

National Public Health Performance Standards Program

This program was presented at the 134th Annual Meeting of the
American Public Health Association.

Satellite Conference and Live Webcast
Wednesday, January 17, 2007
1:00-2:30 p.m. (Central Time)

Produced by the Alabama Department of Public Health
Video Communications and Distance Learning Division

Faculty

Stephanie Bailey, MD, MSHSA
Chief of Public Health Practice
Office of the Director
Centers for Disease Control and Prevention
Atlanta, Georgia

Leslie Beitsch, MD, JD
Professor
Center for Medicine and Public Health
Florida State University
College of Medicine
Tallahassee, Florida

Faculty

Paul Halverson, DrPH, MHSA
Director of Health and State Health Officer
Arkansas Department of Health
and Human Services
Professor and Chair
Department of Health Policy and Management
Faye Bozeman College of Public Health
University of Arkansas for Medical Sciences

Program Objectives

- To learn how the National Public Health Performance Standards Program is able to measure current performance in capacities at the state and local levels.
- To articulate the opportunities that the NPHPSP provides to public health leaders in improving their public health systems.
- To learn how the NPHPSP relates to current public health agency accreditation efforts.

The NPHPSP and National Tools to Improve Public Health

Opportunities for Leaders

Stephanie Bailey, MD, MSHSA

What Is the Problem?

- Great variance in public health infrastructure
- No comprehensive public health standards
- Few data about public health systems and public health practice
- No common benchmarks

- “Unlike the medical care system, there is little research and relatively few measures for studying how well the public health system operates.”

–Center for Studying Health System Change, 1996

- “(There must be) systems of accountability to assure the quality and availability of public health services.”

–Institute of Medicine, 2002

Why NPHPSP?

- To strengthen public health infrastructure and public health practice
- Establish comprehensive cross-cutting standards
- Strengthen partnerships and systems-thinking
- Catalyze performance improvement
- Build the science base for public health practice

National Public Health Performance Standards Program

A partnership effort to improve the quality of public health practice and performance of public health systems

Program Vision and Goals

- To improve the quality of public health practice and performance of public health systems by:
 - Providing performance standards for public health systems and encouraging their widespread use
 - Engaging and leveraging national, state, and local partnerships to build a stronger foundation for public health preparedness

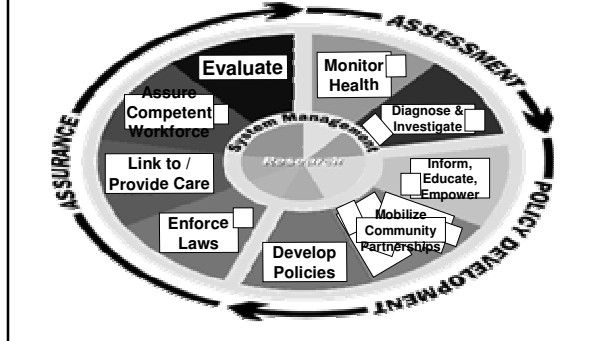
Program Vision and Goals

- To improve the quality of public health practice and performance of public health systems by:
 - Promoting continuous quality improvement of public health systems
 - Strengthening the science base for public health practice improvement

Four Concepts Applied in NPHPSP

- Based on the ten essential public health services
- Focus on the overall public health system
- Describe an optimal level of performance
- Support a process of quality improvement

The Essential Public Health Services



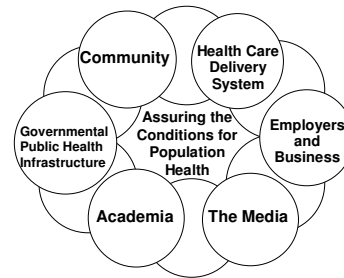
The Essential Public Health Services

- Monitor health status
- Diagnose and investigate health problems
- Inform and educate
- Mobilize communities to address health problems
- Develop policies and plans
- Enforce laws and regulations

The Essential Public Health Services

- Link people to needed health services
- Assure a competent health services workforce
- Evaluate health services
- Conduct research for new innovations

What is the Public Health System?



What is the Public Health System?

- More than just the public health agency
- “Public health system”
 - All public, private, and voluntary entities that contribute to the delivery of public health services within a jurisdiction

NPHPSP Use in the Field

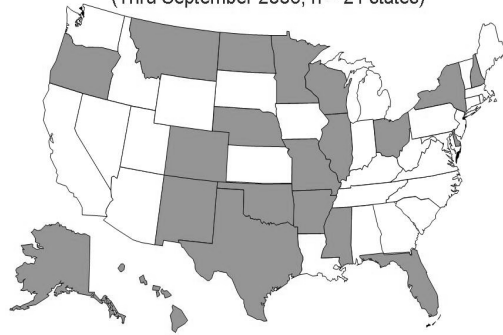
- Coordinated statewide approach
 - Benefits in technical assistance and coordinated improvement planning
- Individual system / board use

NPHPSP Use in the Field

- Common catalysts for use
 - Statewide interest in improvement planning
 - Interest in performance improvement
 - Bioterrorism planning
 - Use within the MAPP process
 - Interest in accountability

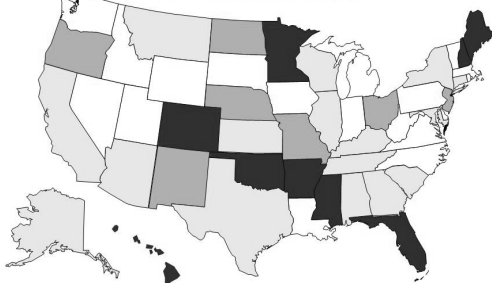
NPHPSP State Instrument Use

(Thru September 2006, n = 21 states)



NPHPSP Local Instrument Use

(Thru September 2006)



Significant Use (67% or greater)
 Moderate Use (33% - 66%)
 Limited Use (1% - 32%)

NPHPSP Governance Instrument Use

(Thru September 2006)



Significant Use (67% or greater)
 Limited Use (1% - 32%)
 No Boards of Health

Successful Use of the NPHPSP Requires...

- Support from the top levels of the agency. Health official commitment is key!
- Participation from key system partners
- An understanding of why this is important and how it fits into the broader national spectrum

Examples of Policy Support for NPHPSP

- The focus of Healthy People 2010 Objective 23-11
- Mentioned in the Institute of Medicine reports
- Several states have legislation or administrative rules that provide for or mention use of NPHPSP (e.g., IL, OH, NJ)

So What Else is Going On? And How Does the NPHPSP Relate?

A Few Other Related Initiatives to Improve Public Health

- MAPP
- Operational definition of a functional local health department
- Accreditation

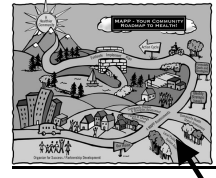
Mobilizing for Action Through Planning and Partnerships (MAPP)

- Developed by NACCHO and CDC
- Development began in 1996, released in 2001
- Community strategic planning tool
- Web-based tool – www.naccho.org



NPHPSP and MAPP

- NPHPSP Local Instrument used within MAPP to assess public health system capacity
- MAPP provides the process for addressing weaknesses and building on strengths



NACCHO Operational Definition of a Functional Local Health Department

- Co-funded by CDC and RWJF
- Goal: Shared understanding of what people can reasonably expect from LHDs
- Framed around the ten essential services but reworded
- Accommodates variety in LHD structure and governance

- “Public health is a complex concept, but the operational definition can help dispel the mystery. Eventually public health can be recognized and valued even when—particularly when—things are going well.”

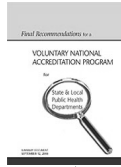
—Susan Gerard, Director,
Arizona Department of Health
Services



Public Health
Protect. Promote. Prevent.

Exploring Accreditation Project

- Co-funded by CDC and RWJF
- Jointly led by NACCHO, ASTHO, NALBOH and APHA
- Informed by the Multi-State Learning Collaborative
- Model addressed governance, standards, financing and incentives, and evaluation
- Model for voluntary accreditation developed and approved



Accreditation for state and local health departments is both desirable and feasible!

Next Steps in Accreditation

- Implementation of Accreditation Project
- Make operational the approved accreditation model
- Establish new 501c3 to oversee system
- Convene governing body
- Establish incentives

Next Steps in Accreditation

- Funding consortium to support the program
- Develop, test, and finalize standards and measures
- Multi-State Learning Collaborative 2 (MLC2)

Final Thoughts

- NPHPSP is an important and acknowledged building block for accreditation
- Leaders using NPHPSP are positioning themselves well for accreditation
- All efforts are oriented around performance improvement

Final Thoughts

- Leaders must recognize that they need to strengthen both their agency and their public health system as a whole
- All of these tools are important and continue to be relevant

We Must Strengthen the Public Health System



And Its Core – the Governmental Component.



New Rules for Using the National Public Health Performance Standards to Improve Public Health

Leslie Beitsch, MD, JD

New Rule: We Are What We Eat

- A steady PH diet of:
 - QI/PM
 - NPHPS
 - Turning point
 - Exploring accreditation project
 - Multi-state learning collaborative
- And so are our organizations

New Rule: Mutual funds and PH Operate on Different Principles

- For mutual funds past performance does not guarantee future results
- For PH, past performance is a very good indicator of future performance
 - Preparedness drills and exercises

Examining the Larger Issues: Life From 10,000 Feet (without a safety net)

- Facing leadership challenges – how are NPHPS relevant to everyday life
- Placing the national PH scene in context
- Quid pro quo

A Challenge for Leadership

- How do you take dedicated PH workers struggling in the gulag and lead them to the promised land of improved health outcomes?
- Reflect back a decade or so: Isn't that why we came to work everyday, day after day after day?

A Challenge for Leadership

- If you don't know where you are going...
- Or where you have been...
- Any road will take you there.

A Challenge for Leadership

- A high priority among your numerous and competing responsibilities is to assess organizational capacity so you can outline a trajectory for future directions that may lead to better health outcomes
 - What is our baseline
 - What are our organizational needs
 - What are our strengths

A Challenge for Leadership

- This data can be utilized as a starting point for a strategic plan
- It can be a major foundational underpinning for constructing a quality improvement system
- Compare this approach with what you may be using now

A Challenge for Leadership

- How do you know when your agency is performing well?
- How do you know when it is improving?
- Or perhaps more importantly, when efforts are deteriorating?

Some Qualitative Data Points to Consider

- Your staff tell you
- Your BOH tells you
- The Mayor is happy
- The Governor remembers your first name
- The press write positive stories about the health department

Some Quantitative Data Points to Consider

- You benchmark your health department against others nationally
- Your agency is accredited (maybe I am getting ahead of the story)

A Challenge for Leadership

- The NPHPS can assist you and your leadership team with:
 - Establishing a baseline
 - Prioritization
 - With establishing performance goals
 - Allocating scarce resources

Federal, State and Local Program Silos



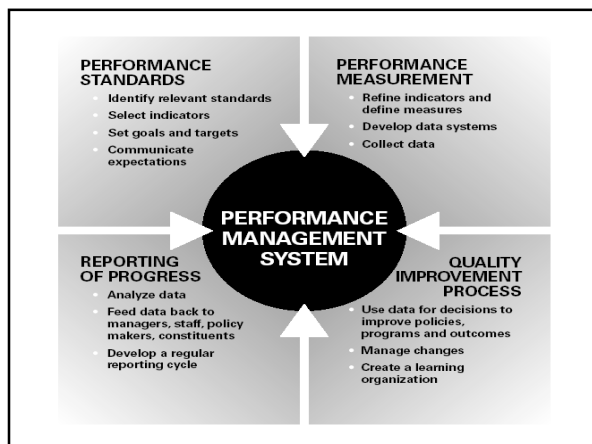
Public Health Law Enforcement Emergency Management Medical Services Agriculture

A Challenge for Leadership

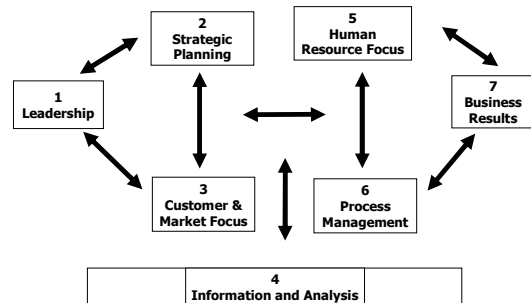
- The NPHPS can assist you and your leadership team with:
 - Permeating and infusing program knowledge broadly across silos
 - Communicating performance progress to staff
 - Improving performance
 - Benchmarking

A Challenge for Leadership

- Is this beginning to sound like a case for a performance management system?
- If so (hum quietly to yourself...), the NPHPS are an integral component
- Consider



Baldrige/Sterling Criteria For Organizational Performance Excellence



Quid Pro Quo

- Turning Point PMC findings
 - Most PM activities are local
 - When present at state level, tendency for silo orientation
- Local buy-in fostered by state participation
- NPHPS are excellent means to initiate state PM

New Rule: Accreditation and Standards Are Not Just for Everyone Else

- Why is it that PH thinks it doesn't need standards or accreditation, but everyone else should have them?

New Rule: Standards Actually Mean Something, Like a Standard

Accreditation Movement

- No longer a controversial topic for CDC, funders, and PH organizations
- PH unique among health disciplines in lacking national accreditation mechanism
- States have been the laboratory thus far

Accreditation Movement

- Focus has been limited to locals; no consensus approach
- State agency accreditation vision lacking
- Could NPHPS be an integrating factor (NC)?

New Rule: Peggy Lee Was Right

- EAP steering committee has drafted a work plan and recommendations
- Although ultimate outcome remains to be seen
 - The need for QI/PI/PM non-controversial

**New Rule:
Peggy Lee Was Right**

- Potential organizational outcomes from an accreditation process:
 - Great organization
 - Organization has transformed from good to great
 - Organization is good, but not great
 - Organization is neither good nor great

**New Rule:
Peggy Lee Was Right**

- To successfully achieve accreditation, some form of a QI/PI/PM system is a prerequisite
- Both good and great organizations will have successfully employed QI/PI/PM techniques
- Remediating organizations will need to build QI/PI/PM capacity

**New Rule:
Peggy Lee Was Right**

- Bottom line:
 - Accreditation may or may not move forward
 - QI/PI/PM will
 - NPHPS remain a cornerstone in the evolutionary process
- What was Peggy Lee right about?

**Reasons FL and OK Used
the NPHPS**

- Baseline to chart future performance
- Move toward universal language of essential services (ES)
- Accountability
- Introduce concept of Public Health System (PHS)

**Lessons Learned through
Experience in Two States**

- Need committed leaders
- Continuous and incremental improvement requires patience and multiple data points, NPHPS can be a very useful tool to gather data
- It is crucial to assess health department and its affect in the larger public health community: the public health system

**Lessons Learned through
Experience in Two States**

- Benchmarking and external, independent validation offer objectivity (It is sometimes insightful to examine your organization through someone else's lens)
- Exceptional interaction and information exchange (the process IS an outcome)

Lessons Learned through Experience in Two States

- Better understanding and acceptance of ES
- Establishes baseline for future planning and resources allocation efforts
- Potential for information sharing of all data with staff statewide

New Rule: It Is Every Citizens Right to Receive Quality PH Services Wherever in the US They May Reside

- Ten essential services of PH and NPHPS are key building blocks

New Rule: PH Whining Is Now Extinct

- Although PH has developed whining into a high art form, it has not served us well
- Others look to “can do” partners
 - Relegating PH to the sidelines

New Rule: PH is A & W

- One hundred first anniversary of Jacobson vs. Mass
- Preparedness remains at the forefront
- We have occasional hurricanes
- State medicaid programs are broke

New Rule: Opportunities Abound

- Silver lining in the cloud of each new disaster or calamity
- But PH has been invisible in Katrina and Rita
- We must invite ourselves to the table, even we have to bring our own chairs
- Use the tools we have to be successful

Questions / Comments / Diatribes

Leslie M. Beitsch
Director, Center for Medicine and Pub Hlth
Florida State University College of Medicine
1115 W. Call St
Tallahassee, FL 32306
(O) 850-645-1830
les.beitsch@med.fsu.edu

Paul Halverson, DrPH, MHSA

NPHPSP

- **Partners**
 - CDC, APHA, ASTHO, NACCHO, NALBOH, NNPHI, PHF
- **Assessment Instruments**
 - State public health system
 - Local public health system
 - Local governance
- **History**
 - Began in 1998
 - Instruments released in 2002
 - Instrument update 2005-06

Instrument Update Process

- Expert panel process co-led by CDC, ASTHO, NACCHO, NALBOH
- Subject matter experts and key organizations were solicited for particular topics to assure that content and topics remain current and cutting edge
- Field testing process underway
- Anticipate OMB-approved Version 2.0 in 2007

State and Local NPHPSP Evaluations

- **Reasons for using NPHPSP – state and local**
 - Establish a baseline measure of performance
 - Wanted a national developed and recognized assessment tool to help improve performance
 - NPHPSP the best tool available for improving public health system effectiveness

State and Local NPHPSP Evaluations

- **Reasons for using NPHPSP – state and local**
 - Results – state and local
 - Identification of system strengths and weaknesses
 - Stronger awareness of the interconnectedness of public health activities
 - Stronger level of collaboration among system partners

Leadership Opportunity

- **Process initiated by SHO, LHO**
- **Leadership attributes:**
 - Use NPHPS as a basis for managing future performance
 - consider working within the public health system a primary responsibility of the health department

Leadership Opportunity

