

A Prescription for Performance in Public Health

*A Blueprint for the Erie County
Performance Management System*



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This document defines the Erie County Department of Health (ECDH) Performance Management (PM) System. The system design employed a diverse methodology included training, workshops, interviews, executive participation and consultation with industry experts.

Support for this effort was provided by the University of Pittsburgh's Pennsylvania Public Health Training Center and was funded through NACCHO, by the Office for State, Tribal, Local and Territorial Support at the Centers for Disease Control and Prevention.

Specifically, the following events created the forum for the development of the ECDH PM System:

1. Half-day performance management training sessions for “all hands”
2. Kickoff meeting and workshop for the Performance Management (PM) Steering Committee to begin work on defining the PM system
3. Turning Point Assessment conducted to gauge readiness for a new PM system and evaluate the current state of the existing PM system and its supporting elements
4. SWOT Analysis through interviews with selected ECDH Executives
5. Second PM Steering Committee workshop that codified the definition of the PM system; mapped out next steps

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Strategy

- Clearly articulates an Enhanced Future State
- Establishes a Hierarchy of Strategic Intent
- Defines Outcomes from the stakeholder's perspective
- Identifies factors critical to the org's success (called CSFs or Drivers)
- Can be easily communicated to employees and external stakeholders

Vision
Mission
Outcomes
Critical Success Factors

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Performance management begins with an organization's strategy. Strategy is usually articulated within an organization's strategic plan. The strategic plan allows operational and support departments to align goals with those of the overall organization.

The ECDH developed a strategic plan in 2008. From that plan the following outcomes and critical success factors were derived:

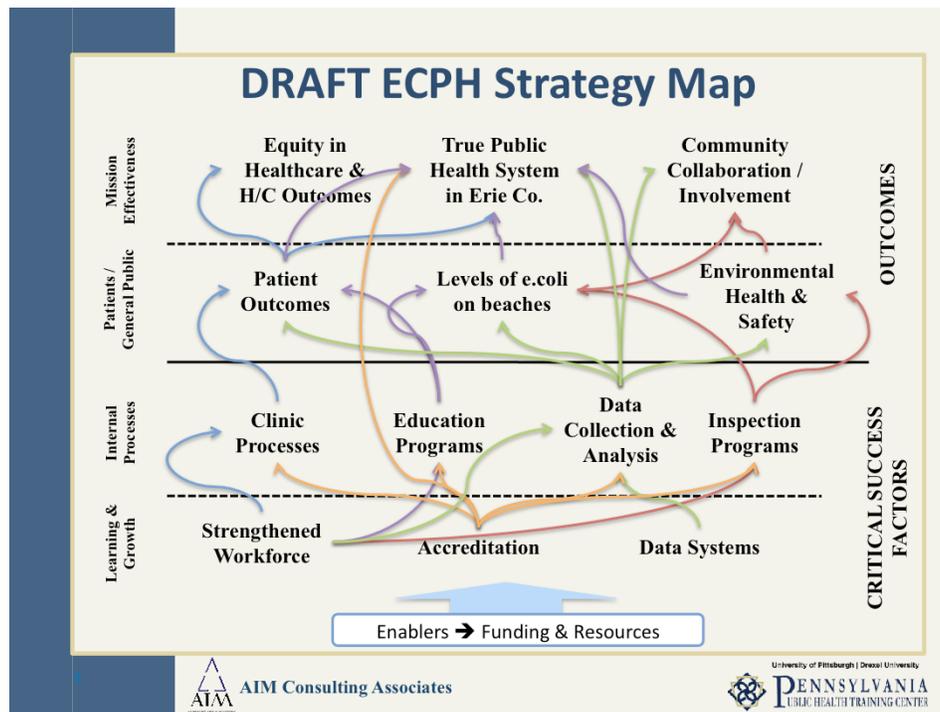
Outcomes:

- Continuing involvement with the community
- Develop a true public health system for Erie County
- Eliminate disparities in healthcare and health outcomes
- Improve maternal and child health outcomes
- Improve health outcomes for all served populations
- Reduce levels of E. coli at the Lake Erie beaches
- Improve food/restaurant safety

Critical success factors:

- Develop & maintain data collection, sharing, and analysis systems
- Strengthen the workforce

These outcomes and critical success factors represent the key strategies for the ECDH organization. In the summer of 2012 ECDH will undergo a new strategic planning effort that will expand upon these outcomes and critical success factors. The new strategies will be incorporated into a future revision to the performance management plan.



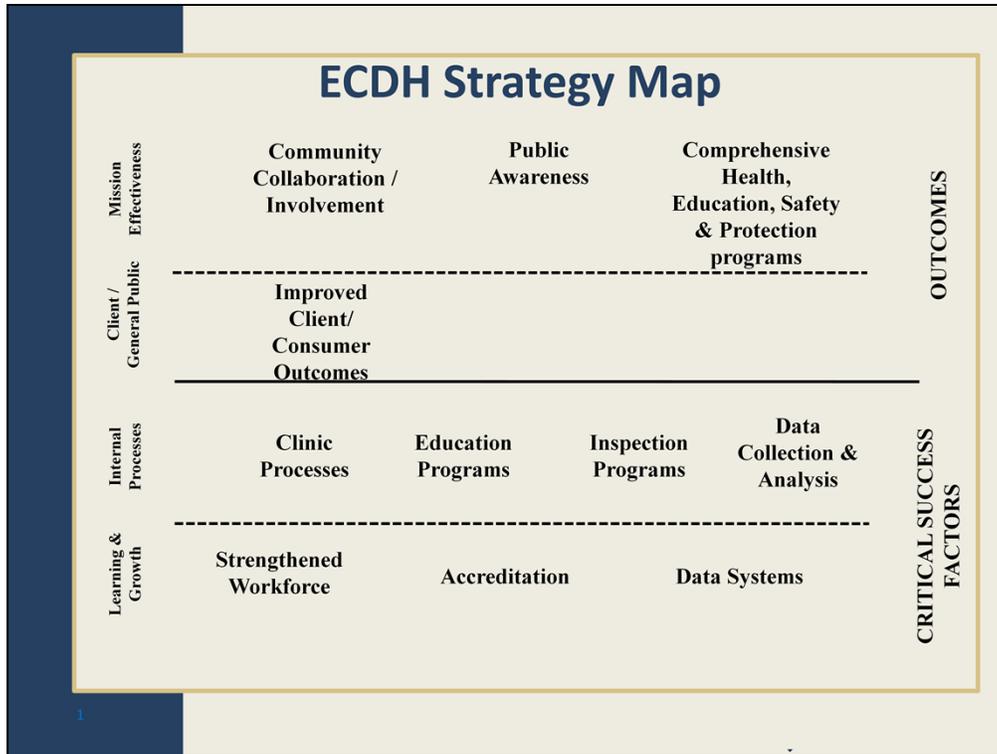
This diagram is a draft strategy map derived from the 2008 strategic plan (outcomes and critical success factors). A strategy map shows how the key organizational strategies relate to each other. It highlights the linkages (or cause-effect relationships) between each of the strategies.

Note that the linkages flow from the bottom of the chart to the top. Linkages represented by different colors are associated together as “performance themes.” These performance themes can be assigned to specific departments for implementation. Although themes are often not readily apparent, development of themes can be a useful exercise as a way of monitoring program-specific performance.

ECDH Performance Themes include:

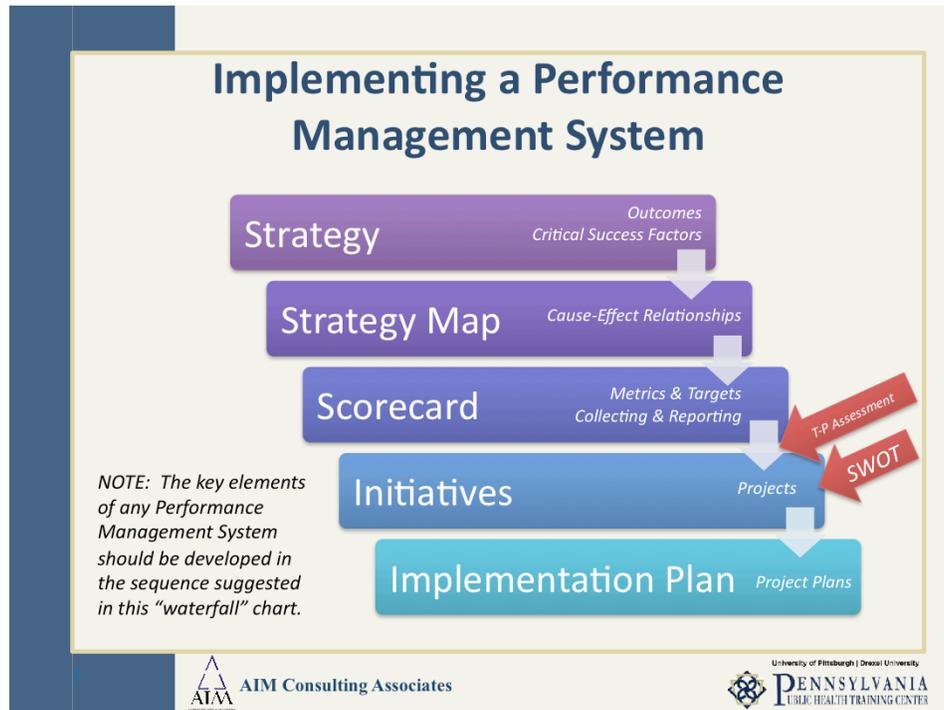
- Clinical (Blue)
- Education (Violet)
- Environmental Health & Safety (Red)
- Data Collection and Analysis (Green)
- Accreditation (Orange)

This **draft** has been reviewed by ECDH leadership and has been accepted as a strong beginning to defining the strategies and metrics that form the basis of the PM System. Further study and development will be required to finalize. The performance management committee is working on revising/updating ECDH's strategy map (next slide).

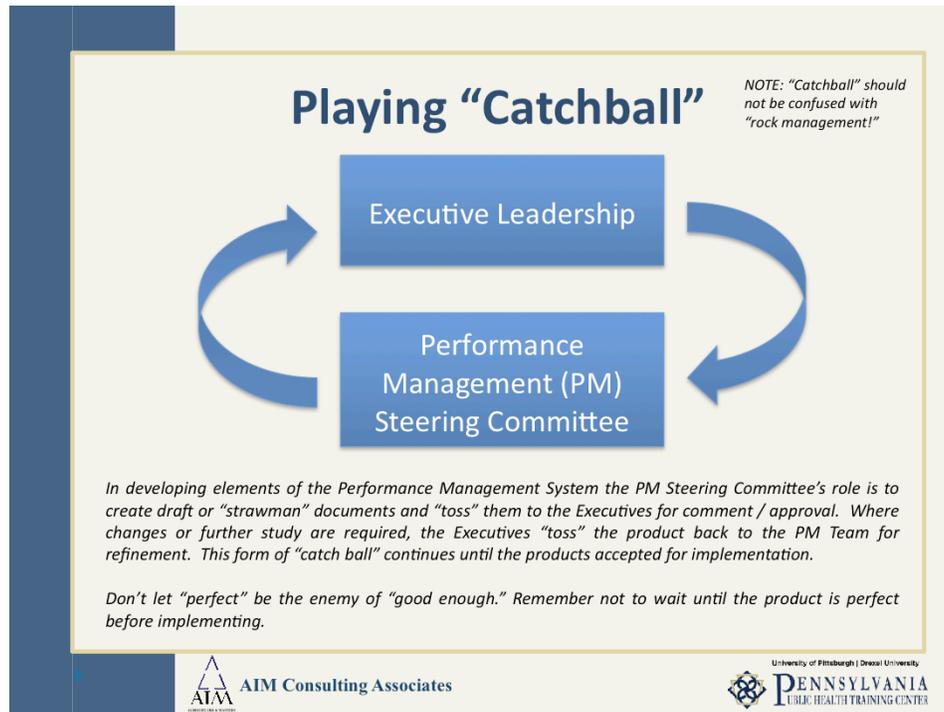


To date, the Performance Management Steering Committee has discussed and agreed upon the three (3) Outcome Missions to address. Improvements in these core areas are likely to result in the overall goal of “Health People, Healthy Community”. Subsequent outcome and critical success factors stages will be discussed in future meetings and changed accordingly.

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This waterfall diagram shows the steps involved in developing a performance management system. The diagram describes in rough terms the process by which ECDH developed its PM System.

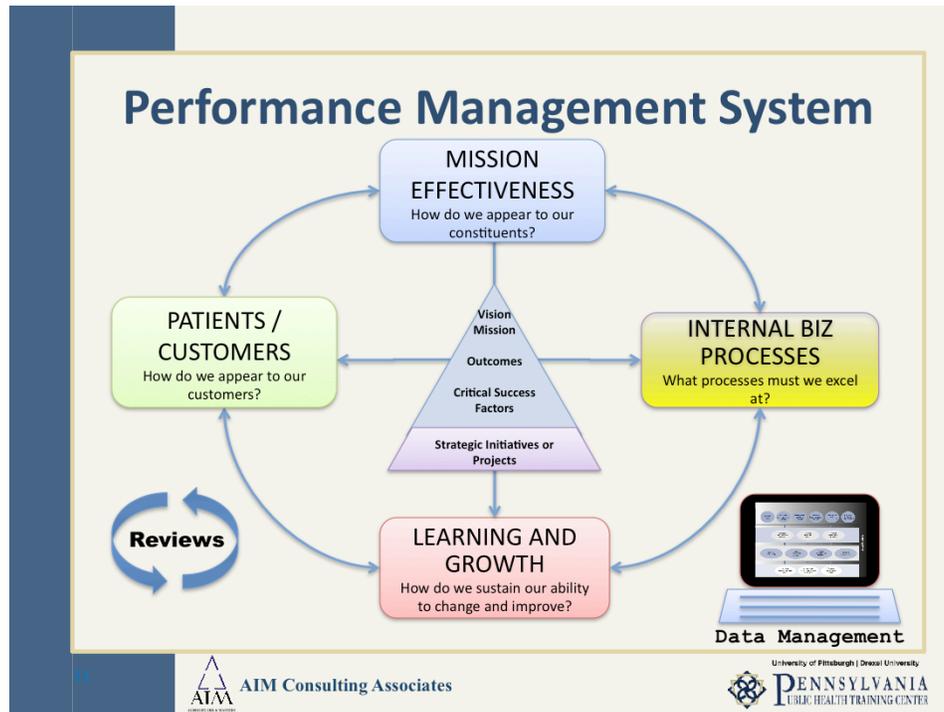


ECDH uses a two-team approach to executing its performance management system. The designated teams are the executive team, made up of top leaders within ECDH; and the PM Steering Committee, a multi-disciplinary team of department representatives.

The executive team is responsible for strategic level decision-making, guidance, and approval of elements of the strategic plan, scorecard, and initiatives. The performance management steering committee is responsible for providing grassroots input, executing draft documents for executive team approval and developing metrics. The two groups work together in a “catch ball fashion” to accomplish these goals.

For example, the PM steering committee will develop a version of the strategy map for review and approval by the executive leadership team. Once the draft strategy map is created the PM steering committee will “toss” the draft document to the executive team for review and comment. The executive team then “tosses” the document back to the steering committee for further refinement. Final documentation will be approved by the executive team. This approach will be followed for all documents developed at any given point throughout the process.

The PM Steering Committee will be responsible for the execution portion of data collection and reporting as well. They prepare the reports and provide the analysis required by the executive team in preparation for its management reviews (described in detail on the next page). The catchball approach will also be used to pass and refine performance reports and actions between the two groups.



This diagram represents the entire performance management system and contains the components that will be addressed by ECDH.

The Performance Management Steering Committee is comprised of members from all departments within the Erie County Department of Health (ECDH). This team attempts to meet weekly, however time constraints may limit the availability of all members due to the work duties required of daily job duties. To date, seven meetings have occurred, allowing for the Turning Point Assessment to be completed with findings presented to the Director. The committee has identified the current strengths and weaknesses for performance improvement and has recently begun work on ECDH's Strategy Map. The Strategy Map, while in its infancy, will ultimately provide the management team ideas and direction on overall performance improvement.