

# An Introduction to Performance Management

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**Public Health**  
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# 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 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**

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# 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**

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# 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.*

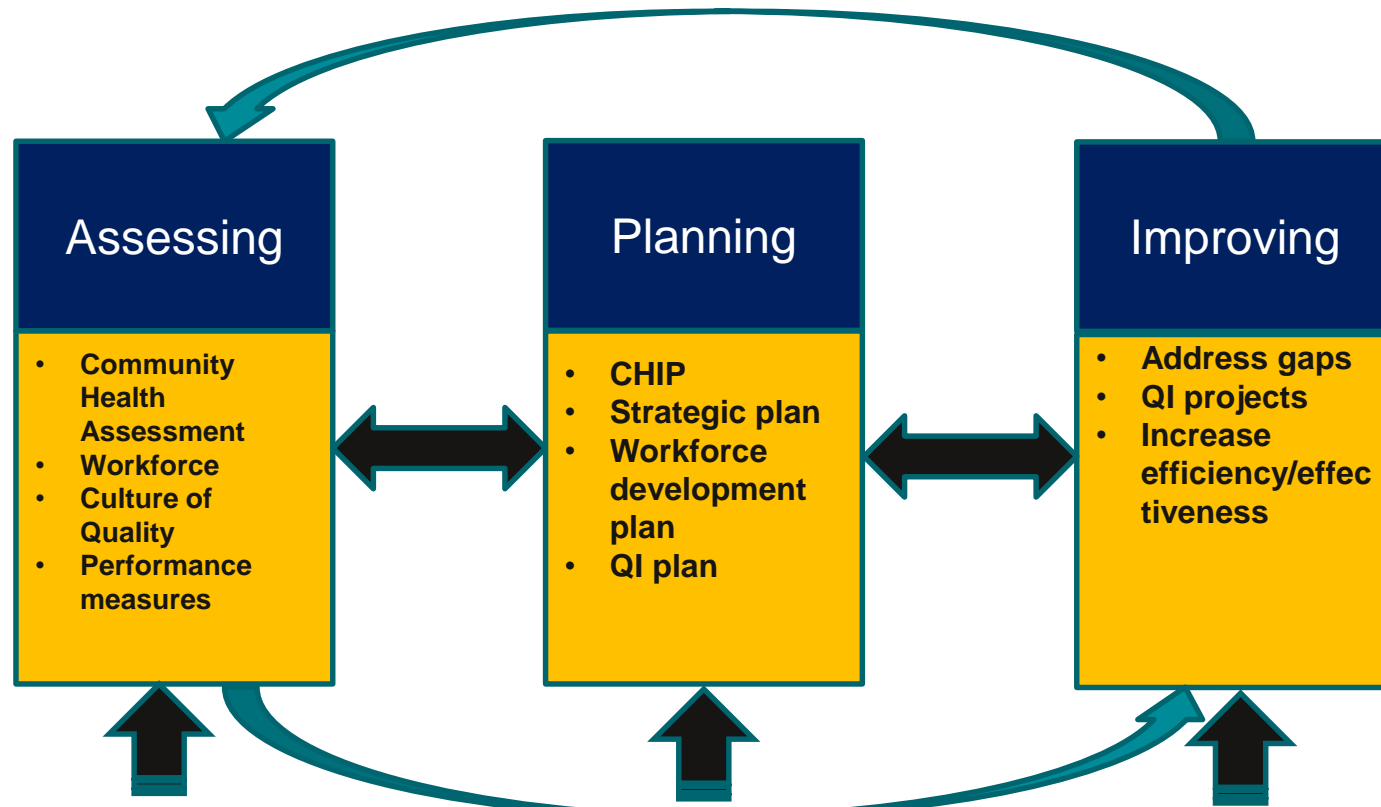


**“Increase the percent of low income community residents that have health insurance from 50% to 75% by January 2018”**

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# Performance Improvement Framework



Performance measures

Standards & Targets

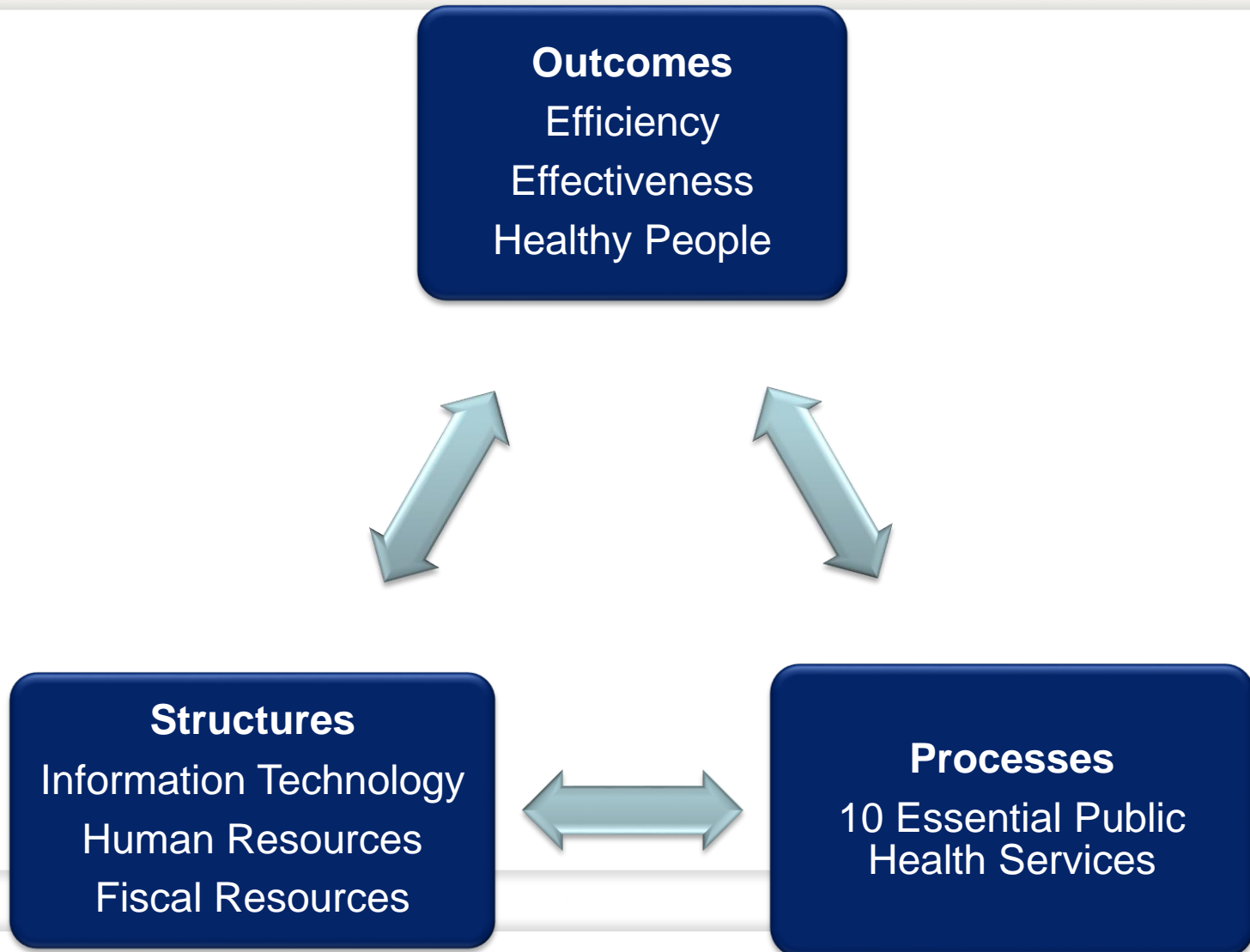
Identify Improvements

Performance Management System

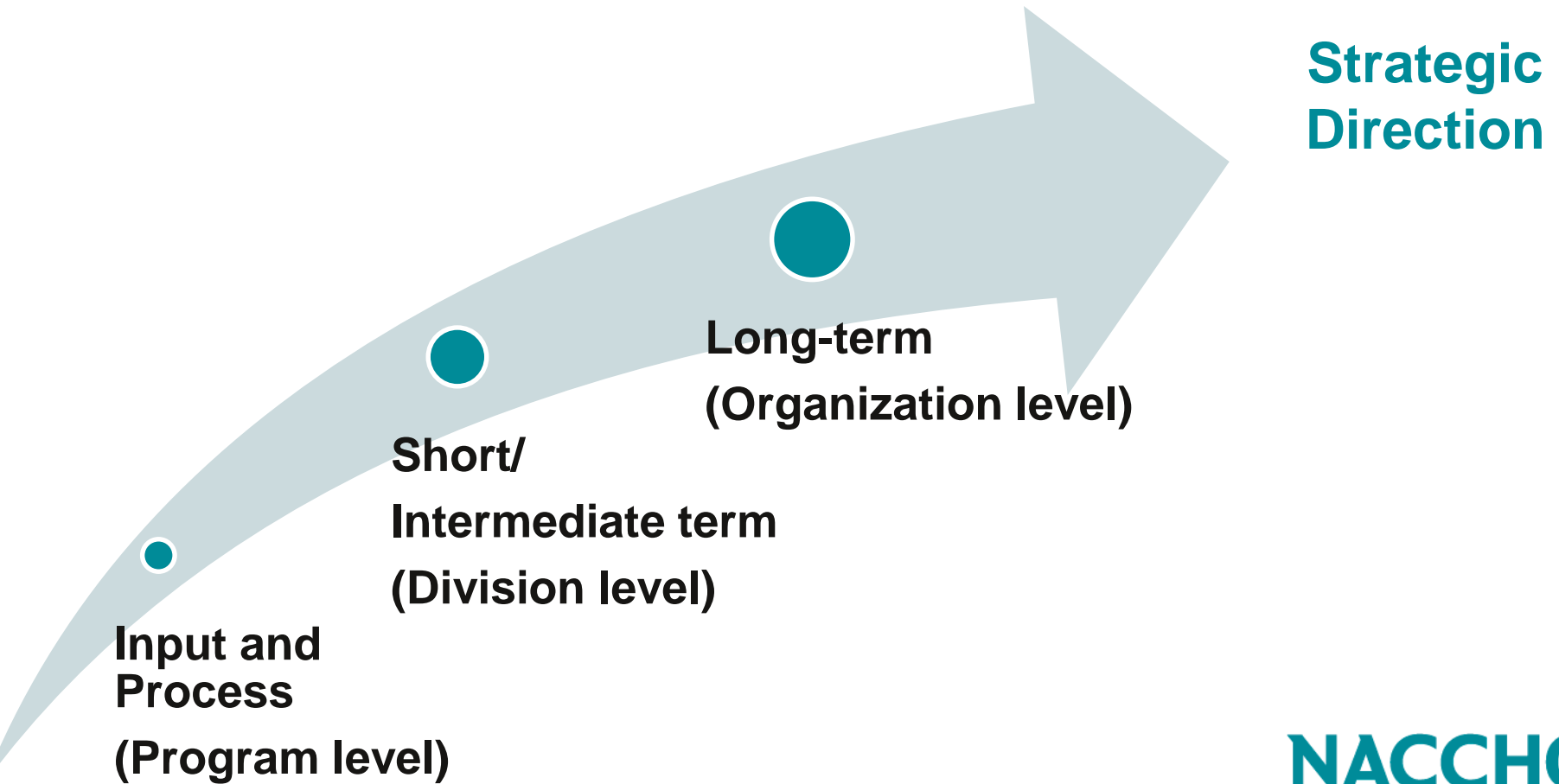
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# What do we measure in public health?



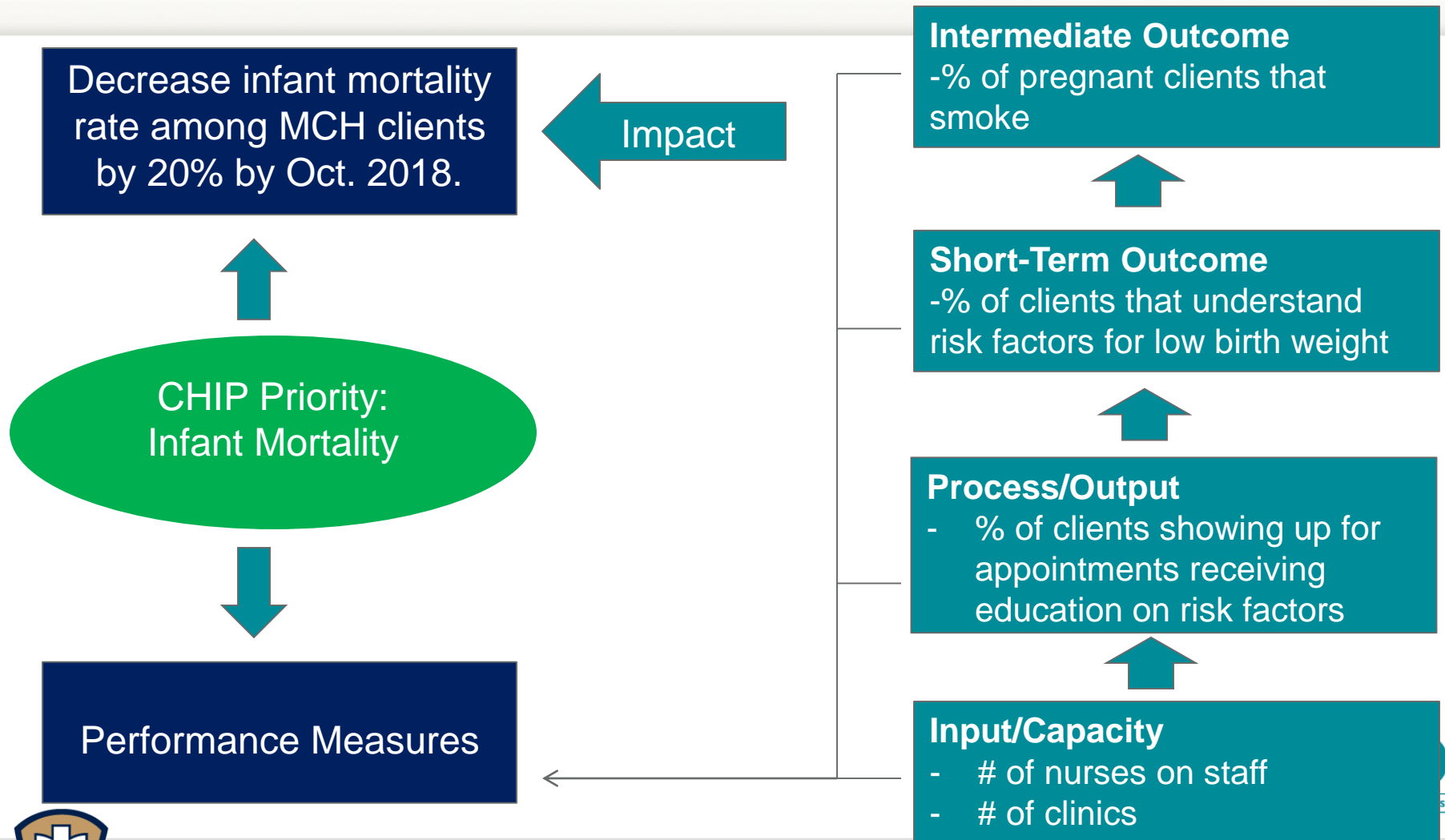
# How are Performance Measures Linked?



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# Linking Performance Measures: Example



# 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



<b>SMART objective:</b>	Decrease the rate of CT positivity at clinic sites from 8.1% to 6.5% by the end of 2013.
<b>Target population:</b>	People being tested for Chlamydia
<b>Numerator:</b>	Positive CT tests at clinic sites
<b>Denominator:</b>	All CT tests at clinic sites
<b>Which are you using—a target or benchmark?</b>	Target
<b>What is the target/benchmark?</b>	6.5% (goals based on past performance)
<b>Performance Measure:</b>	The rate of Chlamydia (CT) positivity at provider clinic sites.
<b>Source of data:</b>	DOH records
<b>Who will collect the information?</b>	Jim Smith
<b>How often will the data be analyzed and reported?</b>	quarterly
<b>Baseline measurement data and date(s):</b>	<div>2005: 10.1%</div> <div>2006: 9.3%</div> <div>2007: 10.5%</div> <div>2008: 8.6%</div> <div>2009: 8.2%</div> <div>2010: 8.1%</div>
<b>Definitions and other comments:</b>	Provider clinics, Planned parenthood sites and others. 



*\* Adapted from MarMason Consulting*

# Collecting & Storing Data

- Spreadsheets
  - 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

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



# Reporting & Presenting Data

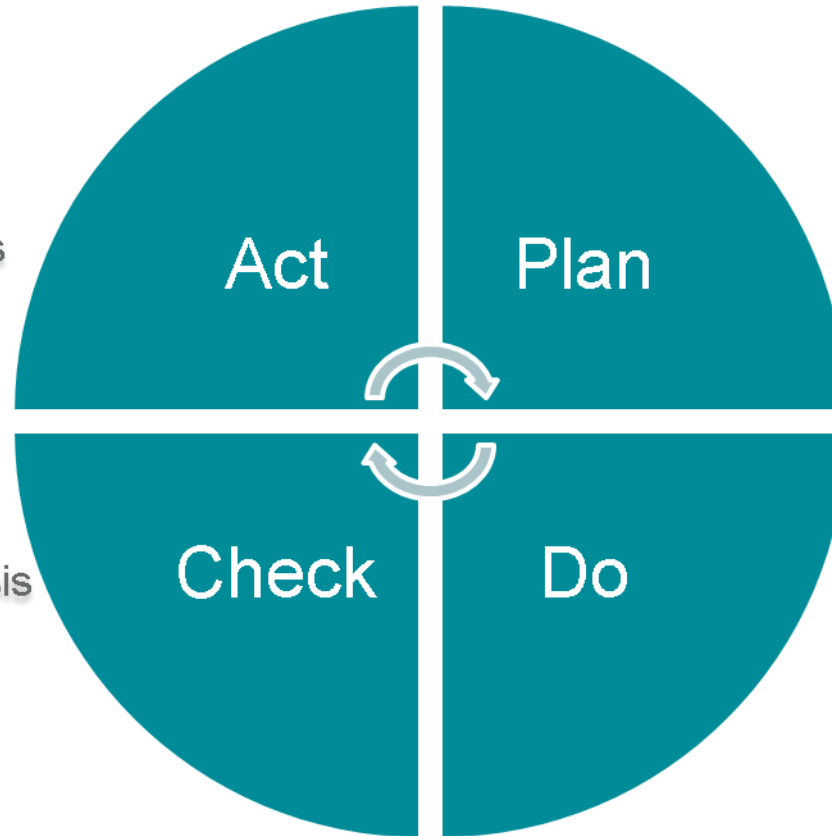
- Frequency
  - Program measures
  - Division measures
  - Department measures
- Communicate to Stakeholders
  - Performance management team and/or Quality Improvement Council
  - Board of health
  - Staff



# Applying Knowledge through Improvement

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

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



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

- Implement the improvement
- Collect and document data
- Document problems & unexpected observations

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# 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/performance/Pages/Access\\_the\\_Performance\\_Management\\_Self\\_Assessment\\_Tool.aspx](http://www.phf.org/focusareas/performance/Pages/Access_the_Performance_Management_Self_Assessment_Tool.aspx)
- **Turning Point Resources:**  
<http://www.turningpointprogram.org/Pages/perfmgt.html>
- **Minnesota PM Introductory How-To Guide:**  
[http://www.health.state.mn.us/divs/opi/cd/training/events/2016/docs/06\\_intro-perfmgt/IntroductionToPerformanceManagement.pdf](http://www.health.state.mn.us/divs/opi/cd/training/events/2016/docs/06_intro-perfmgt/IntroductionToPerformanceManagement.pdf)



# Questions?

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