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# Welcome to the Performance Improvement Managers Network Call!

Sharing, Helping, Growing  
July 28, 2011

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1-888-790-3994 or 1-773-799-3688, code: 3478212



Centers for Disease Control and Prevention

Office for State, Tribal, Local and Territorial Support

# Agenda

## Today's Presenters:

Jessie Baker, Vermont Department of Health

Laura Holmes, New Hampshire Department of Health and  
Human Services

Joshua Czarda, Virginia Department of Public Health

Christine Abarca, Florida Department of Health

Bernita Frazier, Georgia Department of Community Health

## Moderators:

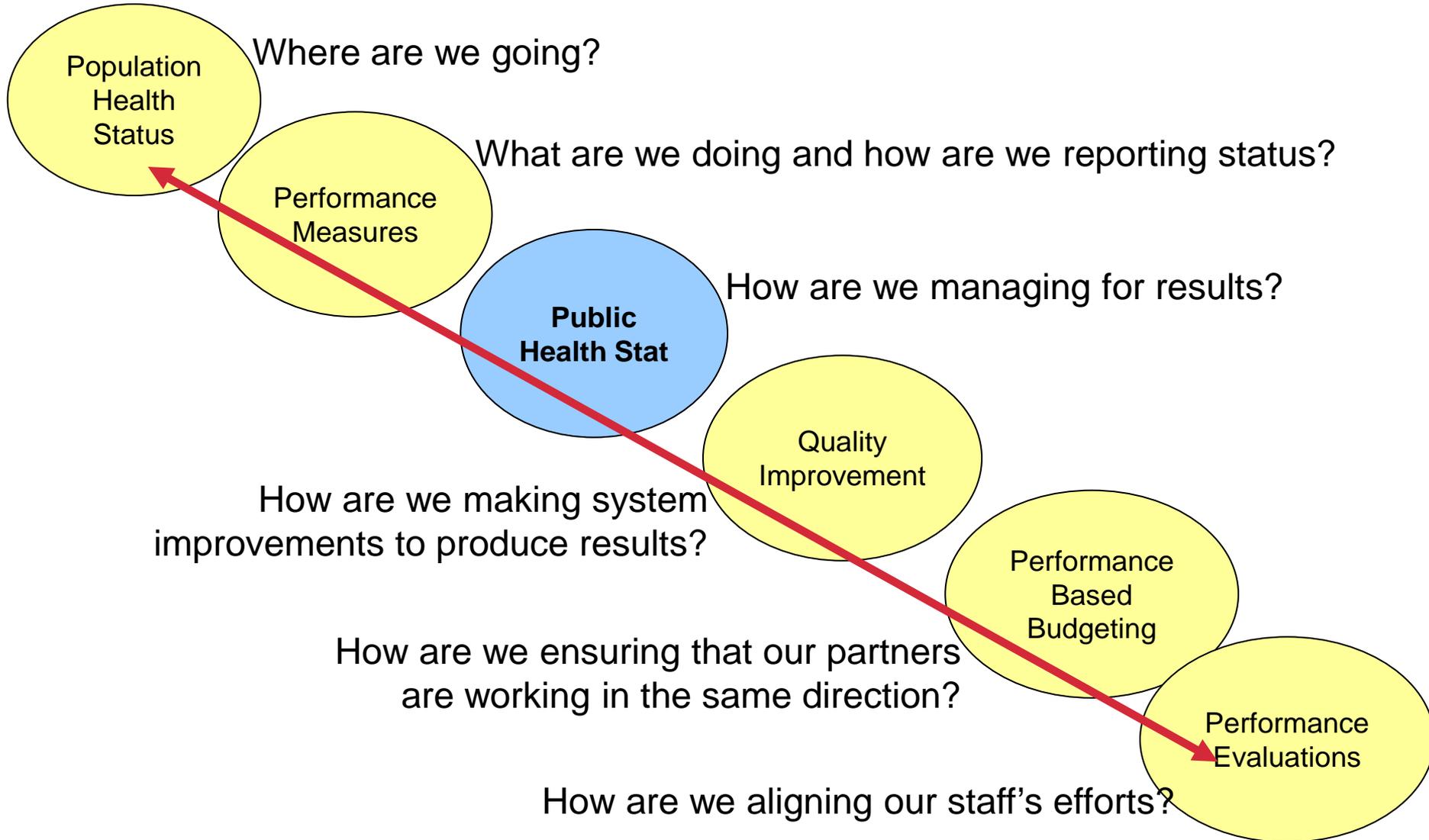
Liza Corso & Teresa Daub, CDC/OSTLTS

# **PIM Network Call: Performance Management in Vermont**

*Guidance • Support • Prevention • Protection*

*Jessie Baker, VT Performance Improvement Manager*  
July 28, 2011

# Performance Management Components



## Public Health Stat

*(how we use data to make decisions)*

- Each month at cross-divisional content based meetings key decisions makers come together to do program planning and resource allocation around high priority Department-wide goals.
- Meetings are structured, facilitated by a third party reviewer (PIM), and resulting tasks are tracked through meeting cycles.
- Facilitates data-driven decision making.

*“We are in new age of government. We must show tax-payers and decision makers what we are doing to positively affect health outcomes for Vermonters.*

*With this performance management system, I’m asking all of us to manage for results. I’m looking for your ideas and your solutions. Through this system we will hold each other accountable as we work to provide effective and efficient services.”*

*~Dr. Chen, Commissioner*

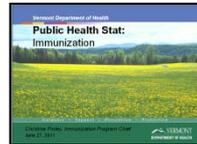
# How Public Health Stat facilitates improvement?

PIM and key staff collect, review, and analyze data to prepare presentation

- Performance Measures
- Financial Data (revenues & expenditures)
- Operations and Personnel Data

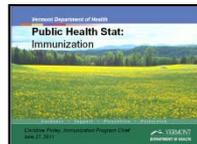
## Year 1 Priorities

- Immunization
- Regulatory Functions
- Injury
- Tobacco
- Lead Testing
- Substance Abuse



***1<sup>st</sup> Public Health Stat: Panel uses analysis to review recommendations and make decisions.***

PIM works with divisions to investigate problems, implement recommendations, and track performance

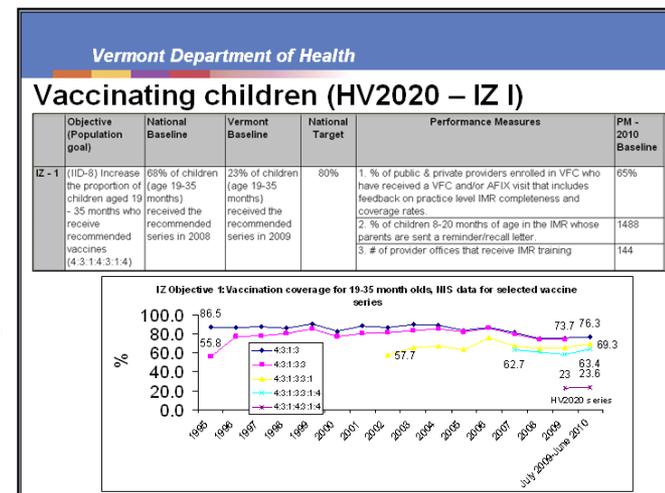
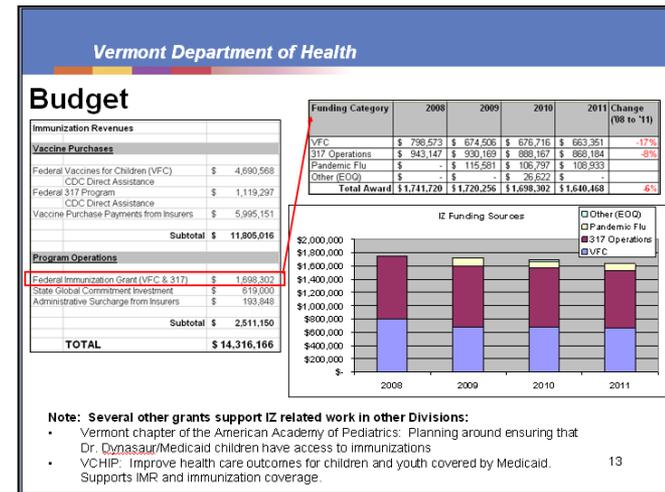


***2<sup>nd</sup> Public Health Stat: Panel reviews performance analysis, progress, and redirects if necessary.***

PIM and Division Directors monitor implementation of plan going forward, updating everyone at meetings

## What are the results of Public Health Stat?

- Program planning and resource allocation decisions are made based on data, with key-stakeholder input, and aligned to strategic goals and performance measures.
- A systematic process is provided to vet recommendations and make quick decisions therefore saving staff time to pull together decision makers in an ad hoc manner.
- All levels of managers are engaged in developing and owning solutions that are data-driven with an eye toward achieving efficiencies.



# Performance Improvement Managers Network

Laura Holmes, New Hampshire Division of Public  
Health Services

NPHII Progress Summary



## NH DPHS What do we want to do?

- **Develop a culture of quality improvement**
- **Train DPHS leadership, management and staff**
- **Provide a supportive environment for learning and doing**

# Develop a Culture of QI

- ▶ Highlights from Interviews with 6 MLC states
  - **Engagement of leadership** is the most critical and most tricky part
    - Need support from top down or can lose momentum – make management champions/sponsors
    - Leadership makes it a priority to attend and shows commitment then everyone else will follow
    - Managers must respect the outcome of the process – can't be micromanaging the process
    - Buy-in from the director is very important; laggards have to be brought into it or it won't succeed
    - Selection of strategic QI projects – Usually projects that don't succeed is because of the type of project selected. Is it the right project at the right time with the right people
  - **Training of Leadership** is a must and support is crucial to success
    - Make sure train managers and make them champions.
    - Start with those who are supportive. Some administrators/mgmt should have been pulled out of the training because they were hindering the process.

# Assess the QI Culture

- ▶ **Cultural Assessment of DPHS Program Managers and Staff**
  - Quick and easy survey – 3 questions – “what went well”, “what didn’t”, “why”
  - Glean information from DPHS Quality and Performance Improvement Survey of Knowledge, Attitudes and Training Needs
  - Use information from assessments to inform leadership workshop
- ▶ **Cultural Assessment Workshop for Leadership (PHF)**
  - Focus on how effective leaders build trust and commitment for change
  - Understand the need for constructive conflict to make improvements
  - Develop the reason for accountability
  - Focus the entire agency on delivering results that improve their processes and deliver improved customer satisfaction
  - Understand the leadership traits that need to be addressed
  - Understand the gap(s) to close on the six ingredients that ensure a culture of quality
  - Understand the inhibitors that must be addressed
  - Identify next steps for developing an action plan for improvement

# Train Leadership, Management and Staff

- **Kick-off Event:** shared understanding of the value of performance management (PM) a culture of quality improvement (QI), infusing PM and QI as a cultural norm, an understanding of the various roles of management and staff in developing this culture, generate enthusiasm and empowerment for this initiative.
- **Component I – Leadership Training:** teach leaders how to be facilitators of quality improvement initiatives, support QI teams, sponsor QI projects, and institutionalize a culture of QI.
- **Component II: Train-the-Trainer:** select staff learn how to coach and lead quality improvement projects using performance improvement and quality improvement methodology and tools, and coaching/training techniques.
- **Component III: Basic Training** – teams of DPHS staff will increase their knowledge about performance improvement and their ability to conduct quality improvement activities.

# Who's going to help?

## ➤ Public Health Improvement Team (PHIT)

- Purpose: “To help establish a culture of continuous quality improvement for the Division of Public Health Services”
  - Develop a framework to assist DPHS in building support and empowerment for continuous quality improvement
    - Communication up, down and sideways
    - Cross-cutting QI projects
    - Program-level QI projects
  - Serve as a learning laboratory and support network for staff to engage in performance improvement work
  - Develop a system to plan, document and track QI efforts
  - Develop a system to promote and communicate QI efforts

# Performance Improvement Managers Network

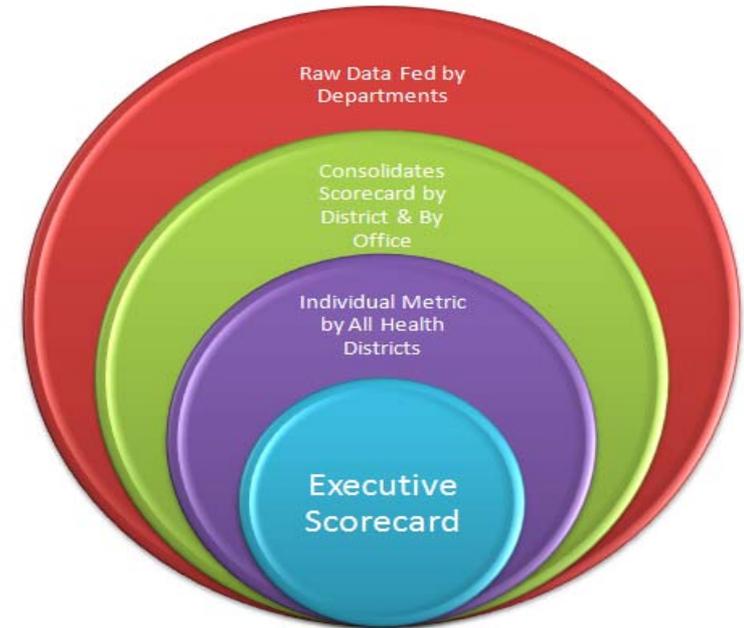
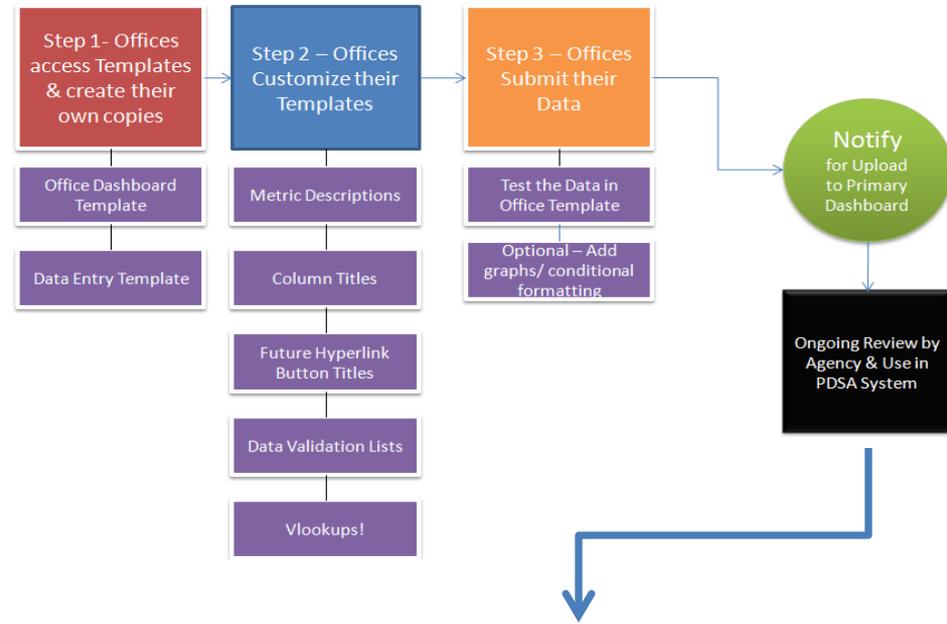
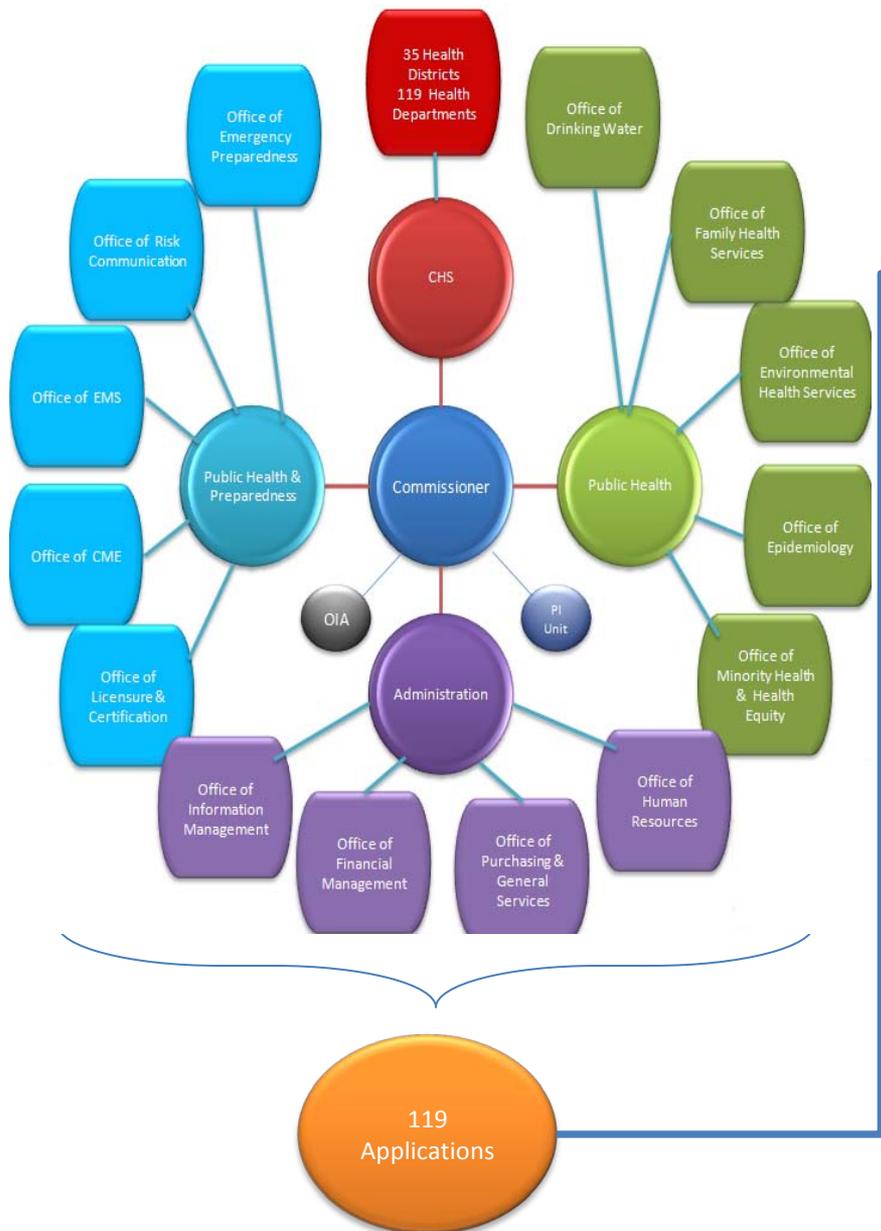
Joshua Czarda, Virginia Department of Public Health

Summary of Virginia Department of Health  
Performance Improvement Achievements  
January 1 – July 20, 2011

- Implemented Initial Dashboard System
- Identified significant potential annual savings on IT costs
- Streamlined current RAP process by completing online RAP system and developing consolidated process
- Increased enrollment in Plan First Medicaid Family Planning by 91%

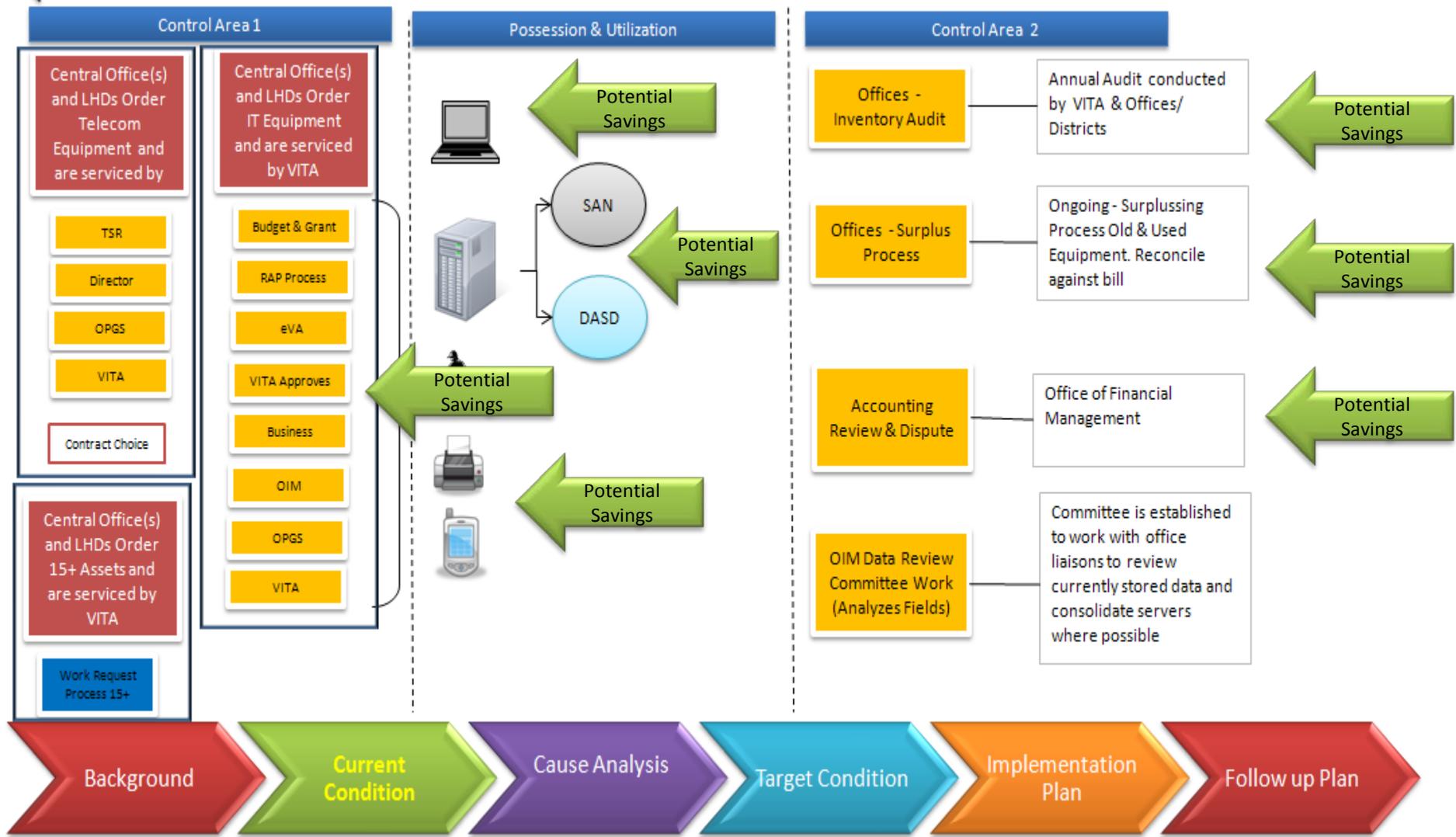
# Performance Improvement Project # 1 – Creating a Dashboard System of Critical Metrics for Performance Improvement<sup>16</sup>

Issue : Data management is extremely challenging and it's hard to get a handle on current performance in a timely manner



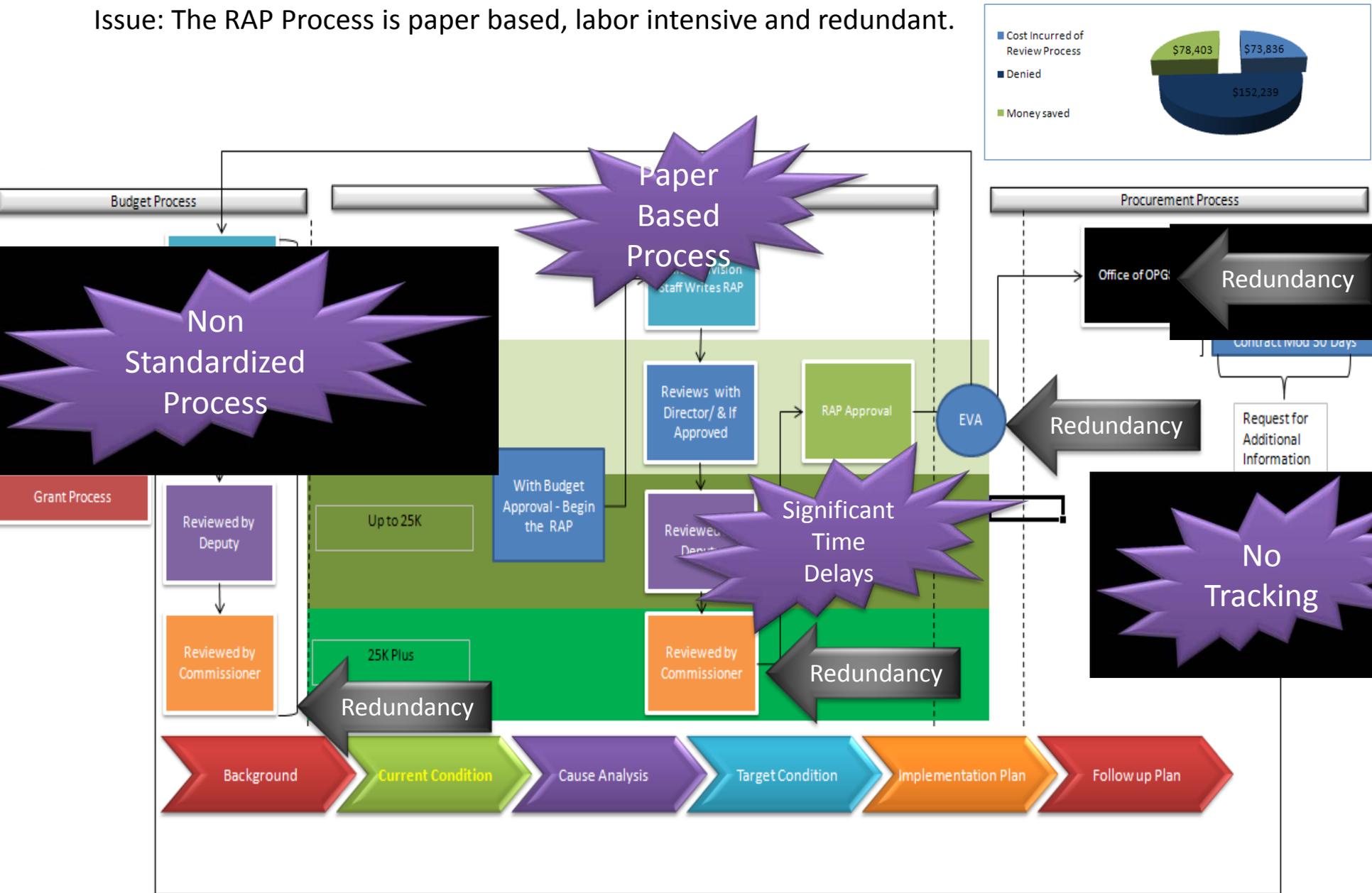
## Performance Improvement Project # 2 – Reducing IT Costs

Issue: IT costs have increased 30% in the last year. Annual IT expense \$18.5 million



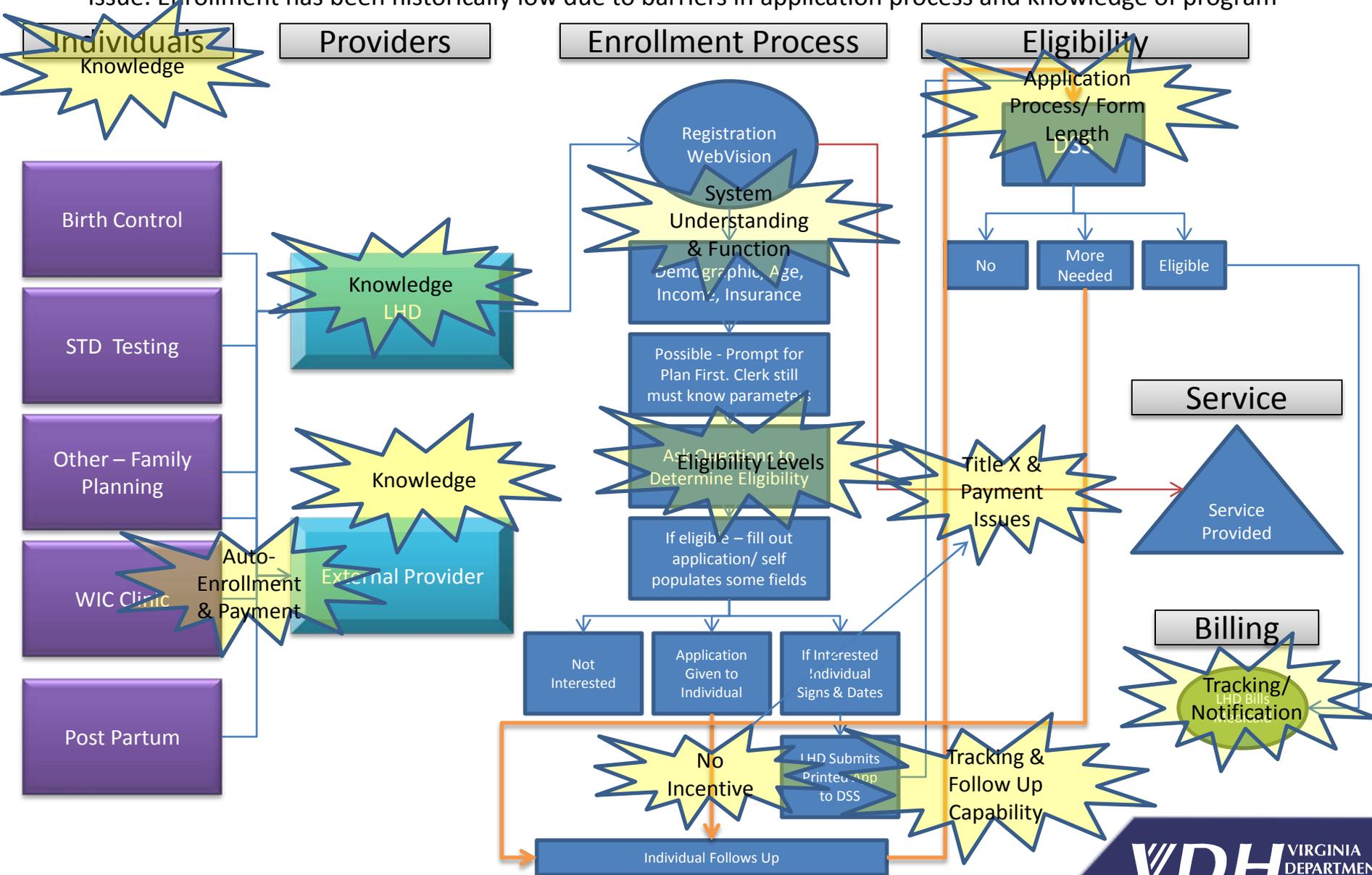
# Performance Improvement Project # 3- Simplify the Administrative Burden of the RAP Process

Issue: The RAP Process is paper based, labor intensive and redundant.



# Performance Improvement Project # 4– Increase Enrollment in Plan First

Issue: Enrollment has been historically low due to barriers in application process and knowledge of program



# Strengthening Public Health Infrastructure for Improved Health Outcomes in Florida

## Building a Performance Management System:

## Ups and Downs



*Performance Improvement Managers Network*

July 28, 2011

Christine Abarca, MPH, MCHES

Florida Department of Health

Office of Health Statistics and Assessment

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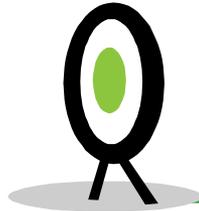
## Up Side:

- Unprecedented opportunity to align, bridge and build

## Down Side:

- Unprecedented opportunity to align, bridge and build

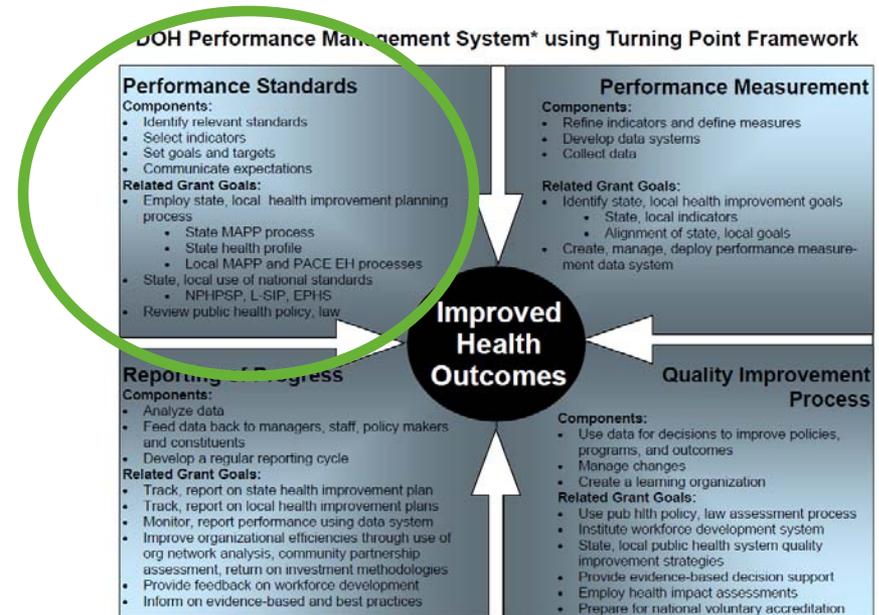




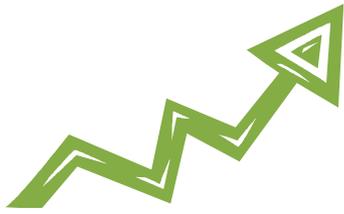
# One Target: Performance Standards

State and local goals and targets for improving health outcomes through MAPP-based processes

- Use National Public Health Performance Standards Program (NPHPSP)



- System improvement
- Community health improvement
- Accreditation preparation



# Our Strategy

- Mini-grants to all CHDs
  - Deliverables
    - NPHPSP results
    - MAPP-based products (or PACE EH)
    - Accreditation prerequisites
    - Workforce development
  - Support with technical assistance, training

- Align with state health improvement
- Build capacity
- Reinforce interrelationships

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Communities navigating to a healthier future.

#### COMPASS Summer Webinar Series

##### Improving Community Health through Planning and Partnerships: MAPP and Community Health Improvement Planning Webinar Series

Six one-hour webinars held June 13, June 15, June 16, June 21, June 27 and June 28.

- 1) Strengthen abilities to conduct community health assessments and engage in community health improvement planning using MAPP
- 2) Equip participants with information and tools to successfully execute community health improvement mini-grant projects

[Webinar Schedule](#) (40k)

[Connection Information](#) (18k)

##### Local Public Health System Assessment using the National Public Health Performance Standards Program (NPHPSP)

Six one-hour webinars held June 20-23 and 27-28. June 20 session at 3-4 pm ET; others at 1-2 pm ET.

Strengthen ability to assess local public health system capacity and use results for planning and performance improvement efforts

[Webinar Schedule](#) (40k)

[Connection Information](#) (18k)

[www.doh.state.fl.us/COMPASS](http://www.doh.state.fl.us/COMPASS)

## Up Side:

- \$\$ to invest in local projects (mini-grants in all CHDs )
- Shared learning, capacity building
- Evidence of progress towards improvement



## Down Side:

- Labor intensive
- Timing issues
  - Changes in leadership
  - Aligning with existing work
- Just-in-time training may not be optimal

# Performance Improvement Managers Network

Bernita Frazier, Georgia Department of Community  
Health

# Office of Performance Improvement (OPI)

- Vision

- All Department of Public Health entities will consistently participate in continuous quality improvement initiatives that drive performance and help create a safe and healthy Georgia for all citizens where they live, work, and play.

# Office of Performance Improvement (OPI)

- Mission
  - To create an infrastructure that enables sustainable continuous quality improvement and performance management capability throughout DPH.
  - To foster the creation of learning organizations that apply knowledge of best practices to drive:
    - Optimal decision-making
    - Effective and efficient outcomes

# Office of Performance Improvement (OPI)

- OPI helps programs increase their capacity for performance management and measurement by:
  - Collaborating with DPH offices, sections, programs and districts to encourage quality improvement practices
  - Providing quality and performance improvement training and technical assistance services

# Major Activities

- Quality and Performance Improvement Needs Assessments
- QI/PI Network
  - Forum of Experts
- QI/PI Training & Technical Assistance
  - QI/PI Theories
  - QI/PI Tools and Techniques
    - Logic Models
    - SMART Goals & Objectives
    - Action Plans
    - Performance Indicators & Measures
    - Data Collection & Analysis
    - Plan Do Check/Study Act

# Questions and Discussion

# Thank you!

Please send your questions and  
comments to:

*[pimnetwork@cdc.gov](mailto:pimnetwork@cdc.gov)*



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