Purpose of today’s training

Assignment
1. Begin developing suite of program performance measures, and from those
2. Develop 1-3 “roll-up” performance measures for each PHSKC product
3. Kate Neville, Gloria Albetta, Marguerite Ro will work with you to develop these measures

Drivers
1. Washington State Public Health Standards performance reviews
2. National Public Health Accreditation
   - NACCHO grant for accreditation readiness
3. King County Strategic Plan
4. Quality Improvement

King County Strategic Plan
Performance Management Framework

- Community indicators
- Strategic measures
- Performance measures for county products and services

Turning Point Model for Performance Management
Performance Measurement

The regular collection and reporting of data to track work produced and results achieved

Performance Management

Performance Management is what you do with the information you’ve developed from measuring performance

Doing things right vs. doing the right things

<table>
<thead>
<tr>
<th>Doing things right</th>
<th>Doing the right things</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solid performance, fidelity</td>
<td>Expect a change in outcome</td>
</tr>
</tbody>
</table>

Performance measurement is about whether or not we are doing things right, following guidelines, meeting standards

Programs should be held accountable to whether they are doing things well

Why measure performance?

Internal:
- Supports informed/objective decision making
- Helps foster accountability and responsibility
- Supports evaluation & improvement of processes
- Fosters a learning environment

External:
- Demonstrates performance against customer needs
- Meet regulatory requirements
- Meet grant requirements
- Objective response to public and media requests
Avoid measurement as punishment!

Measurement is a means to an end ...
Recognize improvement *and* learning (aka, “failure”)

Performance measurement is not something done to you by someone else but something done together, in partnership, to improve our ability at every level — local, state, regional, and national — to achieve our common goals.

Performance measurement limitations

1. Performance data do not, by themselves, tell why a result occurred; they do not necessarily reveal *cause*
2. Some outcomes cannot be measured directly — proxies can help here
3. Performance measures provide just part of the information needed to make decisions
4. Measures need to be understood in a context: understanding of variation over time and sources of variation

Measurement and variation

Understanding process variation over time

We’re doing great!

Measurement and variation

Understanding process variation over time

Uh-oh! We’re slipping!
Measurement and variation
Understanding process variation over time

<table>
<thead>
<tr>
<th>Incidences per Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
</tr>
<tr>
<td>10</td>
</tr>
</tbody>
</table>

Hmmm. What causes this variation and what’s within our influence?

Sources of Variation

- Methods
- Materials
- Machines
- Environment
- Staff
- Measurements
- Customers

Which among these are variable?
Which among these are controllable?

The perfect measure is...

- Sensitive
- Consistent (Reliable)
- Accurate

But Sensitive and Consistent are most important! Perfect accuracy is not necessary for quality improvement!

In addition...

- Measures should have a clear relationship to system goals
- Measures should be meaningful and easy to understand
- Measures should inform evaluative, planning, and policy decisions
- Data should be adequate to support the measure
- Care should be taken to guard against unintended consequences of the measures
Poor performance measures

- Measures that are events or milestones (activity instead of results)
- Very infrequently calculated
- Measures that are data but not information that will be used
- Measures related to impacts/outcomes that we do not have strong influence over (insensitive)

Types of Performance Measures

- Input Measures
- Process Measures
- Output Measures
- Outcome Measures
  - Near term/proximate
  - Long term/distal

Classification of performance measures

<table>
<thead>
<tr>
<th>Measure of</th>
<th>Measures</th>
<th>Expressed as ratio of</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>Ability of an organization to perform a task</td>
<td>Actual input/planned input</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Ability of an organization to plan for output from its processes</td>
<td>Actual output/planned output</td>
</tr>
<tr>
<td>Quality</td>
<td>Whether a unit of work was done correctly. Criteria to define “correctness” are established by the customer(s)</td>
<td>Number of units produced/correctly total number of units produced</td>
</tr>
<tr>
<td>Timeliness</td>
<td>Whether a unit of work was done on time. Criteria to define “on-time” are established by the customer(s)</td>
<td>Number of units produced on time/total number of units produced</td>
</tr>
<tr>
<td>Productivity</td>
<td>The amount of a resource used to produce a unit of work</td>
<td>Outputs/inputs</td>
</tr>
</tbody>
</table>

Defining Quality: How well did we perform?

- “Quality” refers to the ability of the product or service to function as intended
- Performance to standards
- Conformance to specifications – how well product or service meets targets and tolerances determined by its designers

Quality can be measured as a % of products that conform to standards
How many measures?

- “Most companies use too many figures to hold their managers and employees accountable for performance.”¹
- “A general rule, if a team has more than 15 measures, it should take a fresh look at the importance of each one.”²
- “People should be held accountable only for as many diagnostics measures as they can memorize. We would suggest, therefore, that the limit be seven.”³

References

Performance Measures

...are quantitative indicators of performance used to show progress toward a goal or objective.

Composed of a number and a unit of measure:

Number = the degree to which a performance result is occurring overtime (how much)
Unit of measure = gives the number meaning (what)

Performance measures (may be) tied to a target and time frame (objective)

A Measure is a number ...

<table>
<thead>
<tr>
<th>Just stuff ...</th>
<th>An actual measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction</td>
<td>% respondents very satisfied ...</td>
</tr>
<tr>
<td>phone access</td>
<td># minutes on hold</td>
</tr>
<tr>
<td>on-time response</td>
<td>% of solid waste complaints responded to within 10 days</td>
</tr>
</tbody>
</table>
Performance Measures vs. Objectives

<table>
<thead>
<tr>
<th>performance measure</th>
<th>percent of wasted vaccine doses</th>
</tr>
</thead>
<tbody>
<tr>
<td>objective</td>
<td>Decrease the percent of wasted vaccine doses to less than 1% by December 2013</td>
</tr>
</tbody>
</table>

The Logic of Public Health

- **Population health enhanced**
  - Immunizations occur
  - % of children in registry immunized per protocol
  - #/100,000 pertussis incidents

- **Intermediate outcome**
  - Viable vaccine doses available
  - # units administered; # wasted units; # expired units

- **Process**
  - We advise clinics on vaccine ordering and handling
  - # orders; # of QA visits

- **Output**
  - % of children in registry immunized per protocol
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What’s important? What’s sensitive to our actions?

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What’s important? What’s sensitive to our actions?
LET'S GET STARTED

What do we want?

1. Set of program measures
2. Use these to create 1 to 3 “roll-up” measures for each King County product*
3. You can go further – section, unit or division dashboard – that is up to you at this point

* Except for “bundled” products; for these there can be several quality measures

Set of measures + roll-up: restaurant

1. Chef and staff are well trained
2. Organic, local fresh ingredients
3. Safe food prep practiced
4. Well tested recipes
5. Recipes followed

All of these are monitored

A perfect meal

Roll-up measure

Set of measures + roll-up: EMS

1. Call processing time
2. Unit response time
3. Critical skills training
4. Aspirin delivered
5. Continuous ECG monitoring

All of these are monitored

Out-of-hospital cardiac arrest survival rate

Roll-up measure
Roll up measure choice criteria

A. Relates to major area of focus (what you are doing a lot of)
B. Demonstrates effectiveness of program, process or service
C. Important / useful to program
D. Cost of collection
E. Appeal to decision makers (Dept. Director, KC Executive)

New slide after 3-5-12 training

A few product examples

- Development of advocacy strategies to inform or influence policies and system changes that are evidence-based and/or innovative, equitable, in accordance with WA PH Standards, and adhere to the BOH, local, state and federal legislative calendars
- Services to reduce the use and impact of tobacco consumption that conform to a comprehensive tobacco control program, as outlined by CDC’s Office on Smoking and Health, including cessation programs, counter-marketing efforts, second-hand smoke harm reduction, and evidence-based policy advocacy.

A few more product examples

- Development and implementation of strategies and practices to prevent and control obesity that are aligned with national and state guidelines for healthy eating and active living.
- Services to prevent and reduce unintentional and intentional injury, that follow national and state guidelines and state defined strategies, through injury education and outreach, coordination of community injury campaigns, child death review, and traffic safety patrols.

Three more product examples

- Emergency response services that are prepared to conduct a rapid coordinated response that include state-of-the-art response systems, a public information call center, and appropriate PH and PH Reserve Corp staffing.
- Development of appropriate response strategies for new and emerging diseases, newly-recognized toxic hazards and other adverse environmental health conditions, through surveillance, and research for peer-reviewed publications
- Development, monitoring, and enforcement of environmental response strategies and plans, in accordance with national and state guidelines, to address natural or manmade disasters/emergencies and other adverse environmental conditions.
BREAKOUT
Start drafting measures

NEXT STEPS

Now what?
- Follow-up email from Kate to schedule time to work with you on your measure
- Begin developing a set of performance measures for your program
- Draft 1 to 3 key (roll-up) quality measure(s) for your KC Product by March 23rd
- Review of measures by Dr. Fleming end of March/early April
- Refinement of performance measures through April
- Selection of final measures approved by Dr. Fleming by April 30th
Then what?
Later in 2012, 2013
1. Performance management training
   • What do you do with the data?
2. Division performance management plans
3. Performance management system for PHSKC