INTRODUCTIONS

Name
Professional affiliation
Role with Healthy Start
The problem you want to work on today
SESSION OBJECTIVES

Participants will be able to describe the relationship between evaluation, performance monitoring, and quality improvement.

Participants will identify strategies for enhancing their performance monitoring systems.

Participants will explore opportunities to use performance data for quality improvement.
## Example 1

<table>
<thead>
<tr>
<th>Program Objective</th>
<th>Evaluation Question</th>
<th>Performance Measure</th>
<th>QI Aim Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement a training program that increases staff knowledge of and attitudes about interpersonal violence by the end of the calendar year.</td>
<td>How did staff knowledge of and attitudes about interpersonal violence change after completing training?</td>
<td>% of Healthy Start women participants who receive IPV screening</td>
<td>By July 31, 2016, increase the percent of staff who are trained to support families experiencing interpersonal violence from 15% to 85%.</td>
</tr>
</tbody>
</table>
PERFORMANCE MEASUREMENT

“Performance measurement is the ongoing **monitoring** and **reporting** of program accomplishments, particularly progress toward **pre-established goals**... Performance measures may address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), or the results of those products and services (outcomes).”

PERFORMANCE MEASUREMENT: USES

- Funds are being used as intended
- Communicate program successes
- Identify technical assistance needs

- Communicate program successes
- Early warning signal that something isn’t going well
- Foundation for quality improvement efforts

- Starting point for defining activities, outputs, & outcomes
- Foundation for building data systems
- Indicator of where to focus evaluation questions
PERFORMANCE MEASUREMENT: WHAT’S THE ROLE OF AN EVALUATOR?

**Define**
- Numerator
- Denominator
- Target pop.
- Data Source
- Timeframe

**Measure**
- Instrument
- Procedure
- Data Entry
- Data Quality

**Report**
- Internal
- External
- Funder

**Interpret**
- Data Issues
- Setting
- Targets
- Using for QI
- Using for Evaluation
QUALITY IMPROVEMENT

“QI is the use of a deliberate and defined improvement process, such as Plan-Do-Study-Act, which is focused on activities that are responsive to community needs and improving population health. It refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve the health of the community.”

### QA AND QI ARE NOT THE SAME

<table>
<thead>
<tr>
<th>Quality Assurance</th>
<th>Quality Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guarantees quality</td>
<td>Raises quality</td>
</tr>
<tr>
<td>Relies on inspection</td>
<td>Emphasizes prevention</td>
</tr>
<tr>
<td>Uses a reactive approach</td>
<td>Uses a proactive approach</td>
</tr>
<tr>
<td>Looks at compliance with standards</td>
<td>Improves the processes to meet standards</td>
</tr>
<tr>
<td>Requires a specific fix</td>
<td>Requires continuous efforts</td>
</tr>
<tr>
<td>Relies on individuals</td>
<td>Relies on teamwork</td>
</tr>
<tr>
<td>Examines criteria or requirements</td>
<td>Examines processes or outcomes</td>
</tr>
<tr>
<td>Asks, “Do we provide good services?”</td>
<td>Asks, “How can we provide better services?”</td>
</tr>
</tbody>
</table>
WHY QUALITY IMPROVEMENT?

QI Can:
- Streamline processes
- Reduce redundancies
- Cut down on cost
- Eliminate waste
- Enhance ability to meet the needs of internal and external customers/clients
- Increase customer/client satisfaction with services
- Improve outcomes!
FOUR BASIC PRINCIPLES & THREE KEY QUESTIONS

- Develop a strong customer focus
- Continually improve processes
- Involve all employees
- Mobilize both data and team knowledge
PLAN DO STUDY ACT (PDSA)

- PDSA
- Four stages
- Nine steps
- Repeatable steps
- Can be used by one person, a team, or a whole program
- Used to improve existing processes
QI: WHERE TO START?

- Quality Fundamentals
- Customers, Clients and Stakeholders
- Organizing a QI Project
- Writing an Aim Statement
- The Importance of Data and Measuring Improvement
- Quality Improvement Tools
- Real-World Case Studies of QI in Public Health
Q1: WHAT’S THE ROLE OF THE EVALUATOR?

- Identify opportunities for improvement
- Understand root cause
- Support design and data needs
- Support interpretation
### EVALUATION, PM, & QI AT A GLANCE

<table>
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<tr>
<th>Evaluation</th>
<th>Performance Measurement</th>
<th>Quality Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Answers specific questions about program implementation, outcomes, and context</td>
<td>Determines if you are meeting performance standards or benchmarks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Determines whether adjustments you are making to your program are improving your program</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>In response to specific evaluation questions</td>
<td>At specific, regular time points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>When opportunities for improvement are identified</td>
</tr>
<tr>
<td><strong>Responsible</strong></td>
<td>Outside, objective observer</td>
<td>Program leadership</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>Explain program implementation &amp; outcomes in context</td>
<td>Identify areas where program is meeting and falling short of expectations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improved processes that increase efficiency &amp; effectiveness</td>
</tr>
</tbody>
</table>
## Example 2

<table>
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<th>Evaluation Question</th>
<th>Performance Measure</th>
<th>QI Aim Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve participant access to contraceptive options that align with their reproductive goals.</td>
<td>What factors influence participant decisions about contraception and pregnancy?</td>
<td>% of Healthy Start women participants who conceive within 18 months of giving birth</td>
<td>By July 31, 2016, increase the percent of clients with a reproductive life plan from 5% to 35%.</td>
</tr>
</tbody>
</table>
“An ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance. Performance management is integrated into all aspects of an organization’s management and policy-making processes, transforming and organization’s practices so it is focused on achieving improved results for the public.”

7 PRINCIPLES OF PERFORMANCE MANAGEMENT

1. A results focus permeates strategies, processes, the organizational culture, and decisions.

2. Information, measures, goals, priorities, and activities are relevant to the priorities and well-being of the government and the community.

3. Information related to performance, decisions, regulations, and processes is transparent - easy to access, use, and understand.

4. Goals, programs, activities, and resources are aligned with priorities and desired results.

5. Decisions and processes are driven by timely, accurate, and meaningful data.

6. Practices are sustainable over time and across organizational changes.

7. Performance management transforms the organization, its management, and the policy-making process.
PERFORMANCE MANAGEMENT: CONNECTING THE PIECES

PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM

- **Visible Leadership**
  - Performance Standards
    - Identify relevant standards
    - Select indicators
    - Set goals and targets
    - Communicate expectations
  - Performance Measurement
    - Refine indicators
    - Define measures
    - Develop data systems
    - Collect data
  - Reporting Progress
    - Analyze and interpret data
    - Report results broadly
    - Develop a regular reporting cycle
  - Quality Improvement
    - Use data for decisions to improve policies, programs, outcomes
    - Manage changes
    - Create a learning organization

http://www.phf.org/programs/turningpoint/Pages/Turning_Point_Performance_Management_Refresh.aspx
DATA QUALITY: LET’S TALK

How are you defining your data needs?
- Identifying participants – accounting for change over time
- Defining measures – using the data dictionary
- Data collection form review or development – using the screening tools

How can collect data efficiently and effectively?
- Procedures
- Training

How can you support data entry and cleaning?
- Monitoring quality
- Addressing missing data
USING DATA TO SUPPORT DECISION MAKING: LET’S TALK

How do you or could you support using data for performance monitoring?

How do you or could you support using data for quality improvement?

How do you or could you support using evaluation findings?
"We are by nature observers, and thereby learners. That is our permanent state."

- Ralph Waldo Emerson
RESOURCES

**Quality Improvement**

Embracing Quality in Public Health: A Practitioner’s Quality Improvement Guidebook

https://www.mphiaccredandqi.org/qi-guidebook/

Public Health Memory Jogger II – Public Health Foundation:


PHQIX – Public Health Quality Improvement Exchange:

https://www.phqix.org/

**Performance Management**

A Practitioner’s Performance Management Primer:

https://mphiaccredandqi.org/PMQITraining/

Public Health Foundation: Performance Management Toolkit:

http://www.phf.org/focusareas/performancemanagement/toolkit/Pages/Performance_Management_Toolkit.aspx
THANK YOU!!

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