

**Argosy University**  
**COURSE SYLLABUS**

*PH6024*

**Performance Improvement Systems in Public Health**

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**Faculty Information**

**Faculty Name:**

**Campus:**

**Contact Information:**

**Office Hours:**

**Short Faculty Bio:**

**Course description:**

This course provides an overview of performance measurement, including assessment, planning, and development of goals, objectives, strategies, targets, performance measures, evaluation, and quality improvements/assurance. Students learn how to set effective performance measures, distinguish among various measures of input, process, output and outcomes. Students apply the accountability methods, in public health systems and replicate best practices to improve public health performance and overall health status.

**Course Pre-requisites:**

**Required Textbook/Readings:**

**IMPORTANT: Effective Summer II (July 1, 2010): You are not required to purchase the textbook for this course. Your textbook will be available to you as an electronic book with your fully online or blended course on the eCollege platform.**

Baker, E.L. , Menkens, A.J., & Porter, J. E. (2010). *Managing the public health enterprise*. Jones & Bartlett . ISBN: 9780763763824

**Additional Readings:**

Bolles, D. & Hubbard, D. (2007) Power of Enterprise-wide Project Management. AMACOM. (accessible via eLibrary)

Centers for Disease Control and Prevention (2008). *National Public Health Performance Standards Program. Performance Improvement – Introduction*.  
<http://www.cdc.gov/od/ocphp/nphpsp/PerformanceImprovement/index.htm>

Centers for Disease Control and Prevention (2008). *National Public Health Performance Standards Program*. For Performance Improvement tools for both state health and local health assessment, go to: <http://www.cdc.gov/od/ocphp/nphpsp/TheInstruments.htm>

Commonwealth of Virginia Performance Measurement workshop: Refining Agency Measures. Virginia Department of Planning & Budget at:  
<http://dpb.virginia.gov/sp/PerfMeasureWorkbook.pdf>

Coye, M.J., Foege, W.H. & William L. Roper (1994) Leadership in Public Health. Milbank Memorial Fund. <http://www.milbank.org/mrlead.html>

Exploring Accreditation Project. (September 12, 2006). *Final Recommendations for a Voluntary National Accreditation Program for State and Local Public Health Departments* -  
<http://www.phaboard.org/assets/documents/PHABStateandTerritorialDraftStandards02.02.09.pdf>;  
<http://www.phaboard.org/assets/documents/PHABLocalDraftStandards02.02.09.pdf> -  
Note: both state and local health files can be accessed from  
<http://www.cdc.gov/od/ocphp/phspp/accred.htm>

Joly, B. M., Polyak, G., Davis, M. V., Brewster, J., Tremain, B., Raevsky, C., & Beitsch, L. M. (2007). Linking Accreditation and Public Health Outcomes: A Logic Model Approach. *Journal of Public Health Management Practice*, 13(4), 349-356.  
<http://www.bettycjung.net/Pdfs/JPHMP2007>

Milbank Memorial Fund (1998). Partners in Community Health: Working together for a healthy New York (Sections 1 & 2)  
<http://www.milbank.org/reports/nypartners/tableofcontents.html>

Milbank Memorial Fund (2000): Effective Public Management of Mental Health Care: Views from States on Medicaid Reforms That Enhance Service Integration & Accountability. <http://www.milbank.org/bazelon/>

Milbank Memorial Fund (2001) Value Purchasers in Health Care: Seven Case Studies.  
<http://www.milbank.org/reports/2001ValuePurchasers/011001valuepurchasers.html>

Turning Point Model State Public Health Act: A Tool for Assessing Public Health Laws:  
[www.turningpointprogram.org/Pages/pdfs/statute\\_mod/phsm\\_TP\\_model\\_state\\_ph\\_act.pdf](http://www.turningpointprogram.org/Pages/pdfs/statute_mod/phsm_TP_model_state_ph_act.pdf)

Sage, W.M. (2000). Accountability through Information: What the Health Care Industry Can Learn from Securities Regulation  
<http://www.milbank.org/reports/0012sage.html>

Sweet, M. & Moynihan, R. (2007) Improving Population Health: The Uses of Systematic Reviews. Milbank Memorial Fund, 2007.  
<http://www.milbank.org/reports/0712populationhealth/0712populationhealth.html>

**Course length:** 7.5 Weeks

**Contact Hours:** 45 Hours

**Credit Value:** 3.0

**Program Outcomes:**

**1. Health Policy Management**

- a. Examine public health problems and develop proposed policies that illustrate pertinent legislative issues, advocacy opportunities, communication, media management and system issues to successfully pass, communicate, and implement the policy.
- b. Align policies that contribute and promote health and well being with local cultures and realities to guide effective practices that improve health status.

**2. Healthcare and Organizational Management**

- a. Assess organizational norms and values, and build coalitions and consensus around organizational vision, priorities, state and national health and wellness agendas with clear performance impacts.
- b. Manage and determine costs and implications for public health programs with un-met needs, and develop plans to meet customer needs and improve health outcomes.

**3. Communication and Informatics**

- a. Develop proposals for public health organizations to invest in and implement integrated information systems that collect, track, and share information across critical networks of providers and IT systems, to improve processes, quality of care, and service outcomes.
- b. Examine customer/community needs and apply a 'systems approach' in successfully addressing those needs by aligning the organization and customer needs with leading information technology and communicating the improvements to key stakeholders.

**4. Systems Thinking**

- a. Analyze the make-up of organizational systems and its characteristics, evaluating the impact of changes in the input, processes, and output on the health outcomes.
- b. Analyze the interrelations among public health systems and key stakeholders to influence the political, social, economic, and educational factors that impact public health systems.

## **5. Performance Improvement**

- a. Propose a performance improvement system that includes assessment of the organizational capacity, culture, readiness, and planning to establish performance baseline, goals and performance management process for monitoring progress and continuous improvements.
- b. Integrate public health informatics, information systems and technology, and communication strategies in the design, implementation, evaluation, and replication of best practices for monitoring and improving overall practice, performance, and outcomes of the program/organization.

## **6. Interpersonal Effectiveness**

- a. Examine the importance of interpersonal relationships with key stakeholders to establish, build, and sustain effective alliances to successfully address priority health problems in the community.

### **Course Overview:**

This course is organized in two units with seven (7) weeks topic areas;

Unit 1 - Provides conceptual framework for performance improvement systems and accreditation, and develop students' skills in conducting assessment, establishing performance measures, performance management and quality assurance models, based on the following weekly topics: (1) Frameworks for performance improvement and accreditation models, (2) Conducting assessment for organizational culture, capacity and readiness for performance improvements and accreditation, (3) Terminology and guidelines for setting targets, goals, objectives, and different types of performance measures, (4) Developing effective performance measurement and management techniques.

Goal - highlight how assessment of organizational capacity, culture, readiness, and establishment of targets, performance baseline, goals and measurements form building blocks in the design and implementation of effective performance improvement and/or accreditation systems in public health.

Unit 2 - Develops students' skills in strategic management and performance accountability. This unit covers the following weekly topics: (5) Implementation of performance improvement to achieve set targets and health outcomes, including accreditation, (6) Measuring, managing and replicating best practices for overall continuous improvements, and (7) Effective performance accountability approaches and models.

Goal – provide necessary knowledge and skills set for effective use of performance data, information, technology, communication and strategic management solutions in the measuring, monitoring, refining and replicating best practices for continuous improvements and assuring performance accountability in public health.

**Course Objectives:**

1. Given a strategic plan, differentiate goals, objectives, strategies, targets and various types of performance measures (input, process, output, outcomes). ST2
2. Assess a health organization’s culture and its capacity and readiness for performance improvement system and accreditation. ST1
3. Evaluate existing performance measures of a health organization, and recommend strategies to improve performance measurement and management. PI1; HP1
4. Present communication plan necessary for executing a successful performance improvement system in public health. IE1; PI2; C&I2
5. Set appropriate performance targets, measure the impact of public health work and evaluate the effectiveness of interventions in order to replicate best practices. PI2; HP1
6. Utilize performance data, informatics and information technology, to establish a performance improvement approach that rapidly replicates best practices, assures quality and accountability in a health program/organization. C&I2; PI2

|   | <b>Topics</b>  | <b>Resources</b>  |
|---|--|---|
| 1 | <p>Frameworks for performance improvement and accreditation models</p> <ul style="list-style-type: none"> <li>• Public health performance standards for essential services</li> <li>• Standards of assessments for State Public health Systems [SPHS]</li> <li>• Public health performance improvement and public</li> </ul> | <p><b>Reading Resources</b></p> <ol style="list-style-type: none"> <li>1. Centers for Disease Control and Prevention (2008). <i>National Public Health Performance Standards Program. Performance Improvement – Introduction.</i> <a href="http://www.cdc.gov/od/ocphp/nphpsp/PerformanceImprovement/index.htm">http://www.cdc.gov/od/ocphp/nphpsp/PerformanceImprovement/index.htm</a></li> <li>2. Centers for Disease Control and Prevention (2008). <i>National Public Health Performance Standards Program.</i> For Performance Improvement tools for both state health and local health assessment, go to: <a href="http://www.cdc.gov/od/ocphp/nphpsp/TheInstruments.htm">http://www.cdc.gov/od/ocphp/nphpsp/TheInstruments.htm</a></li> <li>3. Exploring Accreditation Project. (September 12, 2006). <i>Final Recommendations for a Voluntary National Accreditation Program for State and Local Public Health Departments -</i> <a href="http://www.phaboard.org/assets/documents/PHABStateandTerritorialDraftStandards02.02.09.pdf">http://www.phaboard.org/assets/documents/PHABStateandTerritorialDraftStandards02.02.09.pdf</a>; <a href="http://www.phaboard.org/assets/documents/PHABLocalDraftStandards02.02.09.pdf">http://www.phaboard.org/assets/documents/PHABLocalDraftStandards02.02.09.pdf</a> - Note: both state and local health files can be accessed from <a href="http://www.cdc.gov/od/ocphp/phspp/accred.htm">http://www.cdc.gov/od/ocphp/phspp/accred.htm</a></li> </ol> |

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|   | health accreditation systems.   |  |
| 2 | Conducting assessment for organizational culture, capacity and readiness for performance improvements and accreditation | <p><b>Reading Resources</b></p> <ol style="list-style-type: none"> <li>Centers for Disease Control and Prevention (2008). <i>National Public Health Performance Standards Program</i>. For Performance Improvement tools for both state health and local health assessment, go to: <a href="http://www.cdc.gov/od/ocphp/nphpsp/TheInstruments.htm">http://www.cdc.gov/od/ocphp/nphpsp/TheInstruments.htm</a></li> <li>Turning Point Model State Public Health Act: A Tool for Assessing Public Health Laws: <a href="http://www.turningpointprogram.org/Pages/pdfs/statute_mod/phsm_TP_model_state_ph_act.pdf">www.turningpointprogram.org/Pages/pdfs/statute_mod/phsm_TP_model_state_ph_act.pdf</a></li> </ol>  |
| 3 | Terminology and guidelines for setting targets, goals, objectives, and different types of performance measures          | <p><b>Reading Resource</b></p> <p>Commonwealth of Virginia Performance Measurement workshop: Refining Agency Measures. Virginia Department of Planning &amp; Budget at: <a href="http://dpb.virginia.gov/sp/PerfMeasureWorkbook.pdf">http://dpb.virginia.gov/sp/PerfMeasureWorkbook.pdf</a></p>  |
| 4 | Developing effective performance measurement and management models  | <p><b>Reading Resources</b></p> <ol style="list-style-type: none"> <li>South Carolina - <a href="http://www.phf.org/infrastructure/resources/SCCaseStudy.pdf">http://www.phf.org/infrastructure/resources/SCCaseStudy.pdf</a></li> <li>Florida - <a href="http://www.phf.org/infrastructure/resources/FLACaseStudy.pdf">http://www.phf.org/infrastructure/resources/FLACaseStudy.pdf</a></li> <li>CDC Syndemics Prevention Network on Evaluation model: <a href="http://www.cdc.gov/syndemics/overview-planeval.htm">http://www.cdc.gov/syndemics/overview-planeval.htm</a></li> <li>Dennis Bolles and Darrel Hubbard (2007) <i>Power of Enterprise-wide Project Management</i>. Chapter 3: Enterprise-wide project management as a business concept, pp 25-31; Chapter 4: pp 34 – 41.</li> </ol> <p><b>LASA 1(Objectives 1, 3,4,5; 25%)</b> – Propose 3-5 specific outcomes that a public health institution should be held accountable for, set targets, goals, objectives, strategies and applicable performance measures for monitoring the progress in each specified outcome area. Submit your Proposal [not to exceed 4 double spaced pages] and present your recommendations to the class.</p> |
| 5 | Implementatio   | <b>Reading Resources</b>   |

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| <p>n of performance improvement</p> <ul style="list-style-type: none"> <li>• Effective strategies for implementing a performance improvement system in public health</li> <li>• Performance improvement implementation tools.</li> </ul>                         | <ol style="list-style-type: none"> <li>1. Dennis Bolles and Darrel Hubbard (2007) <u>Power of Enterprise-wide Project Management</u>. Chapter 17: Communications and Risk, pp 198-201; and Chapter 16: Integrated Planning &amp; Execution, pp 205-213.</li> <li>2. Enterprise Performance Management: Transforming finance in the journey to value-based management: <a href="http://pilot.accenture.com/Global/Consulting/Finance_and_Performance_Mgmt/Enterprise_Performance_Mgmt/EnterpriseValueBasedManagement.htm">http://pilot.accenture.com/Global/Consulting/Finance_and_Performance_Mgmt/Enterprise_Performance_Mgmt/EnterpriseValueBasedManagement.htm</a></li> <li>3. Examples of public health evaluation tools for different issues – go to: <a href="http://www.ihl.org/IHI/Topics/Improvement/ResourcesforPublicHealth.htm">http://www.ihl.org/IHI/Topics/Improvement/ResourcesforPublicHealth.htm</a></li> <li>4. For implementing quality information and improvement systems, go to: <a href="http://www.ahrq.gov/qual">http://www.ahrq.gov/qual</a> - Agency for Healthcare Research and Quality</li> <li>5. Joly, B. M., Polyak, G., Davis, M. V., Brewster, J., Tremain, B., Raevsky, C., &amp; Beitsch, L. M. (2007). Linking Accreditation and Public Health Outcomes: A Logic Model Approach. <i>Journal of Public Health Management Practice</i>, 13(4), 349-356. <a href="http://www.bettycjung.net/Pdfs/JPHMP2007">http://www.bettycjung.net/Pdfs/JPHMP2007</a></li> <li>6. Edward L. Baker, Anne J. Menkins, and Janet E. Porter (2010) <u>Managing the Public Health Enterprise</u>. Chapter 13 - Humility and Technology to Foster Partnerships &amp; Chapter 22 - Managing the Boss.</li> </ol> |
| <p>6 Measuring, managing and replicating best practices</p> <ul style="list-style-type: none"> <li>• Use of population health information to drive health outcomes</li> <li>• Alternate ways for public health to replicate evidence based practices.</li> </ul> | <p><b>Reading Resources</b></p> <ol style="list-style-type: none"> <li>1. Sweet, M. &amp; Moynihan, R. (2007) Improving Population Health: The Uses of Systematic Reviews. Milbank Memorial Fund, 2007. <a href="http://www.milbank.org/reports/0712populationhealth/0712populationhealth.html">http://www.milbank.org/reports/0712populationhealth/0712populationhealth.html</a></li> <li>2. Sage, W.M. (2000). Accountability through Information: What the Health Care Industry Can Learn from Securities Regulation <a href="http://www.milbank.org/reports/0012sage.html">http://www.milbank.org/reports/0012sage.html</a></li> <li>3. Edward L. Baker, Anne J. Menkins, and Janet E. Porter (2010) <u>Managing the Public Health Enterprise</u>. Chapters 16, 18 &amp; 25</li> <li>4. Milbank Memorial Fund – Value Purchasers in Health Care: Seven Case Studies. September 2001. <a href="http://www.milbank.org/reports/2001ValuePurchasers/011001valuepurchasers.html">http://www.milbank.org/reports/2001ValuePurchasers/011001valuepurchasers.html</a></li> </ol>   |
| <p>7 Effective inter-personal and performance accountability approaches and models</p>   | <p><b>Reading Resources</b></p> <ol style="list-style-type: none"> <li>1. Edward L. Baker, Anne J. Menkins, and Janet E. Porter (2010) <u>Managing the Public Health Enterprise</u>. Chapters 1, 2, 3 and 10.</li> <li>2. Molly Joel Coye, William H. Foegen &amp; William L. Roper (1994) Leadership in Public Health. Milbank Memorial Fund. <a href="http://www.milbank.org/mrlead.html">http://www.milbank.org/mrlead.html</a></li> <li>3. Milbank Memorial Fund: Effective Public Management of Mental Health Care:</li> </ol>   |

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|   |   | <p>Views from States on Medicaid Reforms That Enhance Service Integration &amp; Accountability. May 2000. <a href="http://www.milbank.org/bazelon/">http://www.milbank.org/bazelon/</a></p> <p>4. Partners in Community Health: Working together for a healthy New York 1998 (Sections 1 &amp; 2) Milbank Memorial fund.<br/><a href="http://www.milbank.org/reports/nypartners/tableofcontents.html">http://www.milbank.org/reports/nypartners/tableofcontents.html</a></p> <p><b>LASA Assessment 2 (Objectives 2,6; 35%)</b></p> <p>Select a health organization or case study, assess the organization’s culture, capacity and readiness for performance improvement or accreditation process. Recommend a performance improvement plan that will utilize informatics, technology and performance data to drive continuous improvement and rapid replication of best practices.</p> |
| 8 | Effective inter-personal and performance accountability approaches and models |  |

### Grading Criteria

#### *Grading Scale*

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|-----------|--------------|
| <b>A</b>  | 100 – 93 %   |
| <b>A-</b> | 92 – 90 %    |
| <b>B+</b> | 89 – 88 %    |
| <b>B</b>  | 87 – 83 %    |
| <b>B-</b> | 82 – 80 %    |
| <b>C+</b> | 79 – 78 %    |
| <b>C</b>  | 77 – 73 %    |
| <b>C-</b> | 72 – 70 %    |
| <b>F</b>  | 69 and below |

#### *Grading requirements*

|                           |             |
|---------------------------|-------------|
| <i>Weekly Assignments</i> | <i>40%</i>  |
| <i>LAS Assessment(s)</i>  | <i>60%</i>  |
|                           | <i>100%</i> |

### Library

*All resources in Argosy University’s online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.*

**Library Resources:** Argosy University’s core online collection features nearly 21,000 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online

Public Access Catalog at <http://library.argosy.edu>. Detailed descriptions of online resources are located at <http://library.argosy.edu/libweb/resources/>

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarians.

Information Literacy: Argosy University's Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosy.edu/infolit/>

### **Academic Policies**

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the current edition of the *Publication Manual of the American Psychological Association*. Students are encouraged to purchase this manual and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through "Turnitin," ([www.turnitin.com](http://www.turnitin.com)), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

### **Americans with Disabilities Act Policy**

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student's responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

### **The Argosy University Statement Regarding Diversity**

Argosy University prepares students to serve populations with diverse social, ethnic, economic, and educational experiences. Both the academic and training curricula are designed to provide an environment in which students can develop the skills and attitudes essential to working with people from a wide range of backgrounds.