Developing a Performance Excellence Council

From Silos to Systems
Daniel Jordan, PhD, ABPP
drdanj@roadrunner.com

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Ventura County Public Health
A Division of the Ventura County Health Care Agency

Presenter Disclosures

Daniel Jordan, PhD, ABPP

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

No relationships to disclose
Stimuli

• We had a long-standing Continuous Quality Improvement Committee
  – Functioned at a program level
  – Independent (siloed)
  – Projects designed and implemented by line managers and staff with little or no research and evaluation experience

• APHA Domain 9 required an integrated Performance Management System

Barriers

• Turning Point Foundation identified four major barriers to reducing silos and creating integrated performance management
  – **Vision Barrier**: Only 5% of the workforce understands the strategy
  – **People Barrier**: Only 25% of managers have incentives linked to strategy
  – **Management Barrier**: 85% of executive teams spend <1 hour per month discussing strategy
  – **Resource Barrier**: 60% of organizations don’t link budgets to strategy

Source:
Balance Scorecard Collaborative, www.bscol.com

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More Barriers

• Categorical funding forces siloing:
  – Federal
  – State
  – Grant
  – Local support (e.g., County General fund)

More Barriers

• Changes in philosophy are building silos between agencies and communities:
  – Inform, educate, empower, mobilize becomes
  – Inform, educate and engage
Irony

• We’re all supposed to know and function out of a set of “Essential Services” that conceptually integrate public health philosophy, vision, mission, goals

• These essential services are to create a partnership with the communities we serve

Need

• A coordinated approach to managing an entire operation

• Development of skills and knowledge about each of the Essential Services

• Shift from measurement to a balanced and cohesive management model

• Shift from categorical to a systems-wide scope targeting capacity, process and outcomes
Strategy

• Create an integrated approach, vertical and horizontal, to managing public health services

• Cross-develop public health skill sets by assigning staff to domains “outside their comfort zones

• Identify and train in a universal skill set

Performance Management System

Performance Standards — establish organizational or system performance standards, targets, [priorities,] and goals to improve public health practices.

Performance Measures — develop, apply, and use performance measures to assess achievement of such standards.

Reporting of Progress — document and report on progress in meeting standards and targets and sharing of such information through feedback.

Quality Improvement Action — establish a program or process to manage change and achieve quality improvement in . . . policies, programs or infrastructure based on performance standards, measurements, and reports.”

Note: Distinctions between performance management, performance improvement, quality improvement, and similar phrases varies across authors and sources. The four categories used here are established as four components in a cycle of a comprehensive performance management system.

Siloed Plans and Processes

Continuous Quality Improvement (CQI)

- Public Health Budget & Plan
- Public Health Strategic Plan
- Community Health Improvement Plan
- Public Health Accreditation Plan

Integrate Component Activities

Continuous Quality Improvement (CQI)

- Public Health Budget & Plan
- Performance Management System/Performance Excellence Council
- Community Health Improvement Plan
- Public Health Accreditation Plan

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Ventura County Performance Management System
Performance Excellence Council Structure

Planning and Deployment Champions have overarching responsibility for Domain 11: Maintain Administrative and Management Capacity.

The Domain 11 Team (below) has project level responsibility.

Event and Project Implementation Teams: Facilitators, Subject Matter Experts, Program Staff, Community Stakeholders

Basic Structure and Process

<table>
<thead>
<tr>
<th>Public Health Foundation PM System Stages</th>
<th>Performance Standards</th>
<th>Performance Measures</th>
<th>Reporting of Progress</th>
<th>Quality Improvement</th>
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<tbody>
<tr>
<td>Deployment Champions</td>
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<td>Performance Excellence Council Leads</td>
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<tr>
<td>Domain Leads</td>
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<tr>
<td>Project Participants:</td>
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<tr>
<td>Staff, Stakeholders, Community Members</td>
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Results to Date

- This structure was used to develop the PHAB accreditation proposal (submitted October 30, 2013)
- Participating managers and staff members have become much more well versed in public health essential services, and have more ability to talk about the range of public health services
Results to Date

- The PEC structure and process is being used to deploy improvement projects that have been identified through the PHAB accreditation process
- Performance management projects identified through regular procedures are also being deployed