
Welcome to the Performance Improvement Managers Network Call!

Performance Improvement, Healthy People & The
Community Guide

April 28, 2011

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Centers for Disease Control and Prevention

Office for State, Tribal, Local and Territorial Support

Agenda

Today's Presenter:

Jonathan E. Fielding, MD, MPH

Moderators:

Liza Corso, CDC/OSTLTS

Teresa Daub, CDC/OSTLTS

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How *HP 2020* and *The Community Guide* support Performance Improvement in the Local Health Department

Performance Improvement Managers Network Webinar

April 28, 2011

Jonathan E. Fielding, MD, MPH

Director and Health Officer

Los Angeles County Department of Public Health



Overview

- The use of the best available evidence is a cornerstone of public health practice
- The Community Guide and Healthy People 2020 are essential guides in identifying and applying evidence
- A health department's approach to performance improvement must integrate these into the approach
- A broad focus that embraces the essential services, links performance with population outcomes and includes tools to prioritize work efforts are most likely to succeed



Why “Evidence” is Essential to Public Health Practice

- Provides access to more and higher-quality information on what works (e.g., systematic reviews)
- Provides a higher likelihood of successful programs and policies being implemented (opportunity cost of using non-EB strategies can be very high)
- Leads to greater workforce productivity
- Increases accountability by supporting more efficient use of public and private resources

Source: Brownson RC, Fielding JE, and Maylahn CM. Evidence-based public health: a fundamental concept for public health practice. *Annu Rev Public Health* 2009;30:175-201.



Key Characteristics of Evidence-Based Public Health

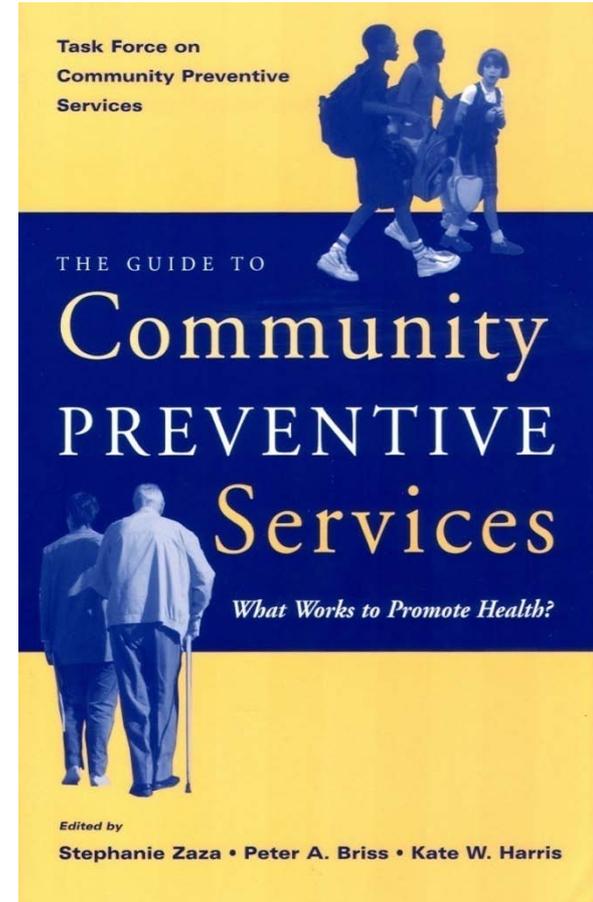
- Making decisions using the best available peer-reviewed evidence (both quantitative and qualitative research)
- Using data and information systems systematically
- Applying program-planning frameworks (that often have a foundation in behavioral science theory)
- Engaging the community in assessment and decision-making
- Conducting sound evaluation
- Disseminating what is learned to key stakeholders and decision makers.

Source: Brownson RC, Fielding JE, and Maylahn CM. Evidence-based public health: a fundamental concept for public health practice. *Annu Rev Public Health* 2009;30:175-201.



What is the Guide to Community Preventive Services (“The Community Guide”)?

- The Community Guide is an ever-expanding resource for recommendations on evidence-based interventions to improve public health
- Directed by the Task Force on Community Preventive Services
- CDC provides scientific support
- Liaisons support the science and dissemination



The Task Force on Community Preventive Services

The Task Force is an independent, nonfederal, volunteer body of experts in public health and prevention research, practice and policy, appointed by the CDC Director to:

- Prioritize topics for systematic review
- Oversee the systematic reviews
- Develop evidence-based recommendations on the basis of the systematic reviews
- Identify areas for further research



How Does the Community Guide Identify Evidence-based Interventions?

By conducting systematic reviews of research studies that tell us:

- What interventions have worked
- If an intervention has worked in multiple populations or settings
- Benefits or harms associated with an intervention



Community Guide Review Process

- Convene review teams on topics prioritized by the Task Force
- Develop a conceptual framework
 - “Logic Model”
- Develop prioritized list of interventions to evaluate
 - Based on clearly defined criteria (e.g. preventable burden, interest)
- Develop, refine conceptual approach for evaluating interventions
 - “Analytic Framework”



Community Guide Review Process (cont.)

- Establish criteria for inclusion/exclusion of studies
- Search for evidence
- Critically evaluate and summarize the evidence
 - Code study data
 - Assess study quality
 - Create “body of evidence”
- Identify applicability and implementation barriers for recommended interventions



Community Guide Review Process (cont.)

- Summarize information on other benefits and harms that might result
- Identify and summarize research gaps
- Develop recommendations and findings
- Conduct an economic evaluation of interventions found effective

The Community Guide Home Page



What is the Community Guide?

The Guide to Community Preventive Services is a free resource to help you choose programs and policies to improve health and prevent disease in your community. Systematic reviews are used to answer these questions:

- Which program and policy interventions have been proven effective?
- Are there effective interventions that are right for my community?
- What might effective interventions cost; what is the likely return on investment?

Learn more [about the Community Guide](#), [collaborators](#) involved in its development and dissemination, and [methods](#) used to conduct the systematic reviews.

All Community Guide Topics

- Adolescent Health
- Alcohol
- Asthma
- Birth Defects
- Cancer
- Diabetes
- HIV/AIDS, STIs & Pregnancy
- Mental Health
- Motor Vehicle
- Nutrition
- Obesity
- Oral Health
- Physical Activity
- Social Environment
- Tobacco
- Vaccines
- Violence
- Worksite

News & Announcements

 **Ignition Interlocks Recommended to Prevent Impaired Driving Re-Arrests**

New publication features evidence-based recommendations to reduce alcohol-impaired driving. [More »](#)

 **Task Force Releases New Recommendations and Findings**

Topics include excessive alcohol use, vaccination rates, and health communication campaigns. [More »](#)

 **Did You Know?**

"Safety is NO Accident" is the theme for National Public Health Week 2011. The Task Force recommends interventions to increase the use of child safety seats and safety belts, and reduce alcohol-impaired driving. [More »](#)

www.thecommunityguide.org



Community Guide Topics

- Adolescent Health
- Alcohol
- Asthma
- Birth Defects
- Cancer
- Diabetes
- HIV/AIDS, STIs, & Pregnancy
- Mental Health
- Motor Vehicle
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- Obesity
- Oral Health
- Physical Activity
- Social Environment
- Tobacco
- Vaccines
- Violence
- Worksite



The CG Seeks to Answer Key Questions about Interventions

- Do they work?
 - How well?
 - For whom?
 - Under what circumstances are they appropriate?
- What do they cost?
- Do they provide value?
- Are there barriers to their use?
- Are there any harms?
- Are there any unanticipated outcomes?



Task Force Findings and What They Mean

- Recommended: strong or sufficient evidence that the intervention is effective
- Recommended against: strong or sufficient evidence that the intervention is harmful or not effective
- Insufficient evidence: the available studies do not provide sufficient evidence to determine if the intervention is, or is not, effective



Community Guide Includes Interventions at the INDIVIDUAL LEVEL

Media

- Mass media campaigns to reduce alcohol impaired driving

Education/Information

- Education programs to increase use of child safety seats

Counseling/skill-building

- School-based programs to prevent violent behavior

Incentives

- Reward workers for participating in smoking cessation programs

Law Enforcement

- Sobriety checkpoints



Community Guide Interventions

Interventions at the SYSTEMS LEVEL

Built Environment

- Urban design and land use policies and practices that support physical activity

Social Environment

- Early childhood home visitation programs

Healthcare System change

- Provider reminder systems to increase delivery of preventive services

Policy

- Smoking bans and restrictions

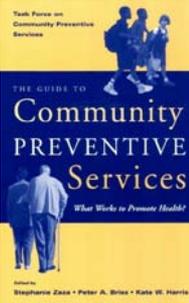


The Clinical Guide & The Community Guide: *Reducing Cancer Morbidity and Mortality*

Guide to Clinical Preventive Services (Clinical Guide)
Aimed at Individuals



Guide to Community Preventive Services (Community Guide)
Aimed at Populations



Colorectal Cancer Screening

Cervical Cancer Screening

Breast Cancer Screening

Small Media to Promote Cancer Screening

Reducing Client Out-of-Pocket Costs

Reducing Structural Barriers

Client Reminders

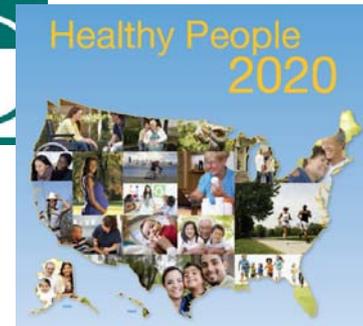
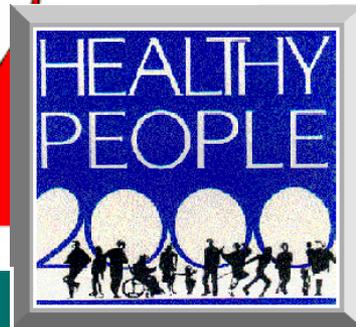
Healthcare Provider Assessment and Feedback

Healthcare Provider Reminder/Recall

Healthy People

- Launched in 1979 with “Healthy People: the Surgeon General’s Report on Health Promotion and Disease Prevention”
- Updated every decade since
 - Each version with more priority/focus areas and health objectives
 - For 2020, there are over 570 objectives in 42 topic areas
- Development process went from relying almost exclusively on experts to a process that emphasizes public engagement at every step

HEALTHY PEOPLE
The Surgeon General's Report On
Health Promotion And Disease Prevention



Healthy People 2020: Strengths

- Recognizes the importance of social determinants of health
- Provides evidence-based interventions to help implement and utilize the initiative
- Offers a web-based system that allows users to easily access the information they need, enabling the initiative to be more flexible
- Allows revision/ updating of objectives over the course of the decade based on new knowledge
- Provides revised objectives and topic areas that better meet the needs of Healthy People users





Healthy People 2020 - New Topics

- Adolescent Health
- Blood Disorders and Blood Safety
- Dementias, including Alzheimer's Disease
- Early & Middle Childhood
- Genomics
- Global Health
- Healthcare-Associated Infections
- Health-Related Quality of Life and Well-Being
- Lesbian, Gay, Bisexual and Transgender Health
- Older Adults
- Preparedness
- Sleep Health
- Social Determinants of Health



Maternal, Infant, and Child Health Topic Area Overview

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Maternal, Infant, and Child Health



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Goal

Improve the health and well-being of women, infants, children, and families.

Overview

Improving the well-being of mothers, infants, and children is an important public health goal for the United States. Their well-being determines the health of the next generation and can help predict future public health challenges for families, communities, and the health care system. The objectives of the Maternal, Infant, and Child Health topic area address a wide range of conditions, health behaviors, and health systems indicators that affect the health, wellness, and quality of life of women, children, and families.



Why Are Maternal, Infant, and Child Health Important?

Pregnancy can provide an opportunity to identify existing health risks in women and to prevent future health problems for women and their children. These health risks may include:

- Hypertension and heart disease
- Diabetes
- Depression
- Genetic conditions

Maternal, Infant, and Child Health Objectives

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Maternal, Infant, and Child Health



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[Download all Maternal, Infant, and Child Health Objectives \[PDF – 51 KB\]](#)

[Expand All Objectives](#)

Morbidity and Mortality

MICH-1 Reduce the rate of fetal and infant deaths

MICH-1.1 Fetal deaths at 20 or more weeks of gestation.

[Close Details](#) ▼

Baseline:

6.2 fetal deaths at 20 or more weeks of gestation per 1,000 live births and fetal deaths occurred in 2005.

Target:

5.6 fetal deaths per 1,000 live births and fetal deaths

Target-Setting Method:

10 percent improvement

Data Source:

National Vital Statistics System (NVSS), CDC, NCHS

[Close Details](#) ▲

MICH-1.2 Fetal and infant deaths during perinatal period (28 weeks of gestation to 7 days after birth.)

[View Details](#) ▼



Topic Area-Specific Interventions & Resources

HealthyPeople.gov

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Maternal, Infant, and Child Health



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Find evidence-based information and recommendations related to maternal, infant, and child health.

[Clinical Recommendations](#)

[Community Interventions](#)

[Consumer Information](#)



Clinical Recommendations

The following clinical recommendations come from the [US Preventive Services Task Force \(USPSTF\)](#).

Counseling and Interventions to Prevent Tobacco Use and Tobacco-Caused Disease in Adults and Pregnant Women

The U.S. Preventive Services Task Force (USPSTF) recommends that clinicians ask all pregnant women about tobacco use and provide augmented, pregnancy-tailored counseling for those who smoke. [Learn more](#)

Folic Acid for the Prevention of Neural Tube Defects

The U.S. Preventive Services Task Force (USPSTF) recommends that all women planning or capable of pregnancy take a daily supplement containing 0.4 to 0.8 mg (400 to 800 µg) of folic acid. [Learn more](#)

Primary Care Interventions to Promote Breastfeeding

The U.S. Preventive Services Task Force (USPSTF) recommends interventions during pregnancy and after birth to promote and support

Topic Area-Specific Interventions & Resources

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Community Interventions

The following evidence-based community interventions come from the [Guide to Community Preventive Services](#), Centers for Disease Control and Prevention (CDC).

Increasing Tobacco Use Cessation: Increasing the Unit Price for Tobacco Products

These interventions increase the unit price for tobacco products through municipal, state, or federal legislation that raises the excise tax on these products. [Learn more](#)

Increasing Tobacco Use Cessation: Increasing the Unit Price of Tobacco Products

These interventions increase the unit price for tobacco products through municipal, state, or federal legislation that raises the excise tax on these products. [Learn more](#)

Increasing Tobacco Use Cessation: Mass Media Campaigns When Combined with Other Interventions

These mass media campaigns use brief, recurring messages to inform and motivate tobacco users to quit, and they are often combined with other interventions. [Learn more](#)

Increasing Tobacco Use Cessation: Multicomponent Interventions that Include Telephone Support

These interventions provide people who use tobacco products with cessation counseling or assistance in initiating or maintaining abstinence via telephone. They may be combined with other interventions, such as client education materials, individual or group cessation counseling, or nicotine-replacement therapies. [Learn more](#)

Increasing Tobacco Use Cessation: Provider Reminders When Used Alone

Provider reminder systems for tobacco cessation include efforts to identify clients who use tobacco products and to prompt providers to discuss and/or to advise clients about quitting. [Learn more](#)

Cost and Cost-Effectiveness

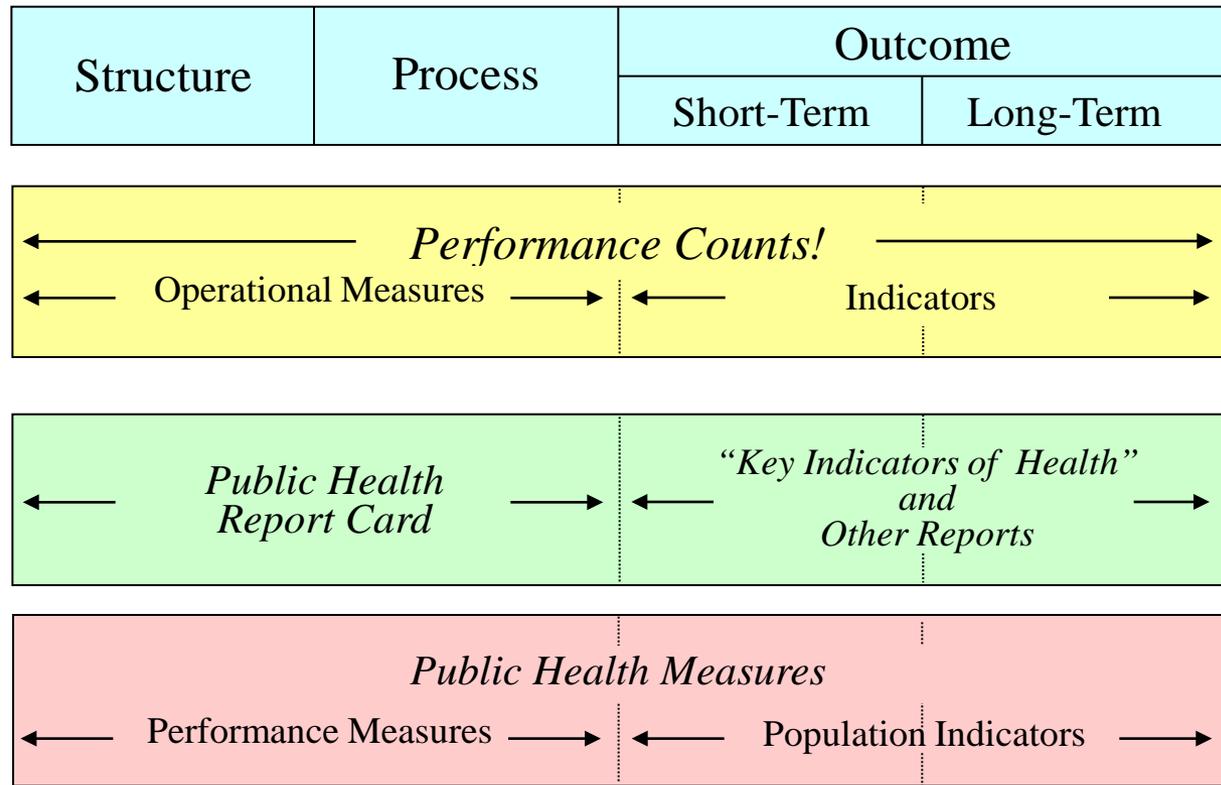
- Important question: What is the return in health for the dollars that must be invested in this intervention?
- Health return: lives saved/deaths averted, years of life saved, cases prevented, quality-adjusted life years gained
- Costs: start-up costs & maintenance costs, fixed costs & variable costs
- Costs to whom?



Performance Improvement in Los Angeles County

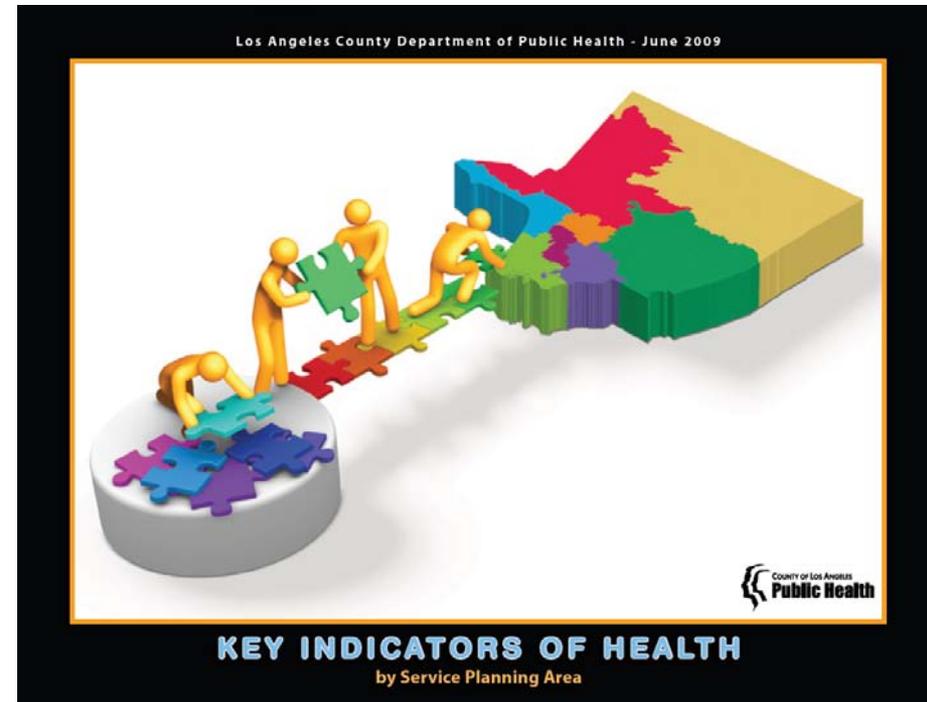


Organizational Framework for Performance Improvement Efforts in Los Angeles County



Continuous Quality Improvement – Key Indicators of Health Report

- Based on results from several surveys that provide local-level data
- Healthy People 2010 targets are used as the comparison or “Standard” value to achieve
- Shows results by geographic and demographic criteria



Key Indicators of Health Report



Women's Health

- Percent of all live births where mother received late (starting in the 2nd or 3rd trimester) or no prenatal care⁶
- Percent of adult women who had a Pap smear within the past 3 years²
- Percent of women ages 40 years or older who had a mammogram within the past 2 years²

Colorectal Cancer Screening

- Percent of adults ages 50 years or older who had a sigmoidoscopy or colonoscopy within the past 5 years⁷
- Percent of adults ages 50 years or older who had a blood stool test within the past 2 years⁷

Immunizations

- Percent of adults ages 50 years or older vaccinated for influenza in the past year²
- Percent of adults ages 65 years or older ever vaccinated for pneumonia²
- Percent of children ages 19-35 months who have received recommended vaccines (4:3:1:3:3)⁸

HP 2010	National	LA County	Antelope Valley SPA1	San Fernando SPA2	San Gabriel SPA3	Metro SPA4	West SPA5	South SPA6	East SPA7	South Bay SPA8
10.0	3.5 ⁴	9.3	19.9	7.3	8.5	7.4	4.4	11.8	9.7	9.7
90.0	84.0 ⁹²	84.4	85.4	83.7	81.3	84.6	87.3	88.3	85.0	84.8
70.0	76.5 ⁹²	73.7	70.9	75.4	72.4	68.5	78.5	72.0	77.0	73.3
N/A	48.4 ⁹²	45.8	52.0	52.6	46.9	41.6	57.7	43.6	44.0	50.8
33.0	24.2 ⁹²	33.2	35.2	35.1	31.6	35.9	30.3	38.6	32.9	29.7
N/A	55.9 ⁹	51.9	52.4	54.4	49.5	56.9	57.3	43.9	50.4	50.2
90.0	57.7 ^{NA}	60.5	65.0	67.6	54.1	54.6	71.5	51.1	56.6	63.9
80.0	80.1 ¹	80.3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



PI-Public Health Measures

- Los Angeles County Public Health approach named the *Public Health Measures*
- Based on the *Results Accountability Framework**
- Emphasis on program-level performance linked to “shared” population-level health outcomes
- Integrated with:
 - Healthy People 2010
 - NACCHO Operational Definition standards
 - PHAB Standards and Measures
 - Community and Clinical Guides
 - Grant metrics and guidelines





PI-Public Health Measures (cont.)

- Championed as a QI effort in 2002
- 40 Public Health units identified “population health indicators” linked to program performance measures to follow over time
- Healthy People 2010 objectives often identified and used as the “Standard” to achieve over time



Public Health Measures

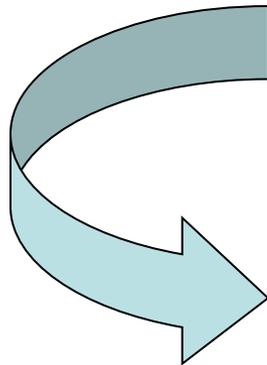
POPULATION INDICATORS

(measures of population-level health outcomes)

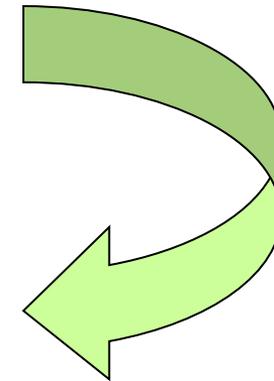
AND

PERFORMANCE MEASURES

(measures of program effort and output)



Public Health Measures



Public Health Measures

Overall Schematic of Plan

Program
Mission and Vision

I. Population Measures

- A. Population
- B. Population Goals
 - (Population) Indicators
- C. Effective Strategies
- D. Role(s) of the Program
 - (Services and Activities)
- E. Partners

Shared
Accountability*

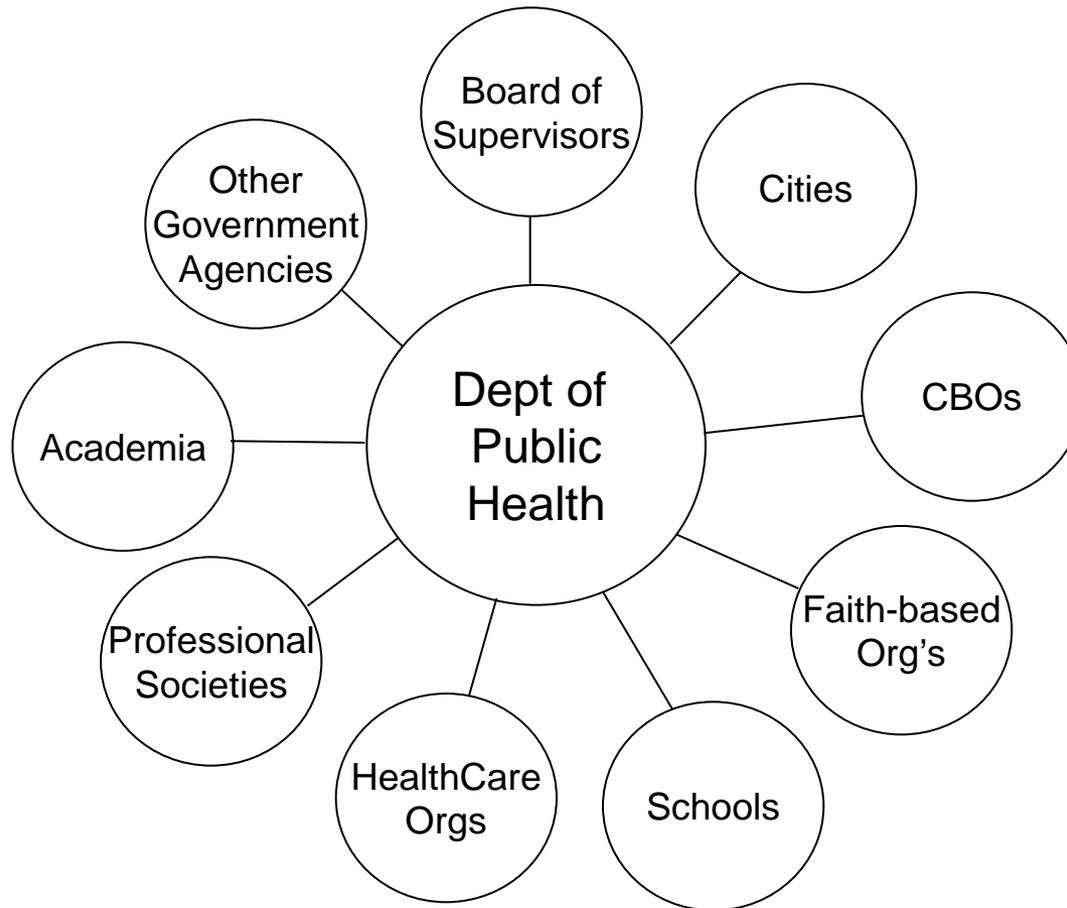
II. Program Performance

- A. Program Customers
- B. Program Performance Goals
 - Performance Measures
- C. Strategies to Improve Performance

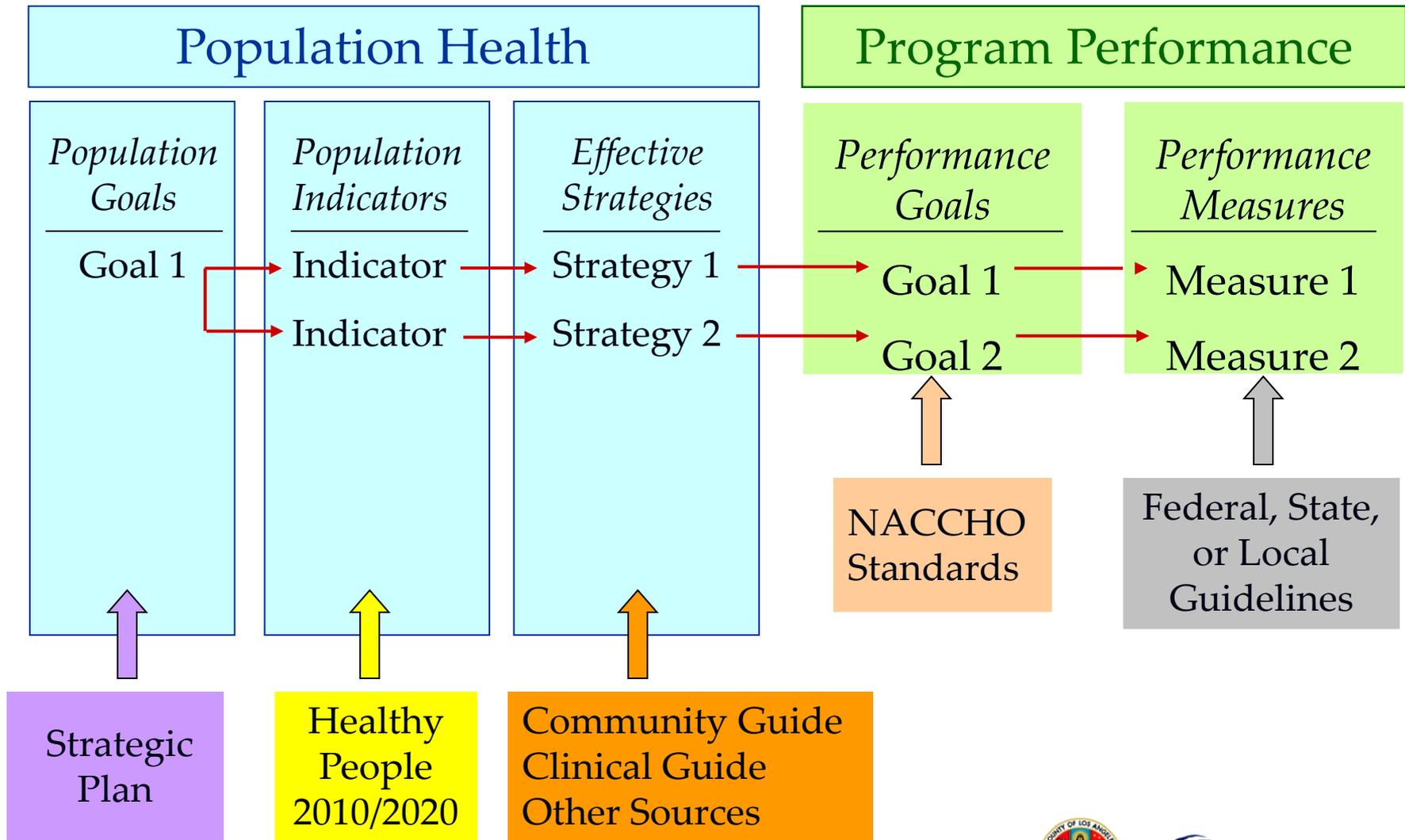
Direct
Program
Accountability



“Shared Accountability” and Partnerships



Public Health Measures



Example: Immunization Program

Population Goal To reduce morbidity and mortality from vaccine-preventable diseases by improving immunization levels

Population Indicator

Percentage of children, ages 19-35 months, who are fully immunized with one of the series of the Advisory Committee on Immunization Practices (ACIP) recommended vaccines (Healthy People 2010, US DHHS, ODPHP)

Effective, Evidence-Based Strategies (selected subset)

1. Change provider behavior through systems change—Provider recall/reminder systems in clinics (The Community Guide)
2. Change provider behavior through education—multi-component interventions with education
3. Increase demand and access to immunizations—reduce out-of-pocket costs

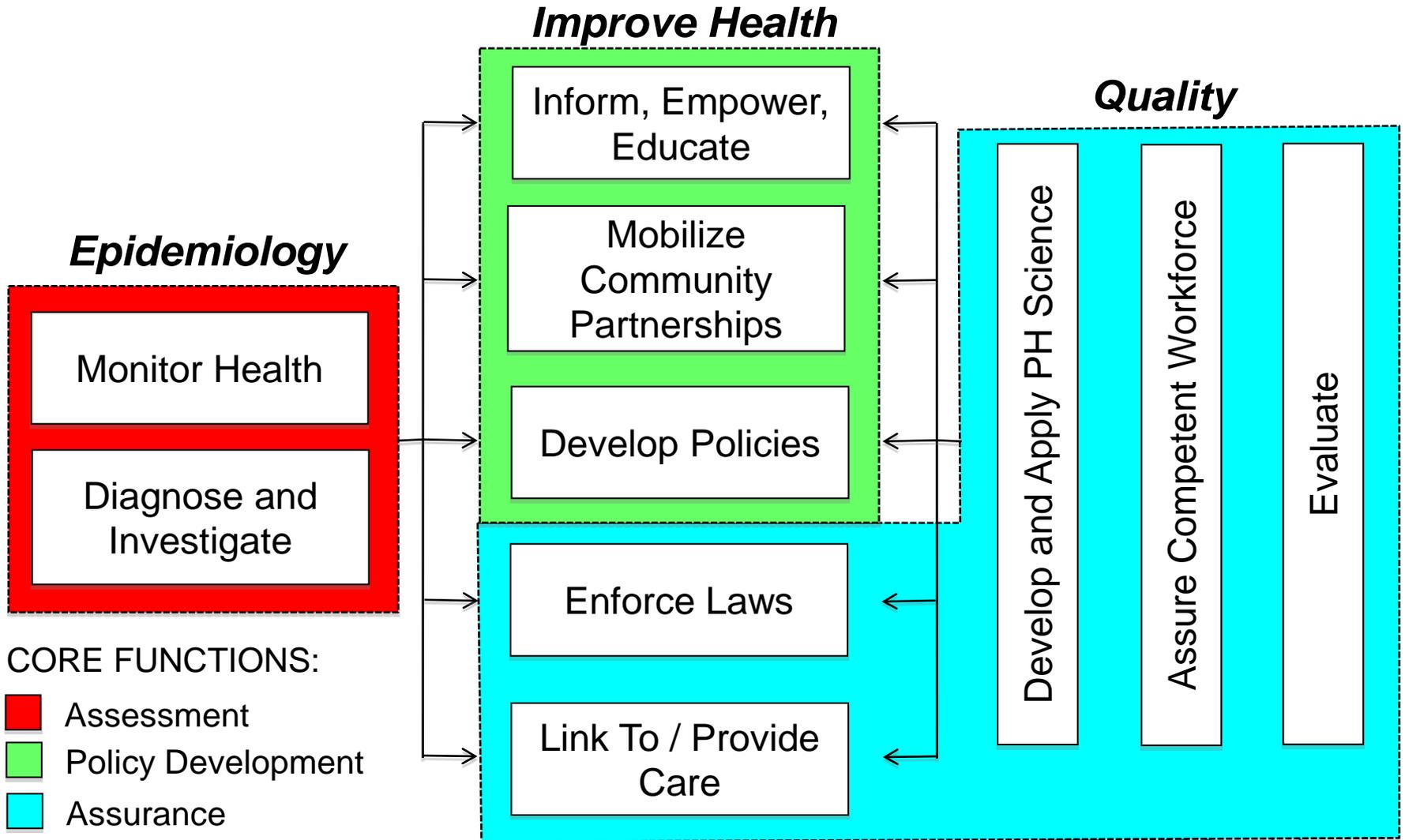
Program Performance Goal (NACCHO Standard 9)

Performance Measure

Percent of Immunization Program public and nonprofit clinic partners who routinely meet the Standards for Pediatric Immunization Practices for provider and client recall/reminder systems



The Core Functions and Essential Services



The Prioritization Challenge

- Unlimited opportunities to do good work
- Eagerness of workers to apply skills
- Invitations and encouragements
- Multiple drivers of work:
 - Ethics
 - Law
 - Science
- Limited resources



Domains for Prioritizing Public Health Problems

1. Magnitude of the Public Health Problem (Quantitative)
(eg - % of pop'n at risk, mortality rate, attack rate, economic burden)
2. Other Factors Related to the Importance of the Public Health Problem (Qualitative)
(eg - healthy disparity, public concern, legal mandate)
3. Effectiveness/Efficiency of Interventions
(eg - level of evidence, preventability, cost-effectiveness, addresses root causes)
4. Feasibility of Implementation of Interventions
(eg - culturally appropriate, resource gap, ease, timeliness, sustainability)



Resources

Guide to Community Preventive Services

www.thecommunityguide.org

Guide to Clinical Preventive Services

www.uspreventiveservicestaskforce.org

Healthy People 2020

www.healthypeople.gov

Brownson RC, Baker EA, Leet TL, Gillespie KN, True WR.
*Evidence-Based Public Health. 2nd Edition. New York:
Oxford Univ. Press; 2011.*



Questions and Discussion

Thank you!

Please send your questions and
comments to:

pimnetwork@cdc.gov



Centers for Disease Control and Prevention

Office for State, Tribal, Local and Territorial Support