

Maturing the Quality and Impact Performance Framework

To: Chair and Members of the Board of Health

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Recommendations

It is recommended that the Board of Health receive this report for information.

Key Points

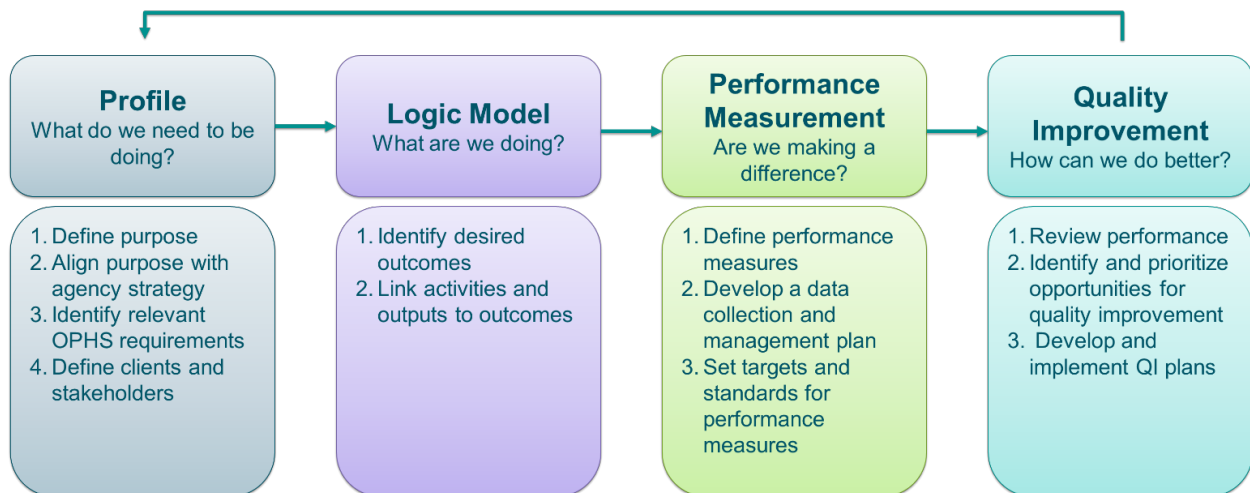
- Since the adoption of the Quality and Impact Performance Framework, WDGPB has made significant progress in defining and measuring the impact of its programs and services.
- 40 out of 43 WDGPB programs have completed their performance measurement plans, resulting in 200 unique measurements to track program effectiveness.
- A dashboard has been created to consolidate, organize, and present performance framework data for management, enhancing visibility and collaboration.
- Benefits observed so far include simplified reporting processes, improved data pathways and greater transparency in measuring public health impact.
- These efforts align with WDGPB's commitment to continuous quality improvement and the Ontario Public Health Standards and provides a foundation for strong and consistent delivery of public health programs.

Background

This report provides an update on the implementation of the Quality and Impact Performance (QIP) Framework, as introduced in the April 2024 Board of Health report (BH.01.APR0324.R12).¹ This report will outline the efforts completed towards establishing this framework at Wellington-Dufferin-Guelph Public Health (WDGPH).

The QIP Framework is a process designed to address key challenges in performance measurement and to establish a structured approach for tracking, assessing, and improving program performance. It is comprised of four sequential steps that guide management through the process of performance measurement while remaining flexible enough to reflect the diverse work of the health unit. The key tasks for each step are included in **Figure 1**.

Figure 1. Quality and Impact Performance Framework Process



These efforts will lead to a core agency goal of organizing key data sources into a centralized repository of key performance data. Key measurements should be accessible and reliable, and so a centralized source of key information will ensure these measures are used organically to inform our processes.

Altogether, the adoption of this framework is an important step in enhancing accountability, evidence-based decision-making, and strategic alignment across all levels of the organization. It guides users through the process of answering three questions in line with the WDGPH 2024-2028 Strategic Plan: what are we doing, how well are we doing it, and is anybody better off?²

Discussion

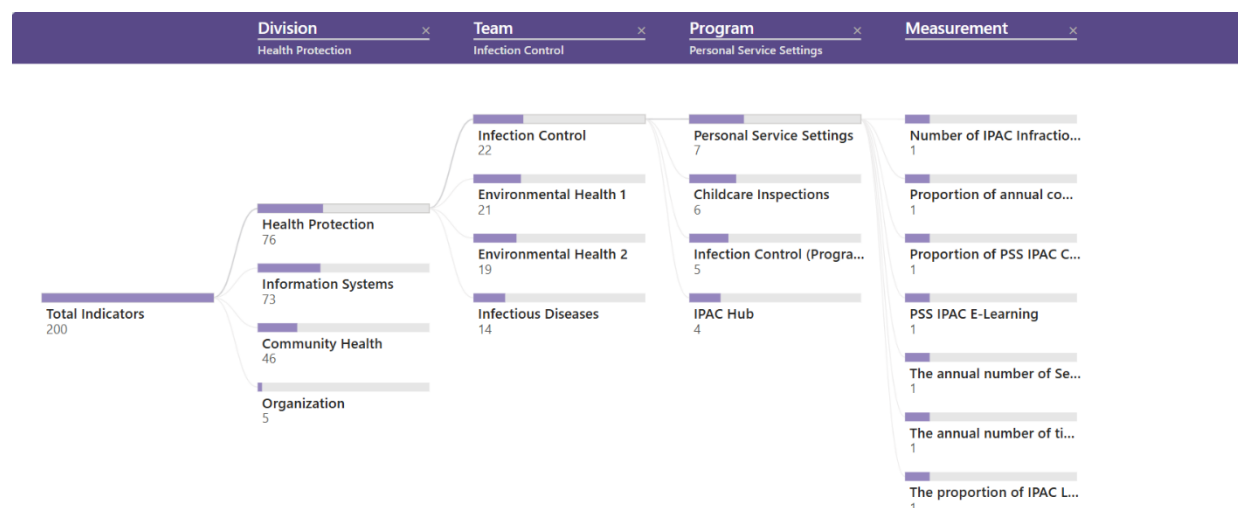
Progress Since Initial Implementation

Since the initial implementation of the QIP Framework, WDGPB has made substantial strides in embedding performance measurement into everyday practice. The QIP Framework organizes measurement according to the agency's structure and includes entries at the Organizational Level (1), Division Level (4), Team Level (12), Program Level (43) and Intervention Level (6). This year's focus has been on developing the Logic Model and Performance Measurement steps at the Program Level. WDGPB programs define the work of the agency and so represent an important starting point for setting accountability and performance measurements. This structured approach allows WDGPB to consolidate performance data at team and agency levels, offering a clearer picture of our collective impact.

As of February 10, 2025, all 43 programs have completed both the Profile and Logic Model steps (100%). The first draft of the Measurement Plan is currently being finalized, with 40 programs having completed this step (93%) with efforts to complete all Measurement Plans by May 2025. Working with the Quality Performance Specialist (QPS), each program manager has identified one or more performance measurements that reflect their program's work. Collectively, this has resulted in the creation of 200 unique performance measurements.

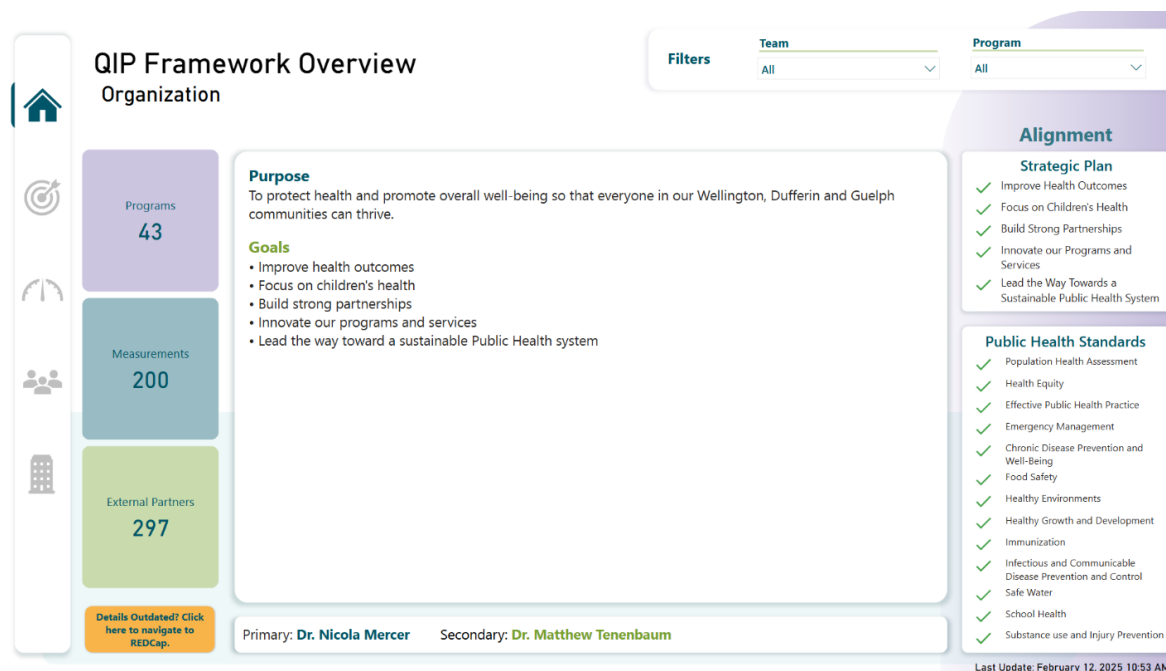
Each measurement is designed to align with key program activities, outputs, and outcomes as outlined in the program's logic model. Program managers collaborate closely with the QPS to develop meaningful measurements that define program activities and assess their intended impact. SMART principles, along with key data quality considerations such as accuracy and reliability, are applied to ensure these measurements are both practical for program managers and valuable in demonstrating the agency's work.³ **Figure 2** (below) illustrates how measurement can be leveraged across the organization's structure to drive insight and impact. By establishing measurements at the program level, a foundation is created that scales upward—informing team performance, strengthening divisional strategies, and ultimately shaping organizational success. This approach not only fosters accountability and alignment but also amplifies the Agency's ability to advocate for and celebrate the meaningful work public health does.

Figure 2. Measurement Across WDGPH's Organizational Structure



A centralized performance dashboard has been developed to help leadership and program managers access and analyze data within the QIP Framework more efficiently. This tool (**Figure 3**) serves to document each program's goals and logic models and enables key performance indicators to be easily identified and tracked, promoting a shared culture of performance improvement and transparency.

Figure 3. Quality and Impact Performance Framework Dashboard



Benefits of the Expanded Framework

The enhancements to the framework have already demonstrated multiple organizational benefits, including:

Streamlined Measurement and Reporting Activities

Beyond improving goal setting and alignment with agency strategies, the QIP Framework has also reduced administrative burdens by streamlining mandatory reporting for managers and teams.

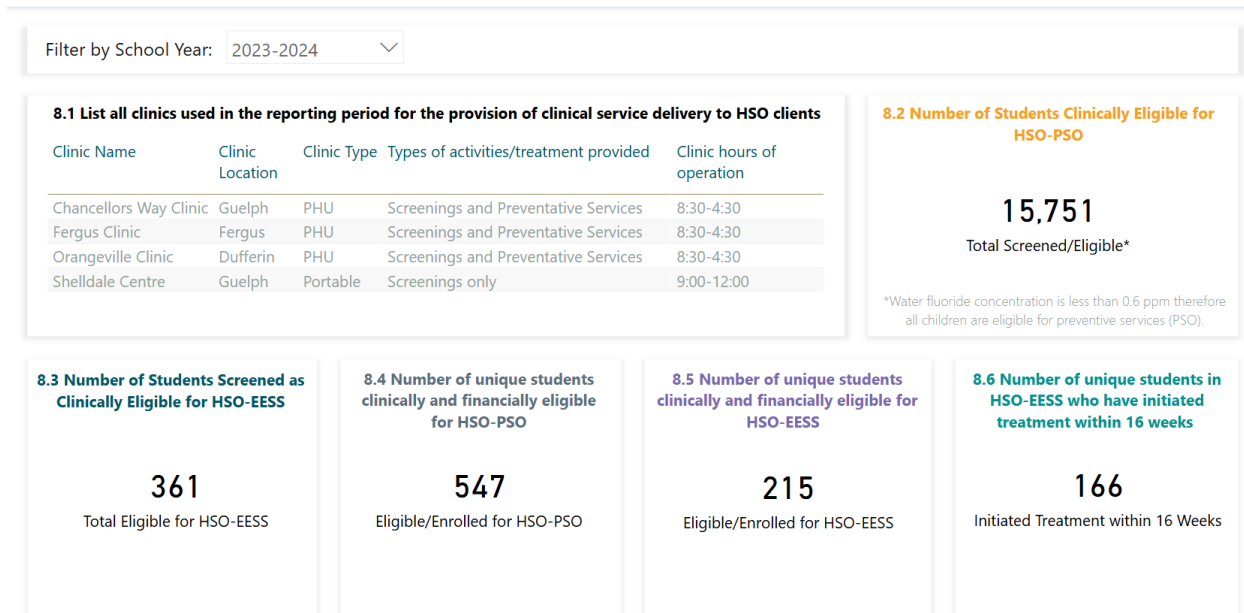
The current accountability agreement with the Ministry of Health requires that local health units submit several reports each year. These include an Annual Service Plan, Quarterly Standards Activity Reports and an Annual Report and Attestation. Managers must also complete annual operational plans for each of their program areas. These have previously been highly manual processes and, taken together, have required considerable time and often duplication of effort.

Towards this effort, the Quality and Impact Performance Framework has significantly reduced the administrative overhead required for completing the Annual Service Plan and Quarterly Standards Activity Reports:

1. **Annual Service Plan:** Towards completion of the 2025 Annual Service Plan, 204 of the 216 total program level questions (94%) are supported by elements of the QIP Framework. This has streamlined and enhanced programs to have more time towards delivering essential programs and services while still ensuring opportunities to assess program functioning and opportunities for improvement.
2. **Quarterly Standards Activity Reports:** Most accountability measurements remain consistent over time. Clarity around what measurements are important allows the Quality Performance Specialist opportunities to reduce duplication and improve the efficiency of reporting to funders, partners, and stakeholders through the development of centralized data models and reporting tools. An example of an internal tool used to support Dental Program reporting is available in **Figure 4**.

Figure 4. Quarterly Standard Activity Report – Dental Program

Dental Dashboard Q3 Ministry Reporting



Increased Transparency and Accountability

A key effort, mentioned above, is towards the development of centralized data models. These models ensure the understanding and reporting on agency efforts are consistent. Centralized data models improve accessibility and consistency, ensuring uniform reporting across the organization. Building and accessing performance measurements from these models ensures that WDGPH can clearly communicate the impact of its work to funders and the community in a way that is consistent and reliable.

These models are being developed to support all teams within the agency and are supported by efforts of the Data and Analytics team. These efforts will also provide benefits in streamlining data pathways, ensuring efficiencies at all levels of the organization.

Support for Continuous Quality Improvement

Data-driven insights facilitate ongoing improvements to programs and services, fostering a culture of innovation and learning. Progressing the QIP Framework to an initial draft for program level measurements sets the foundation for implementing key performance indicators. These measurements will be used as indicators of success and as a method to determine when updates to program functioning are required.

Next Steps

Building on these successes, WDGPB remains committed to further strengthening performance measurement and quality improvement efforts. Future initiatives will include:

1. **Maturing the program level measurements developed to date towards key performance targets and indicators.** The draft Measurement Plans have set a strong foundation for growth. The Quality Performance Specialist will work closely with all teams in the agency to ensure these measurements align with best practices (e.g. SMART goals) and are in place to support quality improvement initiatives, the fourth and final step of the QIP Framework.
2. **Expanding dashboard functionality to allow for greater interactivity and deeper analysis of trends over time.** As the QIP Framework matures, so will reporting initiatives. Access to data that is timely, reliable and relevant is a core feature of any successful quality improvement initiative.
3. **Enhancing performance measurement literacy among staff to ensure meaningful engagement with data insights.** This includes efforts to share the value of measurement through agency wide presentations, setting key performance indicators with teams and working with all levels of the agency to support their work in meaningful ways.
4. **Continuing to align measurement tools with evolving public health priorities, particularly as updates to the Ontario Public Health Standards are introduced.** These are expected to be released in late 2025 and so provide opportunities for WDGPB to use the QIP Framework as a key tool in adapting and remaining flexible to the changing needs of funders and communities.

Health Equity Implications

The enhanced Quality and Impact Performance Framework provides WDGPB with a systematic way to track and compare programs aimed at reducing health inequities. By analyzing the performance data, WDGPB can:

- Identify which interventions are most effective in addressing disparities in health outcomes.
- Adapt successful strategies across different program areas to maximize equity-driven impact.
- Ensure public health initiatives effectively address the needs of diverse communities, with a focus on priority populations.

Conclusion

The evolution of the Quality and Impact Performance Framework marks a significant milestone in WDGPB's ongoing commitment to accountability, transparency, and quality improvement. With 40 programs actively measuring performance and 200 unique indicators in place, WDGPB is strengthening its ability to measure impact, refine public health strategies, and enhance service delivery.

By refining and expanding this framework, WDGPB reinforces its role as a leader in evidence-informed public health practice and quality improvement, ensuring that resources are used effectively and that public health initiatives deliver meaningful results.

Ontario Public Health Standards

Foundational Standards

- ☒ Population Health Assessment
- ☒ Health Equity
- ☒ Effective Public Health Practice
- ☐ Emergency Management

Program Standards

- ☒ Chronic Disease Prevention and Well-Being
- ☒ Food Safety
- ☒ Healthy Environments
- ☒ Healthy Growth and Development
- ☒ Immunization
- ☒ Infectious and Communicable Diseases Prevention and Control
- ☒ Safe Water
- ☒ School Health
- ☒ Substance Use and Injury Prevention

2024-2028 WDGPH Strategic Goals

More details about these strategic goals can be found in [WDGPH's 2024-2028 Strategic Plan](#).

- ☒ Improve health outcomes
- ☐ Focus on children's health
- ☐ Build strong partnerships
- ☒ Innovate our programs and services
- ☒ Lead the way toward a sustainable Public Health system

References

1. Wellington-Dufferin-Guelph Board of Health. BOH report – BH.01.APR0324.R12 Adopting the Quality and Impact Performance Framework. [Internet]. 2024 April 3. [cited 2025 February 7]. Available from: https://wdgpublichealth.ca/sites/default/files/bh.01.apr0324.r12_-_quality_and_impact_framework.pdf
2. Wellington-Dufferin-Guelph Board of Health. 2024-2028 Strategic Plan. [Internet]. 2023 November. [cited 2025 February 10]. Available from: <https://wdgpublichealth.ca/about/2024-2028-strategic-plan>
3. What are Smart Metrics and why are they Important? [Internet]. Profit.Co; [cited 2025 February 18]. Available from: <https://www.profit.co/blog/kpis-library/what-are-smart-metrics-why-are-they-important/>