

Community Balanced Scorecards for Leading Collaborative Strategies to Achieve Community Health Outcomes

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Results That Matter Team
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Presenter Disclosures


Paul David Epstein

(1) The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:

“No relationships to disclose, other than the obvious relationship with my own consulting firm that does paid work of the type I am presenting.”



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- Measuring & improving performance since 1985, mostly as Epstein & Fass Associates
- Use of RTM Team's Community Balanced Scorecard (CBSC) tools for collaborative health improvement planning & implementation, strategic planning, & accreditation preparation
- Work with ASTHO, NACCHO, Public Health Foundation, & directly for PH organizations, hospitals, partnerships, others
- QI & Evaluation Coaching for LHDs across the U.S. (NACCHO)
- 3 chapters in *The Public Health Quality Improvement Handbook*, including one on Community Balanced Scorecards
- Working with  INSIGHT FORMATION Inc. whose InsightVision software powers scaling-up the use of CBSC & collaborative implementation



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CBSC Tools: From a Promising to a Best Practice

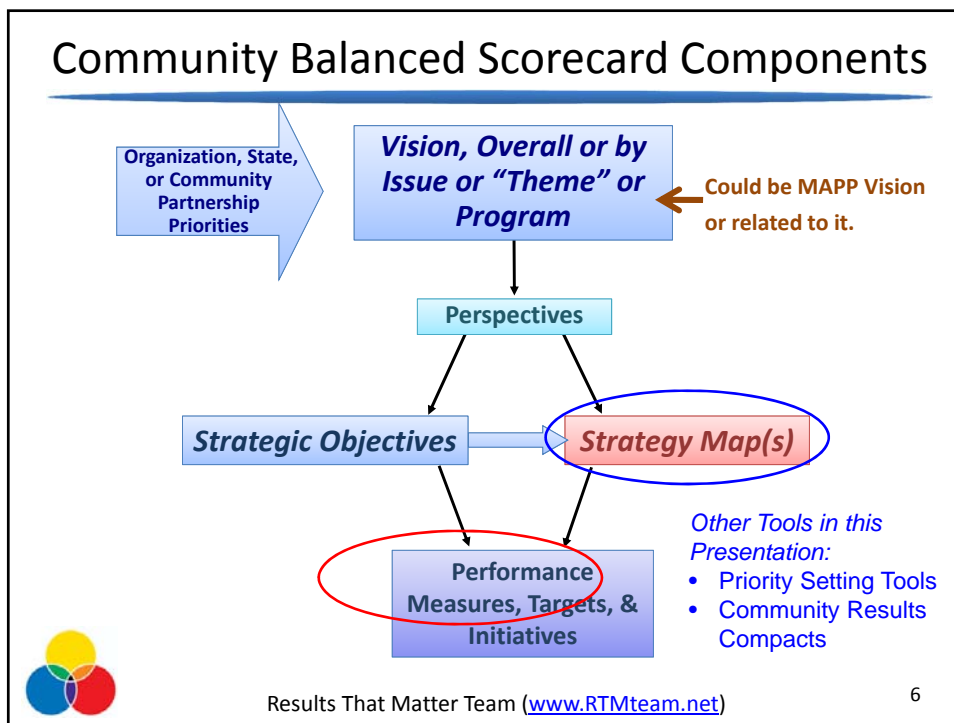
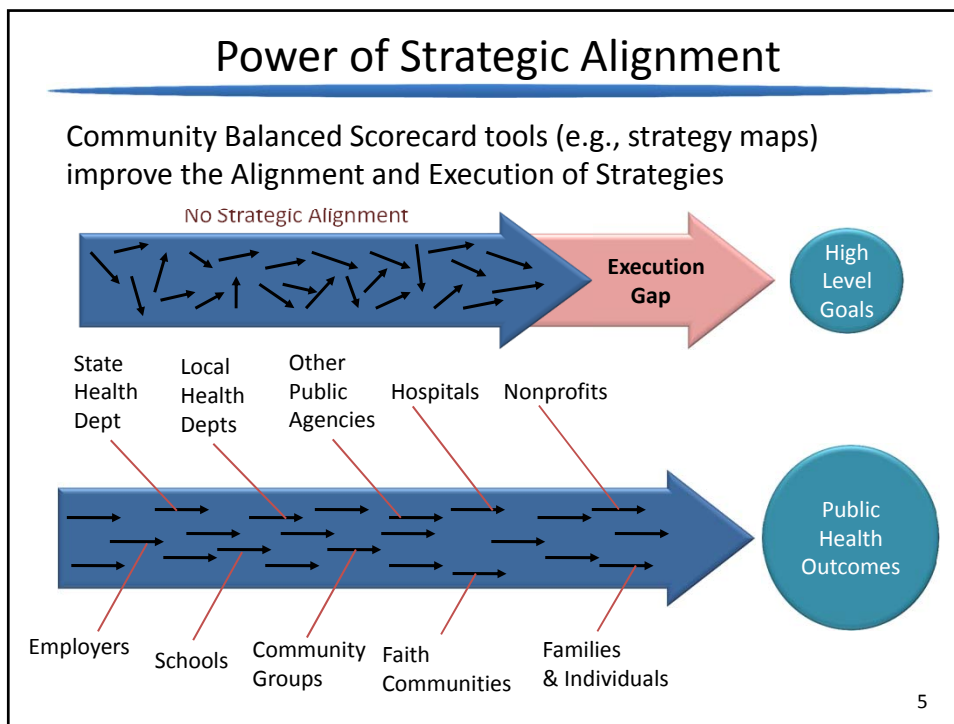
- Used by state & local health departments & HD-led, nonprofit-led, & hospital-led community health partnerships for strategic planning & health improvement planning for many issues, e.g.:
 - Healthy eating & **active living***/wellness/obesity reduction
 - Health disparities/determinants of health
 - Social support networks
 - **Access to: health care/dental care/mental health care**
 - **Behavioral health***/substance abuse/suicide prevention
 - Integration of community health & clinical practice
 - **Breastfeeding***
 - Low birth weight rate reduction
 - Cancer morbidity & mortality reduction
 - Public health information management
 - Public health preparedness
 - **Healthy housing***

**Examples in this presentation*



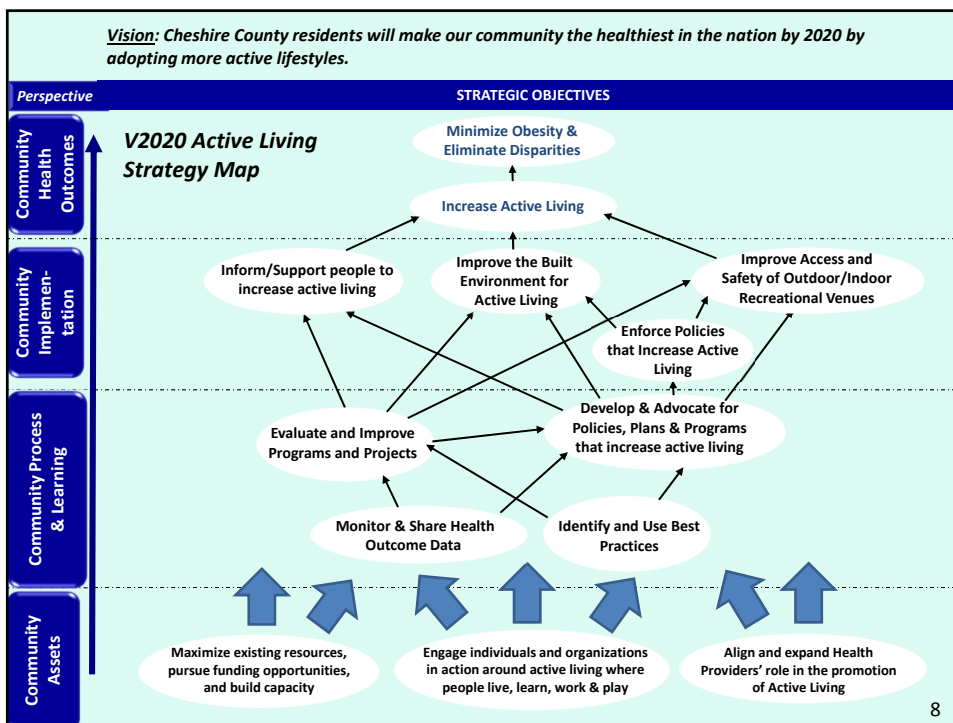
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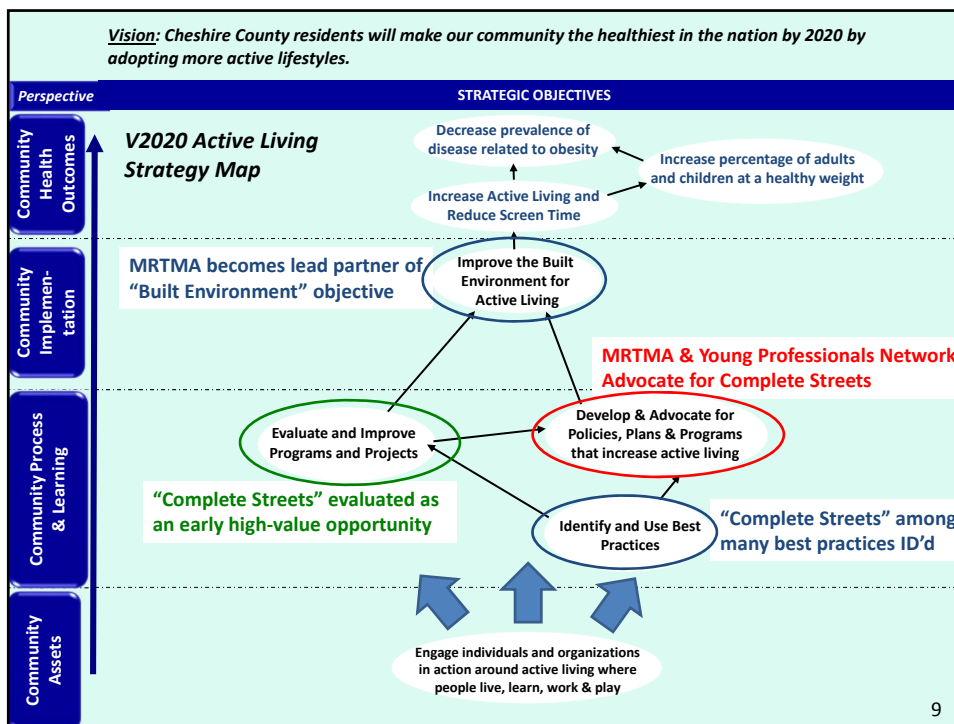
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Approach to Collaborative Action

1. Develop strategy maps with vision and indicators (CBSC approach)
2. Align community partners with each strategy
3. Develop action plans with strategies, measures, key partners
4. Leverage assets from all sectors of community
5. Implement strategies





MRTMA
Keene YPN
Young Professionals Network

RESIDENTS TAKE A LOOK AT THEIR CITY WITH THEIR FEET

Health advocate Mark Fenton leads a group, seen here on West Street, around Keene Tuesday night as part of Vision 2020's quest to make the city a healthier, more active place.



Walking the walk in Keene

Health advocate touts 'complete streets' thinking in city planning

By ABBY SIEGMAN
Staff Writer

Mark Fenton has mastered the art of walking and talking — and talking about walking. An Olympic race walker turned health advocate, Fenton was in Keene this week as part of Vision 2020, a campaign by Cheshire Medical Center/Dartmouth-Hitchcock to make this the healthiest community in the country by 2020.

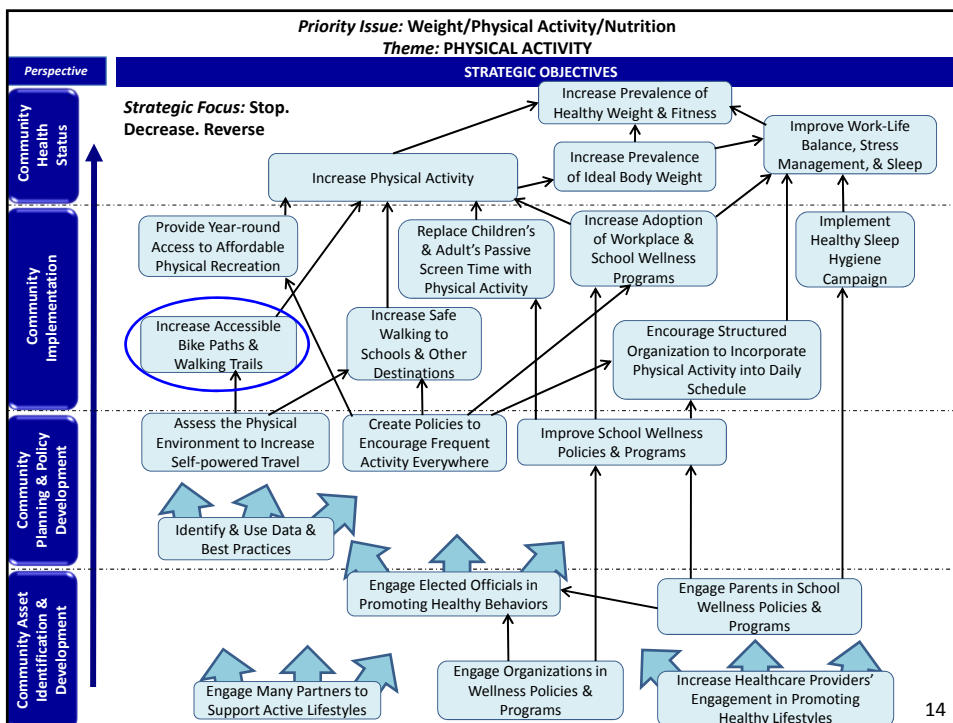
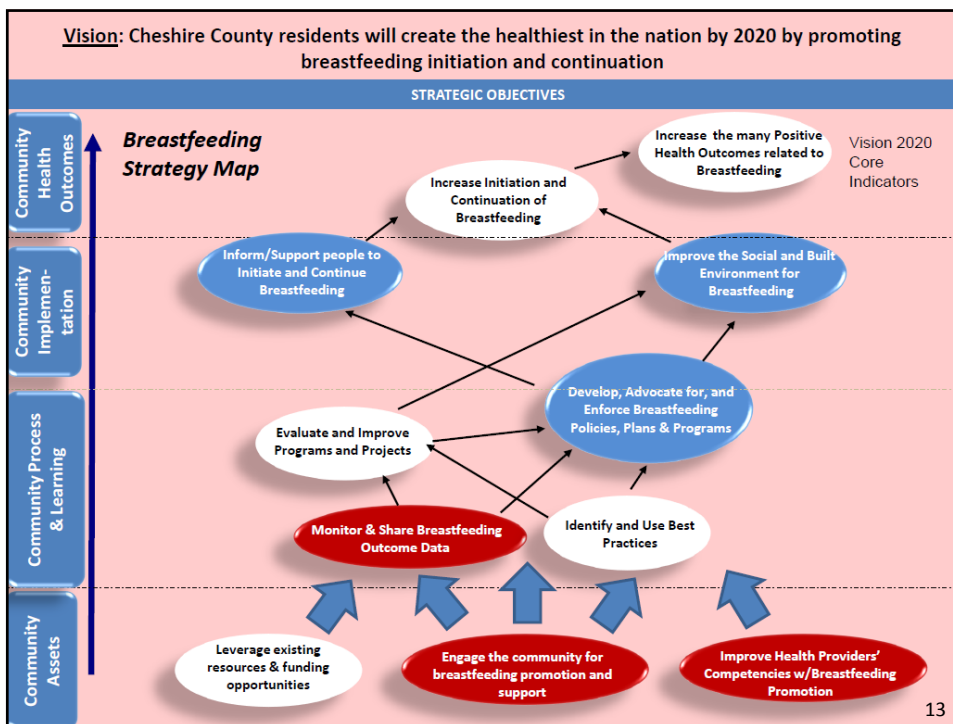
During the last three days, Fenton met with health care providers, school officials and residents to discuss how to create a healthier, more active community. This morning he was at Antioch University New England to talk to city and county leaders.

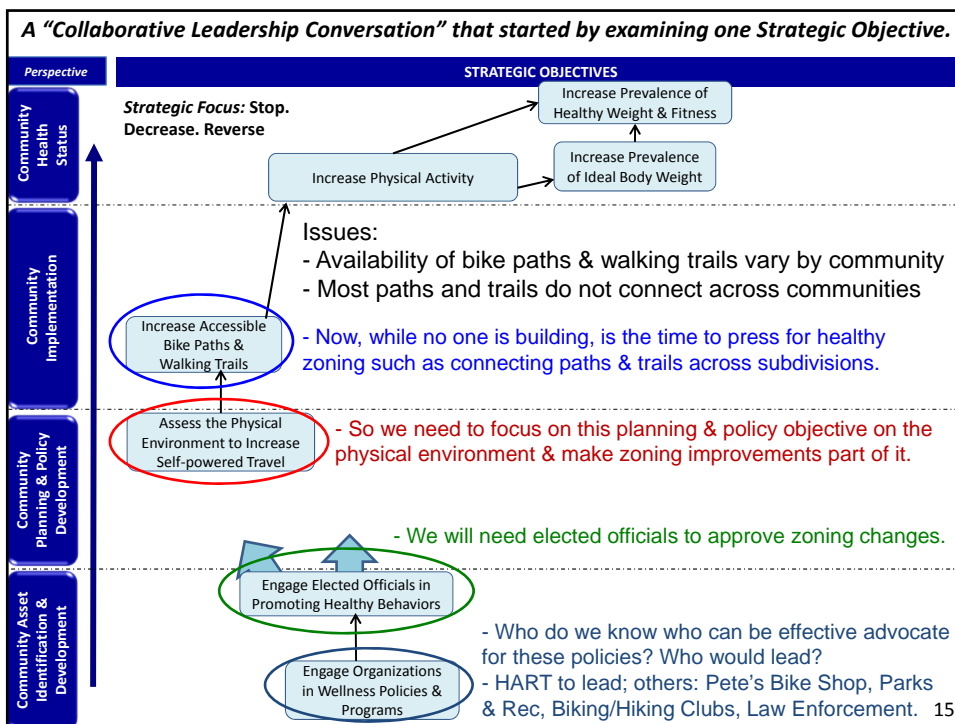
And on Tuesday evening he hit the streets, leading a group of 20 on a winding walkabout through Keene to assess just how pedestrian- and bike-friendly the city is.

"We had gotten out as a pedestrian in dramatically different than thinking about it theoretically," Fenton said.

See WALKING THE WALK on Page 4

Champions
Live • Share • Model • Inspire





Strategic Performance Measurement



Population Outcomes



Place Outcomes



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Lagging & Leading Indicators



Population & place outcomes tend to “lag” ...



So you need **performance drivers** that “lead” to enable mid-course corrections to your strategy.

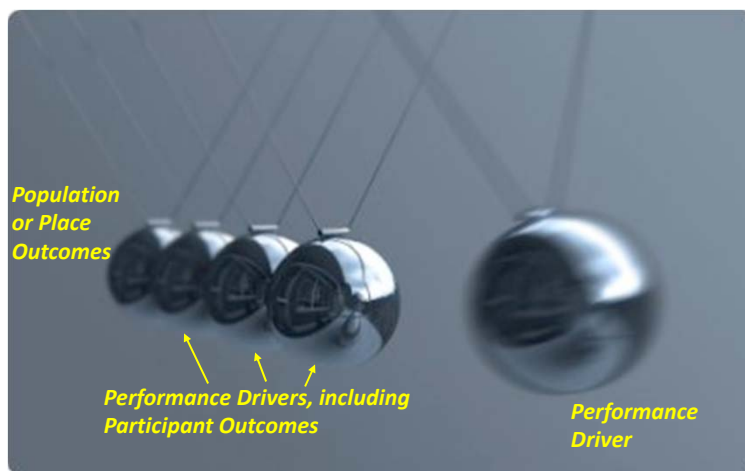
Some performance drivers are **participant outcomes**



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Performance Drivers to Outcomes

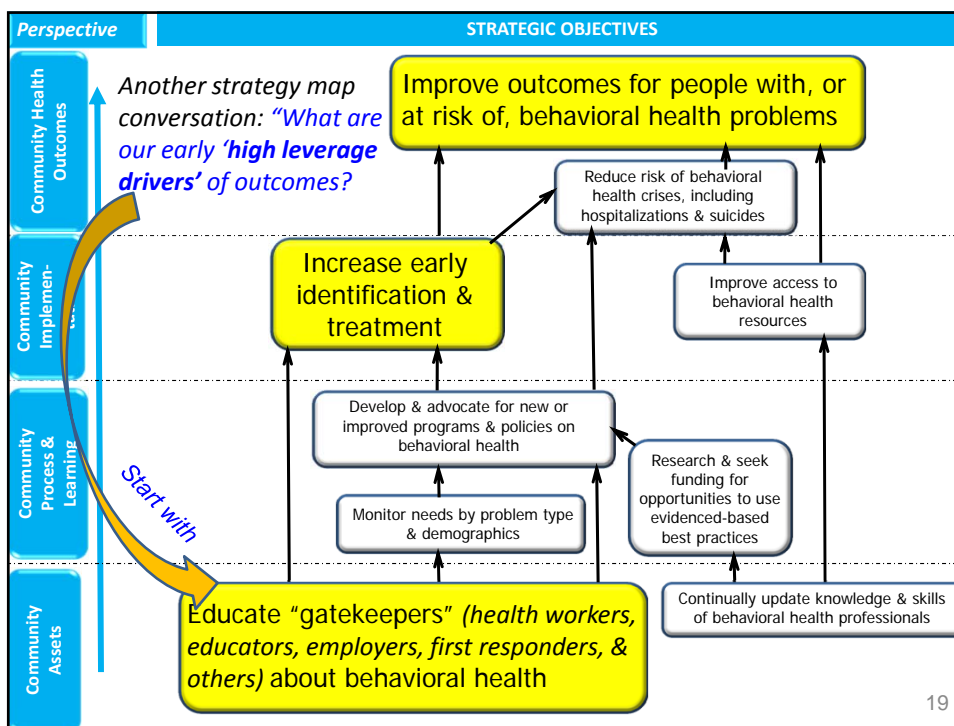


Chains of Success in a CBSC



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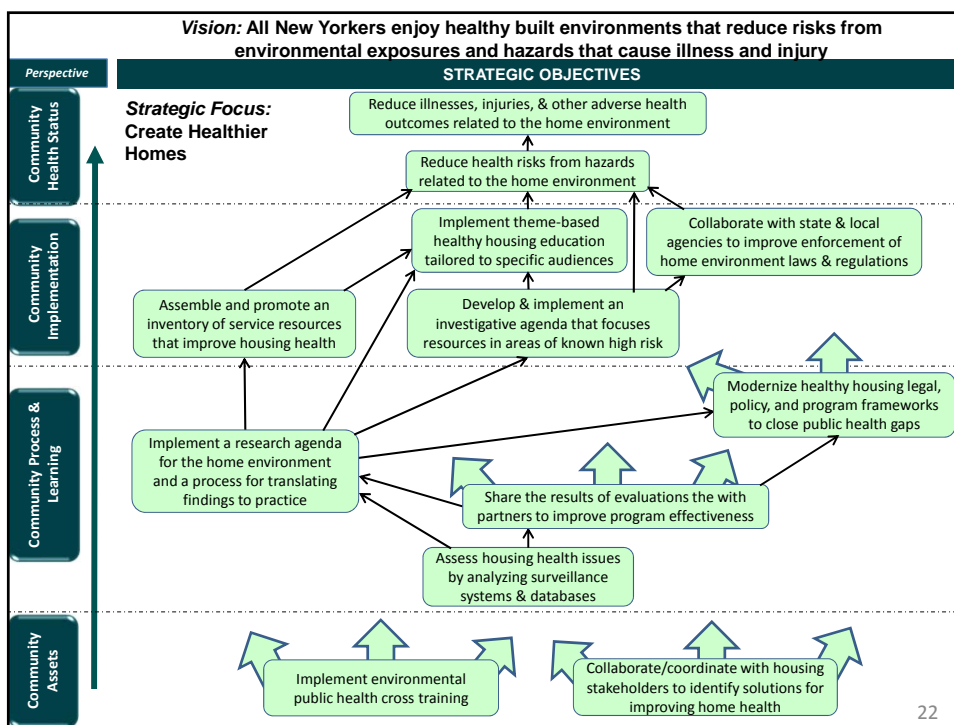
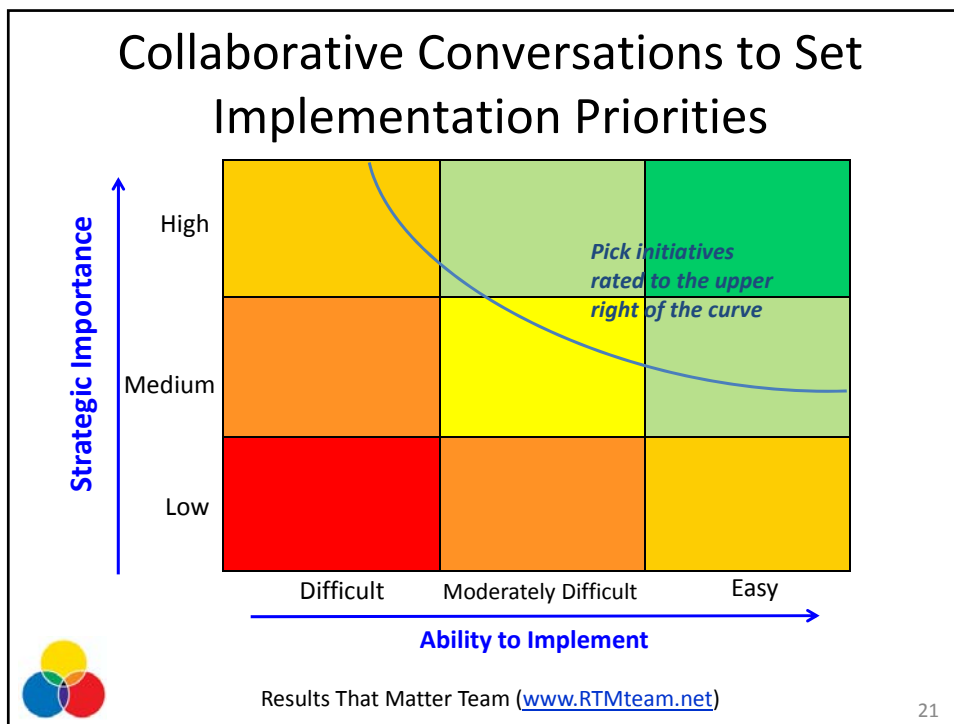
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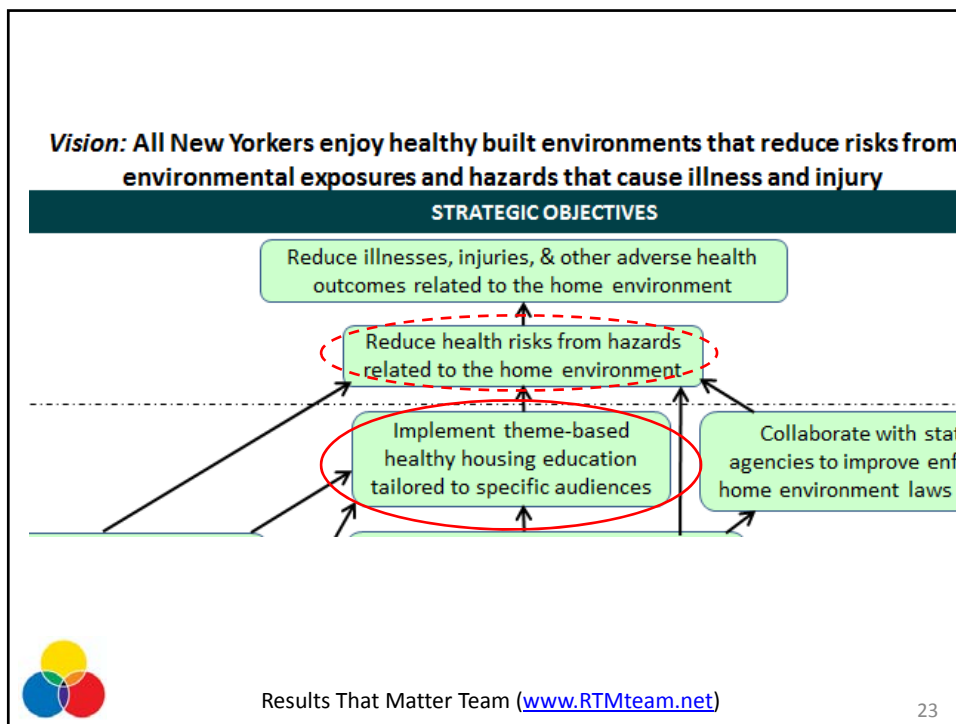


Wood County Performance Measures for Highlighted Objectives

COMMUNITY HEALTH STATUS	<p>Improve outcomes for people with, or at risk of, behavioral health problems</p> <p><i>Population Outcomes:</i></p> <ul style="list-style-type: none"> • Suicide rate • Substance abuse rates for youth • Hospitalization rates for behavioral health
COMMUNITY IMPLEMENTATION	<p>Increase early identification & treatment</p> <p><i>Performance Drivers:</i></p> <ul style="list-style-type: none"> • # of youth and adults who are screened for depression • # of youth identified for early behavioral health concerns • # of youth who receive treatment due to the screening process
COMMUNITY ASSETS	<p>Educate "gatekeepers" (health workers, educators, employers, first responders, & other stakeholders) about behavioral health</p> <ul style="list-style-type: none"> • <i>Performance Driver:</i> # of "gatekeepers*" trained in identifying & responding to behavioral health concerns • <i>Performance Driver:</i> # of gatekeepers who report that the training enhanced their ability to respond to behaviors of concern in others. • <i>Performance Driver (Participant Outcome):</i> # of gatekeepers who report having applied the knowledge learned in training situations in their life.

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Strategic Importance	High	Educate homeowners & residents thru mass market TV ads		Educate code enforcers & home inspectors thru web-based training
				Home inspectors inform home buyers (brochures, briefing, point to website)
				Educate home buyers thru web-based resources
Medium			Educate homeowners & residents thru PSAs	
Low				Educate home buyers thru web-based resources
		Difficult	Moderate	Easy
		Ability to Implement		

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Collaborative Criteria Development for Priorities: Example

Strategic Importance

- Likelihood to “move the needle” on performance measures for this objective
- Likelihood to drive performance of other objective(s) on strategy map
- Urgency: Important to implement soon, e.g.,
 - Other things depend on it, enables things to happen
 - Will lose an opportunity if not done soon
- Implementation will be noticed; generate visibility to increase support
- Severity of problem (no. people affected, severity for those affected)
- Number of people who will benefit from the initiative
- **Strength of data supporting strategic importance**



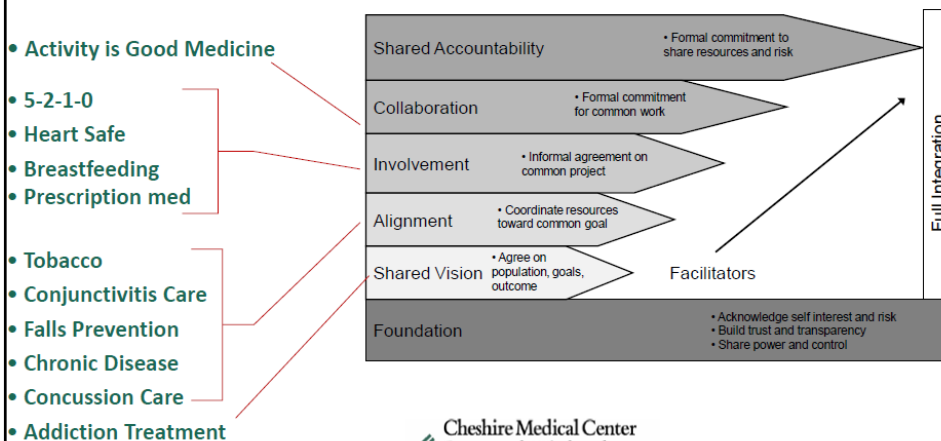
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Clinical Practice-Community Health Integration Criteria

Integration Continuum

Integration efforts are propelled along a multi-dimensional continuum accelerated by defined facilitators



Cheshire Medical Center
Dartmouth-Hitchcock Keene

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Criteria on Priority Setting Worksheet

Strategic Importance

Prioritize the Strategic Importance for CMC/DHK considering the following factors:

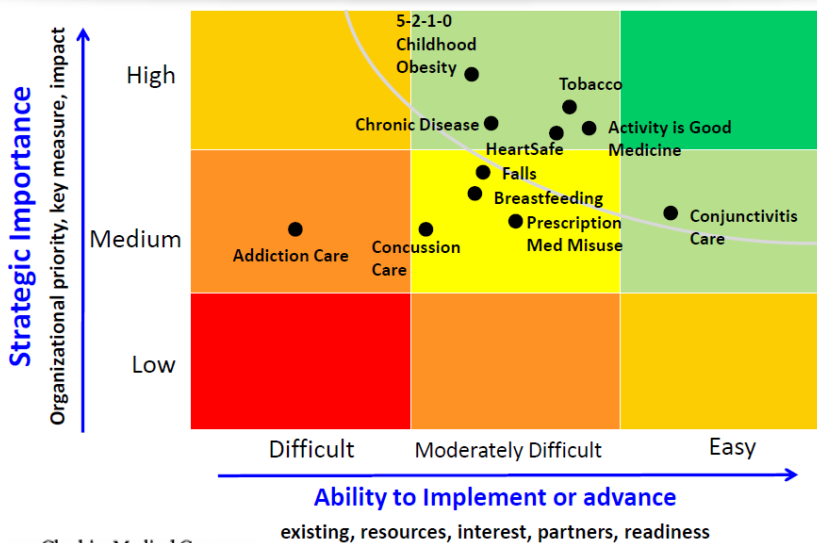
Activity	Issue is important and an organizational priority	Need to move quality/clinical metrics in this area	Impact is substantial and population level	Low Importance	Medium Importance	High Importance

Ability to Implement


Prioritize the ability for CMC/DHK to Implement or Advance considering the following factors:

Activity	Early integration efforts show promise and can be extended	There are existing resources and capacity	There is internal and external interest, readiness, and partners	Difficult to Implement or Advance	Moderately Difficult	Easy to Implement of Advance

Prioritization Tool




Community Results Compacts



Partner-2-Partner

- **Mutual 'handshakes'**
 - Non legal, friendly document
 - Defines what partner will do; what GetUp will do
 - Helps to establish levels (types) of partnerships
 - Helps partner determine measurability
 - Goal is to have 70 to 100 signed 'handshakes' by early November



- **250 partners with agreements** by "sector," e.g., Schools (16 districts), Early Childhood, After School, Health Care Professionals (incl. hospital systems), community (city governments, nonprofits, faith-based, etc.)
- Provide partners with best practice lists from their sectors to choose what they'll do



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Effective Way to Use Results Compacts

- Collaboratively identify among partners:
 - Issue to be addressed by compact
 - Community outcomes to improve (lagging indicators)
 - Specific actions each partner will take to drive outcomes, and results they can target achieving (leading indicators)
- Each partner is accountable for meeting their own performance driver targets
- Collectively, all partners are mutually accountable for improving community outcomes



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More on Community Balanced Scorecards (CBCS) at RTMteam.net

Or contact **Paul Epstein** at paul@RTMteam.net or 212-349-1719

“Quick Guides” & briefing paper relating CBCSs & MAPP at RTMteam.net



Sampling of other website resources:

- “CBCSs to Mesh Strategic Planning, Health Improvement Planning & Accreditation”: 2011 APHA Presentation
- Free Webinar “CBCSs to Meet Public Health Challenges”
- “Community Health Strategy Management: Adding Value One Step at a Time”: CBCS tools on a limited budget



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