

# Developing Effective Performance Measures & Measuring for Improvement

MPHI

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Welcome and  
Introductions



# Workshop Overview

Today we will :

- Provide a brief overview of Performance Management
- Take a deeper dive into performance measures
- Participate in a few large and small group activities
- Cover the basics of measuring for improvement



## First – A Question

- What comes to your mind when you hear the term, “Performance Management?”



# What is Performance Management?

## Some Definitions:

A systematic process aimed at helping achieve an organization's mission and strategic goals by improving effectiveness, empowering employees, and streamlining the decision-making progress.

-Public Health Foundation

A systematic process by which an agency involves employees...in improving organizational effectiveness in the accomplishment of agency mission and goals.

-US Office of Personnel Management



## Performance Management Purpose

**“...to move the field of public health from simply measuring performance of individual programs to actively measuring and managing performance of an entire agency system.”**



*Silos to Systems: Using Performance Management to Improve the Public's Health.*

Turning Point Performance Management National Excellence Collaborative:

Seattle, WA; Turning Point National Program, 2003

# What is Performance Management?



Purpose:

- Identifying Goals
- Using Data
- Driving Improvement

# Why this?

1. To be accountable
2. To improve performance
3. To know which path is the right path



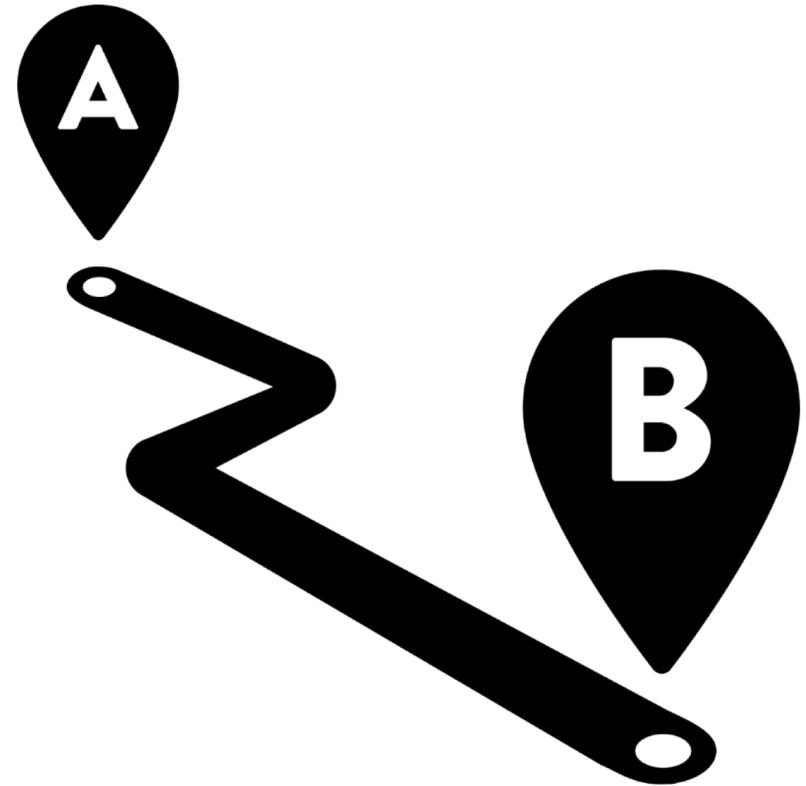
# Why now?

Domain 9	Domain 9: Evaluate and Continuously Improve Processes, Programs, and Interventions
Standard 9.1	Use a Performance Management System to Monitor Achievement of Organizational Objectives
Measure 9.1.1 A	Staff at all organizational levels engaged in establishing and/or updating a performance management system
Measure 9.1.2 A	Performance management policy/system
Measure 9.1.3 A	Implemented performance management system



# Performance Management One Step at a Time

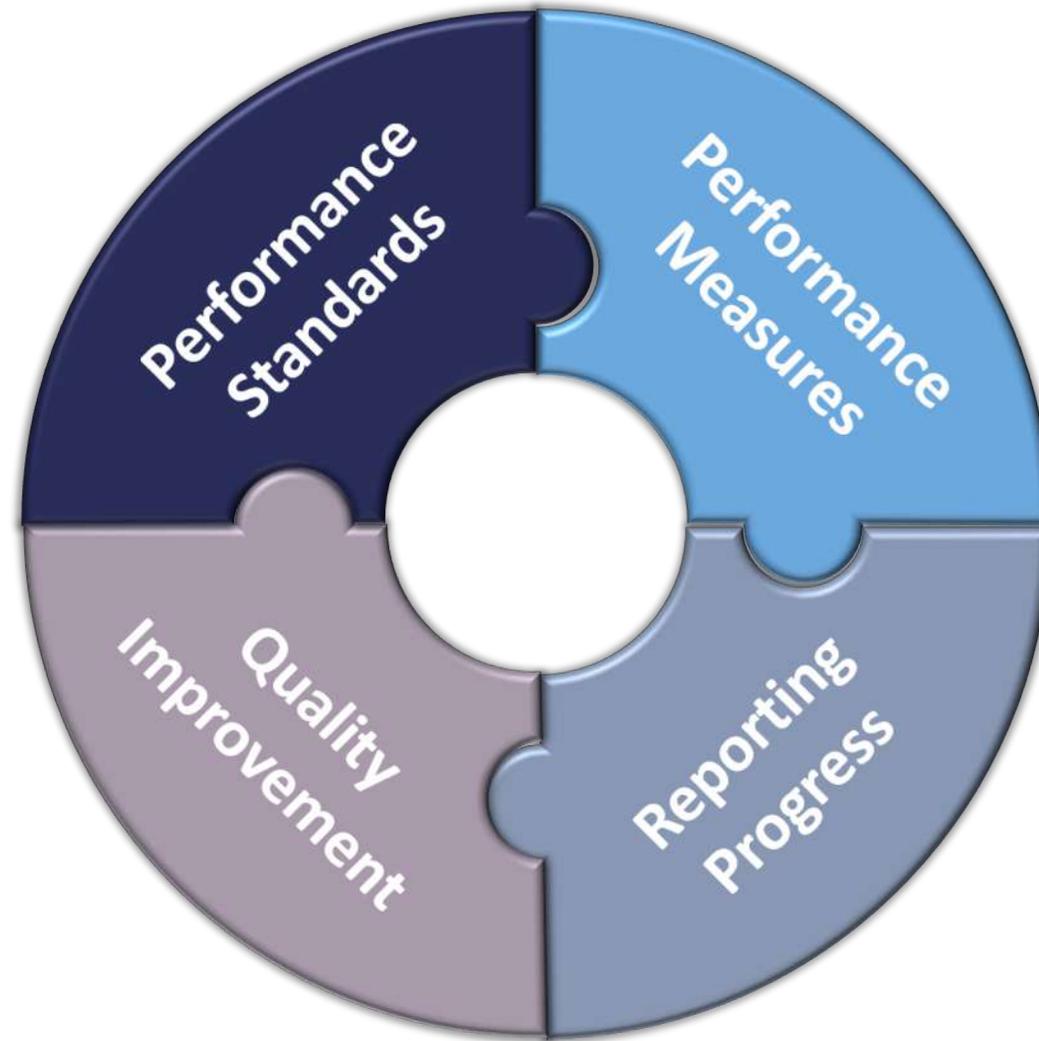
- A fully functional performance management system should be created over time
- Start with:
  - Communication
  - Planning
  - Existing resources



Performance  
Management  
starts with a  
vision... and  
some data

- **Vision & Mission**
- **Community Health Assessment**
  - Where are we now?
- **Community Health Improvement Plan**
  - Where do we need to go as a public health system?
- **Agency Strategic Plan**
  - Where do we need to go as a public health agency?
- **Quality Improvement Plan**
  - What are we working to improve?
- **Program Logic Models**
  - What do we do & how do we do it?

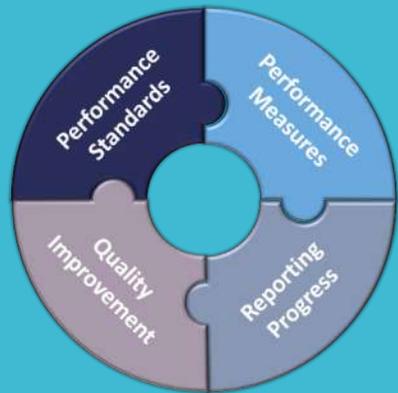
# A Model for Performance Management



# A Brief Look into Each Component



# Performance Standards



- Objective standards that are used to assess an organization's performance
- Steps:
  - Identify set goals/priorities
  - Set targets
  - Communicate expectations

Performance  
Standards

*Strategic Plan*

**Community Health Improvement Plan**

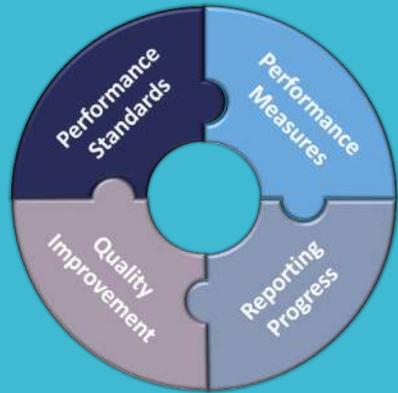
**Other Agency Plans**

Program Standards or Goals

*National Standards*

Healthy People 2020

# Performance Measures



Performance measures are:

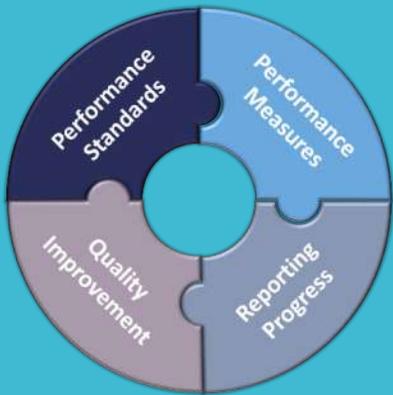
- Quantitative
- Related to identified goals/standards

Steps include:

- Select measures
- Create operational definitions for measures
- Identify/develop data tracking tool
- Collect data



# Reporting of Progress

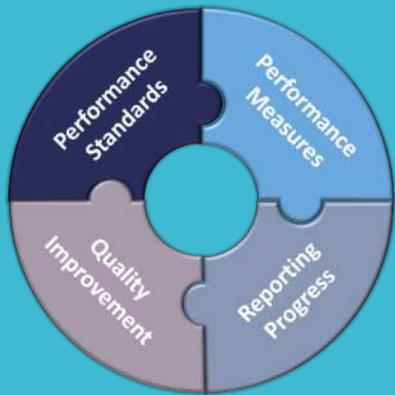


- Steps include:
  - Analyzing data
  - Reporting results
  - Develop a regular reporting cycle

A critical step!

- Keeps you accountable
- Provides you support

# Quality Improvement



## Some Key Considerations

- Involve all staff
- Measure what's important
- Start small
- Be realistic
- Make it routine



# Discussion



A Closer Look:

# Developing Effective Performance Measures



# Performance Measures: Definition

The specific quantitative representation of a capacity, process, or outcome deemed relevant to the assessment of performance.

-Guidebook for Performance Measurement,  
Public Health Foundation



# Performance Measures: Definition



A numeric description  
of an agency's work  
and the results of that  
work

-State of Washington  
Performance Measure  
Guide

Expressed as:

- Amount
- Cost
- Result of activities

That tell you:

- How much
- How well
- At what level

# PERFORMANCE MEASURES

Steps for  
building this  
piece

- ➔ Select measures
- ➔ Create operational definitions for measures
- ➔ Identify/develop data tracking tool
- ➔ Collect data



# Selecting Measures

Performance measures are:

- Quantitative
- Measure capacity, process, or outcomes
- Relevant to assessment of progress toward performance standards



# Performance Measures

**Be choosy about what measures you include in your performance management system.**

Assessing performance measures

1. The measure should be specific and result oriented
2. The measure should be meaningful and understandable
3. Data should be adequate to support the measure; and
4. The measure should be valid, reliable, and responsive.

## Types of Measures

- Capacity Measures: The capacity to conduct each service
  - The percentage of baking tools needed to bake cookies in your kitchen.
- Process Measures: The processes used to conduct each service
  - The amount of times you have baked cookies in your kitchen this month.
- Outcome Measures: The results of services
  - The number of pounds gained over your baking period.



# A quick measure type game!

- The number of health department staff who have received the Embracing Quality in Public Health A Practitioner's Performance Management Primer training.
- The number of teens ages 15-17 receiving family planning services at clinics funded by the health department.
- The Percentage of tobacco cessation program enrollees who successfully quit using tobacco at 7-month follow-up.
- Rate of births to high school-aged youth in a specific county.
- The percent of women in the Breast and Cervical Cancer Program receiving a Pap test.
- The number of second and third graders participating in the dental program.
- The number of partners and coalitions that the health department collaborates with to address premature births.
- The percentage of clients entered into the health department's electronic health records system who have health insurance information.
- The number of likes for the health department Facebook page.

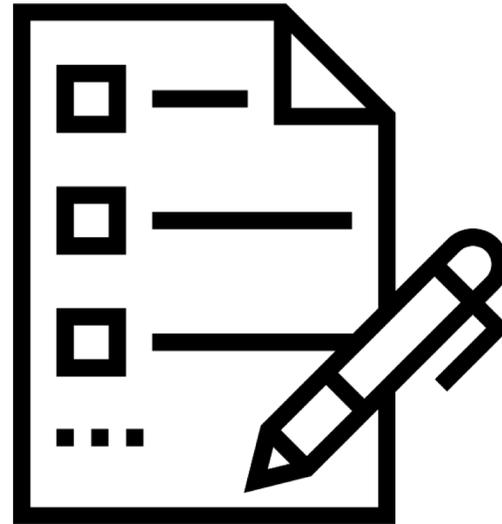
## Criteria for Selecting Measures

- Relevant to your organization's mission, vision, goals, objectives, and activities
- Actionable
- Within your agency's scope of control
- Clear and understandable
- Offer a point of comparison
- Sensitive to change
- Based on usable, routinely collected data
- Drive improvement

## Creating an operational definition for measures

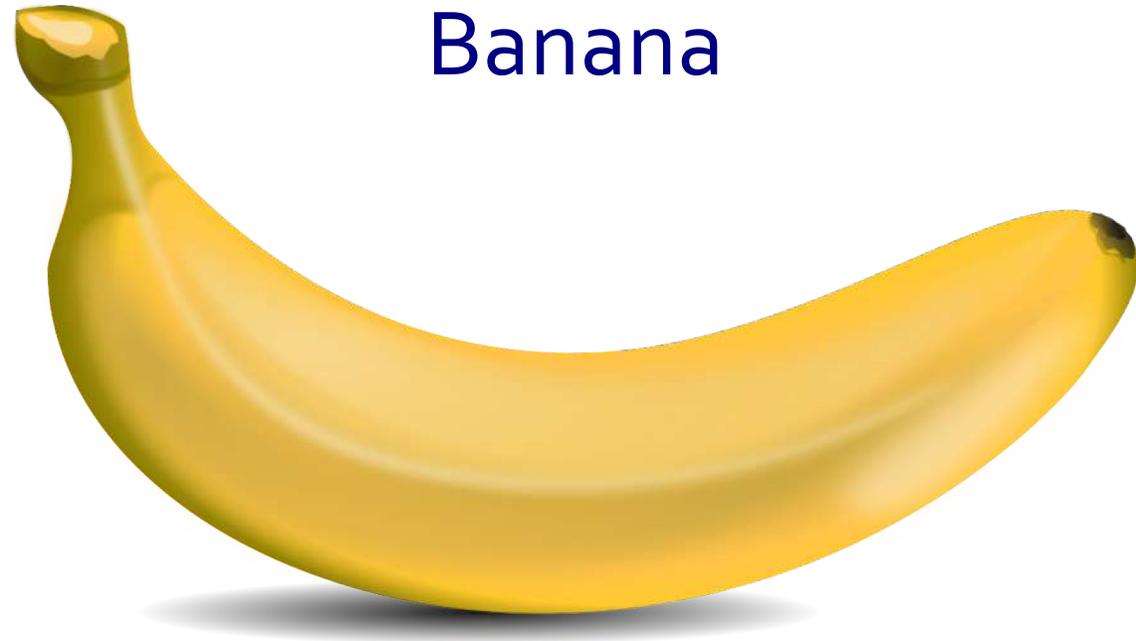
### Creating an operational definition for measures

- Develop a clear, concise definition of how a measure is calculated, and what data go into calculating the measure.
- Include this within your Data Tracking Tool



Operational  
Definition

Measuring a  
Banana



## How to Play

1. On the piece of paper in your bag, work with your team to create an operational definition of the banana's size (e.g. note exactly how the team will go about measuring the banana).
2. Measure the banana using the definition your team created.
3. Write down your result on a Post-it note and keep it a secret.
4. Wait for the next set of instructions.

## How to Play Continued

5. Switch tables with another team, leaving your materials and operational definition behind.
6. Use the other team's materials and operational definition to measure the banana. Write down the results your team gets on a Post-it note.
7. Gather with the other team and compare your results. Did both teams arrive at the same size?

# Discussion



Let's practice!



## Example Performance Standards

- Ensure there are adequate opportunities for community engagement in the community health assessment process
- Public health will offer services and programs that inform, educate, and empower the people it serves about current health issues
- Public health clients will be highly satisfied with services provided
- Provide trauma-informed care to all individuals utilizing public health services

# Performance Measure Criteria

- Relevant to an organization's mission, vision, goals, objectives, activities
- Directly related to standard or goal for performance
- Within the scope of your agency's control or influence
- Understandable
- Offers a point of comparison
- Sensitive to change
- Based on usable, routinely collected data
- Show change over time
- Drive improvement

# Discussion



# Measuring for Improvement



# Quality Improvement

QI makes all of this effort worth the trouble!

- Use your data to identify strengths and areas for improvement
- Use your data and experience to identify the 'why'
- Use your data to test changes
- Use your data to know you're getting better



# Quality Improvement – Use Data to Drive Improvement Activities

- Use your data to identify strengths and areas for improvement
- Use your data and experience to identify the 'why'
- Use your data to test changes
- Use your data to know you're getting better



## Variation & Stabilization

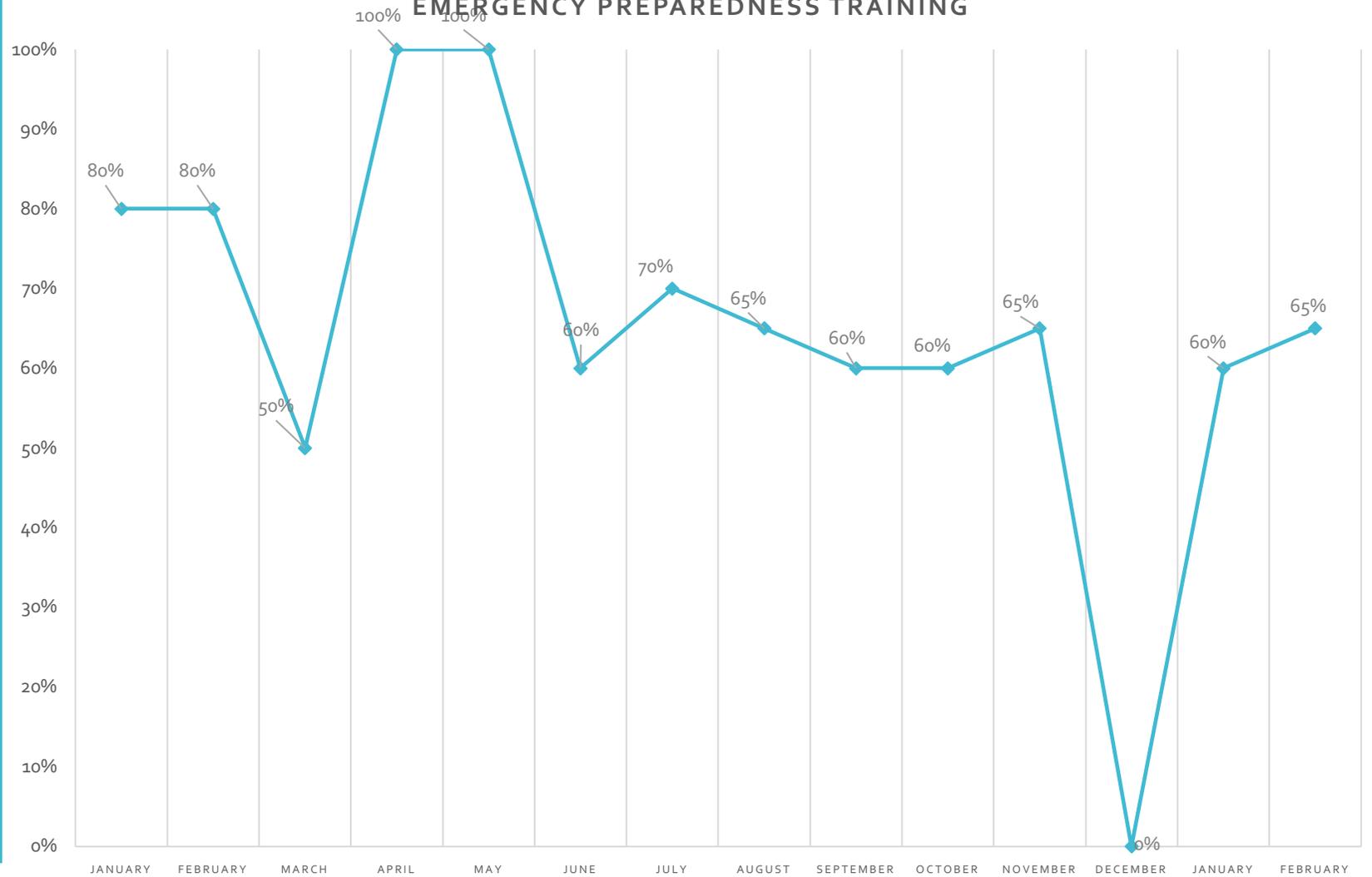
- Every process and measure has variation
- There are two types, Common Cause and Special Cause
- Important to understand the differences between Common and Special Cause
  - Common Cause is always present within the process
  - Special Cause is not typically present within the process
- Improvement should focus on stable processes; data can help you determine stability

## Examples

- Scenario A: Customer Satisfaction Survey results show that satisfaction with available immunization appointment times has stayed steady or decreased for the last 6 months.
- Scenario B: Customer Satisfaction Survey results include one month where respondents indicated wait times for WIC appointments was too long.
- Scenario C: The number of public health clients with

# Examples

PERFORMANCE MEASURE A: PERCENT OF PRIORITY STAFF PARTICIPATING IN MONTHLY EMERGENCY PREPAREDNESS TRAINING



# Discussion



Thank you!



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