



Evaluating Preparedness: Successes and Challenges in Developing a National Measurement System

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Objectives 2

- Describe CDC's approach to performance measure development
- Identify how to select a 'best demonstration' for capability-based performance measures
- Articulate training and technical assistance needs related to performance measurement

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Approach to the Development of Performance Measures

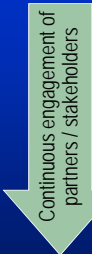
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Performance Measure Development ⁴ Project Overview


- To develop, field test, and implement a standardized set of measures of public health emergency preparedness (PHEP) for CDC's Cooperative Agreement
- To provide data for:
 - ◆ Program description
 - Define measures of key program activities and outcomes
 - ◆ Program accountability
 - Report and use data to assess compliance with program requirements and performance
 - ◆ Program improvement
 - Data used to identify areas in need of technical assistance and training




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A Systematic Approach to Measures ⁵ Development




- I. Define and describe the PHEP program
- II. Develop measures
- III. Implement measures
- IV. Develop measurement plans




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Measure Development ⁶ Involves Multiple Stakeholders

- PHEP Evaluation Workgroup
 - ◆ Federal partners, national associations, SMEs, state/local representatives
 - ◆ Expertise in evaluation, performance measurement, emergency management, hospital preparedness, and public health systems
- Measurement subgroups
 - ◆ State and local health department agencies
 - ◆ Expertise in capability and/or evaluation
- Brief and obtain ongoing feedback from partners, CDC staff, and other stakeholders


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Step I. PHEP Program Description Identify Key Capabilities of PHEP

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- Strategic alignment with federal guidance and CDC planning:
 - ◆ PAHPA / HSPD-21
 - ◆ DHS Target Capabilities List
 - ◆ CDC Goal Action Plan & PHEP Guidance
- Prioritize public health related capabilities:
 - ◆ Critical to public health's role at state and local levels
 - ◆ Largely under public health's control



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Step I. PHEP Program Description Identify Key Public Health Capabilities

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- Five capabilities identified for initial performance measure development:

- Phase I
 - ◆ Incident Management
 - ◆ Crisis and Emergency Risk Communication with the Public
- Phase II
 - ◆ Biosurveillance
- Phase III
 - ◆ Countermeasure Delivery
- Phase IV
 - ◆ Community Mitigation Strategies

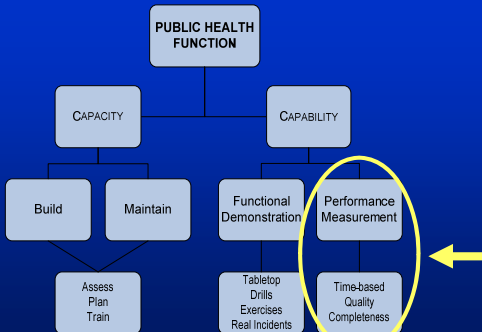


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Step II: Develop Measures PHEP Measurement Model

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- ### Step III: Implement Measures 11
- Develop measures guidance and supporting tools
 - ◆ Identify data collection requirements
 - ◆ Identify data collection methods
 - Translate measures into system requirements (PERFORMS)
 - Provide ongoing support and technical assistance
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- ### Step IV: Develop Measurement Plans 12
- #### Data Management / Analysis / Use
- Collect and analyze preliminary data to inform revisions / refinements to measures as needed
 - Prepare data quality assurance and analysis plans
 - Determine appropriate uses of data
 - ◆ Internal / external reporting
 - ◆ Developmental / established measures
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Build Evaluation Capacity 13

- Develop training and technical assistance program
 - ◆ Develop training program including tools and materials supporting grantees in the collection, reporting and use of the performance measures data
 - ◆ Ongoing technical assistance on data collection and analysis
- Support change management and communications programs


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**New Budget Period (BP) 9
PHEP Performance Measures**

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BP9 Performance Measures 15

- New performance measures for 2 of the 5 prioritized capabilities:
 - ◆ Incident Management
 - ◆ CERC with the Public
- Key products for each capability:
 - ◆ Definition and process map
 - ◆ Performance measure(s) – mostly time-based
 - ◆ Reporting requirements
 - ◆ Contextual and supporting data elements

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New BP9 Performance Measures: Incident Management




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Incident Management: Capability Definition

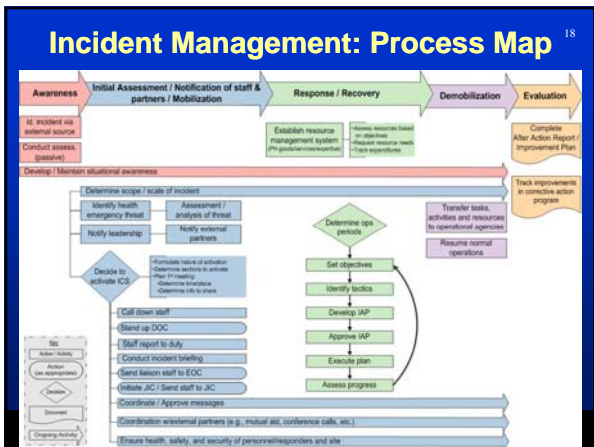
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Public health incident management is a flexible and integrated system that provides a common framework for departments and agencies at all levels of government, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the health effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property, and harm to the environment.



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Incident Management: Performance Measures

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- IM 1.** Time to notify pre-identified staff with public health agency incident management functional responsibilities
- IM 2.** Time for staff with public health agency incident management functional responsibilities to report for duty
- IM 3.** Production of the approved Incident Action Plan before the start of the second operational period
- IM 4.** Time to complete a draft of an After-Action Report / Improvement Plan



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New BP9 Performance Measures: Crisis & Emergency Risk Communication (CERC) with the Public



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CERC with the Public: Capability Definition

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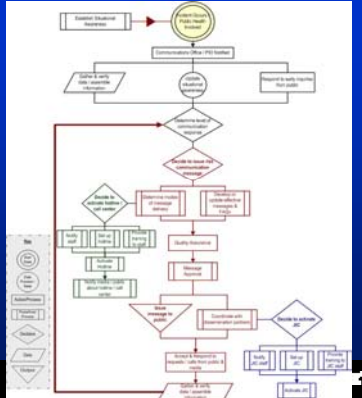
Public health crisis and emergency risk communication with the public is the capability to provide accurate, credible, actionable, and timely information to the public in culturally appropriate ways to inform decision making and reduce uncertainty before, during, and after a public health emergency. It involves an iterative process of developing, coordinating, and disseminating information to the public, responding to inquiries and reactions from the public, and evaluating the effectiveness of the information provided and the delivery channels utilized.



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CERC with the Public: Process Map ²²



CERC with the Public: Performance Measure ²³

CERC 1. Time to issue a risk communication message for dissemination to the public

Start Time: Date and time that a designated official has requested that the first risk communication message be developed.

Stop Time: Date and time that a designated official approved the first risk communication message for dissemination.



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Performance Measure Implementation



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New BP9 Performance Measures Reporting Requirements

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- Reporting requirements modified for BP9:
 - ◆ Reporting only by directly funded grantees
 - ◆ Two sources for data
 - ★ Exercises
 - ★ Real incidents
 - ◆ Data submitted annually
 - ★ Best demonstration
 - ◆ Measures considered developmental during first year
 - ★ Targets not yet identified



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Best Demonstration

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- Meets criteria of measure
- Scenario-based execution of tasks and activities within an emergency operations plan
- Conducted with multiple partners at the local, state, regional, or national levels
- Includes collaboration, cooperation, and interactive decision-making
- Conducted under complex conditions such as high-stress and real-time constraints of an actual incident
- May or may not be the quickest time demonstrated



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Activity 1

Selecting the 'best demonstration' of a capability



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Next Steps: Performance Measures Training and TA 28

- Goals include:
 - ◆ To build CDC's capacity to provide technical assistance to grantees
 - ◆ To build evaluation capacity among health departments
- Identify Training / TA needs and preferred modalities
- Develop and pilot training curriculum and materials
- Implement training nationally



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Activity 2

Performance Measures Training and Technical Assistance



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In Conclusion... Challenges and Strengths





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Strengths and Challenges



- Strengths
 - ◆ Common understanding of public health preparedness
 - ◆ National picture of preparedness capabilities
 - ◆ Accountability and program improvement
- Challenges
 - ◆ Implementing performance measures
 - ◆ Expanding beyond performance measures
 - ◆ Establish comprehensive picture of preparedness

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Questions?

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