



Public Health Infrastructure: Focus on Performance Management

The 2010 passage of the Patient Protection and Affordable Care Act (ACA) has provided an unprecedented opportunity for public health. Provisions to enhance the public health workforce, expand chronic disease prevention and home visiting efforts, and improve surveillance and response systems will ensure much needed resources to long-identified areas of need. The significant amount of funding authorized to support these areas creates an imperative for public health departments to ensure their efforts are both effective and efficient. Thus, one of the most important ACA opportunities for public health is the one to strengthen public health infrastructure with an investment in performance management.

At the Chicago Department of Public Health (CDPH), there has been a long history of performance improvement efforts, starting in the 1990s with a plan that focused on clearly defined clinical outcomes for the City's clinic services. When Dr. Bechara Choucair was appointed as the City's Health Commissioner in 2009, he brought with him a strong commitment to performance management, one of necessity to drive CDPH forward as a leading local health department. This vision has made CDPH a performance management driven agency and is a key component of the public health infrastructure priority in the City's *Healthy Chicago* public health agenda.

Performance Management at CDPH

In 2010, five staff members from across CDPH were asked to serve as the Performance Management (PM) Team. Working closely with the Commissioner, the Team adapted the Balanced Scorecard method, which translates an organization's mission and strategy into a comprehensive set of goals and measures that are organized into four distinct perspectives. For CDPH, these are public health interventions, public health outcomes, community and customer engagement, and resource management.

In September 2010, CDPH was awarded a five-year ACA-funded grant for Strengthening Public Health Infrastructure. This opportunity allowed for the creation of an office dedicated to performance management and strategy. These dedicated resources have supported the further evolution of performance management activities at CDPH by addressing barriers to achieving set program targets through quality improvement projects and training, as well as improving CDPH's electronic data systems.

A kick-off meeting highlighted the significance of a comprehensive performance management plan that included not only individual program performance, but CDPH's overall performance and that of the broader public health system. Presently, all of CDPH's 38 programs collect data and report monthly on over 500 performance measures. Weekly performance management review sessions are held which include an overview of the program's structure, resources, major activities, and performance measures.

CDPH's Balanced Scorecard

Public Health Interventions:

We take a look at what do we do, what services we provide and what we are mandated to do.

Public Health Outcomes:

We look at how are we doing by measuring change, where we need to improve and if our work is effective.

Community & Customer Engagement:

We look at how we are engaging the community to address public health issues, and how we incorporate community input into service delivery.

Resource Management:

We ask ourselves what resources do we have such as staff, training, facilities, and funding and what is available to support our key activities.



Workforce development and engagement are critical components in performance management, and recently, the Office of Performance Management and Strategy held its first intensive quality improvement training for CDPH's Leadership Team. The training includes an introduction to the new performance management data system. This new system will improve data collection efficiency and accessibility through a centralized, common portal that will also include data from our funded delegate agencies. This training will be provided to all managers over the next six months.

Performance Management Successes: Food Protection

CDPH's performance management process has proven useful both in identifying areas of strength and those requiring focused improvement efforts. Here are some examples of performance management successes:

- The Food Protection program identified a notably small number of violations during inspections of the city's major sports venues. By changing the timing of when these inspections occurred, CDPH was able to significantly increase the number of food safety hazards identified and could then work with these venues to improve food handling practices.
- In 2009, 82% of new food establishments failed their first inspection. By 2011, this percentage decreased to less than 50%. This improvement resulted from Performance Management work with Food Protection staff, ultimately making changes to their business engagement process.
- With a focus on decreasing sick hours used in one specific CDPH program, data were collected demonstrating a utilization of sick time that exceeded standards set by the City. Through quality improvement and management efforts, the number of sick hours has decreased significantly and is now aligned with City standards.

Public Health Accreditation

CDPH is one of the first public health departments in the country to apply for public health accreditation through the Public Health Accreditation Board (PHAB). Similar to hospital accreditation, public health department accreditation is a process to measure health department performance against set standards, and reward or recognize those health departments that meet the standards. The goal of accreditation is to protect and improve the health of the public by advancing the quality and performance of all health departments in the country. Accreditation is closely aligned with the work of the Office of Performance Management and Strategy, and CDPH's larger performance management goals. CDPH selected an internal team that will lead the work on this important effort. The accreditation

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through PHAB will further encourage and stimulate quality and performance improvement at CDPH.

Healthy Chicago Performance Management

In addition to annual reporting on the City's *Healthy Chicago* public health goals, CDPH is expanding its performance management process to include all of the strategies identified in this public health agenda. Performance measurement will focus on three areas:

- Overall efforts, such as the number of *Healthy Chicago* strategies that have been initiated and completed, and the amount of grant funding sought and received to support the agenda;
- Strategic pillars, that is, specific progress on *policy, programmatic*, and *education and public awareness* strategies; and
- Priorities, looking at implementation efforts within each of the 12 *Healthy Chicago* areas: Tobacco Use, Obesity Prevention, Adolescent Health, HIV Prevention, Cancer Disparities, Heart Disease & Stroke, Healthy Mothers & Babies, Communicable Disease Control and Prevention, Healthy Homes, Violence Prevention, Health Care Access, and Public Health Infrastructure.

A Citywide Commitment to Performance Management

Following his election as Mayor, Rahm Emanuel issued a Transition Plan which included 12 priority initiatives to be completed within his first 100 days in office. Among these initiatives was the implementation of and public access to City of Chicago performance metrics. Thus, in an effort to make city government more accountable and responsive to Chicago residents, the City has begun posting agency performance data on its web site. These metrics, which provide information about service delivery, administrative efficiency, and ethical standards, serve as a public report card. A few of CDPH performance metrics are currently posted and more will be released in coming months. To view these or other metrics go to www.cityofchicago.org.



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