OMH's Performance Improvement & Management System (PIMS):

A Model for Generating Evidence of Intervention Effectiveness & Best Practices in Programs Addressing Minority Health & Health Disparities

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Framing the Problem:
The Case for Performance Improvement in Addressing Minority Health & Health Disparities

Objectives:

➢ Describe OMH's rationale for establishing its performance improvement and management system (PIMS), and how such a system may benefit one's own organization, agency, or institution;

➢ Identify the major components of the PIMS and the rationale for the design, structure, and substance of such a system.

HHS Office of Minority Health (OMH)

Office of the Secretary

  Staff Divisions

    Office of the Assistant Secretary for Health (OASH)

- ❖ OFFICE OF MINORITY HEALTH (reauthorized under the ACA)
  - Office on Women's Health
  - Office of Disease Prevention and Health Promotion
  - Office of the Surgeon General
  - Office of Population Affairs
  - Office of Adolescent Health
  - Office of Healthcare Quality
  - National Vaccine Program Office
  - Office for Human Research Protections
  - Office of Research Integrity
  - President's Council on Fitness, Sports, and Nutrition

Operating Divisions: AOA, ACF, AHRQ*, ATSDR,CDC*, CMS*, FDA*, HRSA*, IHS, NIH (NIMHD),SAMHSA*

*Agencies with established Offices of Minority Health/Health Equity under the Affordable Care Act (ACA).

Our (Collective) Mission

To improve the health of racial & ethnic (r/e) minority populations through the development of health policies & programs that will help eliminate health disparities.

Demonstration Grants & Cooperative Agreement Programs

National Umbrella Cooperative Agreements (11)

Demonstration Grant Programs

- AI/AN Health Disparities Program (6)
- State Partnership Program to Improve Minority Health (44)
- Partners Active in Communities to Achieve Health Equity (9)
- Youth Empowerment Program (17)
- Delta Region Initiative (1)
- Hispanic Physicians Leadership Development Initiative (1)
- HIV/AIDS-related community-based programs focused on partnerships & collaborations
  - Curbing HIV/AIDS Transmission among High-Risk Minority Youth and Adolescents (10)
  - HIV/AIDS Collaborative Technical Assistance and Capacity Development Program (13)
  - HIV/AIDS Health Improvement for Re-entering Ex-Offenders Initiative (8)
  - Linkage to Life Program: Rebuilding Broken Bridges for Minority Families Impacted by HIV/AIDS (6)
  - Minority Community HIV/AIDS Partnerships (4)

Total in FY 2011: 130 grantees

Other Key OMH-Led/-Funded Programmatic Efforts

- **OMH Resource Center**
  - Infant Mortality "Healthy Baby Begins With You" & "Healthy Indian Baby" Campaigns
- **Center for Linguistic & Cultural Competence in Health Care**
  - CLAS Standards Enhancement Initiative
  - Cultural Competency Curricula for Physicians, Nursing Professionals, & Emergency Responders
- **Selected Other Special Initiatives**
  - White House Minority Health Initiatives
  - Eliminating Disparities in Lupus through Education and Training for Health Professionals
  - Minority Youth Tobacco Elimination Project
  - HHS Oral Health Initiative
  - Behavioral Health Initiative for R/E Minority Populations
  - National *Promotores de Salud* Initiative
  - National Hepatitis B Initiative for AA/NHOPIs Initiative
  - HIV/AIDS Initiatives (Pacific Jurisdictions, African Immigrants, Latino Training & Mentorship)
  - National Minority Youth Initiatives (African American, Hispanic, Native American)

The Government Performance & Results Act (GPRA) of 1993

<u>Purpose</u>
- Improve public confidence in Federal government thru agency accountability for program results
- Improve program effectiveness & accountability by focusing on results, service quality, and customer satisfaction
- Improve Federal management of programs by requiring fulfillment of program objectives & by providing information about program results & service quality
- Improve Congressional decision-making by providing more objective information on the relative effectiveness & efficiency of Federal programs & spending
- Improve internal management of the Federal Government

The GPRA Modernization Act of 2010

▸ Reinforces & 'modernizes' previous legislation

▸ Requires…

  ➤ Creation of chief operating officers, program improvement officers, gov't-wide performance improvement councils, & a gov't-wide performance website
  ➤ Establishment of government-wide & agency-level priorities & identification of high- vs low-priority activities
  ➤ Cross-agency, cross-entity consultation & collaboration
  ➤ More frequent (quarterly rather than annual) reviews & reports
  ➤ Tracking of progress through reviews of goals, targets, & milestones and more frequent updates of actual results
  ➤ Transparency through posting of performance information on public websites, including Performance.gov
  ➤ Accountability through the identification of goal leaders
  ➤ OMB assessments of agency performance

▸ Will likely take several years to implement

OMB's Assessment of the OMH 'Program': Selected Findings

- Logic or rationale to what we are doing/need to be doing – individually or collectively -- relative to the mission not apparent
- Efforts appear fragmented, duplicative, redundant
- Right direction unclear; chance rather than design?
- Unique and common contributions also unclear
- Achievements are more activity-, output-, or process-oriented, rather than outcome-/impact- (results)-oriented
- Little or no clear progress by OMH, grantees, contractors, and other partners towards individual or collective objectives and goals – and OMH's overall mission

Steps in Developing & Implementing the Strategic Framework: Using a Logic Model Approach

OMH's Logic Model Approach

Long-Term Problems	→	Contributing Factors	→	Strategies and Practices	→	Outcomes and Impacts	→	Long-Term Objectives and Goals
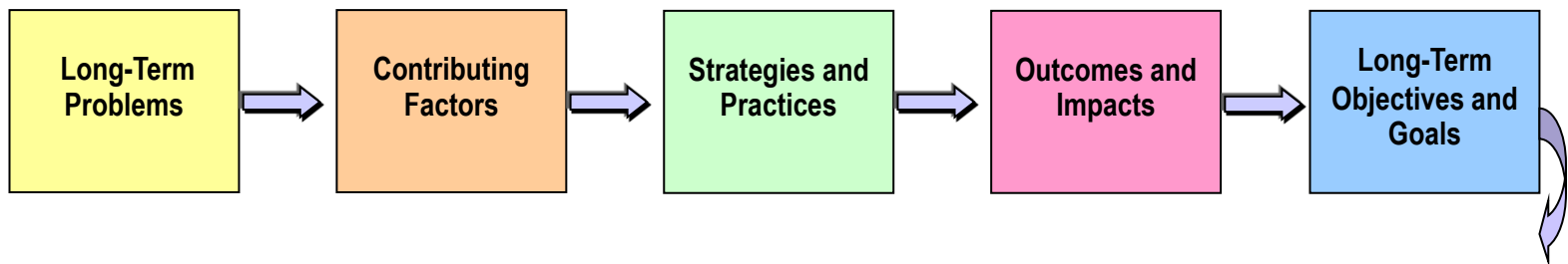
- Begin with long-term problem(s)
- Address contributing/causal factors
- Support effective strategies & practices
- Measure intended outcomes/impacts (results)
- Achieve Long-term Objectives & Goals

The Strategic Framework
http://www.minorityhealth.hhs.gov/images/78/PrintFramework.htm

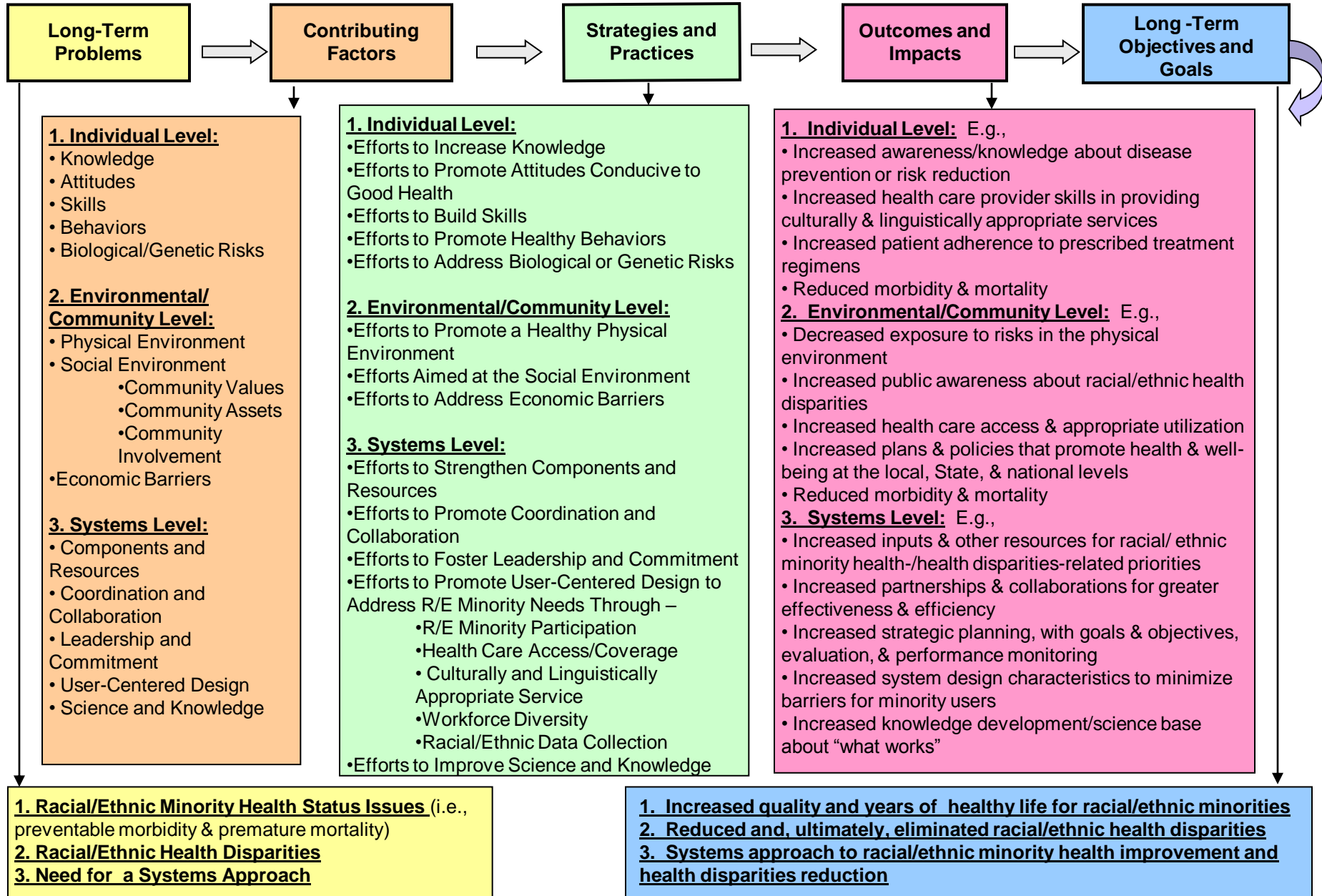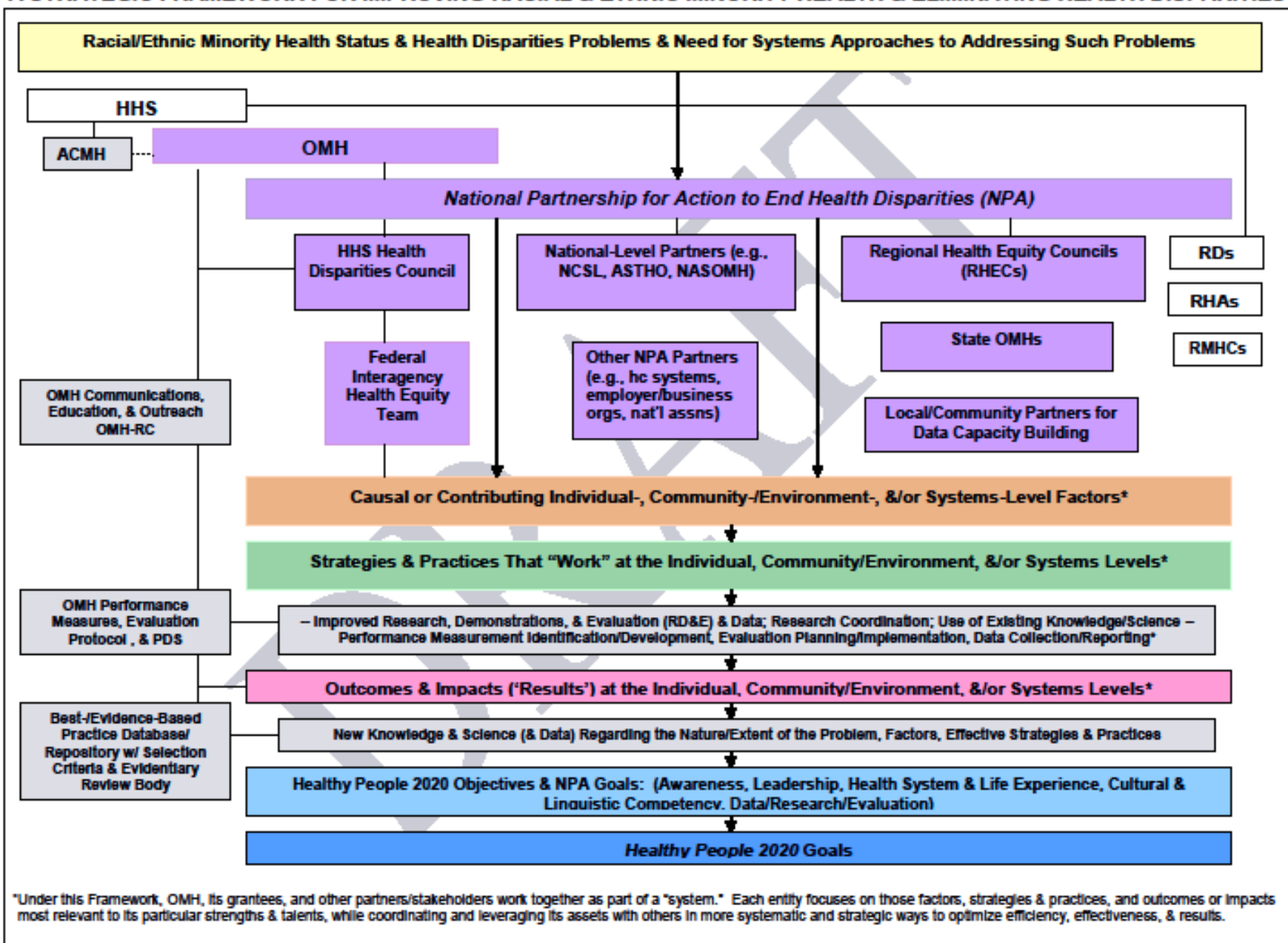# A STRATEGIC FRAMEWORK FOR IMPROVING RACIAL/ETHNIC (R/E) MINORITY HEALTH & ELIMINATING R/E HEALTH DISPARITIES

Long-Term Problems	→	Contributing Factors	→	Strategies and Practices	→	Outcomes and Impacts	→	Long-Term Objectives and Goals

1. Individual Level:
• Knowledge
• Attitudes
• Skills
• Behaviors
• Biological/Genetic Risks

2. Environmental/ Community Level:
• Physical Environment
• Social Environment
    •Community Values
    •Community Assets
    •Community Involvement
•Economic Barriers

3. Systems Level:
• Components and Resources
• Coordination and Collaboration
• Leadership and Commitment
• User-Centered Design
• Science and Knowledge

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1. Individual Level:
•Efforts to Increase Knowledge
•Efforts to Promote Attitudes Conducive to Good Health
•Efforts to Build Skills
•Efforts to Promote Healthy Behaviors
•Efforts to Address Biological or Genetic Risks

2. Environmental/Community Level:
•Efforts to Promote a Healthy Physical Environment
•Efforts Aimed at the Social Environment
•Efforts to Address Economic Barriers

3. Systems Level:
•Efforts to Strengthen Components and Resources
•Efforts to Promote Coordination and Collaboration
•Efforts to Foster Leadership and Commitment
•Efforts to Promote User-Centered Design to Address R/E Minority Needs Through –
    •R/E Minority Participation
    •Health Care Access/Coverage
    • Culturally and Linguistically Appropriate Service
    •Workforce Diversity
    •Racial/Ethnic Data Collection
•Efforts to Improve Science and Knowledge

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1. Individual Level: E.g.,
• Increased awareness/knowledge about disease prevention or risk reduction
• Increased health care provider skills in providing culturally & linguistically appropriate services
• Increased patient adherence to prescribed treatment regimens
• Reduced morbidity & mortality

2. Environmental/Community Level: E.g.,
• Decreased exposure to risks in the physical environment
• Increased public awareness about racial/ethnic health disparities
• Increased health care access & appropriate utilization
• Increased plans & policies that promote health & well-being at the local, State, & national levels
• Reduced morbidity & mortality

3. Systems Level: E.g.,
• Increased inputs & other resources for racial/ ethnic minority health-/health disparities-related priorities
• Increased partnerships & collaborations for greater effectiveness & efficiency
• Increased strategic planning, with goals & objectives, evaluation, & performance monitoring
• Increased system design characteristics to minimize barriers for minority users
• Increased knowledge development/science base about "what works"

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1. Racial/Ethnic Minority Health Status Issues (i.e., preventable morbidity & premature mortality)
2. Racial/Ethnic Health Disparities
3. Need for a Systems Approach

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1. Increased quality and years of healthy life for racial/ethnic minorities
2. Reduced and, ultimately, eliminated racial/ethnic health disparities
3. Systems approach to racial/ethnic minority health improvement and health disparities reduction

(Source: Office of Minority Health, U.S. Department of Health and Human Services, January 2008.)

A STRATEGIC FRAMEWORK FOR IMPROVING RACIAL & ETHNIC MINORITY HEALTH & ELIMINATING HEALTH DISPARITIES

Racial/Ethnic Minority Health Status & Health Disparities Problems & Need for Systems Approaches to Addressing Such Problems

HHS

ACMH

OMH

National Partnership for Action to End Health Disparities (NPA)

HHS Health Disparities Council

National-Level Partners (e.g., NCSL, ASTHO, NASOMH)

Regional Health Equity Councils (RHECs)

RDs

RHAs

RMHCs

Federal Interagency Health Equity Team

Other NPA Partners (e.g., hc systems, employer/business orgs, nat'l assns)

State OMHs

OMH Communications, Education, & Outreach OMH-RC

Local/Community Partners for Data Capacity Building

Causal or Contributing Individual-, Community-/Environment-, &/or Systems-Level Factors*

Strategies & Practices That "Work" at the Individual, Community/Environment, &/or Systems Levels*

OMH Performance Measures, Evaluation Protocol , & PDS

– Improved Research, Demonstrations, & Evaluation (RD&E) & Data; Research Coordination; Use of Existing Knowledge/Science – Performance Measurement Identification/Development, Evaluation Planning/Implementation, Data Collection/Reporting*

Outcomes & Impacts ('Results') at the Individual, Community/Environment, &/or Systems Levels*

Best-/Evidence-Based Practice Database/ Repository w/ Selection Criteria & Evidentiary Review Body

New Knowledge & Science (& Data) Regarding the Nature/Extent of the Problem, Factors, Effective Strategies & Practices

Healthy People 2020 Objectives & NPA Goals: (Awareness, Leadership, Health System & Life Experience, Cultural & Linguistic Competency, Data/Research/Evaluation)

Healthy People 2020 **Goals**

*Under this Framework, OMH, its grantees, and other partners/stakeholders work together as part of a "system." Each entity focuses on those factors, strategies & practices, and outcomes or impacts most relevant to its particular strengths & talents, while coordinating and leveraging its assets with others in more systematic and strategic ways to optimize efficiency, effectiveness, & results.

Graphic Depiction of OMH's Performance Improvement & Management System (PIMS)

OMH Leadership & Direction for Systematic Program Evaluation, Data, & Research for Performance Improvement

The Strategic Framework

To guide the systematic planning, implementation, & evaluation of efforts aimed at improving racial/ethnic minority health, reducing &, ultimately, eliminating racial/ethnic health disparities, & effecting systems approaches to addressing racial/ethnic minority health problems.

Performance Measurement (PM) Inventory & Resources
- PM 'Inventory" (based on selection & integration of 8 PM data sets in a sortable Excel format)
- Environmental scans/lit. reviews for environmental-/community- & systems-level measures to address weaknesses & gaps in PMs
- I.D. of additional, existing PM resources & data integration tools/ resources
- Links to other HHS efforts to develop data integration tools & resources (e.g., CHDI/Health Indicators Warehouse)

Performance Data Collection (via the Performance Data System)
- Training & TA on performance reporting via the PDS
- Grantee/partner(s) organizational & resource data
- Project data collection (e.g., strategies/practices, expected results, related indicators/measures, participant #s, demographics, etc.)
- Performance data linked to OMH 'core' measures (OMB require-ments, OASH GPRA measures, NPA goals, *HP2020* objectives)
- Performance data analysis & report generation

Evaluation Planning Guidelines & Protocols
- OMH Evaluation Planning Guidelines for grant applicants
- OMH's Evaluation Protocol for all partners & general users
- Logic model diagrams for all OMH grant programs and other OMH programmatic efforts
- Other performance improvement & evaluation tools and resources

Evaluation Technical Assistance Center (ETAC)
- Initial project profiles (for OMH-funded grants & cooperative agree-ments, other programmatic & partnership efforts) with descriptions of proposed interventions, approach to evaluation, & expected results
- Training & TA on performance measurement, data collection, evaluation planning & implementation
- Systematic monitoring of project planning/dev't, data collection/ analysis, & evaluation of intervention effectiveness efforts
- Systematic I.D. of 'promising approaches' or 'best' practices in evaluation *planning* & implementation (evidence of effectiveness)
- Revised/final grantee project profiles with actual methodology, findings/results, recommendations, & next steps

Cross-site Evaluations to Assess Program Effectiveness

Reports, Publications, & Presentations of Results; OMH Minority Health/Health Disparities Best Practices
- Grantees in the News: 'Spotlights' on 'promising approaches' & 'best practices' in evaluation planning & implementation
- Oral reports & presentations on 'promising approaches' & 'best practices' at professional & scientific conferences
- Preparation & submission of manuscripts/articles on results of OMH-funded efforts for publication in peer-reviewed journals & other venues
- Final reports & compendia of results from grantee demonstration projects
- Final reports of results of program-wide cross-site evaluations
- Final reports of all OMH-funded policy-relevant studies & evaluations to HHS/ASPE Policy Information Center database
- Systematic promotion of research, demos, & evaluation via OMH-led/-funded advisory & coordinative bodies
- Review & selection for OMH inclusion in & dissemination via eventual 'promising' or 'best' practices database

PIMS Online

OMH-RC Website

http://www.minorityhealth.hhs.gov/

Performance/Evaluation Nav Bar

http://www.minorityhealth.hhs.gov/templates/browse.aspx?lvl=1&lvlID=44

The Strategic Framework

http://www.minorityhealth.hhs.gov/images/78/PrintFramework.htm