

## **CORE COMPETENCIES FOR PERFORMANCE IMPROVEMENT MANAGERS**

Below are core competencies for Performance Improvement Managers. All meeting sessions have been linked to competencies.

- C1. Implement organizational and system-wide strategies for continuous quality improvement
- C2. Implement mechanisms to monitor and evaluate programs for their effectiveness and quality
- C3. Use evaluation results to improve performance
- C4. Integrate data and information to improve organizational processes and performance
- C5. Use cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making
- C6. Establish a performance management system
- C7. Integrate systems thinking into public health practice (e.g., cross-programmatic, cross-organizational approaches)
- C8. Ensure the measuring, reporting, and continuous improvement of organizational performance

(Obtained from Core Competencies for Public Health Professionals (adopted May 3, 2010) The Council on Linkages between Academia and Public Health Practice)

## **GENERAL SESSIONS**

### ***A Charge to Action: Improving the Performance of Health Departments***

**Speaker:** Judith A. Monroe, MD, FAAFP, Director, Office for State, Tribal, Local and Territorial Support, Deputy Director, Centers for Disease Control and Prevention

**Description:**

Dr. Judy Monroe will welcome grantees, capacity building assistance partners, and CDC participants to the National Public Health Improvement Initiative Grantee Meeting, 2011.

She will provide a brief overview of CDC's Office for State, Tribal, Local and Territorial Support and its role in quality improvement and performance management. She will also discuss future direction of performance improvement efforts and its importance to the state, tribal, local and territorial public health community.

**Competencies:** C1, C2, C6, and C7

### ***Evaluation of NPHII***

**Speakers:** Mary Davis, DrPH, MSPH, Director, Evaluation Services, NCIPH, UNC Gillings School of Global Public Health; Nikki Lawhorn, MPP, Research Manager, Louisiana Public Health Institute; Timothy Van Wave, DPH, MPH, BS, Health Scientist,

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Office for State, Tribal, Local and Territorial Support, Centers for Disease Control and Prevention

**Facilitator:** Joseph Kimbrell, MA, MSW, CEO, Louisiana Public Health Institute and CEO & President, National Network of Public Health Institutes (NNPHI)

**Description:**

The National Network of Public Health Institutes (NNPHI) and the OSTLTS Evaluation Team will provide an overview of the evaluation plan and activities for NPHII, with a special focus on activities to be conducted through May 2012. The session will address the evaluation purpose, main indicators, and methods for the evaluation. An overview of the proposed data collection activities and data that will be leveraged from other sources will be provided. Speakers will clarify expectations for the grantees related to the evaluation activities (e.g., participation in baseline survey, submission of Interim Progress Reports, etc), discuss ways in which evaluation results may be used to improve NPHII, and share ideas for grantees to consider when developing their own evaluation activities. Time for Q/A and feedback on the evaluation will be included at the end of the session.

**Competencies:** C2 and C3

***Performance Improvement Journey***

**Speakers:** René Ynestroza, MBA, MSMIS, Chief of Staff, Miami-Dade County Health Department; Dawn Allicock, MD, MPH, CPH, Director and Health Officer, Florida Department of Health/St. Johns County Health Department

**Description:**

Two County Health Departments under the Florida Department of Health share their experiences as they embarked on their quality journeys which earned them a Governor's Sterling Award. The Governor's Sterling Award and the Sterling Management Model are based on the National Malcolm Baldrige Criteria for Performance Excellence. In this session, the St. Johns County Health Department and the Miami-Dade County Health Department, share how they support an environment of continuous improvement, the steps they took to build a culture of performance excellence and the lessons learned along the way.

**Competencies:** C1, C7, and C8

***Improving Performance in Chronic Disease Prevention***

**Speaker:** Ursula Bauer, PhD, MPH, Director of the National Center for Chronic Disease Prevention and Health Promotion, Centers for Disease Control and Prevention

**Description:**

Chronic diseases – such as heart disease, stroke, cancer, and diabetes – are among the most common, costly, and preventable of all health problems. In her presentation,

*Improving Performance in Chronic Disease Prevention*, Dr. Ursula Bauer will highlight the importance of collaboration in order to improve health and contain health care costs. The presentation will include a discussion of current efforts of the National Center for Chronic Disease Prevention and Health Promotion to greater coordinate chronic disease work, increase efficiencies and drive improvements in public health.

**Competencies:** C2, C5, and C7

### ***Public Health Transformation***

**Speakers:** Edward L. Hunter, MA, Director, Centers for Disease Control and Prevention Washington Office; Karen Remley, MD, MBA, FAAP, Principal Public Health Advisor to the Governor, Secretary of Health and Human Resources, the Virginia General Assembly and the Board of Health

**Description:**

Mr. Ed Hunter and Dr. Karen Remley will briefly address the context in which our work takes place, from the federal and state perspective respectively. This context includes broad health systems transformations; implementation of (and continued controversy surrounding) the Affordable Care Act at the national and state levels; fiscal constraints; and an evolving policy environment. They will focus on opportunities and challenges these factors present to public health agencies and our work in performance improvement.

The session will be interactive, providing meeting participants with the opportunity to provide their own perspectives and to raise questions.

**Competencies:** C5 and C7

## **CORE SESSIONS (for Performance Improvement Managers)**

### ***Quality Improvement Methods and Tools***

**Speaker:** John Moran, PhD, Senior Quality Advisor, Public Health Foundation

**Facilitator:** Ron Bialek, MPP, President, Public Health Foundation

**Description:**

This is an introductory session on quality improvement methods and tools.

This session will:

- Describe Quality Improvement (QI)
- Review the difference between Big QI and little qi
- Understand the use of the Plan-Do-Check-Act (PDCA) approach to quality improvement
- Describe the concept of Rapid Cycle PDCA

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- Provide the basic quality improvement tools in a defined sequence
- Assist in identifying areas needing improvement
- Review of the 7 basic quality improvement tools with a focus on Flow Charting and Cause and Effect Diagrams
- Identify the “how’s” and “why’s” to “root causes” of problems
- Clarify how QI gets accomplished in Teams
- Explain the Top Ten Reasons QI fails and how to overcome them

**Competencies:** C2, C4, C5, C6, and C8

**Lead:** Public Health Foundation

### ***Accreditation of Public Health Departments – Building Readiness and Driving Quality Improvement***

**Speakers:** Kaye Bender, PhD, RN, FAAN, President and CEO, Public Health Accreditation Board; Liza Corso, MPA, Acting Branch Chief, Agency and Systems Improvement Branch, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support, Division of Public Health Performance Improvement; and Jessica Solomon Fisher, MCP, Program Manager, National Association of County and City Health Officials

**Facilitator:** Jim Pearsol, MEd, Chief Program Officer, Association of State and Territorial Health Officials

#### **Description:**

In the fall of 2011, a national accreditation program for health departments will be launched by the Public Health Accreditation Board. With support from CDC and the Robert Wood Johnson Foundation (RWJF) and intensive leadership from public health leaders, this landmark endeavor is intended to improve the quality and performance of public health. Learn more about the PHAB accreditation program and the three pre-requisites needed for application, as well as resources and technical assistance available to aid in accreditation readiness.

This session will:

- Provide information on the current status and upcoming launch of the national accreditation program
- Outline CDC and RWJF sponsorship of and support for voluntary accreditation and QI
- Describe examples of state, local and tribal participation in the PHAB beta test
- Highlight activities that can be taken to prepare for accreditation and available tools and resources, including support for the pre-requisites of health assessment, health improvement planning, and strategic planning
- Describe the importance of quality improvement in public health practice and as the foundation of the accreditation program

**Competencies:** C1, C2, C6, and C8

**Lead:** Association of State and Territorial Health Officials and National Association of County and City Health Officials

### ***Systems Development and Redevelopment***

**Speakers:** Joshua Czarda, JD, Performance Improvement Manager, Virginia Department of Health; Dawn Jacobsen, MD, MPH, Director, Performance Improvement, County of Los Angeles Department of Public Health; Joyce Marshall, MPH, BS, Director, Office of Performance Management, Oklahoma State Department of Health; Susan Ramsey, Director, Office of Performance and Accountability, Washington State Department of Health; and Wilma Wooten, MD, MPH, Public Health Officer, County of San Diego HHS and Public Health Services

**Facilitator:** Mary Davis, DrPH, MSPH, Director, Evaluation Services, NCIPH, UNC Gillings School of Global Public Health

**Description:**

Leadership engagement in creating an agency-wide performance improvement environment is instrumental to success. Strategies include creating a culture of quality improvement (QI), strategic planning and systemic evaluation.

This session will:

- Describe a case example of best practices in creating a culture of QI
- Describe comprehensive strategic planning
- Describe an approach to agency-wide performance management
- Highlight key features of evaluation in a performance management system

**Competencies:** C1, C2, C4, C5, C6, and C8

**Lead:** Association of State and Territorial Health Officials, National Association of County and City Health Officials, and National Network of Public Health Institutes

### ***Cross-jurisdictional Sharing and Regionalization Efforts***

**Speakers:** Grace Gorenflo, MPH, RN, Director, Accreditation Preparation and Quality Improvement, NACCHO; and Geoff Wilkinson, MSW, Senior Policy Advisor, Office of the Commissioner, Massachusetts Department of Public Health

**Facilitator:** Theresa Daub, Public Health Advisor, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support

**Description:**

Creating cross-jurisdictional and regional public health collaborations is an emerging trend among public health agencies. Potential benefits include more efficient delivery of services, shared capacity and expanded access to expertise. Potential drawbacks include reduction of services.

This session will:

- Describe the results of a national study of cross-jurisdictional services
- Highlight case examples of cross-jurisdictional approaches

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- Outline key considerations in creating cross-jurisdictional approaches

**Competencies:** C7 and C8

**Lead:** Association of State and Territorial Health Officials and National Association of County and City Health Officials

## **ELECTIVE SESSIONS**

### ***Health Information Technology***

**Speakers:** Jeff Armitage, Epidemiology Surveillance Coordinator, Division of Public Health, Nebraska Department of Health and Human Services; Seth Foldy, MD, MPH, Director of the Public Health Informatics and Technology Program Office (PHITPO), Centers for Disease Control and Prevention; Steve Frederick, Manager, Health Data and Evaluation, Lincoln-Lancaster County Health Department

**Facilitator:** Valerie Rogers, MPH, Program Manager, Public Health Informatics, National Association of County and City Health Officials

**Description:**

With the introduction of Meaningful Use criteria, the distribution of state Health Information Exchange (HIE) grants via the Office of the National Coordinator of Health Information Technology (ONCHIT), and recent developments in BioSense, public health agencies are in a unique position to receive, and in some cases exchange, EHR-generated data with providers for laboratory reporting, immunizations and syndromic surveillance. Not only will these changes support core functions of public health departments, they will help document quality improvement and further achievement of national public health goals.

This session will:

- Describe next steps expected of public health agencies
- Highlight case examples of promising practices underway
- Describe existing resources and strategies public health agencies can use to support meaningful use of EHRs
- Provide strategies from public health agencies currently supporting bi-directional health information exchange with clinical and other public health systems
- Describe how to overcome barriers to the adoption of interoperable systems and standards
- Present tested tools and resources that public health agencies can use to increase participation in Health Information Exchanges and adoption of Electronic Health Records

**Competencies:** C4 and C7

**Lead:** Association of State and Territorial Health Officials and National Association of County and City Health Officials

### **Modular kaizen**

**Speaker:** John Moran, PhD, Senior Quality Advisor, Public Health Foundation

**Facilitator:** Margaret Beaudry, MA, Director, Performance Management & Quality Improvement, Public Health Foundation

**Description:**

Modular *kaizen* is a process to address the need for continuous improvement within Public Health's highly interruptive environment. All the components of an effective *kaizen* event are planned; however, the activities are scheduled in small chunks that fit the rapidly changing calendar of team members and subject matter experts. This approach is complimentary to both PDCA and DMAIC models of quality improvement.

The Modular *kaizen* approach minimizes disruption by making sure no "action" is executed until "check" has been done and data have been analyzed to identify the reality of the current situation. Modular *kaizen* is an approach that resists the urge to respond to a disruption with panic. Once the process is stabilized, a full PDCA cycle is undertaken to develop a plan and action steps to proactively minimize the recurrence of the disruption.

Participants in this session will be exposed to the Modula *kaizen* model of c-a-P-D and the tools most commonly utilized such as the Impact and Disruption Matrix, Force and Effect+ca diagram, the House of Modular *kaizen*, and SIPOC+CM diagram.

**Competencies:** C1, C3, C4, and C8

**Lead:** Public Health Foundation

### **Criteria for Performance Excellence: Baldrige, Sterling, & the State Alliance**

**Speaker:** John Pieno, Captain, U. S. Navy Retired, Chairman, Florida Sterling Council

**Description:**

Mr. Pieno will discuss the elements of the best practices-based management model and how this framework can help you connect, optimize, and sustain your improvement efforts to drive successful outcomes for your organization. The Baldrige Criteria for Performance Excellence is used, in one form or another, in many states and in over 87 nations. Mr. Pieno will discuss the State Alliance, which states are most active, the tools they have to offer, and the Florida Sterling Council and its tools. No matter where you are on your journey, there are tools to assist you in moving to a higher level of performance and opportunities to learn from award recipients across the nation.

**Competencies:** C1, C7, and C8

### **Public Health Law and Policy**

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**Facilitator:** Donald Benken, JD, MPH, Senior Public Health Advisor, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support, Public Health Law Program; and Caroline Fichtenberg, PhD, MS, Director, Center for Public Health Policy, American Public Health Association

### **Description:**

Law and policy can play a vital role in positive public health outcomes and reducing public health risks. For example, in the last 30 years, we have seen increases in childhood immunization rates and seat belt usage as well as declines in tobacco use resulting from policy and legal changes at the state and local level. As public health programs and science identify best and promising practices, law and policy makers are in position to identify strategies that can result in long-term positive public health improvements. OSTLTS grantees have unique access to several CDC and Robert Wood Johnson Foundation funded resources to provide technical assistance on a range of public health issues. The session will provide an overview of public health law and fully describe the resources available to OSTLTS grantees at no cost.

**Competencies:** C5 and C7

**Co-Leads:** American Public Health Association and Centers for Disease Control and Prevention

### ***Workforce Development***

**Speakers:** Ron Bialek, MPP, President, Public Health Foundation; Denise Koo, MD, MPH, CAPT, USPHS Director, Scientific Education and Professional Development Program Office, Centers for Disease Control and Prevention; and Kate Wright, EdD, MPH, Associate Professor, Saint Louis University School of Public Health

**Facilitator:** Lynn Gibbs Scharf, MPH, Knowledge Management Branch Chief, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support

The public health workforce is the backbone of public health practice. The current recession has led to state and local budget cuts that have reduced the nation's public health workforce by 37,000 since 2008, yet the demands for more and better workforce performance are growing.

This session will highlight:

- Tools to help health departments develop competencies within their workforce
- Tools and resources for tracking public health competencies in the workplace
- Tools for documenting public health workforce competencies for accreditation
- New trends in workforce development

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**Lead:** Association of State and Territorial Health Officials, National Association of County and City Health Officials, and Public Health Foundation