In the Trenches of Local Public Health: How Do You Really Know What Works?

Andrew Lahn
MPH Candidate 2018
Preceptor: Elise Andrews
Agenda

A PHASE Journey

1. Background
2. Project Overview
3. Activities
4. Findings
5. Lessons Learned
6. Next Steps
Background
Baltimore County Department of Health

- Surrounds Baltimore City on three sides
- Provides services to a large population (about 800,000)
- Unique Health Department size and structure
- Advancing performance management activities
A Culture of Quality Improvement (QI)

- What a culture of QI means?
  - All Staff
  - Part of daily work
- A combination of elements
- This project’s focus → QI infrastructure
- A Performance Management System
  - Reporting, QI projects & benefits
Project Overview
Implementing a Performance Management (PM) System

- Refining the data collection tool
- Creating supporting documents
- Outlining the PM process
- Meeting with staff and sharing PM System
- Monitoring process and making adjustments
Supporting the Performance Management (PM) System

- Accessing the PM system
- Defining Roles and Sources
- Understanding the PM data
- Reporting and presenting on PM data

https://eq4c.com/positive-presenting-for-professionals/
Activities
Project Activities

- 1-on-1 Meetings and follow-up
  - Using PM tools
  - Two bureaus

- Presentation to Office of QI
  - Models for future councils
  - Function of PM System

- Performance Management and Quality Improvement Plan
  - Feedback
  - Looking to the future
Findings
Survey and Feedback

- Short survey format
- Positive feedback
  - Clarity
  - Sensible and realistic
  - Appropriate measures
- Critiques
  - Data sources not accessible nor known
  - Not regularly used
  - The charts are less useful
  - Frequency not appropriate
Lessons Learned
Lessons Learned

- **Strategic Plans:**
  - Engagement
  - Measures
  - Standardization
  - CQI

- **Redundancy:**
  - Awareness
  - Assessment
  - Linkage of data collection

- **Accountability:**
  - Authority vs. priority
  - Data entry
  - PM Council
  - “So what?”
PM System Design

- Makes sense and used regularly
- Intuitive and streamlined
- User-centered design
- Fitting this piece in with the whole
  - Envisioning PM system as part of a culture of quality
  - Thinking about QI projects
Next Steps
Making this Count

- Taking a closer look at measures
- Updating PM systems regularly
- Presenting performance
- QI projects
Advancing QI Infrastructure

- Restructuring PM Council
- Engagement from staff at different levels and from different bureaus
- Making QI work visible and celebrate
- Considering other elements
- Focusing on a goal
Question & Answer
Thanks!

Contact: alahn1@jhu.edu