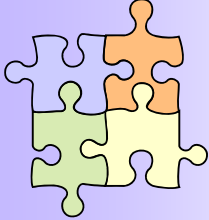## Oneida County Health Dept Performance Management

Adapted from:
Turning Point
Performance Management National
Excellence Collaborative

August 2014

Public Health Performance Management Curriculum
Prepared by Center for Public Health Practice, UIC School of Public Health

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Learning Objectives

- Define, identify, and describe the key concepts and components of performance management
- Describe potential benefits of performance management
- Assess and enhance performance management practices and opportunities in public health work settings

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Public Health Performance Management

- "..to move the field of public health from simply measuring performance of individual programs to actively measuring and managing the performance of an entire agency or system."
- "..from managing silos to managing a system"

Source: Silos to Systems: Using Performance Management to Improve the
Public's Health. Turning Point Performance Management National Excellence
Collaborative: Seattle WA; Turning Point National Program, 2003.

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What is Performance Management

- A systematic process by which an organization involves its employees in improving the effectiveness of the organization and achieving the organization's mission and strategic goals.

- By improving performance and quality, public health systems can save lives, cut costs, and get better results.

- Enables health departments to be more:
  – Efficient
  – Effective
  – Transparent
  – Accountable
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What can Performance Management do for your health department

  – better return on dollars invested in health
  – greater accountability for funding and increases in the public's trust
  – reduced duplication of efforts
  – better understanding of public health accomplishments and priorities among employees, partners, and the public
  – increased sense of cooperation and teamwork
  – increased emphasis on quality, rather than quantity
  – improved problem-solving

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The Words

"Performance"
  – Execution, Accomplishment, Completion, Effectuation

"Management"
  – Supervision, Direction, Control, Manipulation

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Basic Concepts

"Performance Management"
- Control/Manipulation towards Accomplishment
- Key considerations
  - Who or what performs? (subject = "who/what")
  - What is performed? (object = "do what")

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Managing Performance

Program Manager
- establishes objectives
- reports quarterly
- seeks continuation funding year after year

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Critical components of performance management

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

PERFORMANCE MEASUREMENT
- Refine indicators and define measures
- Develop data systems
- Collect data

PERFORMANCE MANAGEMENT SYSTEM

REPORTING OF PROGRESS
- Analyze data
- Feed data back to managers, staff, policy makers, constituents
- Develop a regular reporting cycle

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

Source: Silos to Systems: Using Performance Management to Improve the Public's Health. Turning Point Performance Management National Excellence Collaborative: Seattle WA: Turning Point National Program, 2003.

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In the performance management cycle...

- All components should be driven by the public health mission and organizational strategy
- Activities should be integrated into routine public health practices
- The goal is continuous performance and quality improvement

Source: Silos to Systems: Using Performance Management to Improve the Public's Health. Turning Point Performance Management National Excellence Collaborative: Seattle WA; Turning Point National Program, 2003.

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Developed in 2013, adapted from the 2003 Turning Point Performance Management System Framework

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Performance Management

"Performance Management is what you do with the information you've developed from measuring performance."

Source: Liachello P. Guidebook for Performance Measurement. Seattle WA: Turning Point National Program Office, 1999.

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Terminology

- Performance Standard
  - They are generally objective standards or guidelines that are used to assess performance.
- Performance Measure
  - A specific quantitative representation of a capacity, process, or outcome deemed relevant to the assessment of performance
- Performance Indicator
  - Data or information that is used to assess progress toward a performance standard
- Performance Target
  - The planned or expected level of performance; goal.

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Applying Appropriate Standards

- Identify and apply relevant standards
  - They are generally objective standards or guidelines that are used to assess performance.
- Identify appropriate indicators
  - Data or information that is used to assess progress toward a performance standard.
- Set goals and targets
  - The planned or expected level of performance
- Communicate expectations

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Is there a Performance Standards component?

- Have performance goals and targets been established, and appropriate indicators identified?
- Do these benchmark against similar organizations or use national, state, or scientific guidelines?
- Are expectations communicated?

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Measuring Performance

- Relies on indicators that document where performance is in relation to the target or standard
- Develop data systems
- Collect data

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Public Health Staff Can Use Performance Measures to …

- Identify aspects of the work that have and have not resulted in satisfactory results
- Identify trends
- Further investigate the nature of particular problems
- Set targets for future periods
- Motivate staff to improve performance
- Hold staff accountable
- Develop and improve programs and policies
- Help design policies and budgets and explain these to stakeholders

Source: Liachello P. Guidebook for Performance Measurement. Seattle WA: Turning Point National Program Office, 1999:48. Based on Hatry HP et al, Monitoring the Outcomes of Economic Development Programs. Washington DC: The Urban Institute Press, 1990.

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Is there a Performance Measurement component?

- Have the indicators been refined?
- Have data systems been developed?
- Has data been collected?

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OCHD Dashboard

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Reporting Progress

- Analyze data
- Convert data into useable information
- Feedback to managers, staff, policy makers, and constituents
- Develop a regular reporting cycle

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Reporting Progress

- Provide context for the report
  - How do the performance measures relate to mission and goals
- Create clear, easy to read, report designs
  - Use simple charts and tables
- Determine Reporting Frequency
  - When and how often

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Is there a Reporting of Progress component?

- Are data analyzed?
- Are data fed back to managers, staff, constituents, etc. in useable and understandable format?
- Is there a regular reporting cycle in place?

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Improving Quality

Establish a program or process to manage change and achieve quality improvement in public health policies, practice and infrastructure based on what is learned through performance measures

- Use data for decisions to improve policies, programs, and outcomes
- Manage change
- Create a learning organization

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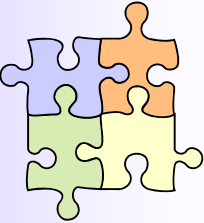
Is there a Quality Improvement component?

- Where is the change process?
- Is there a process to manage changes being made?
- Is there a learning organization?

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For Successful Performance Management

All four Performance Management components must be present!

And they must be integrated into the organization's or system's core operations!

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Applications of Performance Management in Public Health Practice

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Public Health Applications

- Human resource development
- Data and information systems
- Customer focus and satisfaction
- Financial systems
- Management practices
- Public Health capacity
- Health status

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Performance Management in Public Health Practice

- *Active and strategic use of* performance measures to improve the public's health through managing public health capacity and processes
  - Achieving Healthy People 2020 national health goals and objectives
  - Improving public health organization and system performance (core functions, essential public health services, capacity, preparedness, etc.)

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The Four Components

- Have agency-wide standards and measures that link to your vision and mission;
- Determine how and when data related to your measures will be recorded;
- Determine how and when data will be analyzed and reported;
- Assign responsibility for collecting, analyzing, and reporting of data;
- Use the system to identify areas where you can implement quality improvement activities to improve performance.

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Why Use Performance Management?

- To improve public health practice and maximize its effectiveness. This requires
  - More than setting goals/targets alone; more than measurement alone. These are necessary, but not sufficient, components
  - All four PM components must be continuously integrated into the core operations of the agency/system

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Why Use Performance Management?

Public Staff Action

- *Quality improvement efforts*
- *Policy change*
- *Resource allocation change*
- *Program change*

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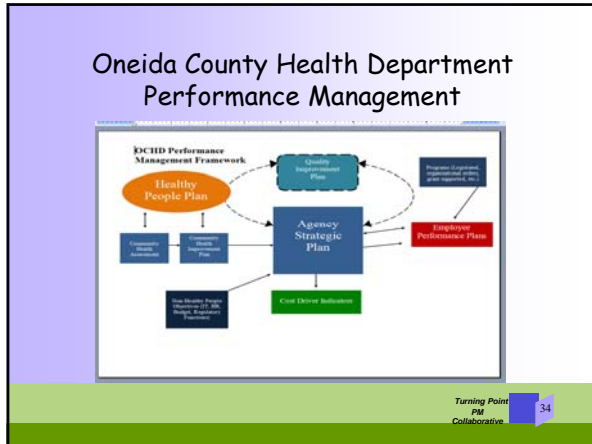**PERFORMANCE MANAGEMENT SYSTEM**

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Oneida County Health Department Performance Management

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Another View

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Oneida County Health Department Performance Management Plan

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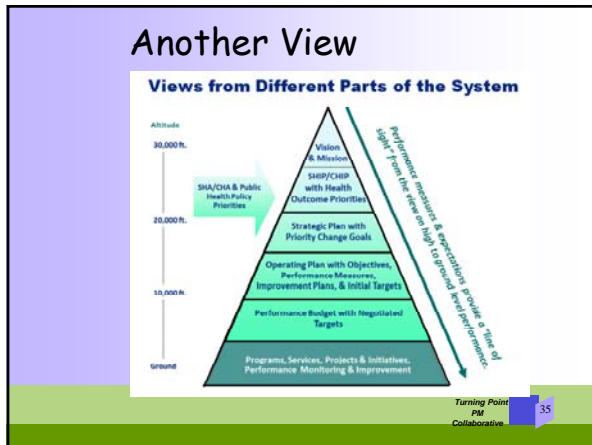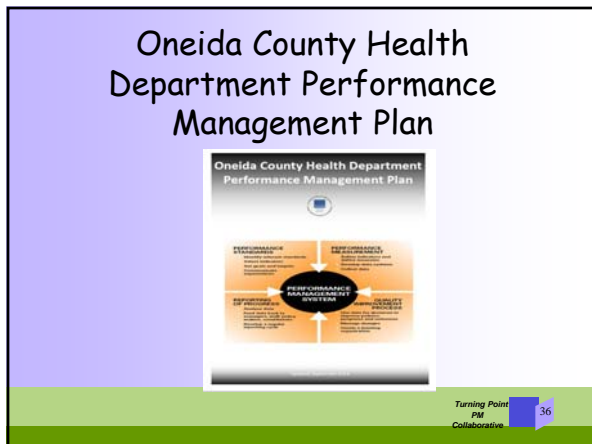
What does it take to effectively institute Performance Management in your agency?

- Training
- Leadership support and understanding
- Time and practice
- Data systems technology
- Dedicated staff
- Common language and terminology
- Infrastructure
- Leveraged political interest in accountability, related requirements (e.g., accreditation)
- Outside support.

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Tools to get you started

- Turning Point Performance Management Self-Assessment Tool
- National Public Health Performance Standards Program Performance Assessment
- PHF materials (sample PM plan)
- Michigan PH institute training video
- NACCHO

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Performance Management Self Assessment

- The five parts of the Performance Management Self-Assessment:
  - Visible Leadership
  - Performance Standards
  - Performance Measurement
  - Reporting Progress
  - Quality Improvement
- Performance management resources
- Definitions of key terms in the Performance Management Self-Assessment

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A Few Tips

- Performance management is essential to continuously monitor and improve your programs, services, and overall agency performance.
- You need your leaders on board!
- What matters? Can't set standards for everything.
- Be realistic about data...is it available?
- Report information in a usable format

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- Performance Management is about improving the performance of health departments in order to improve health outcomes.

- You are closer than you think!

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Questions?

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