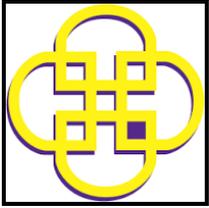


EVALUATION, PERFORMANCE MEASUREMENT, & QUALITY IMPROVEMENT

Healthy Start Grantee Meeting
June 14, 2016



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.

EVALUATION, PERFORMANCE MEASUREMENT, & QI

Example 1

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

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

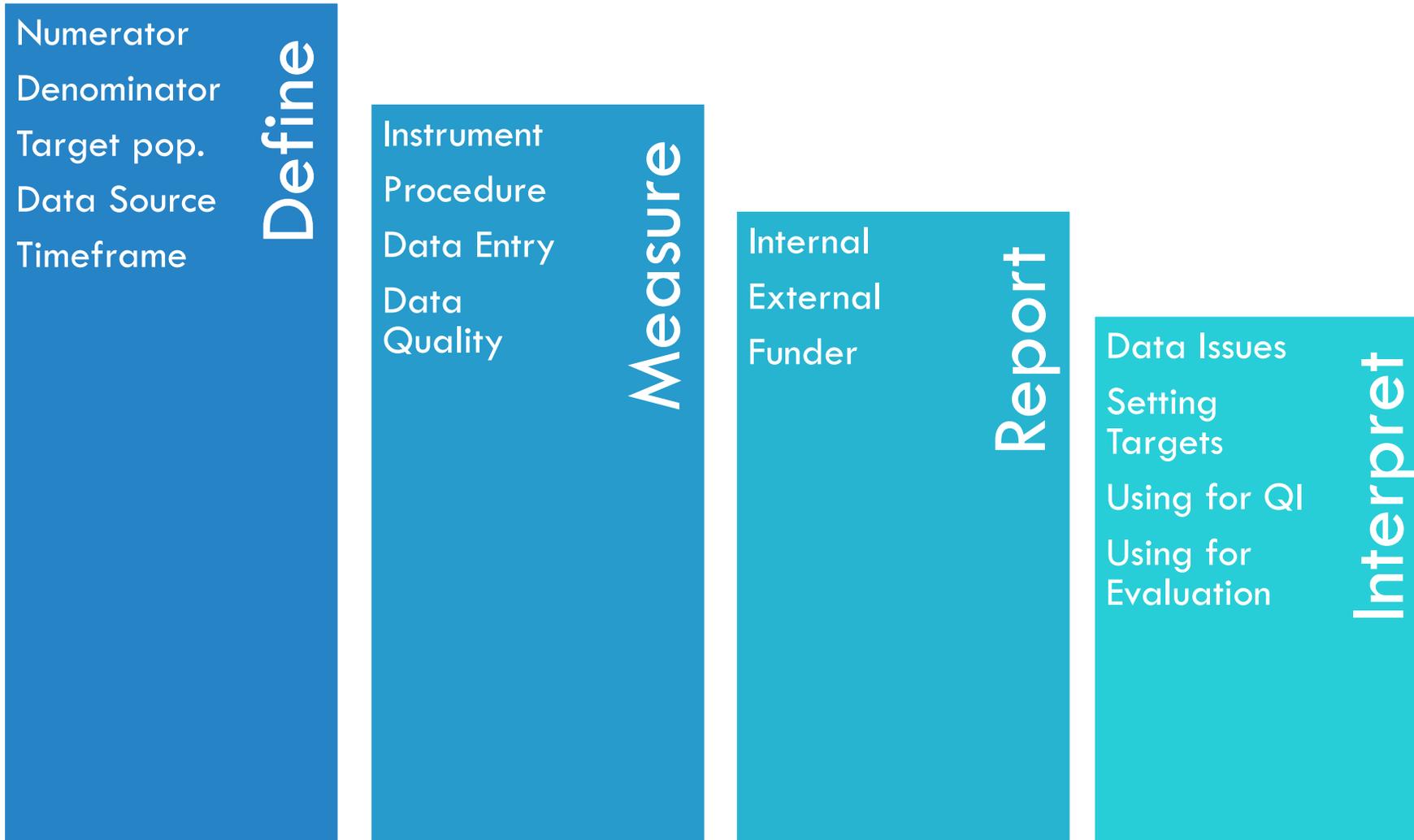


Communicate program successes
Early warning signal that something isn't going well
Foundation for quality improvement efforts



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?



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.”

Bialek, R., Beitsch, L. M., Cofsky, A., Corso, L., Moran, J., Riley, W., & Russo, P. (2009).
Proceedings from Accreditation Coalition Workgroup: *Quality Improvement in Public Health*

QA AND QI ARE NOT THE SAME

Quality Assurance	Quality Improvement
Guarantees quality	Raises quality
Relies on inspection	Emphasizes prevention
Uses a reactive approach	Uses a proactive approach
Looks at compliance with standards	Improves the processes to meet standards
Requires a specific fix	Requires continuous efforts
Relies on individuals	Relies on teamwork
Examines criteria or requirements	Examines processes or outcomes
Asks, "Do we provide good services?"	Asks, "How can we provide better services?"

WHY QUALITY IMPROVEMENT?



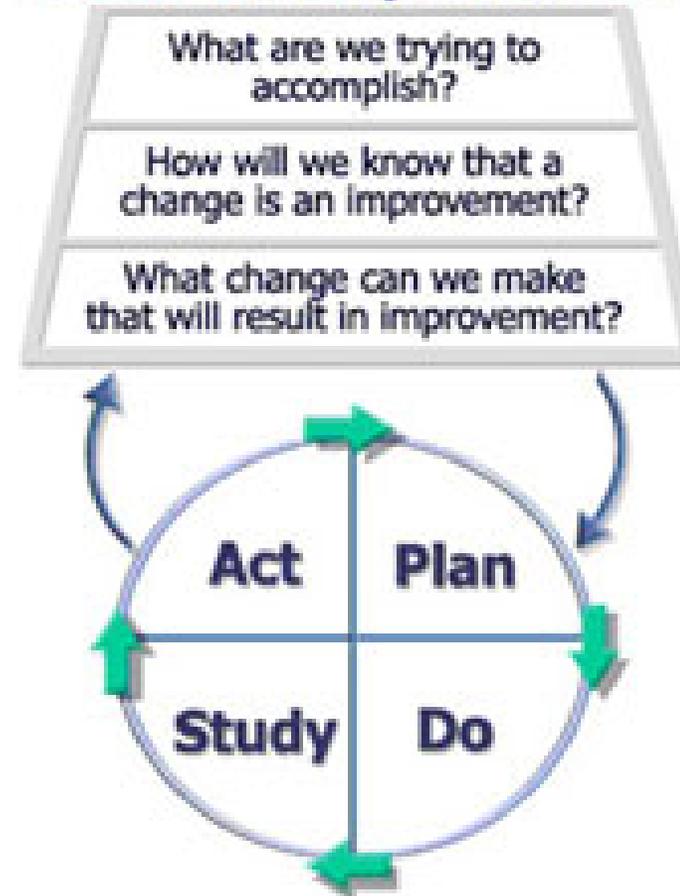
QI Can:

- 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!

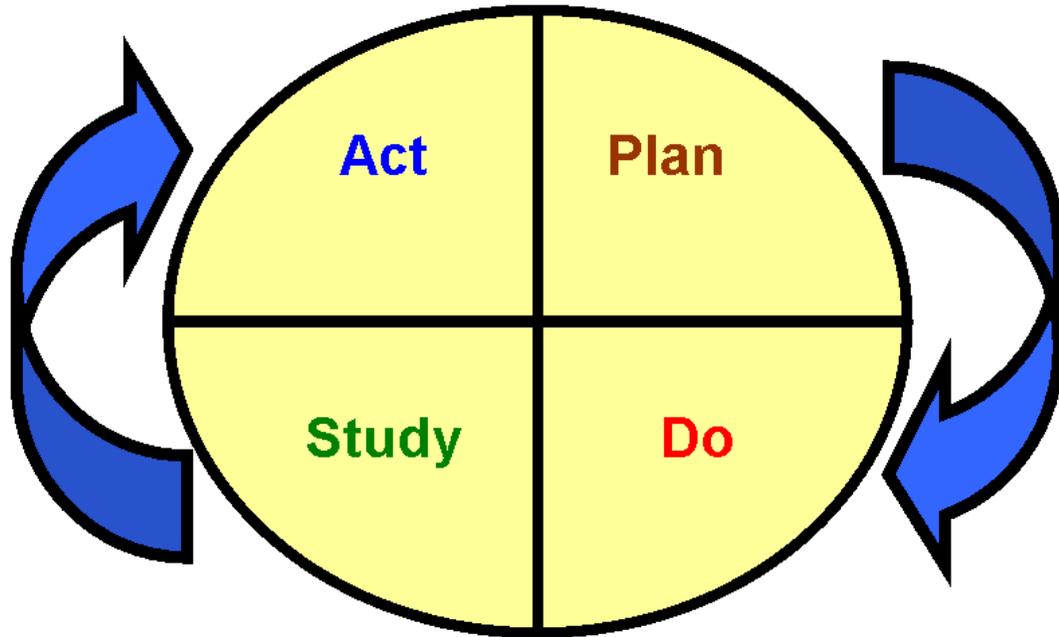
FOUR BASIC PRINCIPLES & THREE KEY QUESTIONS



Model for Improvement



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?

EMBRACING QUALITY IN PUBLIC HEALTH



A Sequel to
Embracing Quality in Local Public Health:
Michigan's Quality Improvement Guidebook

Debra Scamarcia Tews
Julia Heany
Jessie Jones
Robin VanDerMoere
Kusuma Madamala

- ▶ 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

QI: 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

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

EVALUATION, PERFORMANCE MEASUREMENT, & QI

Example 2

Program Objective	Evaluation Question	Performance Measure	QI Aim Statement
Improve participant access to contraceptive options that align with their reproductive goals.	What factors influence participant decisions about contraception and pregnancy?	% of Healthy Start women participants who conceive within 18 months of giving birth	By July 31, 2016, increase the percent of clients with a reproductive life plan from 5% to 35%.

PERFORMANCE MANAGEMENT

“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.”

National Performance Management Advisory Commission. (2010). A performance management framework for state and local government: From measurement and reporting to evaluation and improving. www.pmcommission.org

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



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?

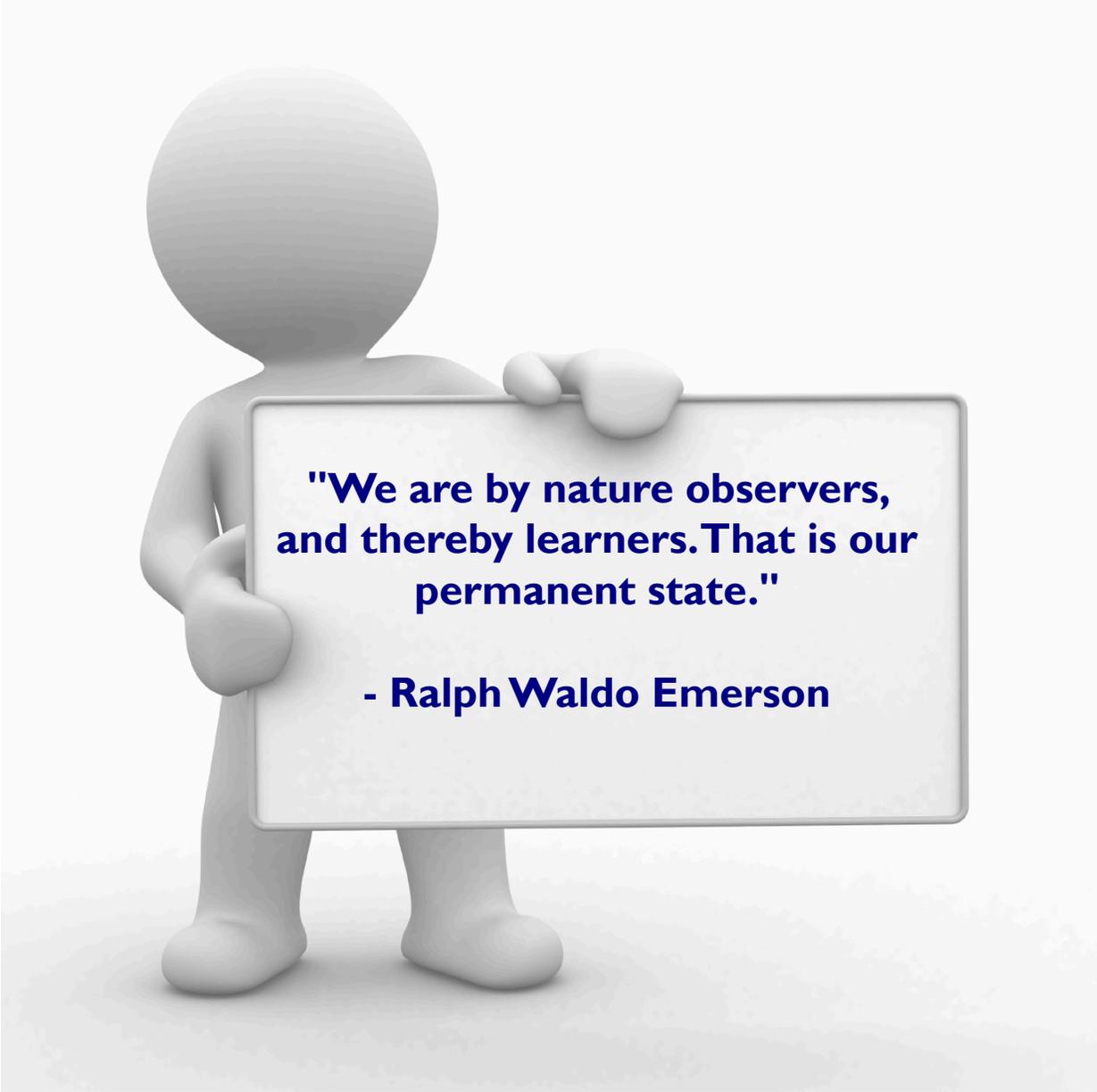
- Monitoring quality
- Addressing missing data

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:

http://www.goalqpc.com/products_detail.cfm?ProductID=41

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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