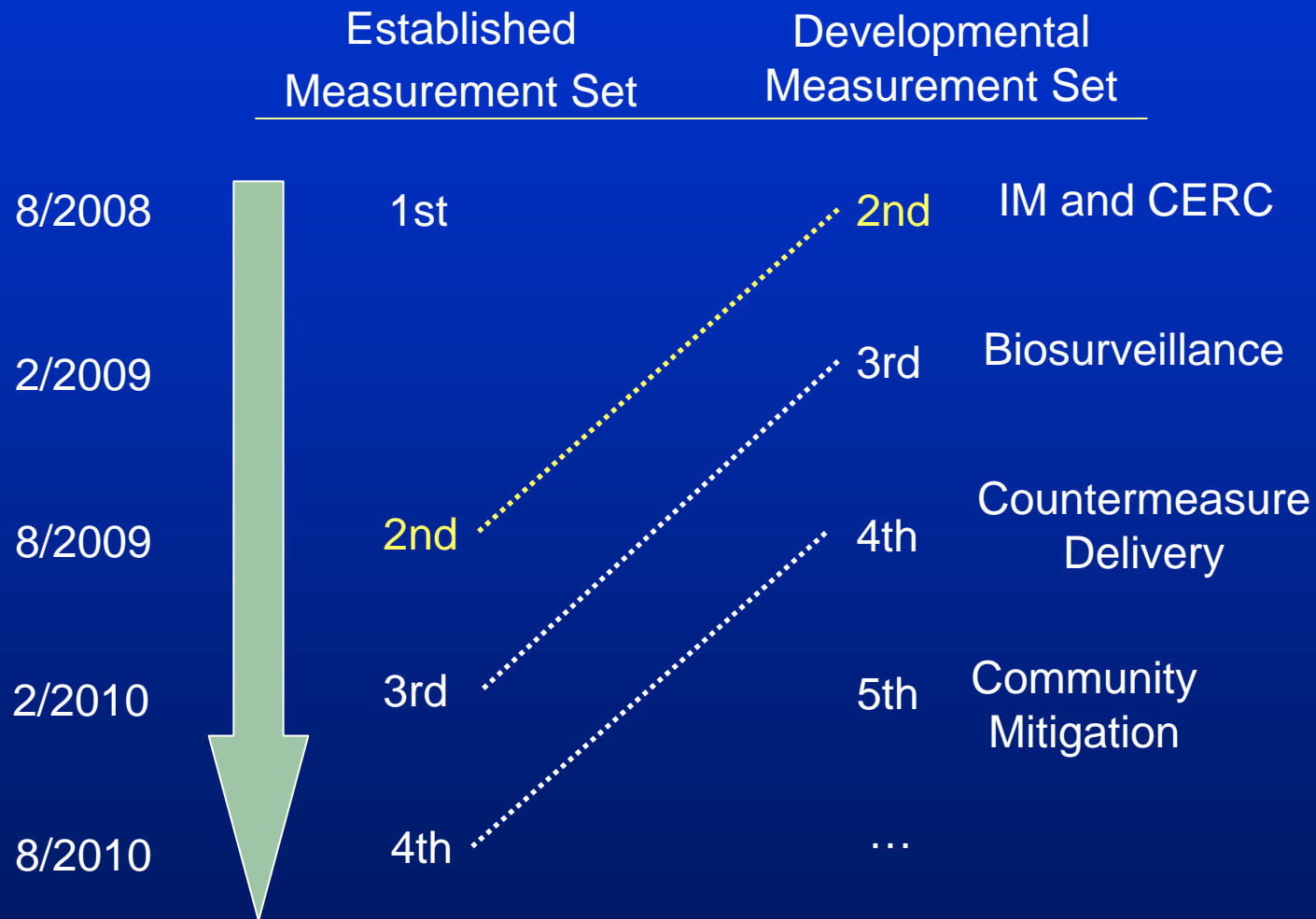
- Data collection and evaluation training
- Change management and communications programs
- Ongoing technical assistance on data collection and analysis
- Development and dissemination of reports



SAFER • HEALTHIER • PEOPLE™



Performance Measure Implementation



SAFER • HEALTHIER • PEOPLE™



Continued Development, Improvement, and Use of PHEP Measures

Will yield:

- ◆ Greater accountability of funds
- ◆ Consistency in program implementation/ operations
- ◆ Improved program efficiencies (e.g., timely response to real events)
- ◆ Promising practices
- ◆ Data to secure resources and drive program improvements



SAFER • HEALTHIER • PEOPLE™





**CENTERS FOR DISEASE™
CONTROL AND PREVENTION**



SAFER • HEALTHIER • PEOPLE™

