



# When the Standards Align

Developing a Process of Performance Management and  
Quality Improvement for Public Health and Clinical Health Care

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OUR NATIONS, OUR JOURNEYS INDIGENOUS  
PUBLIC HEALTH FORUM

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# Objectives Today

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1. Describe the basics of a performance management system and the QI process.
2. Identify strategies for aligning clinical health care and public health performance management and quality improvement efforts.



# Introductions

What brings you here today?

# Performance Management: What Is It?

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CONCEPTS AND COMPONENTS OF PERFORMANCE  
MANAGEMENT

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# Purpose of Performance Management System

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“...to move the field of public health from simply measuring performance of individual programs to actively measuring and managing performance of an entire agency system.”

*Silos to Systems: Using Performance Management to Improve the Public's Health.*  
Turning Point Performance Management National Excellence Collaborative: Seattle,  
WA; Turning Point National Program, 2003

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# Performance Management System

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*A fully functioning performance management system that is completely integrated into health department daily practice at all levels includes:*

- **Setting organizational objectives** across all levels of the department
  
- **Identifying indicators** to measure progress toward achieving objectives on a regular basis

# Performance Management System

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*A fully functioning performance management system that is completely integrated into health department daily practice at all levels includes:*

- Identifying **responsibility for monitoring progress** and reporting
  
- Identifying areas where achieving objectives requires **focused quality improvement** processes

# PM – A Familiar Analogy

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“Taking the Temp” of Your  
Organization





# Okay, so what is performance management - really?

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## Uses Data to Measure and Evaluate

- The quantity of your efforts and your capacity to undertake your work
- The quality of your efforts
- The outcomes of your efforts

## Main Goals for Performance Management

- Improved quality and performance-to be more Effective & Efficient
- Increased transparency
- Collaboration across the health system

# PM helps answer these types of questions

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- How well is our health department performing?
- Do we all know where we are headed?
- Are we making progress as an organization?
- Are we achieving what we set out to do?
- Are we accountable and demonstrating results?
- Do we need to do something different?



# What is a Performance Standard?

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A performance standard establishes the level of performance expected

(External or your own)



# Example: This is a Standard to be met

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*90% of Tribal member kindergarten students enrolled in the public schools will be in compliance with immunization requirements*

- **What?** Immunization compliant
- **When?** No specific date. A standard to be reached
- **How Much?** 90%
- **For Whom?** Tribal member kindergarten students enrolled in public schools

# What are Performance Measures?

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Regular collection and reporting of data

- to track work produced
- and results achieved
- to assess progress toward the performance standards

Courtesy of James Butler & Associates



# To Summarize Measurement

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A performance measure measures something. It can measure:

- Your **capacity** to undertake public health services
- The specific **things you do** to provide the services or **how you do them**, and
- The **consequences** of having provided the services

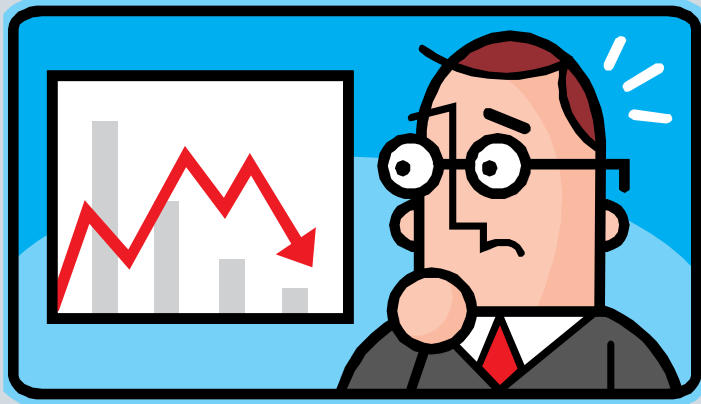
It is a **quantitative representation** of public health activities

Courtesy of James Butler and Associates

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# Where does QI come into all of this?

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# Quality Improvement

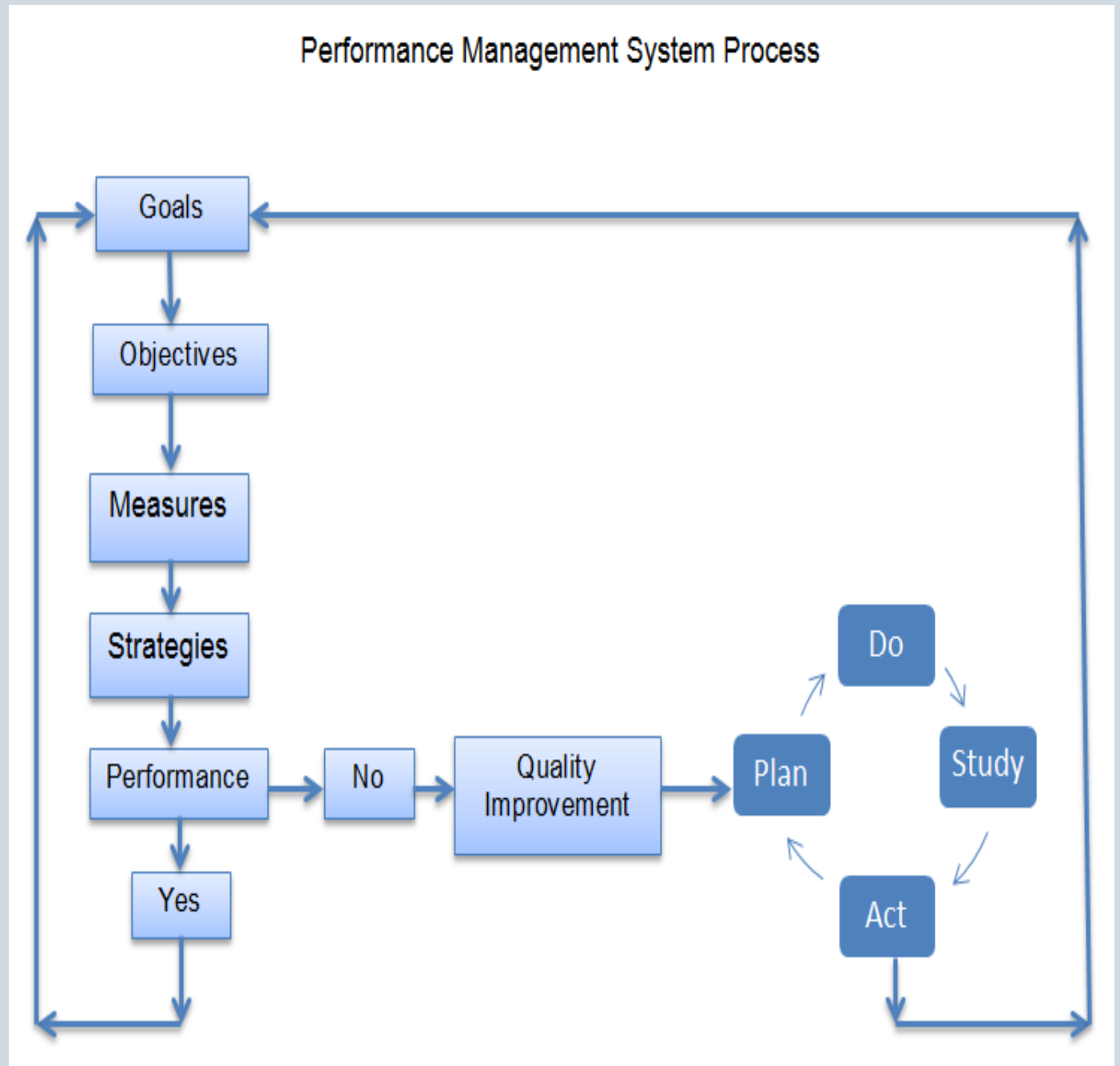
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Quality Improvement is what you do to “fix” a problem that you found “not up to the standard”



# Performance Management System Process

Pierce County Health Department, WI,  
*Performance Management System and Quality Improvement Plan, January 2013-December 2014.*



# These Are Not the Same

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## ***Quality Assurance***

- Reactive
- Works on problems after they occur
- Regulatory usually by State or Federal Law
- Led by management
- Periodic look-back
- Responds to a mandate or crisis or fixed schedule
- Meets a standard (Pass/Fail)

## ***Quality Improvement***

- Proactive
- Works on processes
- Seeks to improve (culture shift)
- Led by staff
- Continuous
- Proactively selects a process to improve
- Exceeds expectations

*Adapted from Introduction to QI\_NACCHO QI site*

# Performance Management Where does it fit in accreditation?

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Domain 9 - From the Eagle's viewpoint

“Cultivating a culture of high performance and quality”

*(A Tribal Public Health Accreditation Readiness Guidebook and Roadmap, p.9)*



# Performance Management

## Lessons Learned from the Three Sisters – Corn, Beans and Squash

- When accreditation process is like the planting cycle from planning to harvest
- Then, the performance management system is the garden!
- The gardener does the planning, the oversight, the “how did that go?”, and the tweaking for the next harvest
- The gardener may be the PM/QI manager, the accreditation coordinator or a committee



# Putting the Pieces Together

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HOW DOES PM RELATE TO CLINICAL HEALTH CARE?

# Your Turn!

Think about one area where you've had an understanding of what clinical might be doing differently or the same as public health



# Clinical Health Care

## To whom do they answer?

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**GPRA/GPRAMA** - Government Performance and Results Act of 1993 & GPRA Modernization Act

- An IHS Clinical Reporting System
- The clinical standards (called “targets”) and measures are set by the IHS in conjunction with the Department of Health and Human Services
- No local measures or targets in this reporting system.. Although a clinic may decide to measure and report local measures for their own use

- The handbook never uses the words “performance management” or “quality improvement”
- It is implied that a clinic will continue to strive to meet the targets set each year
- No mention of the “how” to meet the targets

National GPRA/GPRAMA Report Performance Measure List and Definitions,  
V.18, Nov. 2017

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# GPRA Example

Note the categories that are of similar interest to Public Health

Target is individual patient behaviors/results

GPRA FINAL	National 2017 Target %	Denom	Panel % Met YTD
<b>DIABETES</b>			
Good Glycemic Control <8	48.4%	377	54.6
Controlled BP <140/90	63.8%	377	65.8
DM Statin Therapy	61.9%	288	69.1
Nephropathy Assessed	63.3%	377	69.2
Retinopathy Assessed	63.1%	376	70.7
<b>DENTAL</b>			
Dental Access General	29.7%	3205	47.2
Intact Sealants 2-15	16.6%	753	19.3
Topical Fluoride 1-15	29.9%	786	45.4
<b>IMMUNIZATIONS</b>			
Influenza 6mos - 17yrs NEW	37.1%	609	28.4
Influenza 18+ NEW	38.7%	1680	41.1
Pneumovax Ever 65+	86.7%	204	88.2
Active IMM 4313*314	74.8%	17	64.7



# Clinical Health Care

## To whom do they answer?

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### AAAHC – Accreditation Association for Ambulatory Health Care, Inc.

- Voluntary to seek accreditation for a health clinic
- They define PM and/or QI: ”In striving to improve the quality of care and to promote more effective and efficient use of facilities and services, an accreditable organization maintains a quality management and improvement program that links peer review, quality improvement activities, infection prevention and safety, and risk management in an organized, systematic way

The 2018 edition of the *Accreditation Handbook for Ambulatory Health Care*

Note the language very specifically pointing to Quality Improvement, but no overall Performance Management System requirement

- Is this word choice?
- Is this due to common measures across clinical areas?
- Is this reactive/quality assurance?

Depends.....

No right or  
wrong....

Just a different view  
of each of our  
worlds...



# Clinical Health Care & Public Health PM/QI

## Various Models Possible

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- Tribal government might have overriding initiatives to achieve
- Strategic plans may have similar, or common, goals-objectives-strategies
- Clinic & public health acknowledge that there is common data & initiatives, but each plays their own role, e.g. childhood obesity, alcohol use, breastfeeding
- Clinic health care & public health go their separate ways
- Sharing of areas of concern, quality improvement studies, etc.
- Joint committees to coordinate strategies on health issues for the community
- All the way up to a common data and reporting tool with separate sections

# Clinical Health Care

## How do we talk with each other?

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- Be aware of clinical language being slightly different... quality assurance, may not understand QI as formal projects, may not have had opportunities to learn PM/QI
- Strive to understand their view of the individual/family as patient vs. groups and the community as public health's "patient"



# Questions

Questions or concerns about Performance Management or understanding of what clinical might be doing differently or the same as public health



What's up  
next ?

Carrie Sampson

Quality Director and  
Interim Community  
Wellness Director

Yellowhawk Tribal  
Health Center on  
the Confederated  
Tribes of the  
Umatilla Indian  
Reservation



# Selected Resources

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1. Seven Directions, A Center for Indigenous Public Health, *A Tribal Public Health Accreditation Readiness Guidebook and Roadmap: Cultivating a Culture of High Performance and Quality: Lessons Learned from the Three Sisters-Corn, Beans, and Squash. (March 2018).*
2. Crucial Conversations, Grenny, Patterson, McMillan, Switzler, VitalSmarts, L.C., 2004.
3. Public Health Foundation ,  
[http://www.phf.org/focusareas/performance/Pages/Performance\\_Management.aspx](http://www.phf.org/focusareas/performance/Pages/Performance_Management.aspx)
4. Public Health Foundation. *Turning Point: Performance Management Projects and Publications.* [http://www.phf.org/resourcestools/Pages/Turning\\_Point\\_Project\\_Publications.aspx](http://www.phf.org/resourcestools/Pages/Turning_Point_Project_Publications.aspx). Accessed February 15, 2018.
5. NACCHO Roadmap to a Culture of Quality Improvement , <http://www.qiroadmap.org/culture-to-qi/>
6. Public Health Quality Improvement Exchange, [www.phqix.org](http://www.phqix.org)

A close-up, grayscale photograph of a horse's face, showing its eye and part of its muzzle. The image is slightly blurred, creating a soft, artistic background for the text.

# GRAY HORSE STRATEGIES

*Practical Solutions for the Public Good*

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