

# VERSION 2.0 WORK IN PROGRESS:

## Quality Improvement/Performance Management – What Have We Learned from Accredited Health Departments?

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The Public Health Accreditation Board is a 501(c)3 nonprofit organization dedicated to improving and protecting the health of the public by advancing and ultimately transforming the quality and performance of state, local, tribal, and territorial public health departments.



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This document summarizes what PHAB has learned about how accredited health departments are engaging in quality improvement (QI) and performance management (PM) activities. In particular, it focuses on the reasons that health departments struggled with the seven measures in Domain 9.

Below is a summary of the distribution of assessments for the Domain 9 measures, as well as the percentage of health departments that were required to address each measure in an action plan. Overall, Measures 9.1.3, 9.1.4, and 9.2.2 are among the Measures most commonly assessed as Slightly Demonstrated or Not Demonstrated. The requirements for several of the measures changed in Version 1.5. For those Measures, the table presents data separately for Versions 1.0 and 1.5. These data are for 179 health departments assessed under Version 1.0 and 80 health departments assessed under Version 1.5.

| Measure                    | Fully Demonstrated | Largely Demonstrated | Slightly Demonstrated | Not Demonstrated | Action Plans |
|----------------------------|--------------------|----------------------|-----------------------|------------------|--------------|
| <b>9.1.1</b>               | 60.6%              | 25.5%                | 13.9%                 | 9.7%             | 12.0%        |
| <b>9.1.2 (Version 1.0)</b> | 83.2%              | 8.9%                 | 7.8%                  | 6.7%             | 5.0%         |
| <b>9.1.2 (Version 1.5)</b> | 62.5%              | 20.0%                | 17.5%                 | 12.5%            | 18.8%        |
| <b>9.1.3 (Version 1.0)</b> | 45.3%              | 27.9%                | 26.8%                 | 22.3%            | 17.9%        |
| <b>9.1.3 (Version 1.5)</b> | 38.8%              | 35.0%                | 26.3%                 | 23.8%            | 22.5%        |
| <b>9.1.4 (Version 1.0)</b> | 55.9%              | 26.3%                | 17.9%                 | 12.8%            | 12.8%        |
| <b>9.1.4 (Version 1.5)</b> | 16.3%              | 50.0%                | 33.8%                 | 27.5%            | 23.8%        |
| <b>9.1.5</b>               | 74.5%              | 13.9%                | 11.6%                 | 7.7%             | 8.5%         |
| <b>9.1.6 S</b>             | 79.4%              | 14.7%                | 5.9%                  | 5.9%             | 2.9%         |
| <b>9.2.1</b>               | 63.3%              | 22.4%                | 14.3%                 | 12.7%            | 10.4%        |
| <b>9.2.2</b>               | 47.5%              | 27.0%                | 25.5%                 | 20.1%            | 17.4%        |

To better understand health departments' performance on these Measures, PHAB conducted an analysis of the conformity comments of health departments that were assessed as Not or Slightly Demonstrated for the first 251 Site Visit Reports (72 of which were version 1.5). The results of those analyses are shown on the following pages. For each Measure,<sup>1</sup> the most common reasons for the assessment are listed, including the number of health departments for which that reason was indicated. One health department could have multiple reasons listed.

<sup>1</sup> Measure 9.1.6 is omitted from this analysis because it is a state-only requirement and very few health departments were assessed as Not or Slightly Demonstrated.

**Performance on Measure 9.1.1**

Measure 9.1.1 (in both Version 1.0 and 1.5) requires that staff be engaged in establishing and/or updating a performance management system. The most common challenges are listed below (the first two relate to the quality of the documentation, whereas the third point addresses the actual role of staff):

- Requirement 1 – Insufficient documentation of leadership engagement (15 health departments)
- Requirement 2 – Insufficient documentation of staff engagement (15 health departments)
- Requirement 2 – Staff not engaged in the development or updating of the PM system (10 health departments)
- Documentation does not address PM, but rather something else (9 health departments)

**Performance on Measure 9.1.2 (Version 1.5)**

Measure 9.1.2 in Version 1.5 requires that health departments have adopted a performance management policy and/or system. Among health departments assessed as Not Demonstrated or Slightly Demonstrated, the most common challenges were:

- Requirement 1d – Lack of data analysis process (5 health departments)
- Requirement 1b – No performance measurement (4 health departments)
- Requirement 1c – No progress reporting or communication (4 health departments)

**Performance on Measure 9.1.3 (and 9.1.2 Version 1.0)**

Measure 9.1.3 in both Version 1.0 and 1.5, and Measure 9.1.2 in Version 1.0, require that health departments have an implemented performance management system, including a process to report on and track the achievement of goals and objectives. The most common challenges for health departments assessed as Not Demonstrated or Slightly Demonstrated were:

- Requirement 4<sup>2</sup> – Lacked analysis (27 health departments)
- Requirements 2-5 – Lacked 2 appropriate examples (25 health departments)
- Requirement 3 – No evidence of monitoring (19 health departments)
- Requirement 5 – Lacked next steps and/or results (17 health departments)
- Requirement 2 – Contained no measurable, time-bound goals (16 health departments)
- Requirement 1 – No functioning responsible entity (12 health departments)
- Requirement 6 – No department self-assessment (9 health departments)
- Tool addresses employee evaluation instead of department performance management (7 health departments)
- No evidence of performance management system (6 health departments)

**Performance on Measure 9.1.4**

Measure 9.1.4 (in both Version 1.0 and 1.5) requires that health departments have an implemented systematic process for assessing customer satisfaction with health department services. Version 1.5 added a requirement for “results and actions taken based on customer feedback” and a “special effort to address those who have a language barrier, are disabled, or are otherwise disenfranchised”, each of which had 4 health departments that did not address it (including 3 that did not address either). The most common challenges for health departments assessed as Not Demonstrated or Slightly Demonstrated were:

- Requirements 1-2 – Lacked 2 appropriate examples (23 health departments)
- Requirement 1 – Lacked analysis (16 health departments)

<sup>2</sup> Requirement numbers refer to Version 1.5

- Requirements 1-2 – Did not utilize customer satisfaction data (16 health departments)

### **Performance on Measure 9.1.5**

Measure 9.1.5 (in both Version 1.0 and 1.5) requires that staff be provided opportunities for involvement in the department's performance management. The most common challenges for health departments assessed as Not Demonstrated or Slightly Demonstrated were:

- Training was not for Performance Management, but for something else (16 health departments)
- Insufficient staff participation (7 health departments)

### **Performance on Measure 9.2.1**

Measure 9.2.1 (in both Version 1.0 and 1.5) requires an established quality improvement program based on organizational policies and direction. The most common challenges for health departments assessed as Not Demonstrated or Slightly Demonstrated were:

- Lack of specific timebound measures (12 health departments)
- No process for project identification and alignment with priorities (11 health departments)
- No effectiveness assessment (9 health departments)
- No monitoring (9 health departments)
- No training details (8 health departments)

### **Performance on Measure 9.2.2**

Measure 9.2.2 (in both Version 1.0 and 1.5) requires that the health department have implemented quality improvement activities. The most common challenges for health departments assessed as Not Demonstrated or Slightly Demonstrated were:

- Requirement 1 – Projects were not tied to the QI Plan (32 health departments)
- Requirement 1 – No QI models/tools; or the project was not a QI project (27 health departments)
- Requirement 1 – Examples provided were out of scope (17 health departments)
- Requirement 2 – Lack of staff involvement (12 health departments)
- Requirement 1 – Project not finished (6 health departments)