

Performance Management at Winnebago County Health Department

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Overview

- Performance Management and Quality Improvement is the foundation for Public Health Accreditation Board (PHAB) Standards and Measures
- According to PHAB, “Performance Management systems ensure that progress is being made toward department goals by systematically collecting and analyzing data to track results and identify opportunities and targets for improvement.”

Objectives

- Winnebago County Health Department (WCHD) received a state funded infrastructure grant to address Performance Management and Quality Improvement
- Grant deliverables included
 - Performance Management training for staff
 - Performance Management Self Assessment
 - Performance Management Plan
 - Performance Management Tracking System

Benefit to WCHD

- Complete infrastructure grant requirements
- Prepare for PHAB accreditation by focusing on Domain 9
 - Domain 9: Evaluate and Continuously Improve Processes, Programs, and Interventions
 - Domain 9 has typically been challenging for many health departments because performance management and quality improvement have not been requirements for 140 review process

Importance

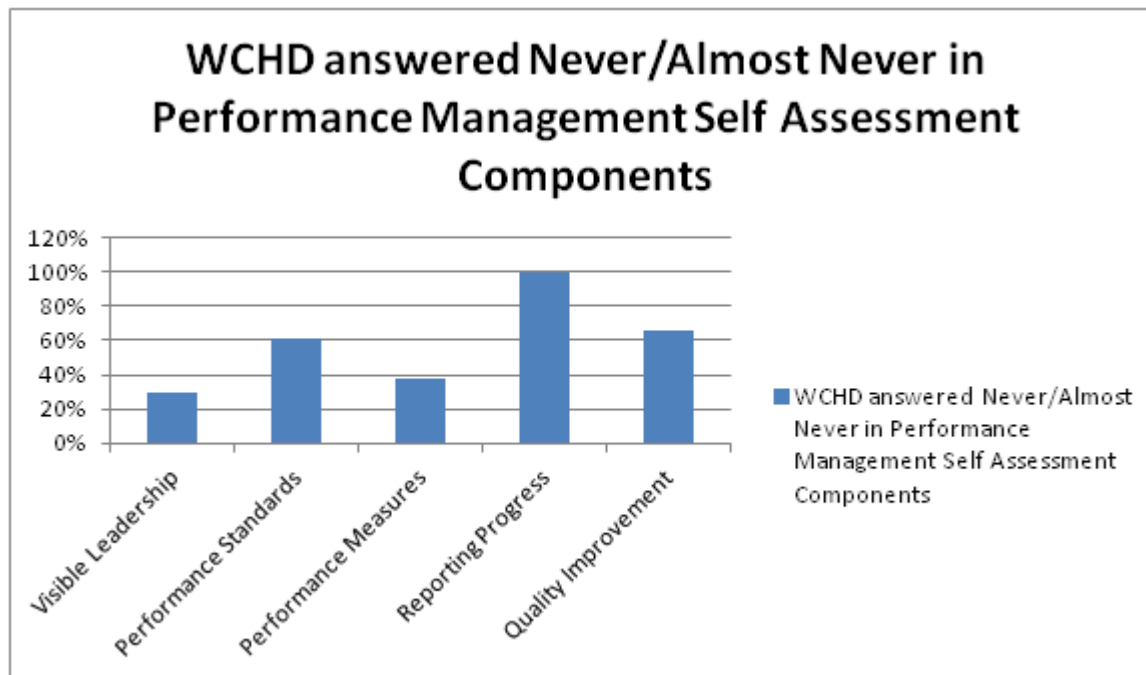
- Standard 9.1 Use a performance management system to monitor achievement of organizational objectives
- For the health department to most effectively and efficiently improve the health of the population, it is important to monitor the performance of:
 - Processes
 - Programs
 - Interventions
 - And other activities

Importance

“If done well, performance management allows an organization not only to assess their current level of functioning, but to effectively allocate resources to improve priority health outcomes and identify gaps that need additional resources. In the changing world of public health, we can’t afford to view performance management as a luxury, but the key to continuous improvement.”
Shannon Lease, past Director, Office of Performance Improvement, Florida Department of Health.

Implementation

- Conducted performance management self assessment



Implementation

- Developed prototype for tracking system
 - Used county and city AODA data

Indicator	Baseline	Data Point 1	Data Point 2	Data Point 3	Benchmark	Current Status
Consequences of alcohol consumption Winnebago Co						
Alcohol-related motor vehicle deaths (death rate per 100,000)	6	4	5	2	4	Green
Alcohol-related motor vehicle injuries (rate per 100,000)	86	64	46	57	51	Red
Alcohol-related hospitalizations (rate per 100,000)	849	919	919	876	831	Red
Operating a motor vehicle while intoxicated	741	892	926	633	529	Red
Cost of excessive alcohol use			\$214.8 million			Red
Consequences of Illicit Drug Consumption Winnebago Co						
Drug related hospitalizations (rate per 100,000)	175	248	241	226	175	Yellow
Drug law arrests (rate per 100,000)	448	478	566	545	478	Red
Property Crimes (rate per 100,000)	2561	1991	1931	2032	1931	Red
Violent Crimes (rate per 100,000)	232	211	192	191	190	Yellow
Current Use Winnebago Co						
Prevalence of current alcohol use among adults (age 18 and older)	68%	68%	70%	74%	65%	Red
Prevalence of binge drinking among adults (age 18 and older)	22%	23%	24%	24%	19%	Red
current Underage Use Winnebago Co						
Alcohol use past 30 days at least 1 drink	42.5%	35.3%	35.9%	29.7%	25.0%	Green
Marijuana use past 30 days, 1 or more times		20.7%	20.9%	19.4%	17.0%	Red
Smoked a cigarette past 30 days		20.2%	18.4%	15.0%	11.0%	Yellow
Consequences of underage alcohol consumption						
Enrolled juvenile in Options class due to citation (under age 17)	67	53	34	14		

Implementation

- Created worksheet for data indicators
- Used prototype to design tracking system for WCHD
- Key Indicator
- Current Status
- Target
- Baseline
- 3 data points
- Why Measured
- Standard/Source
- Measure Type-
 - Outcome, Process, Capacity
- Data Source
- Standard
- Update Frequency
- Measure Review Process

Implementation

G44							
	A	B	C	D	E	F	G
1	Indicator	Current Status	Target	Baseline	Data Point 3	Data Point 2	Data Point 1
44							
45	re:THINK						
46	% of coalition members who are actively engaged in coalition	Red					
47	# of coalition members who volunteer for re:THINK activities						
48	Number of shared posts on Facebook						
49	# of locally elected officials who received re:THINK education packets/met with a re:THINK coalition member						
50	% of activities or programs that have an evaluation plan						
51	# of policies changed						
52	Well Women Program						
53	# of women who receive breast and cervical cancer screening through WWWP	Red					
54	Emergency Preparedness and Response						
55	% of WCHD staff that have completed the required ICS training per their designated position	Red					
56		Red					

Implementation

	A	B	C	D	E	F	
1	Key Indicator	Why Measured	Type of Measure	Standard	Source of Standard	Denominator	Nun
2	% of coalition members who are actively engaged in coalition	community coalition relies on community participation. Participation may fluctuate and it is important to measure to see when we need to do outreach.	Process			# of re:THINK members	# of r men activ Dete are p work volun activ men
3	# of coalition members who volunteer for re:THINK activities	Determine if we are providing worthwhile volunteer activities for our members	Process				
4	Number of shared posts on Facebook	we are specifically trying to engage in social media. By tracking shared posts we can measure if the post is a value to re:THINK followers on Facebook	Process			# of shared posts	
5	# of locally elected officials who received re:THINK education packets/met with a re:THINK coalition member	One of the fundamental goals of re:THINK is to work on policy systems and the environment. To work on policy, we must know our elected officials and work with them. We also want to be seen as a resource to elected officials.	Capacity			# of locally elected officials who are invited to the re:THINK Legislative Breakfast	# of with elec by a men
6	% of activities or programs that have an evaluation plan	this is an area that needs attention. What gets measured gets done.	Process			# of rethink activities and programs	# of activ # of char
7	# of policies changed	One of the fundamental goals of re:THINK is to work on policy systems and the environment.	Outcome				
8							

Performance Management Plan

- Reviewed other county health department plans
- Considered current staffing and priorities at WCHD
- Created draft Performance Management and QI Plan

Challenges

- Time
 - Currently WCHD is understaffed with 3 unfilled positions;
 - Chronic Disease Prevention Supervisor
 - Public Health Planner and
 - Communications
- Consolidation and reorganization
- Public Health Emergencies—other priorities

Challenges

- Staff interest
 - Performance management and quality improvement are not current public health functions at WCHD
 - Hard to see benefit

Recommendations

- Establish Quality Improvement Council to be staff led
- Determine if WCHD will pursue PHAB Accreditation