Welcome to the Performance Improvement Managers Network Call

Performance Measurement for Public Health Policy

October 25, 2012

1-888-566-8978 or 1-517-623-4997, code: 3478212
Agenda

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Applying Performance Management to Policy Activities

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About this Project

- This project is supported by funds made available from CDC/OSTLTS
- Disclaimer: The opinions in this presentation are those of the authors and do not necessarily represent the official position of or endorsement by CDC.
- Lobbying Restrictions: [http://www.cdc.gov/od/pgo/funding/grants/additional_req.shtm#ar12](http://www.cdc.gov/od/pgo/funding/grants/additional_req.shtm#ar12)
CDC Definition of “Policy”

*a law, regulation, procedure, administrative action, incentive, or voluntary practice of governments and other institutions*
Examples of Health Department Policy Activities

- Identifying critical health problems
- Researching and analyzing various policy options
- Helping implement solutions
- Increasing awareness of and compliance with existing policies or laws
- Enforcing policies
- Regulating products or services
- Evaluating policy impact
Performance Management Framework

**Performance Standards**
- Identify relevant standards
- Select indicators
- Set goals and targets
- Communicate expectations

**Performance Measurement**
- Refine indicators and define measures
- Develop data systems
- Collect data

**Reporting of Progress**
- Analyze data
- Feed data back to managers, staff, policy makers, constituents
- Develop a regular reporting cycle

**Quality Improvement Process**
- Use data for decisions to improve policies, programs and outcomes
- Manage changes
- Create a learning organization

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**Public Health Performance Management System**

**Performance Standards**
- Identify relevant standards
- Select indicators
- Set goals and targets
- Communicate

**Performance Measurement**
- Refine indicators
- Define measures
- Develop data systems
- Collect data

**Reporting of Progress**
- Analyze and interpret data
- Report results broadly
- Develop a regular reporting cycle

**Quality Improvement**
- Use data for decisions to improve policies, programs, outcomes
- Manage changes
- Create a learning organization

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Challenges for Managing the Performance of Policy Work

- Not easily quantifiable
- Not the same activity over and over
- Goals may be hard to define
- No established performance standards
- Time lag between policy introduction and public health impact
Example: Health Department in Action

- Goal: Assist property owners and managers of multi-unit buildings in implementing smoke-free housing policies
- Major categories of activities: Policy development and adoption, education and outreach, and policy implementation
- Targets established; will be assessed quarterly
Managing the Performance of Policy Work

- Identify the goals of the policy work (performance standards)
- Develop and use metrics to measure progress towards those goals (performance measurement and reporting)
- If goals are not being met, apply QI techniques to improve performance (QI)
Policy Work Framework

Better Health Outcomes
High-Impact Policy Implemented
High-Impact Policy Adopted
High-Impact, Achievable Policy Developed
Potential Policy Targets Identified and Prioritized
Engaged and Informed Stakeholders
Policy Work Framework

Activities

- Education and outreach
- Enforcement
- Evaluation

Education and outreach

Policy development and refinement
- Education and outreach

Problem identification
- Policy analysis

Potential Policy Targets
- Identified and Prioritized

High-Impact, Achievable Policy Developed

High-Impact Policy Adopted

High-Impact Policy Implemented

Better Health Outcomes

Engaged and Informed Stakeholders

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Managing Performance at Each Stage

- Potential Policy Targets Identified and Prioritized
- High-Impact Policy Developed
- Engaged and Informed Stakeholders
- High-Impact Policy Adopted
- High-Impact Policy Implemented
- Better Health Outcomes

Managing Performance at Each Stage

- Potential Policy Targets Identified and Prioritized
- High-Impact Policy Developed
- Engaged and Informed Stakeholders
- High-Impact Policy Adopted
- High-Impact Policy Implemented
- Better Health Outcomes
Managing Performance at Each Stage

Policy Implementation Examples

# or % of high impact policies effectively implemented by target deadline or per specified time period

# or % of stakeholders who modify their behavior

Change in health status (e.g., impact of tobacco tax on smoking and cancer rates)
About the Tables: Sample Activities

Six categories of activities that a health department or other stakeholders may engage in:

- Problem Identification & Definition
- Policy Analysis
- Policy Development & Adoption
- Education & Outreach
- Policy Implementation (includes enforcement)
- Impact Evaluation
About the Tables: Sample Measures

Three types of measures:

- **Quantity** of activities completed
- **Quality** of policy work
- **Outcome** of policy work

If none of the sample activities or measures capture the work of your health department, use them as examples to create your own!
# Using the Tables: Policy Development & Adoption

<table>
<thead>
<tr>
<th>Target/Benchmark</th>
<th>HD X’s Measures</th>
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</table>
| Review at least 5 multi-unit smoke free housing policies from other jurisdictions by X date | •  # of smoke-free housing policies reviewed  
|                                                                                | •  Target met by deadline                                                        |
| Draft one sample smoke-free policy for adoption that matches evidence-based or promising approaches by X date | •  # of policies drafted  
|                                                                                | •  Drafted policy matches evidence-based or promising approaches  
|                                                                                | •  Target met by deadline                                                        |
| Meet with at least 50% of property owners/managers of multi-unit buildings in the city in-person to present the draft policy by X date | •  % of property owners/managers met with  
|                                                                                | •  Target met by deadline                                                        |
### Using the Tables: Education & Outreach

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<tr>
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<th>HD X’s Measures</th>
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| Provide technical assistance and training to at least 80% of the owners/managers that agree to implement the policy by X date. At the conclusion of the training, ≥90% of attendees report that the training better prepared them to implement the policy. Trainings completed within budget. | - % of property owners/managers that received training  
- Target met by deadline  
- % of attendees that reported that the training better prepared them to implement the policy  
- Cost of training |
| At least 20% of property owners/managers implement the policy by X date           | - % of property owners/managers that implemented the policy  
- Target met by deadline                                                                 |

**Note:** 
- APHA  
- PHF
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The findings and conclusions in this document are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention.
Questions & Discussion

All lines are open and live!

Please remember to use your mute button or *6
Thank you!
Please send your questions and comments to:

pimnetwork@cdc.gov