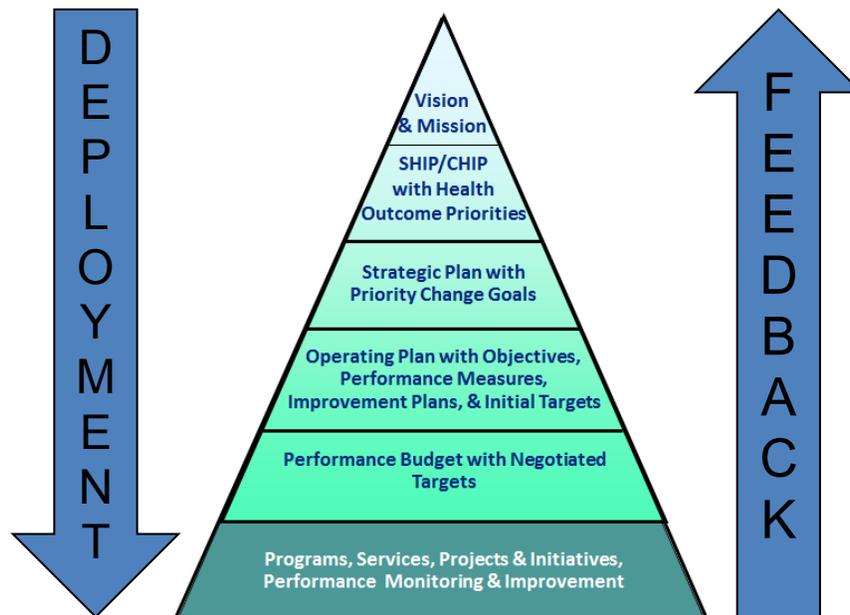


Performance Management System

Step by Step Guide

Performance Management System:

A performance management System (PM System) is about using performance information on a regular basis as part of a continually repeated cycle of performance monitoring, analysis, and improvement, in which measured results are fed back into decision making to improve future performance.



Goals and Objectives

State wide or community wide goals may be outcome-focused such as *Reduce number of smokers in our service area by 20,000/year* but the performance management system focuses on actionable information, thus the programs and organizational units' objectives often become more output or process focused. For example staff working to *reduce number of smokers in our service area by 20,000/year* may have goals such as

Hold 12 smoking clinics in Jefferson County by the end of calendar year 2014

Increase the smoking cessation hotline caller rate by 8% by June 30, 2014

Incorporate meaningful goals that will impact population health outcomes and demonstrate agency value. Consider the current goals of the organization. What are the objectives that are in place to meet those goals? Are they strategic or tactical?

Strategic goals determine the long range direction of the company. Tactical goals represent the interim steps or milestones needed to achieve the long-term goals.

<u>Strategic</u>	<u>Tactical</u>
What / Why	How
Allocation of Resources	Measurable Objectives
Big Picture	Hands On
Long timeframe (3-5 yrs.)	Short timeframe (0 to 18 mos.)
Requires time to change course	Periodic course corrections

Determine agency, division or program level goals, dependent upon the preference for your performance management system, and enter them into TAB 1 of the Excel workbook called, “Goals & Objectives.” Each goal is color coded with associated boxes to input supporting Objectives.

Objectives are S.M.A.R.T. (specific, measureable, achievable, realistic, and time bound) and align to support the goal. Enter the objectives for each goal under the corresponding goal in the spreadsheet.

Measures

Performance Measures are the development, application, and use of performance measures to assess achievement of such standards.

As with the goals you chose, the measures you include should demonstrate how your office, division or program contributes to impacting population health. Measures often are more output or process focused. For example, staff working to *reduce number of smokers in our service area by 20,000/year* may include these measures in their PM System:

Number of stop smoking clinics held

Number of pamphlets handed out at a Stop Smoking Fair

Agencies will often rely on funding streams to guide their reporting of performance, but funding streams fund individual programs, they do not tell the story of the agency’s overall contribution to impacting health outcomes. View your goals, objectives and measures as your operating plan.



Determine measures that will demonstrate that you are achieving your desired objective and ultimately impacting your overall goal. Measures listed can be any type (e.g., output, process, timeliness, customer satisfaction) as long as improvement in the measure contributes to improving outcomes. Improving program measures drives better outcomes. Choose measures that your agency has control over and that data is available to assist with reporting.

A performance management system is designed to allow agencies to monitor progress throughout the year and make changes when necessary. Identify measures that can be identified quarterly, or at least bi-annually. If measures can only be reported on an annual basis, it does not leave any room to monitor and make changes throughout the course of the year. In addition, each performance measure should be stated in a way that it resolves to a single number or ratio. Leave out words such as increase, decrease, improve or reduce as these are desired directions and not part of the actual measure.

Example

Goal: Improve Environmental Health Outcomes & Eliminate Disparities



Objective: Enforce Environmental Health Codes & Laws



Associated Measures:

- Number of confirmed new food borne illnesses each quarter
- Number of qualified homes given a home lead testing kit per quarter

In the Excel Workbook, go to the second tab, “Measures.” Goals and Objectives will pre-populate from the first tab, “Goals & Objectives.” As you work through the spreadsheet, all future worksheets will be pre-populated with the work that you create as you go. These cells are locked to maintain the integrity of all worksheets in the spreadsheet. If you find that you cannot edit a cell, you will need to go back to the original worksheet associated with that topic, such as the tab for Goals & Objectives.

Linking to PHAB

For agencies seeking accreditation through the Public Health Accreditation Board, linking your performance measures to the PHAB Domains now will provide a quick reference in the future when preparing for accreditation or retrieving information during a site visit.

Domain	Essential Service Description
1	<i>Monitoring Health Status to Identify and Solve Community Health Problems</i>
2	<i>Diagnosing and Investigating Health Problems and Health Hazards in the Community</i>
3	<i>Informing, Educating and Empowering People About Health Issues</i>
4	<i>Mobilizing Community Partnerships and Action to Identify and Solve Health Problems</i>
5	<i>Developing Policies and Plan that Support Individual and Community Health Efforts</i>
6	<i>Enforcement of Laws and Regulations that Protect Health and Ensure Safety</i>
7	<i>Linking People to Needed Personal Health Services and Assuring the Provision of Health Care When Otherwise Unavailable</i>
8	<i>Assuring a Competent Public and Personal Health Care Workforce</i>
9	<i>Evaluating the Effectiveness, Accessibility and Quality of Personal and Population-Based Health Service</i>
10	<i>Research for New Insights and Innovative Solutions to Health Problems</i>

The third tab in the Excel workbook, “Linking to PHAB,” was developed for agencies to input associated PHAB Domain relationships with measures. The goals, objectives and measures that you entered on the previous two worksheets will automatically populate this worksheet. You will only need to enter the related PHAB Domain next to each measure. The PHAB Domains will also populate into your final spreadsheet.

Review your performance measures and compare the substance of the measure, along with the intended outcome, to the PHAB Domains and identify the appropriate domain(s) that correlate(s) with the measure.

Data

The data tab provides more specific information about the selected measures and can help alleviate questions or concerns about measures. It can be used to identify a data source, any limitations with the data, and can add clarification around data if a measure has multiple interpretations. When inputting information into the data tab, consider the following questions for the measures:

- Where are we going to get the data?
- How are we going to get the data? Manually; electronically? Is there a report already available? Does IT need to be involved?
- What is the data source? Is it credible? Accessible?
- What is the data frequency?
- What does the audience need to know about the data to make it easy to understand?



Use the answers to these questions to complete the data cells for each measure. Not every measure may need clarification, but it may start a dialogue that leads to other measurement or data concerns that can be addressed within the data notes tab.

Final Spreadsheet

All prior information entered into the previous worksheets will populate the majority of the Final Spreadsheet. The following information will be pre-populated:

- Goals
- Objectives
- Measures
- PHAB Domains

This worksheet is not protected as the previous worksheets. ***Use caution when making updates or changes to this worksheet, without updating from the beginning worksheets. Making changes to this worksheet will not update the previous worksheets*** The previous worksheets were developed to guide you through the building of the final spreadsheet to use as part of your agency's performance management system. It is ok to make changes to this spreadsheet in your final stages without updating the previous pages. Just please remember that the previous worksheets will not be updated.

There are additional columns in the spreadsheet that will not automatically populate - columns E through L. These columns will need to be manually updated on a regular basis.

Column E "Previous Period" should begin to be used in the second reporting period and moving forward. This will need to be updated manually each reporting period with the previous "actual" information. This column will not be updated until the performance management system is in place and measures are being tracked.

Column F "Current Period" will need to be manually updated each reporting period with the "actual" information. This column will not be updated until the performance management system is in place and measures are being tracked.

Column G should be updated during the development phase of the performance management system, when creating measures and defining targets. The defined target should be an annual target and defined as a single number, ratio or percentage.

Column H is a column designed to show the users of the performance management system a "quick glance" of the measures and their trending performance. This also provides a great summary for leadership or executive team members, etc. This information will need to be manually updated. For each measure, determine how the "current period" compares to the "target." On the right of the spreadsheet is a group of shapes: red arrows, green arrows and a yellow diamond. These shapes can be



used to show how the actual for the current period compares to the target, what direction the value is moving in, and can also be used to represent the number of periods this trend has occurred by placing a number on top of the shape (in a text box). *Please refer to the spreadsheet with provided examples for the explanation below.*

For example:

- *The first measure provided in the example spreadsheet shows a current value of 68%. The value was 72% in the previous reporting period and the annual target for this measure is 100%. Therefore, the actual reporting values related to this measure decreased and moved in the wrong direction. A red arrow represents a target moving in the wrong direction, and we used the down arrow to demonstrate which direction it's moving. In addition, a "1" is provided in a text box on top of the arrow to show that it the measure has been trending in this direction for one reporting period.*
- *The third measure provided in the example spreadsheet shows a current value of 0.00. The value was 0.00 in the previous reporting period as well. The annual target for this measure is 3.00. The reporting values for this measure have remained unchanged. A yellow triangle demonstrates that a value has remained unchanged, or relatively close to the previous reported value, and has not significantly changed from one reporting period to another. In this example, the value has remained unchanged for the last two reporting periods.*

To use the shapes provided in the key, copy and paste the image that you wish to use. The shapes are sized to fit the spreadsheet in its current format. To insert a number on top of the shape to demonstrate the number of periods the value has been trending in this direction, use a text box, or copy and paste a text box from the example spreadsheet provided.

Column I is used to define the frequency in which data is collected and reported for the measure. It should be manually updated to reflect whether the measure is reported monthly, quarterly, annually, etc. Measures included in the performance management system should at least be reported annually.

Column K should be updated to denote whether a measure has an associated QI Plan. If so, please refer to the QI Plan section below regarding tracking related information.

Column L can be used to indicate whether additional notes exist for a performance measure. If yes, please refer to the Notes section directly below.



Notes

The Notes worksheet in the spreadsheet can be used to make any notes related to any of the measures. This step is optional and can be used when necessary. The final comprehensive spreadsheet should have an indication for a specific measure that a note is included on the Notes worksheet.

When adding a Note to the Notes worksheet, list the specific measure that the note relates to and the date the note was added. In the Comments section, provide any details around the note and the individual who created the note.

QI Plan

Monitoring performance measures throughout the year is crucial to the success of the performance management system. It is important to see if the data you are collecting is what was expected. When actual targets are recorded throughout the year for each measure, they may not be trending as expected or planned. In this case, it would be beneficial for the agency to put a quality improvement (QI) plan in place (for that particular measure) to evaluate the current process in place, look at what is currently happening or being done to support this measure, and determine what should be done differently. When a QI Plan is established for a measure, it should be noted in the master spreadsheet that a QI Plan exists.

For each QI Plan put into place for performance measures, go to the QI Plan Info worksheet, the last worksheet within the spreadsheet. This is where QI Plan associated with the Performance Management System should be tracked. The spreadsheet has columns to enter:

- *The QI Plan or Initiative:* Here, list the title of your QI project and list the associated measure.
- *Project ID:* This is optional and provided for the agency to list a project ID if your agency has a project tracking system.
- *Start Date of the QI Plan*
- *Notes:* Space to include any notes or updates related to the QI plan

