Objectives

• Define performance management and related terminology
• Describe the value of performance management
• Identify steps for developing a performance management system
• List tools and resources for getting started with performance management
Why is Performance Management Important?

- Foundation for decision making
- Alignment of efforts with agency strategic direction
- Shift in focus from individuals/activities to results
- Meaningful feedback to employees
- Helps identify improvement opportunities
- Promotes learning and improvement culture
What is a Performance Management System?

- **PERFORMANCE STANDARDS**
  - Identify relevant standards
  - Select indicators
  - Set goals and targets
  - Communicate expectations

- **REPORTING OF PROGRESS**
  - Analyze and interpret data
  - Report results broadly
  - Develop a regular reporting cycle

- **PERFORMANCE MEASUREMENT**
  - Refine indicators
  - Define measures
  - Develop data systems
  - Collect data

- **QUALITY IMPROVEMENT**
  - Use data for decisions to improve policies, programs, outcomes
  - Manage changes
  - Create a learning organization

Source: Turning Point Performance Management Collaborative
Performance Measures

“A specific quantitative representation of a capacity, process, or outcome deemed relevant to assessment against a performance standard.”

- Turning Point Management Collaborative, 2003

% of low income community residents with health insurance
Performance Standards

“Generally accepted, objective standards of measurement, such as a rule or guideline, against which an organization’s level of performance can be compared.”

- Turning Point Management Collaborative, 2003

83.2% of low income community residents have health insurance
Identifying Performance Standards and Benchmarks

Use a method to establish thresholds for performance:

- Industry benchmarks or standards (e.g., Healthy People 2020, County Health Rankings)
- Regulatory requirements
- Other health department’s data
- Past performance
Performance Reporting

- Performance against standards and progress toward strategic goals
- Internal and external stakeholders
- Foundation for identifying QI efforts

In 2016, 50% of low income community residents had health insurance
Quality Improvement

A formal approach to analyzing the performance of a process, program or service and systematic, data driven efforts to improve resulting outcomes.

"Increase the percent of low income community residents that have health insurance from 50% to 75% by January 2018"
Performance Improvement Framework

Assessing
- Community Health Assessment
- Workforce
- Culture of Quality
- Performance measures

Planning
- CHIP
- Strategic plan
- Workforce development plan
- QI plan

Improving
- Address gaps
- QI projects
- Increase efficiency/efficacy

Performance measures
Standards & Targets
Identify Improvements

Performance Management System
What do we measure in public health?

Outcomes
- Efficiency
- Effectiveness
- Healthy People

Structures
- Information Technology
- Human Resources
- Fiscal Resources

Processes
- 10 Essential Public Health Services
How are Performance Measures Linked?

Input and Process (Program level)

Short/Intermediate term (Division level)

Long-term (Organization level)

Strategic Direction
Linking Performance Measures: Example

CHIP Priority: Infant Mortality

Performance Measures

Decrease infant mortality rate among MCH clients by 20% by Oct. 2018.

Intermediate Outcome
- % of pregnant clients that smoke

Short-Term Outcome
- % of clients that understand risk factors for low birth weight

Process/Output
- % of clients showing up for appointments receiving education on risk factors

Input/Capacity
- # of nurses on staff
- # of clinics
Tips for Developing Performance Measures

• Do not select too many
• Feasibility of data collection
• Measurable over time
• Collectively represent agency and community goals and objectives
• Customer and stakeholder support
<table>
<thead>
<tr>
<th><strong>SMART objective:</strong></th>
<th>Decrease the rate of CT positivity at clinic sites from 8.1% to 6.5% by the end of 2013.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target population:</strong></td>
<td>People being tested for Chlamydia</td>
</tr>
<tr>
<td><strong>Numerator:</strong></td>
<td>Positive CT tests at clinic sites</td>
</tr>
<tr>
<td><strong>Denominator:</strong></td>
<td>All CT tests at clinic sites</td>
</tr>
<tr>
<td><strong>Which are you using—a target or benchmark?</strong></td>
<td>Target</td>
</tr>
<tr>
<td><strong>What is the target/benchmark?</strong></td>
<td>6.5% (goals based on past performance)</td>
</tr>
<tr>
<td><strong>Performance Measure:</strong></td>
<td>The rate of Chlamydia (CT) positivity at provider clinic sites.</td>
</tr>
<tr>
<td><strong>Source of data:</strong></td>
<td>DOH records</td>
</tr>
<tr>
<td><strong>Who will collect the information?</strong></td>
<td>Jim Smith</td>
</tr>
<tr>
<td><strong>How often will the data be analyzed and reported?</strong></td>
<td>quarterly</td>
</tr>
<tr>
<td><strong>Baseline measurement data and date(s):</strong></td>
<td>2005: 10.1% 2006: 9.3% 2007: 10.5% 2008: 8.6% 2009: 8.2% 2010: 8.1%</td>
</tr>
<tr>
<td><strong>Definitions and other comments:</strong></td>
<td>Provider clinics, Planned parenthood sites and others.</td>
</tr>
</tbody>
</table>

*Adapted from MarMason Consulting*
Collecting & Storing Data

• Spreadsheets
  o Excel

• Performance Management Software

• Develop in-house database
Analyzing Data

Questions to consider:

• How does actual performance compare to a standard or target?
• Is corrective action necessary?
• Are new goals, objectives, or measures necessary?
• How have existing conditions changed?

Data Analysis Tools:

• Run Chart
• Control Chart
• Scatter plots
• Statistical Analysis
• Histogram
# Example: Performance Dashboard

<table>
<thead>
<tr>
<th>Objective</th>
<th>Performance Measure</th>
<th>Baseline (2016)</th>
<th>Quarter 1</th>
<th>Current Status</th>
<th>Standard/Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infant Mortality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease % of women who smoke during pregnancy enrolled in Pre-Natal Partnership Program (PNPP)</td>
<td>% of women who smoke during pregnancy in PNPP</td>
<td>32%</td>
<td>28%</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>Increase % of low income women who receive prenatal care in the 1st four months of pregnancy</td>
<td>% low income women receiving prenatal care w/in 1st four months of pregnancy</td>
<td>85%</td>
<td>87%</td>
<td>92%</td>
<td>90%</td>
</tr>
<tr>
<td>Immunizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase % of 19-35 mo. olds adequately immunized</td>
<td>% of 19-35 month old children adequately immunized</td>
<td>59%</td>
<td>60%</td>
<td>66%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Reporting & Presenting Data

- Frequency
  - Program measures
  - Division measures
  - Department measures

- Communicate to Stakeholders
  - Performance management team and/or Quality Improvement Council
  - Board of health
  - Staff
Applying Knowledge through Improvement

- Define objective
- Root cause analysis
- Develop improvement theory and action plan
- Collect baseline data

- Act
- Plan
- Check
- Do

- Adapt the changes
- Adopt the changes
- Abandon the changes

- Complete data analysis
- Compare results to measurable objective
- Summarize lessons learned

- Implement the improvement
- Collect and document data
- Document problems & unexpected observations
PM System: Getting Started

1. Conduct a PM self-assessment
2. Train leaders and staff
3. Develop performance measures
4. Identify data sources
5. Develop a system for storing data
6. Develop a performance reporting process
7. Make improvements
Performance Management Resources

- NACCHO Roadmap to a Culture of Quality: [www.qiroadmap.org](http://www.qiroadmap.org)
  - Example policies, plans, and dashboards
  - Trainings, tools, templates
- Performance Management Self-Assessment Tool: [http://www.phf.org/focusareas/performancemanagement/Pages/Access_the_Performance_Management_Self_Assessment_Tool.aspx](http://www.phf.org/focusareas/performancemanagement/Pages/Access_the_Performance_Management_Self_Assessment_Tool.aspx)
- Turning Point Resources: [http://www.turningpointprogram.org/Pages/perfmgt.html](http://www.turningpointprogram.org/Pages/perfmgt.html)
Questions?

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