THE WEBINAR WILL BEGIN SHORTLY

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GOAL:
Explain how health departments can develop and use a performance management system.

OBJECTIVES:
• Describe the purpose and structure of performance management at health departments.
• Share the story of one health department that developed a performance management system.
• Provide insight that is applicable to health departments of all sizes, budgets, and capacities.

Agenda
• Introduction to Performance Management
• Speaker Presentation: Local Health Department Perspective
• Questions and Answers
Performance Management in Public Health:
From Conceptualization to Implementation
Webinar: Wednesday, June 26th 3:00PM ET

Speaker

Heather Reffett, MPA, CPM
District of Columbia Department of Health

Experience with Performance Management

Experience of Webinar Registrants
- No knowledge or experience: 18%
- Limited experience: 6%
- Familiar with the concept, but no experience: 31%
- Significant experience: 45%
What is Performance Management?

Performance Management System:

- Performance Standards
  - Identify relevant standards
  - Select indicators
  - Set goals and targets
  - Communicate expectations

- Performance Measurement
  - Refine indicators
  - Define measures
  - Develop data systems
  - Collect data

- Reporting of Progress
  - Analyze and interpret data
  - Report results broadly
  - Develop a regular reporting cycle

- Quality Improvement
  - Use data for decisions to improve policies, programs, outcomes
  - Manage changes
  - Create a learning organization

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

80% of clients rate health department services as “good” or “excellent.”

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 clients that rate health department services as “good” or “excellent.”
Reporting of Progress

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

In 2011, 50% of clients rated health department services as either “good” or “excellent.”

Quality Improvement

A continuous effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve the health of the community.

“Increase client satisfaction of health department services to 70% by January 2014”

* Definition developed by the Accreditation Coalition Workgroup and approved by the Accreditation Coalition on June 2009
**PHAB Standard 9.1**  
*(Standards and Measures Version 1.0)*

**Standard 9.1: Use a Performance Management System to Monitor Achievement of Organization Objectives**

<table>
<thead>
<tr>
<th>Measure 9.1.1 A:</th>
<th>Engage staff at all levels in establishing a performance management system</th>
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</thead>
<tbody>
<tr>
<td>Measure 9.1.2 A:</td>
<td>Implement a performance management system</td>
</tr>
<tr>
<td>Measure 9.1.3 A:</td>
<td>Use a process to report on achievement of goals, objectives, and measures set by the PM system</td>
</tr>
<tr>
<td>Measure 9.1.4 A:</td>
<td>Implement a systematic process for assessing customer satisfaction with health department services</td>
</tr>
<tr>
<td>Measure 9.1.5 A:</td>
<td>Provide staff development opportunities regarding performance management</td>
</tr>
</tbody>
</table>

**Frameworks & Approaches for 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

Performance Management Myths

- Mechanism to punish employees
- Fancy or expensive technology
- Can be ‘copied and pasted’
- PM is not feasible in small agencies
District of Columbia
Department of Health
Heather A. Reffett, Performance Improvement Manager
June 26, 2013

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Performance Standards
- Set goals & targets
- Communicate expectations

Performance Measurement
- Define measures
- Develop data systems

Reporting Progress
- Analyze & Interpret Data
- Develop regular reporting cycle

Quality Improvement
- Use data to improve policies, programs and outcomes
- Manage changes

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City of Washington D.C.
- Mayor, City Council structure
- Annual Budget and Laws require U.S. Congressional oversight
- 2012 population: 623,323
  - 50.7% African American
  - 9.5% Hispanic or Latino
  - 13.3% Foreign-Born
  - 50.5% Bachelor’s Degree or higher
  - $43,993 per capita income
  - 18.2% below poverty
- S&P Triple A Bond Rating

Profile of DOH
- Mission: to promote and protect the health, safety and quality of life of residents, visitors and those doing business in the District of Columbia.
- 707.8 FTEs
- $269.4 M
- 7 Divisions
- Submitted Application to PHAB on March 28th

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Context
- City Government
- History of Performance Activities

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DOH
Department of Health
Promote. Prevent. Protect.
History of DOH Performance

- D.C. Laws
- 2010 CDC NPHII Grant

2010 CDC NPHII Grant
- “Strengthening Public Health Infrastructure for Improved Health Outcomes”
- PIM
- Annual Meeting
- 4 Objectives
  - Accreditation Readiness
  - Organization Self-Assessment (NPHPSP)
  - Quality Improvement
  - Performance Management System

Steps to Develop a Performance Management System

Step 1
- Identify what you are already doing
  - Know which scale you are applying the system and define the parameters
    - Department-wide
    - State-wide
    - Program specific
    - Process specific
- Agency Performance Plan
- Performance Accountability Report
- Healthy People
- Monitoring & Evaluation Workgroup
  - Key Results Frameworks
- Employee Performance Plans & Evaluations
Performance Management in Public Health: From Conceptualization to Implementation
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Key Results Framework

Steps to Develop a Performance Management System

Step 2
- Understand Existing Models
  - Examples include:
    - Department of State/USAID Model
    - Maturity Model
    - Baldrige Management System Model
      - Enterprise PM
      - Turning Point
Steps to Develop a Performance Management System

Step 3
- Fit Your Organization’s performance activities into the selected model
  - Purpose – what is the intended outcome of this activity
  - Time Frame – how often do we engage in this activity: monthly, quarterly, annually, every 5 years, etc.
  - Performance Management Area – which of the four Turning Point quadrants does this activity fit
  - Components – what functions comprise the activity (i.e. planning, report, objectives)
  - Audience – who is the intended audience of the activity; how is the information reported, communication style
  - Participants – who must be engaged in order to complete the activity
  - Benefits – what are the actual, tangible benefits of doing this activity
  - Limitations – what are the limitations of this activity and challenges that may present
  - Requirement – is this action legally required or public health practice

Step 4
- Create linkages between your activities

Step 5
- Identify what activities are missing in relation to the PM model you are using
Steps to Develop a Performance Management System

Step 6
Create a big picture visual

Step 7
Strengthen the linkages between existing activities

Step 8
Develop the capacity to conduct the previously missing activities

Step 9
• Develop relevant Standard Operating Procedures for tangible activities

Step 10
• Create educational materials for all levels of staff
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Steps to Develop a Performance Management System

**Step 11**
- Routinely work the process

**Step 12**
- Continuously evaluate and improve

Contact Information:
Heather A. Reffett
(202) 442 – 9186
Heather.reffett@dc.gov
Performance Management Resources

- Performance Management Self-Assessment Tool:
- Turning Point Resources:
  [http://www.turningpointprogram.org/Pages/perfmg.html](http://www.turningpointprogram.org/Pages/perfmg.html)
- PHF's Performance Management & QI Website:
  [http://www.phf.org/focusareas/PMQI/Pages/default.aspx](http://www.phf.org/focusareas/PMQI/Pages/default.aspx)
- Public Health Performance Management Centers for Excellence:
- Developing, Monitoring, and Using Performance Measures:

QIroadmap.org
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About the QI Roadmap
Foundational Elements of a QI Culture
How to Use the QI Roadmap
Where are you on the QI Roadmap?
Resources

Leadership Commitment
Senior leadership’s commitment is vital for the success and sustainability of a QI culture. The health director and senior management should initiate and lead the process for transformational change, dedicate financial and human resources to QI, communicate progress, and exhibit leading support for QI. Without leadership commitment, progress will stall and likely result in relapse to the previous state.

A primary role for senior leadership is change management. Defined as a structured approach to transitioning an organization from a current status to a future desired state, change management must be deliberately used to address challenges throughout the change process. When integrating QI into culture, management can use change management concepts and strategies to address both the process side of change (e.g., building the infrastructure, processes, and systems needed for effective QI) and the human side of change (e.g., eliminating staff resistance, maintaining transparency, meeting training needs, attaining staff support).

QI Infrastructure
To build a culture of QI, infrastructure must be in place to ensure that QI efforts are aligned with the organization’s mission, vision, and strategic direction. This is critical to achieving performance. The following are components of a strong QI infrastructure:

Performance Management System—This critical process of measuring, monitoring, and reporting of progress toward strategic organization, division, and program goals and objectives provides a structured, data-driven approach to identifying and prioritizing necessary QI projects. The performance management system (PM system) should be guided by an agency’s strategic plan.

PROM-QIC Council—The performance management committee or QIC Council (PMQI Council) oversees the implementation of the PM system and QI efforts. This group of leaders and key staff is responsible for implementing, evaluating, and revising the QI plan, supporting specific QI projects, reviewing performance data and requiring progress, and recommending next steps. All divisions/departments should be represented on the PMQI Council.

The QI Roadmap offers downloadable tools and resources to assist local health departments (LHDs) in cultivating a QI culture. All the resources presented throughout the QI Roadmap can be found in the searchable database below. Sort the resources by each foundational element of a QI culture, by the “Phase” in the QI Roadmap, or by the type of resource (e.g. template, training). Search for resources around a specific topic area (e.g. performance management, QI Statement) by typing a keyword in the “Search” box below.

Exit Resources

Search

A guide to leadership and success in local health departments

About the QI Roadmap
Foundational Elements for Building a QI Culture
How to Use the QI Roadmap: The Exits
References
Resources
Glossary

The QI Roadmap
Phase 1: No Knowledge of QI
Phase 2: Not Involved with QI Activities
Phase 3: Informal QI Activities Implemented in Specific Areas
Phase 4: Formal QI Activities Implemented in Specific Areas
Phase 5: Formal Agency Wide QI

Related Content

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Related Content
Performance Management Resources

- Embracing Quality in Public Health: A Practitioner’s Performance Management Primer
- Developed by Michigan Public Health Institute & Debra Tews, PIM at the Michigan Dept. of Community Health
  - Free online training done at your own pace
  - Certificate of completion

http://mphiaccredandqi.org/PMQITraining/

Question & Answer Session

Type your questions in the Chat Box located on the lower left side of your screen.
Thank you for joining today’s webcast!

Please complete the brief evaluation, which will appear on your screen momentarly and will be sent via e-mail shortly!

Visit our website at www.naccho.org/accreditation/webinars to see the resources we discussed today or find more information about our webinar series.

accreditprep@naccho.org