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# Welcome to the Performance Improvement Managers Network Call!

Introduction to Performance Management

March 24, 2011

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1-800-779-3181 or 1-415-228-4995, code: "CDC  
OSTLTS"



Centers for Disease Control and Prevention

Office for State, Tribal, Local and Territorial Support

# Agenda

Today's Presenters:

Ron Bialek, Public Health Foundation

Jack Moran, Public Health Foundation

Moderator:

Liza Corso, CDC/OSTLTS

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# **Introduction To Performance Management**

**Ron Bialek, President, Public Health Foundation**  
**Jack Moran, Senior Quality Advisor, PHF**

**Performance Improvement Managers Network**  
**Webinar**

**March 24, 2011**

“Performance management is the practice of actively using performance data to improve the public's health.

This practice involves the strategic use of performance measures and standards to establish performance targets and goals.”

Source: From Silos to Systems: Using Performance Management to Improve Public Health Systems – prepared by the Public Health Foundation for the Performance Management National Excellence Collaborative, 2003



# Manage and Improve Performance

**Data** → **Information** → **Knowledge**

**Behavior** → **Attitudes** → **Better Results**

# Data

- Public Health Departments usually have lots of data on Health Status. Some limitations of these data are:
  - Aggregate level
  - Timeliness
  - Reliability and Validity
- Process data
- Customer data

# Performance Management

- Performance management uses a set of management and analytic processes supported by technology that enables an organization to define strategic goals and then measure and manage performance against those goals.

# Performance Management

- Core performance management practices and processes generally include:
  - goal setting
  - financial planning
  - operational planning
  - data collection
  - consolidation of data
  - data analysis
  - Reporting of data
  - quality improvement
  - evaluation of results
  - monitoring of key performance indicators
  - Others???
  
- The focus of these performance management activities is to ensure that goals are consistently met in an effective and efficient manner by an organization, a department, or an employee.

# Performance Management

- A systematic process by which an organization involves its employees in improving the effectiveness of the organization and achieving the organization's mission and strategic goals.
- By improving performance and quality, public health systems can save lives, cut costs, and get better results.
- Enables health departments to be more:
  - Efficient
  - Effective
  - Transparent
  - Accountable



# The Importance of Performance Management

- Some of the ways performance management can positively influence a public health agency include:
  - better return on dollars invested in health
  - greater accountability for funding and increases in the public's trust
  - reduced duplication of efforts
  - better understanding of public health accomplishments and priorities among employees, partners, and the public
  - increased sense of cooperation and teamwork
  - increased emphasis on quality, rather than quantity
  - improved problem-solving



# Performance Management Federal Government Perspective

- *The Accountable Government Initiative - an Update on Our Performance Management Agenda* states that performance management efforts for 2011 are focused on six strategies that have the highest potential for achieving meaningful performance improvement within and across Federal agencies:
  - 1. Driving agency top priorities
  - 2. Cutting waste
  - 3. Reforming contracting
  - 4. Closing the Information Technology gap
  - 5. Promoting accountability and innovation through open government
  - 6. Attracting and motivating top talent

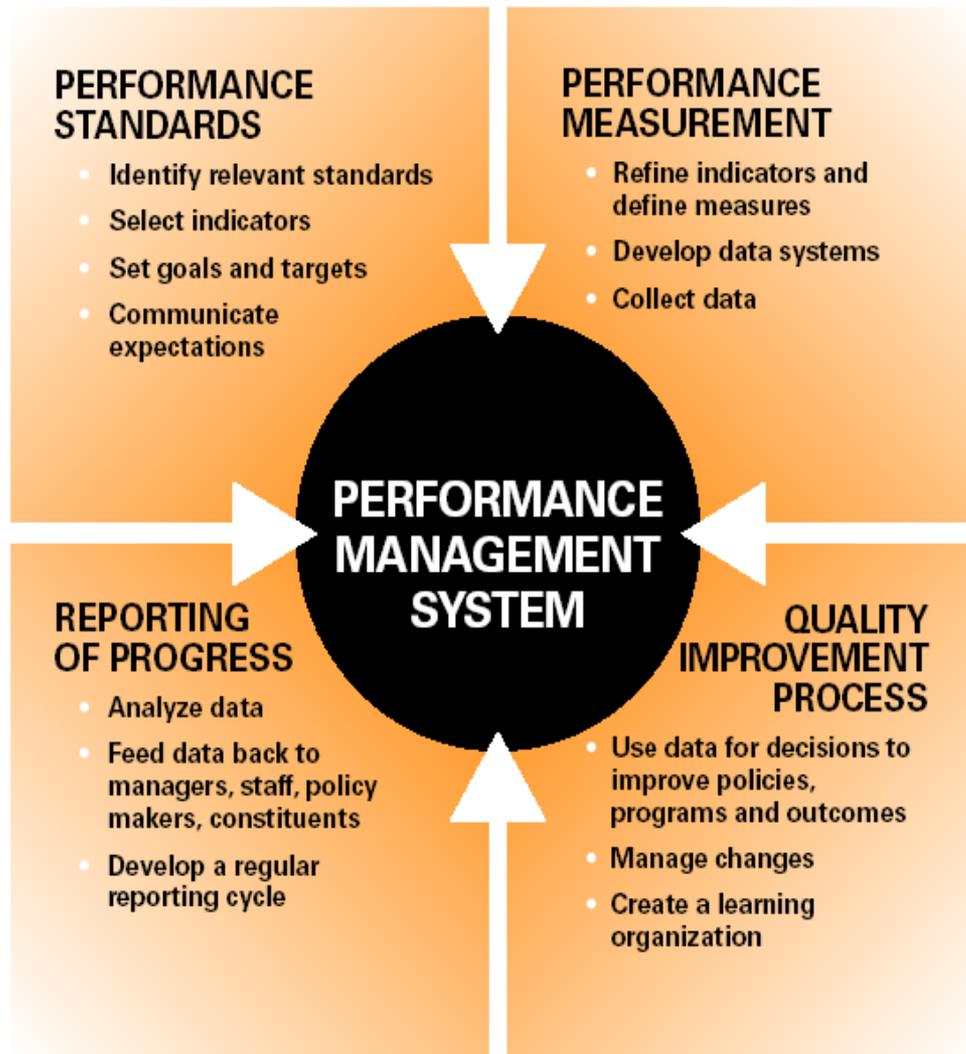
Source: Memorandum for the senior executive service; Jeffrey D. Zients, Federal Chief Performance Officer and Deputy Director for Management, Office of Management and Budget; 9/14/2010



# Turning Point Framework

- Performance management is the strategic use of performance standards, measures, progress reports, and ongoing quality improvement efforts to ensure an agency achieves desired results.
- In the case of public health, the ultimate purpose of these efforts is to improve the public's health and make the community better to live in.





Source: From Silos to Systems: Using Performance Management to Improve Public Health Systems – prepared by the Public Health Foundation for the Performance Management National Excellence Collaborative, 2003

# Terms



**Performance Standards** are objective standards or guidelines that are used to assess an organization’s performance (e.g., one epidemiologist on staff per 100,000 people served, 80 percent of all clients who rate health department services as “good” or “excellent”). Standards may be set based on national, state, or scientific guidelines (e.g., National Public Health Performance Standards Program standards, Public Health Accreditation Board standards, etc.); by bench-marking against similar organizations; based on the public’s or leaders’ expectations (e.g., 100% access, zero disparities); or other methods.

# Terms



**Performance Measurement** consists of quantitative measures of capacities, processes or outcomes relevant to the assessment of a performance indicator (e.g., the number of trained epidemiologists available to investigate; percentage of clients who rate health department services as “good” or “excellent”). To select specific performance measures, public health agencies may consult national tools containing tested measures, such as *Healthy People 2020*, as well as developing their own procedures to help them measure performance.

# Terms



**Reporting of Progress** is how a public health agency tracks and reports progress depending upon the purpose of its performance management system and the intended users of performance data. A robust reporting system makes comparisons to national, state, or local standards or benchmarks to show where gaps may exist within the system.

# Using Data for Improvement

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***Managerial Action***

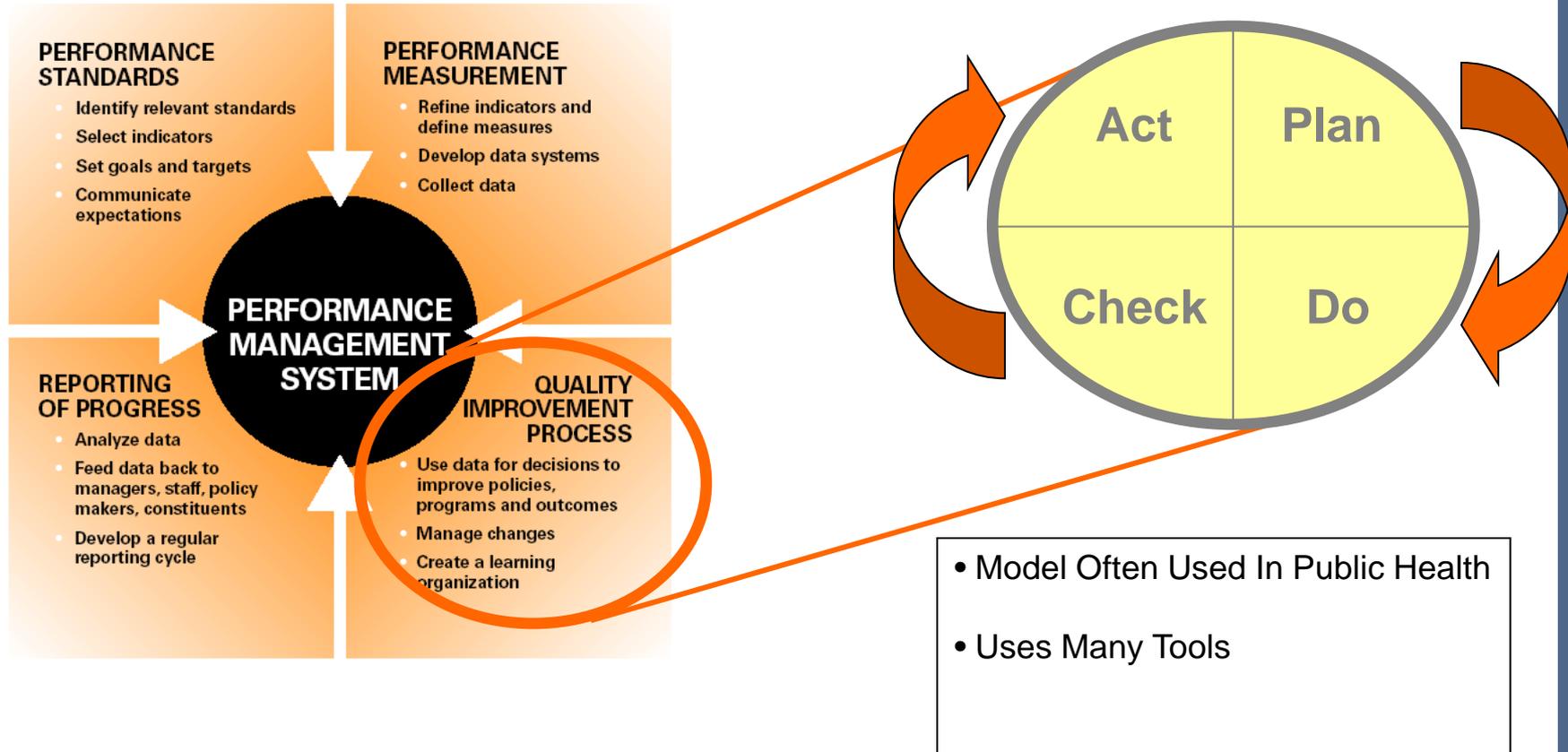
- > ***Quality improvement techniques***
- > ***Policy change***
- > ***Resource allocation change***
- > ***Program change***

# Terms



**Quality Improvement** 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.

# PDCA: A Quality Improvement Model Often Used In Public Health



# There are Many QI Tools

## Most Commonly Used

- Brainstorming
- Flow Chart
- SIPOC+CM
- Cause and Effect Diagram
- Five Whys
- Solution and Effect Diagram
- Checksheets
- Pareto Charts
- Pie Charts
- Run Charts
- Control Chart
- Force Field Analysis
- Nominal Group Technique
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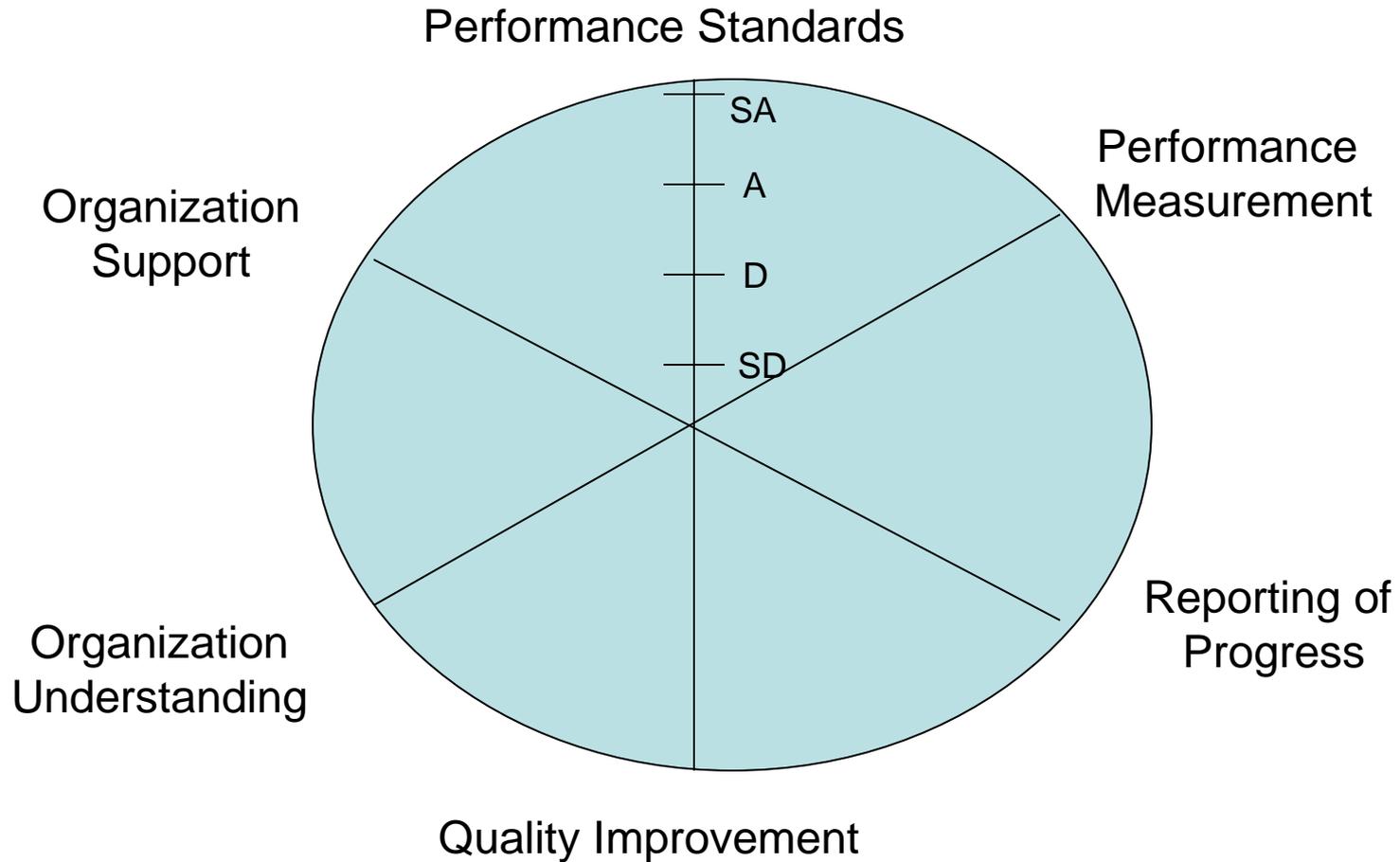
## Other QI Tools

- Affinity Diagrams
- ID Graphs
- Tree Diagrams
- Process Decision Charts
- Radar Charts
- Control and Influence Plots
- Gantt Chart
- Value Stream Mapping
- Lean Waste
- Matrix Diagrams
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➤ A performance management system is the continuous use of all the above practices so that they are integrated into an agency's core operations.

- **Performance Standards**
- **Performance Measurement**
- **Reporting of Progress**
- **Quality Improvement**

# Rating Your Current Performance Management Capability



# Assessing Your Performance Management System

1. Your organization has specific performance standards, targets, and goals.
2. Your organization measures the capacity, processes, or outcomes of established performance standards and targets.
3. Your organization documents and reports progress towards reaching set standards, targets, and goals.



# Assessing Your Performance Management System

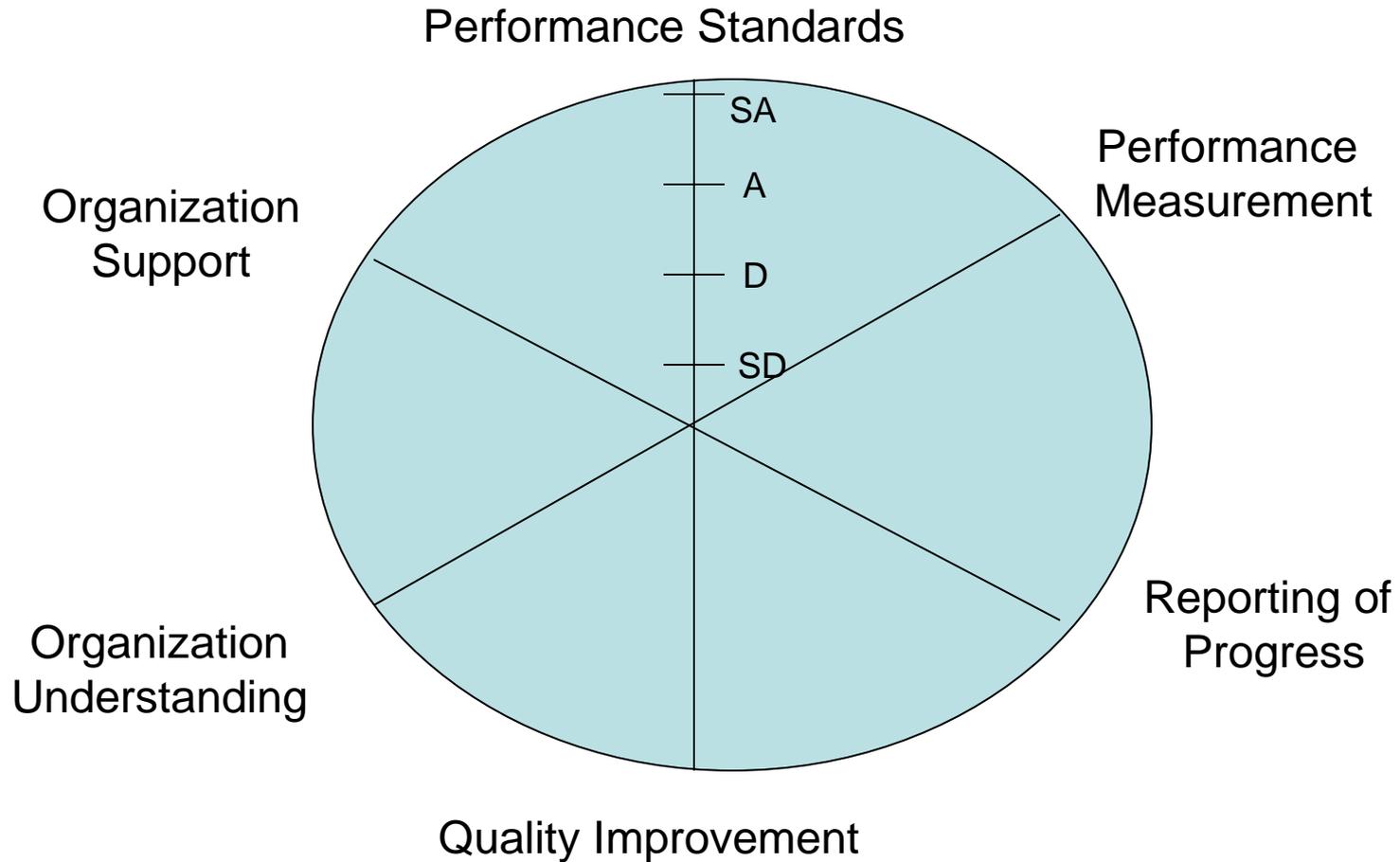
4. Your organization has a quality improvement process.
5. Your organization understands the Performance Management Framework.
6. Your organization is supportive of the Performance Management Framework.



# Rating Scale

- SA – strongly agree
- A – agree
- D – disagree
- SD – strongly disagree

# Rating Your Current Performance Management Capability



# Every System is Perfectly Designed to Achieve Exactly the Results it Gets

Results are properties of systems.

- Results do not occur by new goals or targets, but through systemic change.
- Improvement comes only with change; but change doesn't always improve results.



# Resources:

## Links to Performance Management and Quality Improvement Resources:

- Conduct a keyword search in the **Public Health Improvement Resource Center (PHIRC)** - <http://www.phf.org/improvement/>. Type in “Turning Point” in the Quick Search menu on the home page and press *search* for Turning Point Performance Management System resources. Type in “performance management” for broader resources.
- [Turning Point Performance Management resources](http://bookstore.phf.org/index.php?cPath=50), and (four booklet package and DVDs), <http://bookstore.phf.org/index.php?cPath=50>.
- [Performance Management Self-Assessment Tool](#)



# Questions and Discussion

# Thank you!

Please send your questions and  
comments to:

*[pimnetwork@cdc.gov](mailto:pimnetwork@cdc.gov)*



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