Performance Management in Public Health

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Objectives

To review:

(1) performance standards used in the NPHPS (National Public Health Performance Standards) program

(2) MAPP (Mobilizing for Action through Planning and Partnerships), a strategic approach to community health improvement
Applications Using Public Health Standards

• CDC promoted the development of innovative new public health products for state and local public health agencies to improve their effectiveness:
  – National Public Health Performance Standards Program (NPHPSP)
  – MAPP (Mobilizing for Action through Planning and Partnerships)
  – Voluntary accreditation of agencies state, local and tribal public health agencies
Performance Management

• Track work produced and results achieved through internal and inter-organizational efforts

• Used to achieve internal quality improvement goals and demonstrate accountability

• Practice of actively using performance data in making management decisions.
1. **Performance standards**—establishment of organizational or system performance standards, targets, and goals to improve public health practices.

2. **Performance measures**—development, application, and use of performance measures to assess achievement of such standards.

3. **Reporting of progress**—documentation and reporting of progress in meeting standards and targets and sharing of such information through feedback.

4. **Quality improvement**—establishment of a program or process to manage change and achieve quality improvement in public health policies, programs or infrastructure based on performance standards, measurements, and reports.
The Performance Management Model

**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, and 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
Performance Measurement Definition

Definition acknowledges critical dimensions of performance include:

- Capacities
- Processes
- Outcomes
Capacities

- Capacities (=structure)
  - The resources and relationships necessary to carry out public health processes

- Capacity to perform is made possible by the maintenance of the basic infrastructure of the public health system and specific program resources.
Processes

• What is done to, for, with, or by defined individuals or groups to identify and address community or population-wide health problems.

• Performance of key processes (e.g., monitoring health status) leads to the development of other processes or outputs.

• Such outputs lead to interventions (e.g., policies, programs, and services) designed to achieve outcomes important to the system.
Outcomes

• Immediate and long-term changes (or lack of change) experienced by individuals and populations as a result of processes.
• Reflect magnitude and direction of the effect of processes on health status, risk reduction, social functioning, or consumer satisfaction outcomes.
• Always aimed toward the ultimate outcomes of reducing morbidity and mortality rates.
Setting Performance Measures

• 1994 - the Core Public Health Functions Steering Committee (1994) composed of representatives of major national public health organizations and the federal agencies in the US Public Health Service and funded by the CDC, identified the 10 Essential Public Health Services,
  – translated the three core functions of public health that had been identified earlier into the 10 essential services

• 1997 - the CDC awarded separate 3-year cooperative agreements to five public health organizations - APHA, ASTHO, NACCHO, NALBOH, and PHF to translate the 10 Essential Services into practice.
NPHPS

• The National Public Health Performance Standards (NPHPS) is a CDC-led program to improve public health systems through the development and application of local and state-based performance standards.

• In partnership with national public health organizations (NACCHO, ASTHO, National Association of Local Boards of Health, Public Health Foundation, American Public Health Association, National Network of Public Health Institutes)
National Public Health Performance Standards (NPHPS)

• 2002 - standards are comprised of three performance self-assessment instruments
  – State public health systems
  – Local public health systems
  – Local governing bodies

• State and local performance standards are for voluntary use by multi-sectoral systems partners in state and local public health jurisdictions to:
  – assess systems strengths and weaknesses as part of a performance improvement process
  – set standards for improvement
National Public Health Performance Standards Program (NPHPSP)

• Assumes that Public Health requires new forms of governance to deal with the complexity of problems confronted, which includes:
  – citizen participation
  – public-private partnerships

• ‘Local public health system’ - includes, not only relevant government agencies, but also includes “all entities—public, private, and voluntary, plus individuals and informal associations that contribute to the delivery of public health services within a community ( Public Health Foundation 2003).
Local Public Health System

- Police
- EMS
- Community Centers
- MCOs
- Churches
- Corrections
- Parks
- Mass Transit
- Police
- Hospitals
- Schools
- Elected Officials
- Nursing Homes
- Environmental Health
- Tribal Health
- Employers
- Economic Development
- Laboratory Facilities
- Drug Treatment
- CHCs
- Civic Groups
- Mental Health
- Philanthropist
NPHPSP Purpose

• To improve quality of public health performance by “Engaging and leveraging national, state and local partnerships to build a stronger foundation for public health preparedness.” (CDC 2004 Users Guide p. 4).

• Use of the NPHPSP instrument is aimed toward “improving organizational and community communication and collaboration by bringing partners to the same table.”
For more information

http://www.cdc.gov/nphpsp/index.html
Applications Using Public Health Standards: MAPP

- MAPP (Mobilizing for Action through Planning and Partnerships)
  - launched in 2001
  - a community-wide strategic planning tool promoting broader community health improvement efforts that link public and private community partners to specific performance expectations

MAPP - Overview

Diagram:
- Community Themes & Strengths Assessment
- Forces of Change Assessment
- Local Public Health System Assessment
- Community Health Status Assessment
- Organize for Success
- Partnership Development
- Visioning
- Four MAPP Assessments
- Identify Strategic Issues
- Formulate Goals and Strategies
- Evaluate
- Plan
- Action
- Implement
- A Healthier Community

Map:
- MAPP: Your Community Roadmap to Health!
Review of MAPP

Six phases

• Organize for Success and Partnership Development
• Visioning
• Four MAPP Assessments
  – Community Themes and Strengths
  – Local Public Health System
  – Community Health Status
  – Forces of Change
• Identify Strategic Issues
• Formulate Goals and Strategies
• Action Cycle
  – Plan
  – Implement
  – Evaluate
Three Keys to MAPP

1. Strategic Thinking
2. Community Driven Process
3. Focus on the Local Public Health System
Using Public Health Standards: Problems

- Voluntary nature of the use of the NPHPS has slowed adoption.
- Without financial or regulatory incentives, state and local public health agencies (natural leaders of these systems-oriented processes) have tended not to consider NPHPS as urgent.
- Although the NPHPS is incorporated into the MAPP process as the local public health systems assessment, MAPP is not in widespread local use.
- State NPHPS users have also struggled to develop strategic planning processes as vehicles for using NPHPS results.
- Lack of strategic planning capacity in public health agencies has been a barrier to effective quality improvement activities.
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