

# Using Evaluation To Advance Your Performance Management Efforts

**Mary V. Davis, DrPH, MSPH**

NPHII Evaluation Team

NPHII Grantee Meeting

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## Concepts for Today

- ❑ **Definitions—Getting on the Same Page**
- ❑ **Relationships Among Activities**
- ❑ **How can evaluation be used with performance management systems?**

## **Definitions: Performance Management**

- **Performance Management System—continuous use of the following integrated in a health department's core operations**
  - Performance Standards
  - Performance Measures
  - Routine Reporting
  - Quality Improvement

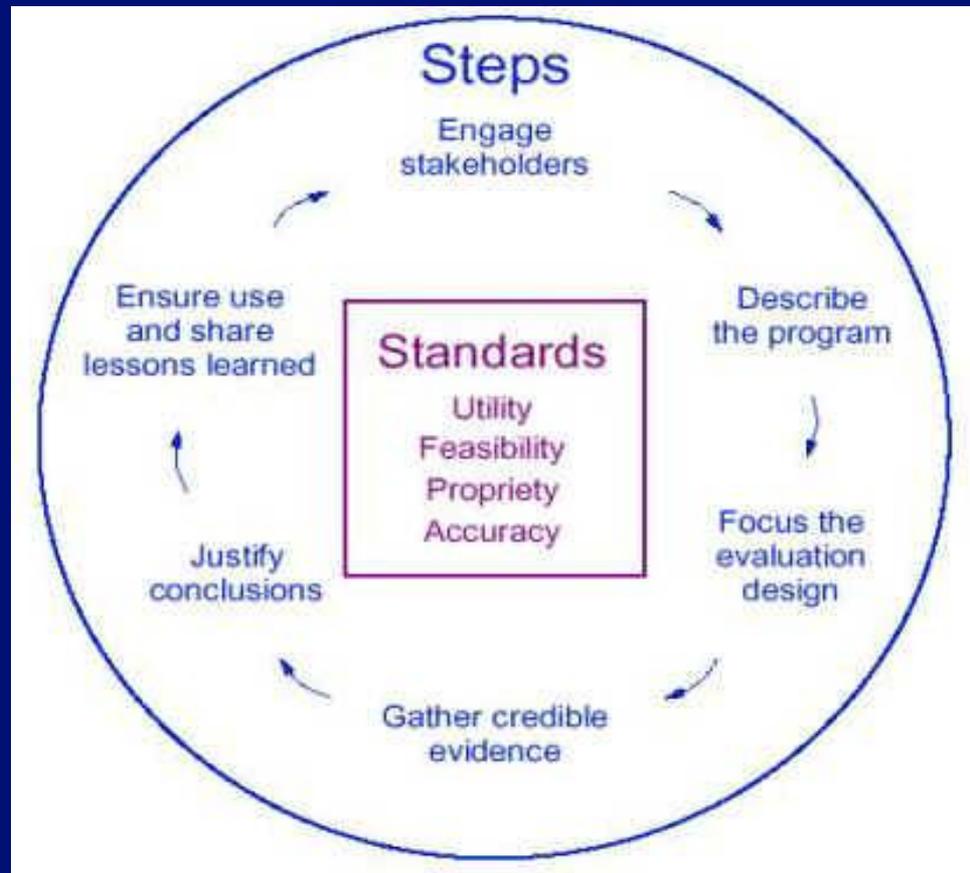
# Turning Point: Performance Management System



# Definition: Evaluation According to MQ Patton

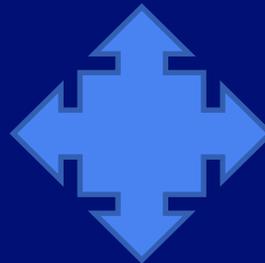
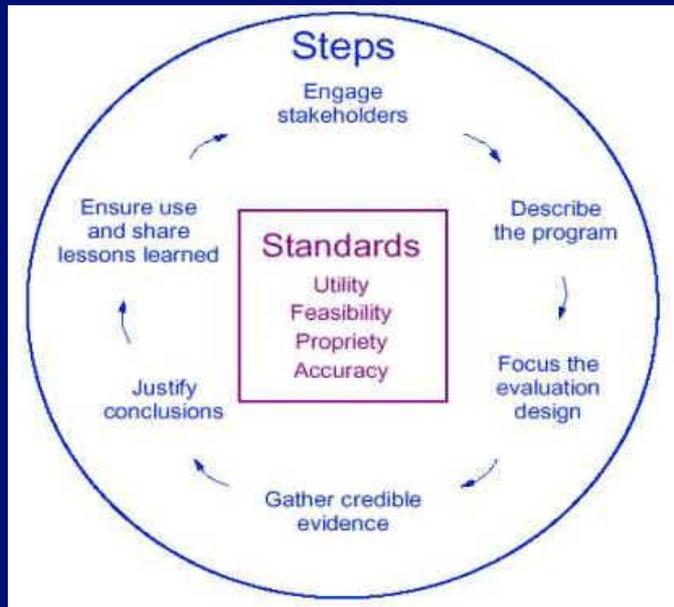
- ❑ **Systematic collection of information**
  - Activities, characteristics, program outcomes
  - Make judgment about program, improve effectiveness, inform decisions about future programming
- ❑ **Evaluations ought to be useful**
- ❑ **Evaluations are useful when stakeholders take action on their findings**

# CDC Evaluation Framework



Centers for Disease Control and Prevention *Introduction to Program Evaluation for Public Health Programs: A Self Study Guide.*  
Available at <http://www.cdc.gov/eval/evalguide.pdf>

# How are these Concepts Related?



## **Similarities: Systematic Processes**

- ❑ Engage stakeholders and end users**
- ❑ Identify measures**
- ❑ Collect data**
- ❑ Report and share data**
- ❑ Identify areas for improvement**

## Difference: Purpose of the Effort

### □ Performance Management:

- Give snapshots of performance on specific process or service measures and identify and test improvements

### □ Evaluation:

- Understand how and why a program is working well (or not)
- Provide recommendations for improvement
- Make judgments about future efforts

## Differences: Methods and Measures

### □ Performance Management (Quality Improvement)

- Cross-sectional or time series: periodic data reviews of indicators
- Measures about process: root causes, business processes, cycle times,

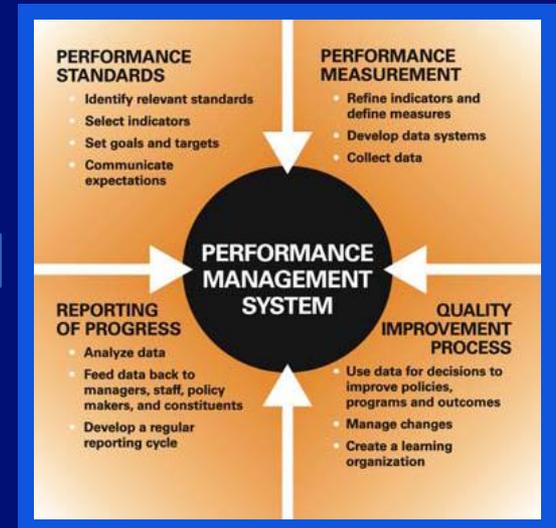
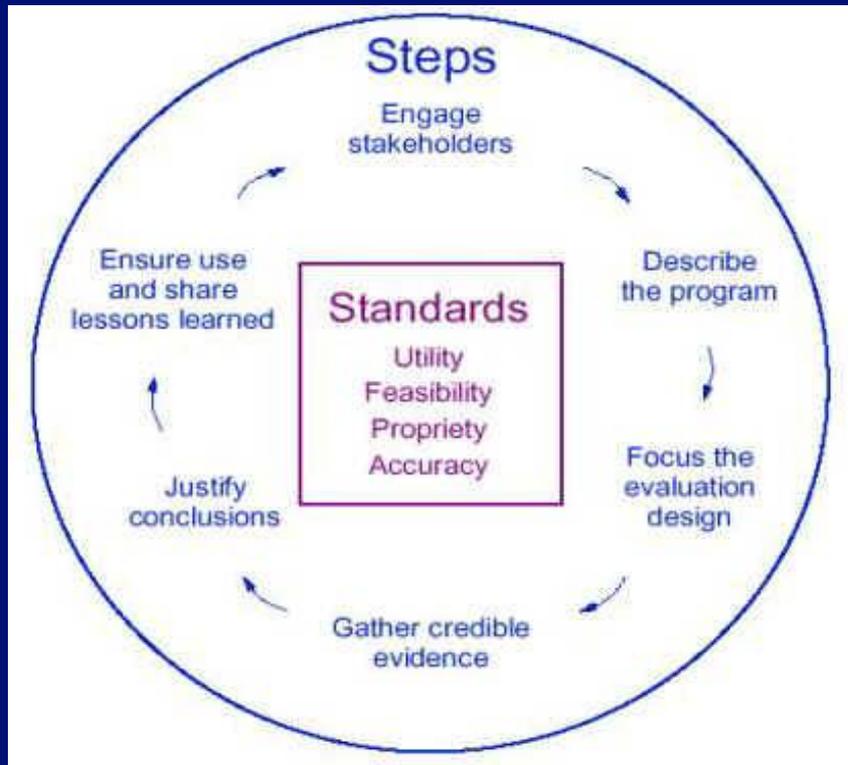
### □ Evaluation

- Multiple design strategies
- Measures about knowledge, attitude, skill, opinion: surveys, focus groups, interviews

# Where to Use Evaluation in Performance Management

- ❑ **Macro or Performance Management System Level**
- ❑ **Micro or Quality Improvement Level**

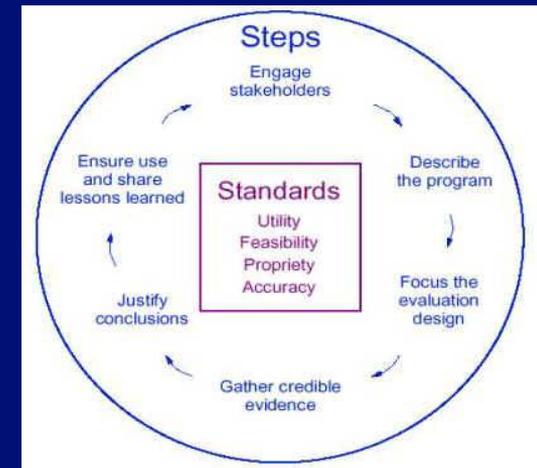
# Macro



## **MACRO Uses**

- ❑ **Formative Evaluation: How should system be designed, tested, and improved?**
- ❑ **Process Evaluation: How well is system working and how could it be improved? Are system components working as planned, are the data being used, how successful are QI projects?**
- ❑ **Outcome Evaluation: How has use of a performance management system improved agency effectiveness?**

# Micro: Program Review as Part of QI



## **Micro Use: Contract Execution**

- ❑ **Review of performance measures reveals time to contract execution doesn't meet benchmark**
- ❑ **QI process: Addresses a Specific Issue**
  - Discover root cause of why time to execution exceeds benchmark
  - Identify and test potential improvements to reduce time to execution
- ❑ **Evaluation process: Identifies Areas to Improve Program**
  - Review of contracting programs and functions: what is working well and what needs improvement programmatically

# Resources

- ❑ **CDC Evaluation Resources:**  
<http://www.cdc.gov/eval/framework.htm>
- ❑ **Performance Management and Quality Improvement Resources:**
  - Public Health Foundation
  - National Network of Public Health Institutes
  - ASTHO
  - NACCHO