Building & Improving a Performance Management System
Post-Workshop Webinar

Public Health Foundation

Utah Department of Health

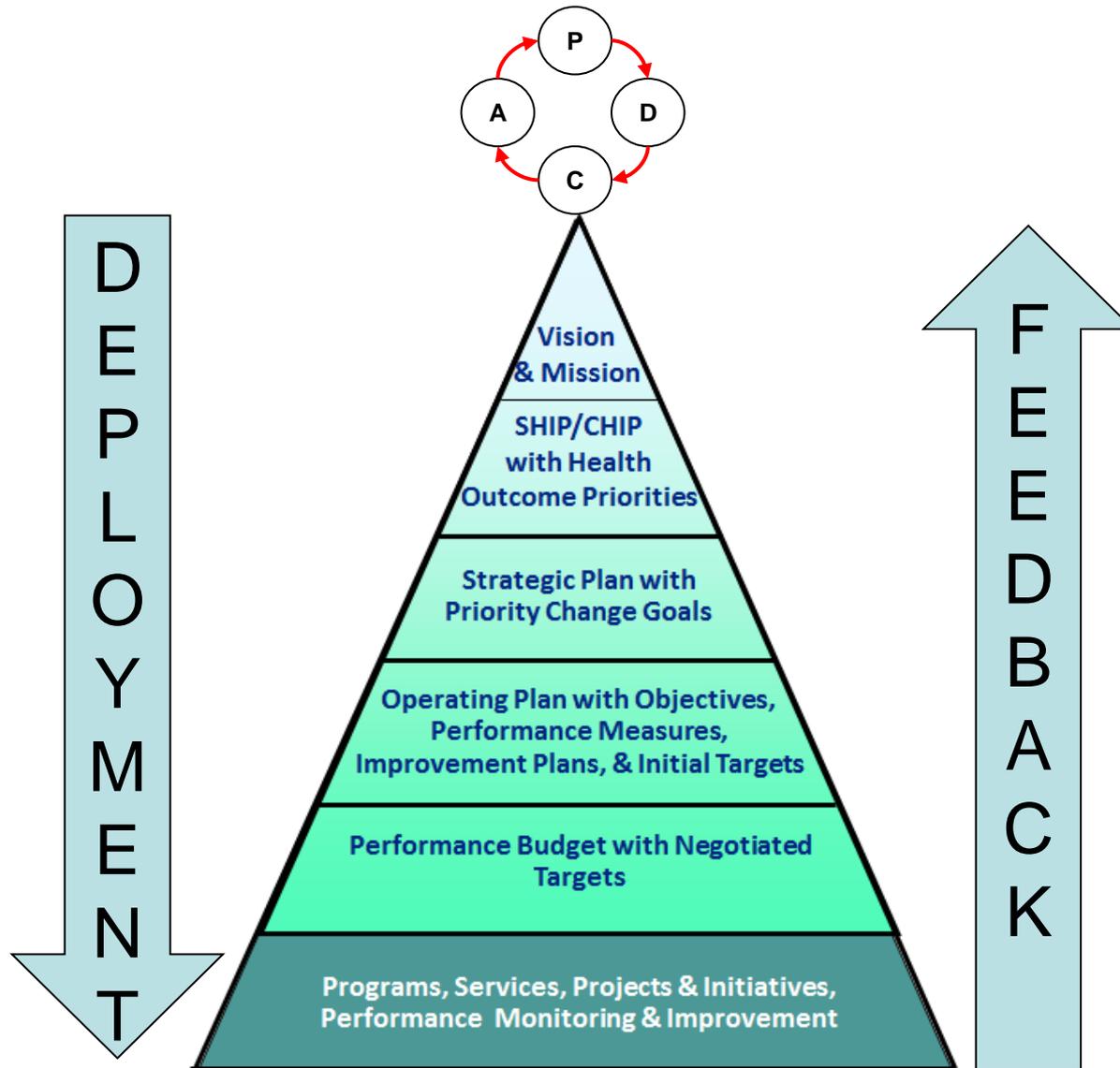Amanda McCarty, MS, MBA

Review of Progress Since Workshop

Review of progress to date

Comments on progress

General questions
- – **Measure development?**
- – **Targets?**

DO: Deploy the System

DO: Deploy the System

- PM System deployment should be part of a culture change to make the entire organization results focused.

- In deployment, use development & revision of measures & scorecards to drive a results-focused culture by:
    - Engaging those accountable for measures in their development
    - Assuring organizational performance measures align with priority health outcomes to be achieved & showing linkages to all staff

- A cultural norm should be: *"Everything we do must add value to improving population health."*

- A culture will change when desired new behaviors are measured, reported, recognized, rewarded, & celebrated.

CHECK: <u>Review the System</u>

– Assess the PM system at least yearly to ensure it meets the needs & expectations of the organization

– Every few years conduct a more thorough system audit

– Review can include:

  • Use of the system & its information by the users
  • Changes in system requirements
  • Align expectations to focus on results
  • Relevant measures and reliable data
  • Employee involvement and training needs
  • Organizational guidance
  • Review vs. other organizations' PM systems
  • What the "next level" of system advancement should be

CHECK: Assess System Maturity & "Next Level"

› Determine where you are in the evolution of a mature PM system

› Determine the most strategic next level of development for the PM system in your organization, community, & state

Potential "Next Levels":

- *Build "Operational QI Plans" into the PM System*

- *Enhance organization learning through multiple PM cycles*
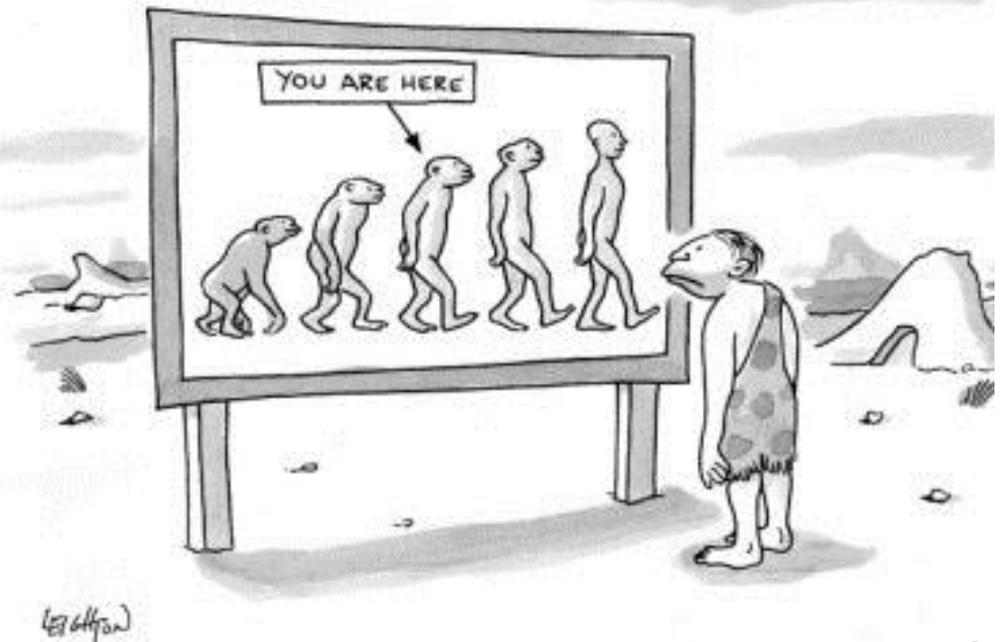
ACT: Improve the System

– Based on the results of a system assessment or audit, decide on system improvements.

– To implement PM system improvements:
  • Start the PDCA cycle again
  • As appropriate, engage management, employees, & other stakeholders in designing and implementing changes

– Clearly communicate PM system changes to all users before the changes are put into effect.

PM System Action Planning

Action Plan				
What (Major Action Step)	**By Whom (Lead)**	**Target Date**	**Revised Date**	**Actual Date**
Identify Design Team & Team Leader(s)				
Identify key stakeholders & how to engage them				
Determine any revisions to approach & spreadsheets provided, e.g., in comparisons or reporting periods				
Select pilot groups (e.g., programs, divisions) to develop operating plans to test system design				
Pilot groups develop operating plans (goals, objectives, measures, targets)				
Review & improve pilot plans (including review by other users, e.g., executive management)				
Revise tools (e.g. spreadsheets) and develop user guidance based on review of pilot plans				
Plan further system implementation, including roll-out to whole department & any partners				
Examine IT options, esp. system software & narrow down to most likely choices				

Recommended Practices for Using Performance Information

– When analyzing data, don't just focus on trends of individual performance measures, but look for relationships among measures that can provide insights.

– Tips from practice:

- Be sure to consider lag times to see the influence
- Be alert for unexpected relationships among measures
- As needed, dig deeper into more additional data not on the scorecard to determine why results are what they are
- Consider external factors & qualitative info (best if you can quantify it in some way)

Recommended Practices for Using Performance Information

– Develop a results-focused culture by ***creating these expectations:***

- Performance management is not *another* extra thing to do, but IS the way we do business

    – Operational uses of data should be considered part of the PM system, even if not part of "central" reporting

- Emphasis should never be "punishment" for poor results, but:

    – ***Learning from actual results***, to determine ways to improve

    – Celebrating successes

Recommended Practices for Using Performance Information

– Build PM Review into Regular Senior Management Meetings & Management-Staff Meetings at ALL Levels

  • Don't just focus on data & detailed analyses, but on key interpretations: *Tip from practice:*

    – *Ask people: Don't just report results we can read, but use the data to tell "**the story**" we need to understand*

  • Supervisor-staff discussions to bring attention to desired results, and how to get them, to the front line

  • Shift focus between details & the big picture:

    • Tips from practice:

      – *Refer back to strategy map from time to time*

      – *Refer back to PM cycle chart from time to time*

Recommended Practices for Using Performance Information

– If most reporting is quarterly, find ways to keep a more frequent high-level focus on performance management.

– Tips from practice:

  • *Pick a "Top 10" or "Top 15" list of measures for the whole department for more frequent update & brief high-level review*

  • *Each month have a different program or division be the focus of an in-depth review, emphasizing:*

    – Detailed review of performance drivers and (when enough data) whether driver-outcome relationships are working as expected

    – Improvement opportunities, including cross-program or cross-division solutions

  • *Create expectation that divisions & programs should have more detailed data they can be called upon to provide if needed at any time for deeper analysis*

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Recommended Practices for Using Performance Information

– Align your QI efforts with your performance management system: *Get them working together!*

– Connections between a PM system & QI:

  • Periodic performance data from a PM system help identify strategic or "important" candidates for QI projects

  • QI projects help determine selected performance targets in the PM system

  • *Metaphoric tip from practice:*

    – *QI is a microscope. A PM System is a telescope. Use your telescope to tell you where to focus your microscope.*

Discussion: How will YOU use Periodic Performance Information from Scorecard Tracking Tool?

How will YOU use it, for example, as:

- Part of Your Department's Leadership Team?

- A Division Director, Office Director, or Senior Manager?

- A Program Manager?

Consider, e.g.:

- Your USES or "PURPOSES"
- Your METHODS: How you will achieve each purpose
- Management & leadership uses (e.g., operations, policy)
- Supervisory & staff development uses
- Uses & methods to "change the culture"

Recommended Practice for After the PM System is Up & Running: Develop "Specifications" for Performance Measures

– Performance Measure Specification includes, e.g.:

  • Unit of measure, definition of measure ("data definition"), how calculated

  • Source of data or data collection technique, update frequency

  • People responsible ("measure owners")

– ***Eventually essential*** to maintain data reliability & system integrity

– But can be overly burdensome to do all at once, and can be wasteful in early stages of a PM system as measures are likely to change

– *Suggestion:* Once PM system is up & running, select about 2 to 3 measures a year *(per division in larger departments)* to "specify":

  • Start with measures least likely to change

  • If you're aware of possible changes in staff responsible for collecting, compiling, or calculating data, specify those measures before staff leave

More Considerations Going Forward

– **Be patient in early stages of system until there's enough data for trends. *To get useful trends sooner:***

– **Keep emphasizing the USE of performance information**

- Make programs that make early effective USES of performance data positive examples for others to learn from, whether or not they're showing good current performance

- Once there's enough data for use, be willing to change performance measures to increase usefulness

  – *But take care NOT to change too many measures at once: need to balance consistency (for reliability) with usefulness (for relevance)*

  – *In early stages of a PM system, more changes are OK, but measures should eventually stabilize*

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Conclusion

– **Open Discussion**

– **Questions**

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