

Consultation and Collaboration: Leveraging Networks of Information to Inform Performance Measure Development July 23, 2009



Outcome Monitoring & Evaluation Branch
Division of State and Local Readiness

Coordinating Office for Terrorism Preparedness and Emergency Response



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Public Health Emergency Preparedness Performance Measure Development Project

- To develop, pilot test, and implement a standardized set of measures for CDC's Public Health Emergency Preparedness (PHEP) Cooperative Agreement
- To provide data for:
 - ◆ **Program description**
 - ★ Define measures of program inputs, processes, activities, outputs, and outcomes
 - ◆ **Program accountability**
 - ★ Report and use data to assess compliance with program requirements and performance on key program activities
 - ◆ **Program improvement**
 - ★ Data used to identify areas in need of technical assistance and training



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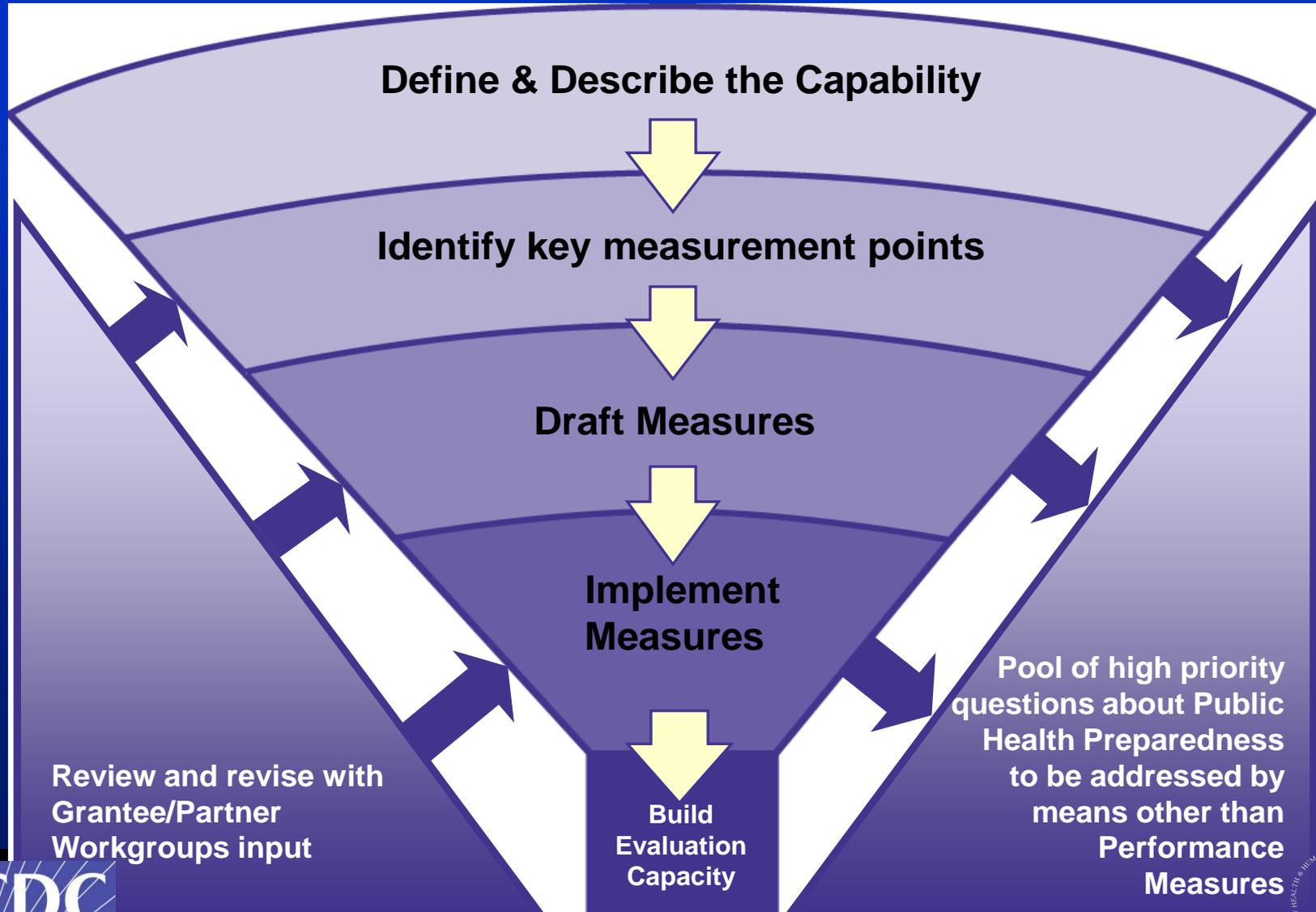
A Systematic Approach to Measure Development



- I. Define and describe the program
- II. Develop measures
- III. Implement measures
- IV. Develop and implement analysis & evaluation plan



Technical Aspects of Developing Performance Measures⁴



Balancing Political and Social Needs

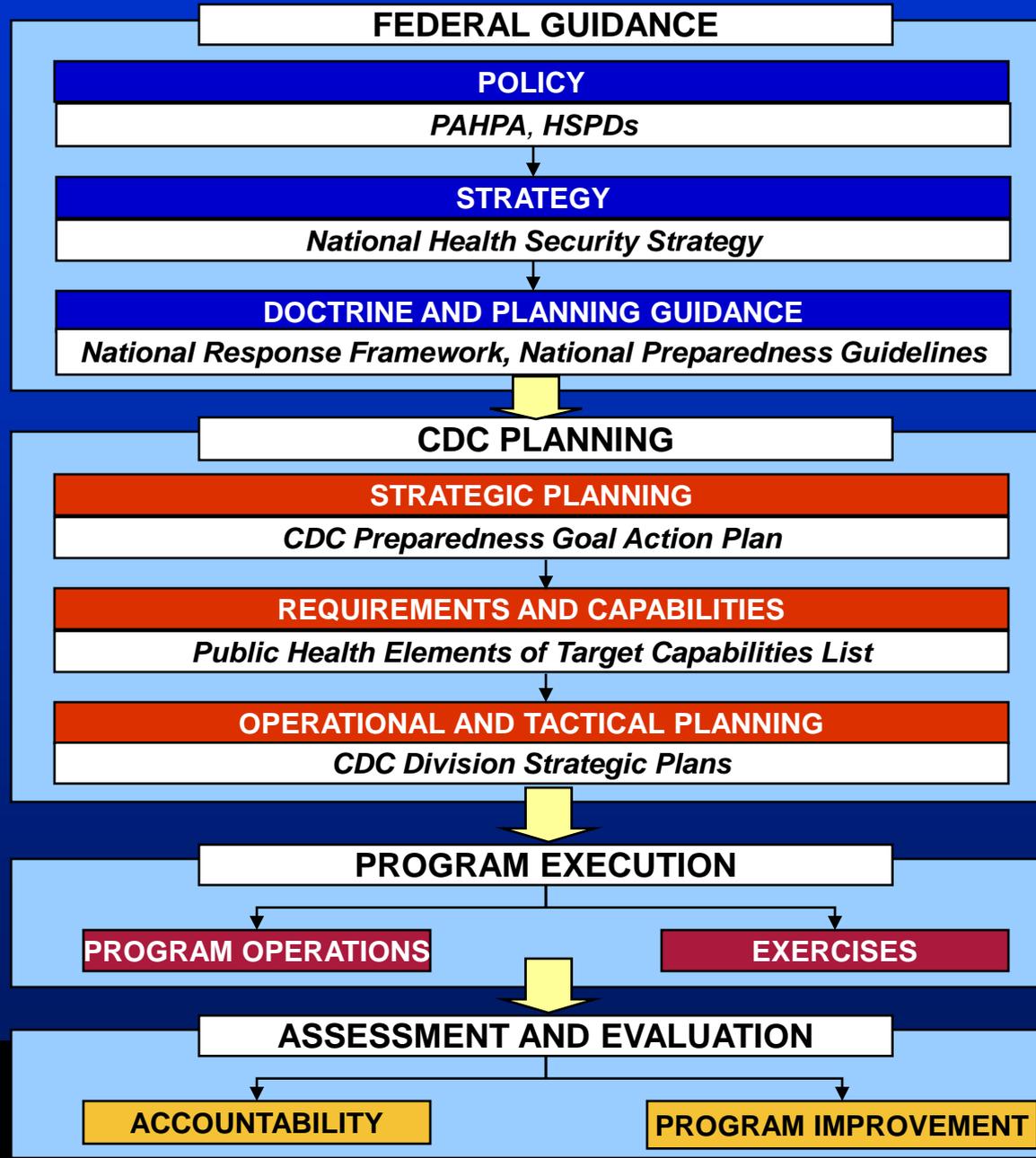
- Define & Describe the Capability
 - ◆ Political mandates and CDC goals
 - ◆ “Ground truth”
- Identify Key Measurement Points
 - ◆ Under Public Health’s control
 - ★ Organizational Structure
 - ◆ Critical components of the capability
 - ★ “Routine” versus “Emergency” activities

Balancing Political and Social Needs ⁶

(continued)

- Draft Measures
 - ◆ Complimentary to existing evaluation & monitoring programs
 - ★ State / local assessments
 - ★ Accreditation programs
 - ★ Current standards and competencies
- Implement Measures
 - ◆ Reasonable
 - ★ Implications for future funding
 - ◆ Feasible

Political Context: Strategic Alignment⁷



Consultation and Collaboration Across Stakeholders

- PHEP Evaluation Workgroup
 - ◆ Federal partners, national associations, state/local representatives
- Measurement subgroups
 - ◆ Subject Matter Experts
 - ★ State and local health department representatives
- Within / across federal agencies
 - ◆ CDC, HHS, DHS, etc.
- Multiple fields and disciplines
 - ◆ Epi, lab, surveillance, emergency management, risk communication, logistics, medical professions



Reaching Consensus: Prioritized Capabilities

1. Incident Management
2. Crisis and Emergency Risk Communication with the Public
3. ***Biosurveillance***
4. Countermeasure Delivery (CMD)
5. Community Mitigation Strategies

Performance Measures Development for Biosurveillance: An Example



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National Perspective: Biosurveillance

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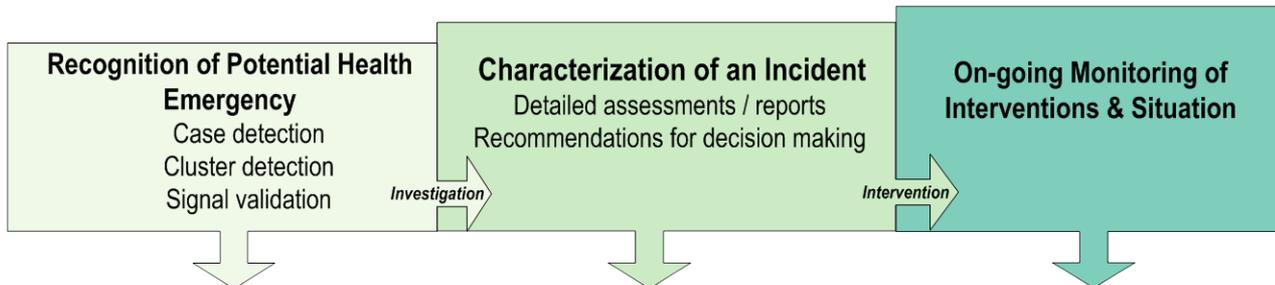
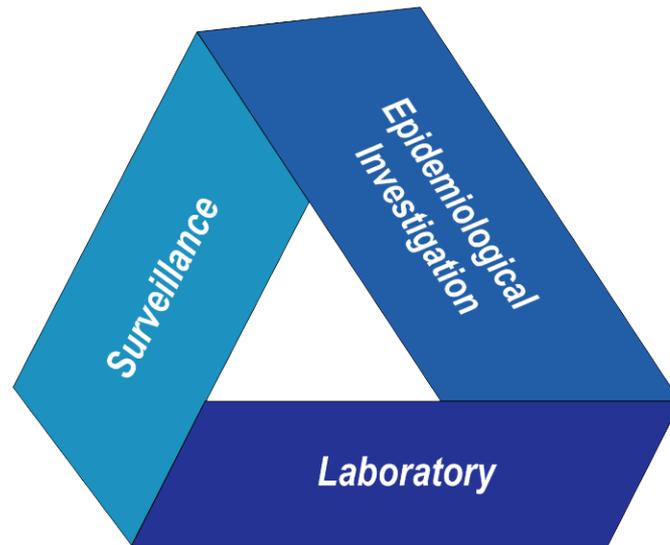
- Biosurveillance: “Biosurveillance, in the context of human health, is the science and practice of managing health-related data and information for early warning of threats and hazards and early detection and rapid characterization of emerging health threats so that adverse health effects can be mitigated.” (Biosurveillance Coordination Unit)
- Situational Awareness: “the perception of elements in the environment within a volume of time and space, the comprehension of their meaning, and the projection of their status in the near future.” Endsley, M. R. Design and evaluation for situation awareness enhancement. In: Proceedings of the Human Factors Society 32 Annual Meeting. Santa Monica, CA: Human Factors Society. 1988; 97-101



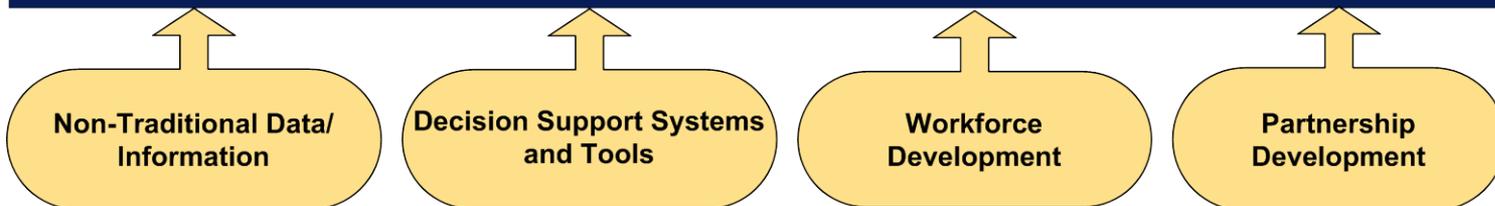
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Biosurveillance Concept Map for Measurement



Public Health Situational Awareness
Awareness, interpretation, and use of data/information for purposes of public health decision making.



Lessons Learned: Biosurveillance

- Broadened our Engagement with CDC Subject Matter Experts
 - ◆ Gather programmatic information across CDC
 - ★ BCU, CCID, NCEH/ATSDR, etc.
 - ◆ Identify current data collection and reporting requirements
- Continuous Engagement with External Stakeholders
 - ◆ Biosurveillance Measurement Workgroup (June 2009)
 - ◆ PHER Evaluation Workgroup (August 2009)



Lessons Learned: Managing “Networks of Information”

- Public health AND emergency preparedness
 - ◆ Intersection and diversity of two fields
 - ◆ Negotiation between technical, political and social contexts
- Biosurveillance: a system of systems
 - ◆ Across the Public Health and Healthcare systems
 - ◆ Varying standards
- Collaboration with ALL stakeholders is key

Expanding Collaboration

- Strengthening linkages to the Hospital / Healthcare Preparedness Program
 - ◆ Epidemiologic Surveillance & Investigation measures
- Alignment with New Initiatives
 - ◆ Public Health and Social Services Emergency Fund
 - ★ Novel influenza (H1N1) outbreak response
 - ◆ PHEP FOA / BP11 Guidance
 - ★ Development of guidance and requirements
 - ◆ Target Capabilities List revisions
 - ★ Epidemiologic Surveillance & Investigation
 - ★ Isolation & Quarantine
 - ★ Mass Prophylaxis

Benefits and Challenges

Benefits

- Increased understanding and support from leadership
- Multi-disciplinary approach
- Greater utility and application for program improvement
- Increased “buy-in”

Challenges

- Aggressive deadlines
- Difficult to reach consensus
- Tricky balance between accountability & improvement
- **VERY** time and resource intensive

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- Incident Management, Crisis & Emergency Risk Communications & Biosurveillance Measurement Workgroups
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- PHEP Evaluation Workgroup
- RAND, Center for Domestic and International Health Security

Disclaimer

The findings and conclusions in this report are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention



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