



Public Health Foundation

The Performance Management Toolkit: Pinpoint the Resources You Need

Micaela Kirshy

Project Manager, Performance Management
and Quality Improvement

October 1, 2014

Purpose of the Toolkit and Webinar

- The purpose of this toolkit is to help people understand performance management and how to develop successful performance management systems.
- Walk through the organization of the toolkit; introduce this resource to the field
 - Describe the five components of the Performance Management System Framework
 - Identify resources related to each component of the Performance Management System Framework
 - Locate resources and tools, including case stories, self-assessments, and white papers that can help individuals and organizations develop and improve their performance management systems

Agenda and Roadmap

- A few words from Amanda Raudsep at the Centers for Disease Control and Prevention
- Micaela Kirshy will walk-through features of the first half of the Performance Management Toolkit
- Brynn Riley of the Maine Center for Disease Control and Prevention will share her story of successfully developing a performance management system
- Micaela Kirshy will walk-through features of the second half of the Performance Management Toolkit
- Open the lines for questions, comments, and suggestions from webinar participants at the end of the webinar. To ask a question or to make a comment you can either:
 - Type the question or comment in the “chat” section of the screen, or
 - You can unmute your line and ask your question or make your comment orally

Amanda Raudsep

- Public health advisor with the Health Department and Systems Development Branch in CDC's Office for State, Tribal, Local and Territorial Support
- Works with national partners to build the capacity of the public health workforce in the areas of performance improvement, community health assessment and planning, and accreditation preparation

Public Health Foundation

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- Core Competencies for Public Health Professionals
- Academic Health Department Learning Community

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Brief History Lesson

- In 2002, PHF collaborated with the Turning Point Performance Management National Excellence Collaborative (PMC) to develop materials to help public health systems manage performance
- Over 10 years later, PHF coordinated a refresh of the framework and other PMC materials

Brief History Lesson

- In March 2012, a Performance Management Think Tank was convened to help refresh the original PMC work:
 - Individuals from the original PMC
 - Representatives of the National Public Health Improvement Initiative's Performance Improvement Managers Network
 - Quality improvement experts
 - Public health accreditation leaders
 - Centers for Disease Control and Prevention advisors
 - Other public health visionaries

Brief History Lessons

- Performance Management toolkit based on Think Tank's recommendations
 - Easily accessible collection of useful resources to support performance management in public health
 - Instead of revising "From Silos to Systems," the group was interested in developing a useful online resource that allows people to go directly to where they want to go
 - The Performance Management Toolkit is the culmination of two years of work to refresh the Turning Point Performance Management System Framework
 - The toolkit will continue to grow and include additional performance management resources

This Toolkit Belongs to the Field

- Feedback will drive enhancements and additions to the toolkit
- Feedback on the toolkit can be provided online while in the toolkit or through emails to me at mkirshy@phf.org
- **Throughout the webinar, please think about what would make this toolkit most useful to your work?**

www.phf.org/pmtoolkit

At the Bottom of Each Page of the Toolkit

Quality Improvement Success Stories

The list of stories on this page includes [QI success stories](#) from health departments around the United States that depict how health departments have used QI. Filter the list by the topic QI to locate these QI stories.

Performance Management PDCA Self-Assessment

This [assessment tool](#) is based on a PM model that follows a QI cycle in which organizational performance information is analyzed to improve future decisions.

[Share your feedback or suggestions about the Performance Management Toolkit.](#)

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Public Health Foundation
1300 L Street, NW, Suite 800
Washington, DC 20005
Phone: 202-218-4400
Fax: 202-218-4409
Email: info@phf.org

Here's how the resources in the Toolkit are organized:

- Performance Management System Framework Components
 - Visible Leadership
 - Performance Standards
 - Performance Measures
 - Reporting Progress
 - Quality Improvement
- Topics in Performance Management
 - Getting Started with Performance Management
 - Performance Management Self-Assessment
 - Continuous Improvement of a Performance Management System
 - Case Stories

Performance Management Toolkit

Toolkit Home

Approaches to Performance Management

- > Getting Started with Performance Management
- > Performance Management Self-Assessment
- > Continuous Improvement of Performance Management Systems
- > Performance Management Case Stories

Performance Management System Framework Components and Resources

- > About the Performance Management System Framework
- > Visible Leadership
- > Performance Standards
- > Performance Measurement
- > Reporting Progress
- > Quality Improvement

Resources about the five components of the Performance Management System Framework

Performance Management System Framework Components

- Visible Leadership
- Performance Standards
- Performance Measures
- Reporting Progress
- Quality Improvement

PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



Management Toolkit

[Toolkit Home](#)

Approaches to Performance Management

- [Getting Started with Performance Management](#)
- [Performance Management Self-Assessment](#)
- [Continuous Improvement of Performance Management Systems](#)
- [Performance Management Case Stories](#)

Performance Management System Framework Components and Resources

- [About the Performance Management System Framework](#)
- [Visible Leadership](#)
- [Performance Standards](#)
- [Performance Measurement](#)
- [Reporting Progress](#)
- [Quality Improvement](#)

Quality improvement (QI) is the establishment of a program or process to manage change and achieve quality improvement in public health policies, programs, or infrastructure based on performance standards, measures, and reports.

Quality improvement (QI) in public health is the use of a deliberate and defined improvement process, such as Plan-Do-Check-Act (PDCA), that responds to community needs and improves population health. According to the Centers for Disease Control and Prevention, QI refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality to achieve equity and improve health.

In a performance management (PM) system, QI strategies should be integrated into ongoing progress monitoring.

Finally, to achieve high performance, it was critical to continually improve the quality of programs, services, and activities using the Plan, Do, Study, Act approach.

— an excerpt from the Nebraska Department of Health and Human Services PM story

Additionally, as performance measures change, QI processes should be reassessed to ensure that they support efforts to meet performance standards. Successful QI is developed with a focus on related performance measures and data from periodic progress reports.

For those interested in integrating QI into their PM system, PHF offers tools, stories, and training to help organizations at all stages of QI.

Quality Improvement Resources:

The ABCs of PDCA

This article is an introduction to the PDCA cycle, a QI method that helps to improve processes and eliminate inefficiencies in health departments.

Key Ingredients in Public Health QI

To support health departments' efforts to implement QI, [this guide](#) lists factors that contribute to successful QI endeavors.

QI Quick Guide and Tutorial

The [QI Quick Guide](#) is a web-based guide that addresses a need identified by public health practitioners for assistance in determining which resources to use as they pursue QI initiatives. It includes a brief tutorial to help newcomers get started with QI concepts.

South Carolina's Quality Improvement Experience: Videos

These three educational videos about the QI experience feature the South Carolina Department of Health and Environmental Control and depict the importance of QI in PM endeavors.

The Team Process Review Checklist

It is important to take a team approach to performance management. The [Team Process Review Checklist](#) can help you make sure essential items are in place for launching a team.

The Four Stages of Group Development

Teams can use [this tool](#) and accompanying article to assess group development and identify next steps for success.

Public Health Quality Improvement Exchange

This growing repository of resources provides an online community for public health professionals interested in learning and sharing information about QI in public health.

Public Health Quality Improvement Encyclopedia

The [Public Health Quality Improvement Encyclopedia](#) provides an overview of 75 QI tools and techniques for addressing QI questions and initiatives for any public health department.

Results That Matter Team

The three loops of the [Triple Loop Learning Model](#) exemplifies how quality improvement can be implemented into a PM system using a Plan-Do-Check-Act cycle.

Quality Improvement Success Stories

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Performance Management PDCA Self-Assessment

This [assessment tool](#) is based on a PM model that follows a QI cycle in which organizational performance information is analyzed to improve future decisions.

PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



Component Definition

Quality Improvement

Quality Improvement (QI) is the establishment of a program or process to manage change and achieve quality improvement in public health policies, programs, or infrastructure based on performance standards, measures, and reports.

Excerpt from Case Story

Finally, to achieve high performance, it was critical to continually improve the quality of programs, services, and activities using the Plan, Do, Study, Act approach.

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Performance Management PDCA Self-Assessment

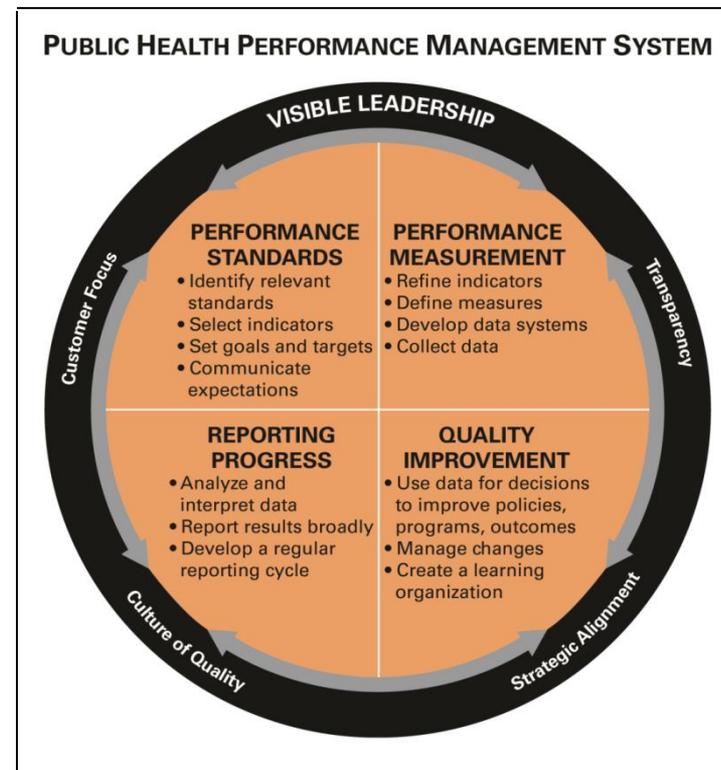
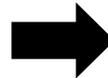
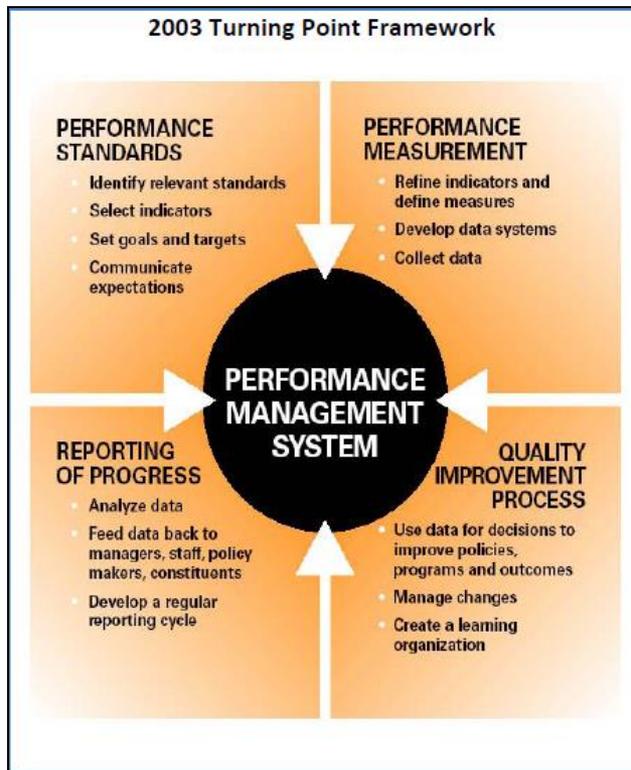
This [assessment tool](#) is based on a PM model that follows a QI cycle in which organizational performance information is analyzed to improve future decisions.

Brynn Riley

- Performance Improvement Manager for the State of Maine's Health Department, the Maine CDC.
 - Developed Maine CDC's performance management system
 - Culture for continuous improvement at all levels of the organization
- Researcher at the University of Southern Maine Muskie School of Public Service

Maine's Performance Management System

- Maine Center for Disease Control and Prevention
 - Quality Improvement
 - Accreditation



Maine's Performance Management System

Core Objectives

- Better decision making for program evaluation
- More informed decision making by managers
- Foster accountability and responsibility
- Create clarity around performance goals and objectives
- Improve service performance

Maine's Performance Management System

- PHF's one day workshop introducing staff to performance management
 - Brought together decision makers and the "doers" responsible for the PM System
 - Worked in teams during the workshop to develop alignment with SHIP, Accreditation, and strategic plan.
 - Drafted the measures that would reflect agreed upon goals

Maine's Performance Management System

➤ Implementation Team

- Developed a tiered roll-out plan and timeline
- Met with leadership team bi-weekly
- Met with programs to provide technical assistance
- Worked with IT to develop an internal scorecard

➤ Stages

- Finalize the intranet scorecard
- Programs define their objectives, measures, and strategy for data collection
- Display the measures on the scorecard
- Review the measures quarterly to identify trends and QI opportunities

Maine's Performance Management System

- Lessons Learned:
 - Capacity drives the accountability system
 - Ambitious timeline
 - We retooled the timeline for several programs who had grants due simultaneously
 - Data and meaningful information are a key ingredient to the process. Providing these yields responsiveness and empowerment
 - Consensus on targets and core principles are key to success
 - IT limitations for a custom scorecard
 - Off-the shelf would have been sufficient, used fewer resources and avoided some of the delays

Resources Organized by Approach to Performance Management Systems

Performance Management Toolkit

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Getting Started With Performance Management

Getting Started with Performance Management

Getting started can be the most daunting part of performance management (PM). It is often helpful to begin by assessing the current practice within your organization or program. When getting started, many organizations are surprised at how much they are already doing to foster PM. Participating in a collaborative assessment is an excellent way to determine what you may already be doing, and where your organization may want to focus more of its effort.

Where to Start: The NEW Performance Management Self-Assessment

Updated in 2013, the [Performance Management Self-Assessment](#) is designed to prompt organizations and programs to ask the right questions about PM in order to identify areas for improvement.

Other Resources to Help You Get Started:

Talking Points: Achieving Healthy Communities Through Performance Management Systems

This document explains how PM is improving the work and results of public health programs like yours. With tips about how to get started, it explains why PM is an essential part of responding to many of the common issues that public health programs face.

Public Health Accreditation Board (PHAB)

Explore [Version 1.0](#), and the newly released [Version 1.5](#) of standard 9.1 of PHAB's accreditation Standards and Measures as they relate to PM systems.

Performance Management System Framework Slides

These [slides](#) demonstrate how the five components of the Performance Management System Framework work together to address performance issues and questions for an organization.

Designing, Deploying and Using Organizational Performance Management System in Public Health: Cultural Transformation Using the PDCA Approach

This [white paper](#) offers insight about the annual review of a PM system, underscoring that a system should reflect the organization and that every health department will choose a different emphasis.

Performance Management System PDCA Self-Assessment

This [assessment tool](#) is based on a PM system model that follows a quality improvement cycle in which organizational

Performance Management Self-Assessment

Before building or improving a performance management (PM) system, it is important to understand what is already in place and effective. The Performance Management Self-Assessment prompts agencies and programs to identify strengths and areas for improvement. Designed to be completed by a team of colleagues, the assessment generates group discussions around the components of a PM system. Whether your agency has a robust system or is just starting to consider PM, this Performance Management Self-Assessment can help your team determine if it has the structure in place to support achieving objectives and continually improving performance.

The Performance Management Self-Assessment includes the following sections:

- Background information about Performance Management Self-Assessment
- Instructions for using the tool
- 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

Download the tool to begin your journey!

Continuous Improvement of Performance Management Systems

Once an organization has developed a solid performance management (PM) system, it may ask, "so, what now?"

Ideally, a PM system is so well-integrated with the day-to-day operations and planning of an organization that it becomes an ongoing part of the organizational culture. It is possible to reach a state of performance management in which all of the components of the Performance Management Framework -- visible leadership, performance standards, performance measures, reporting progress, and quality improvement (QI) -- are working in harmony as the organization continues to evolve.

Because the success of a PM system depends on the continual examination of standards, measures, reporting, and QI efforts, successful PM does not have an end point. Rather, as illustrated above, maintenance and upkeep are required to keep the system running well and to ensure that PM efforts remain consistent with shifting organizational priorities and needs. By continuously examining existing PM systems using QI tools such as the [Plan-Do-Check-Act cycle \(PDCA\)](#), the system can be updated to reflect organizational changes.

Each organization may use a different set of tools to accomplish continuous improvement of a PM system, but once your PM system is working, finding a way to engage in continuous improvement is key. The following resources may assist with keeping a PM system relevant and optimal for the organization.

Resources for Continuous Improvement of Performance Management Systems:

Performance Management and Cultural Transformation Using PDCA

This [white paper](#) offers insight about maintaining a healthy PM system, underscoring that a system should reflect the organization and that every health department will choose a different emphasis.

Excuses for Not Practicing Quality Improvement

This [article](#) highlights reasons that QI is sometimes not applied to organizational or programmatic practices.

[Share your feedback or suggestions about the Performance Management Toolkit.](#)

Performance Management Stories from the Field

Performance Management Case Stories

The Public Health Foundation (PHF) is compiling and sharing examples of performance management (PM) applications in public health. Each one-page overview describes how a health department has applied a customized strategic approach to managing organizational performance in order to better serve and improve community health.

Houston (TX) Department of Health and Human Services

An adaptation of the Turning Point Self-Assessment Tool from the Houston (TX) Department of Health and Human Services that includes an accreditation readiness section.

Kansas Department of Health and Environment

An adaptation of the Turning Point Performance Management System Framework from the Kansas Department of Health and Environment that engages employees and improves the organization's efficiency and effectiveness of services.

Miami-Dade County (FL) Health Department

The Florida Department of Health in Miami Dade County used health information technology initiatives to implement this [Public Health Performance Management Model](#).

Minnesota Department of Health

An adaptation of the Turning Point Performance Management Framework from the Minnesota Department of Health that engages all community health boards around the state.

Nebraska Department of Health and Human Services

An adaptation of the Turning Point Performance Management System Framework from the Nebraska Department of Health and Human Services that displays the organization's PM accomplishments in 2011-2012.

New York State Department of Health

An adaptation of the Turning Point Performance Management System Framework from the New York State Department of Health that integrates quality improvement into every aspect of PM.

Oklahoma State Department of Health

An adaptation of the Turning Point Performance Management System Framework from the Oklahoma State Department of Health that integrates the Plan-Do-Check-Act (PDCA) method.

South Carolina Department of Health and Environmental Control

A web-based Performance Dashboard that allows customizable data entry and reporting of measures from the South Carolina Department of Health and Environmental Control linked to Public Health Accreditation Board (PHAB) standards and measures and Healthy People 2020.

Vermont Department of Health

A PM framework from the Vermont Department of Health that aligns departmental efforts with statewide priority health outcomes.

Washington State Department of Health

In this PM system from the Washington State Department of Health, data are reviewed annually to identify gaps as well as opportunities to improve service delivery.

Tell PHF about your health department's PM story; email [Micaela Kirshy](mailto:Micaela.Kirshy@phf.org).

This Toolkit Belongs to You

- This resource will continue to grow and meet identified performance management needs.
- PHF is continuously soliciting feedback about how to enhance the resources and functionality of the toolkit to make it most useful.
- www.phf.org/pmtoolkit

[Share your feedback or suggestions about the Performance Management Toolkit.](#)

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1300 L Street, NW, Suite 800
Washington, DC 20005
Phone: 202-218-4400
Fax: 202-218-4409
Email: info@phf.org

Questions?



Brynn Riley



Micaela Kirshy
mkirshy@phf.org
202-218-4410



Amanda Raudsep

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