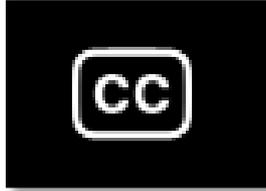




Performance Management Techniques for Successful Decision-Making

May 7, 2025 | 2-3pm ET

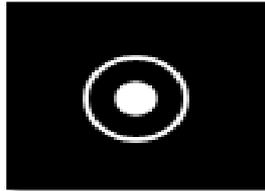
Introductions and Housekeeping



Closed Captioning
is enabled.



Drop your questions into
the Q&A.



Webinar is being
recorded.

Today's Speaker



Amanda McCarty, MS, MBA, MHA
The Public Health Foundation

Performance Management in Public Health

Please rate your familiarity with performance management

0

Not Familiar

0

Somewhat Familiar

0

Familiar

0

Very Familiar



Performance Management System Basics

Performance Management System

- Performance Management:
Using performance information to help make better decisions.
- Performance Management System:
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.

Performance Management Model



At the core of all quality improvement and performance management activities is the use of data to drive decision making and monitor progress.

Quality Improvement & Performance Management are tools that, when used together, help to improve the value and impact of programs.

- 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.
- Updated framework by the Public Health Foundation, 2013
- Also PHF Website:
http://www.phf.org/focusareas/performance/Pages/Performance_Management.aspx

PM and QI

Performance management (PM) is the systematic process of using data to make decisions.

Data is used to measure, monitor, and communicate progress toward intended outcomes.

Quality improvement (QI) tools are used to overcome barriers to progress



Performance Management Components



Goals

General umbrella statement, under which specific objectives can be clustered.



Objectives

Specific, measurable steps that can be taken to meet the goal.



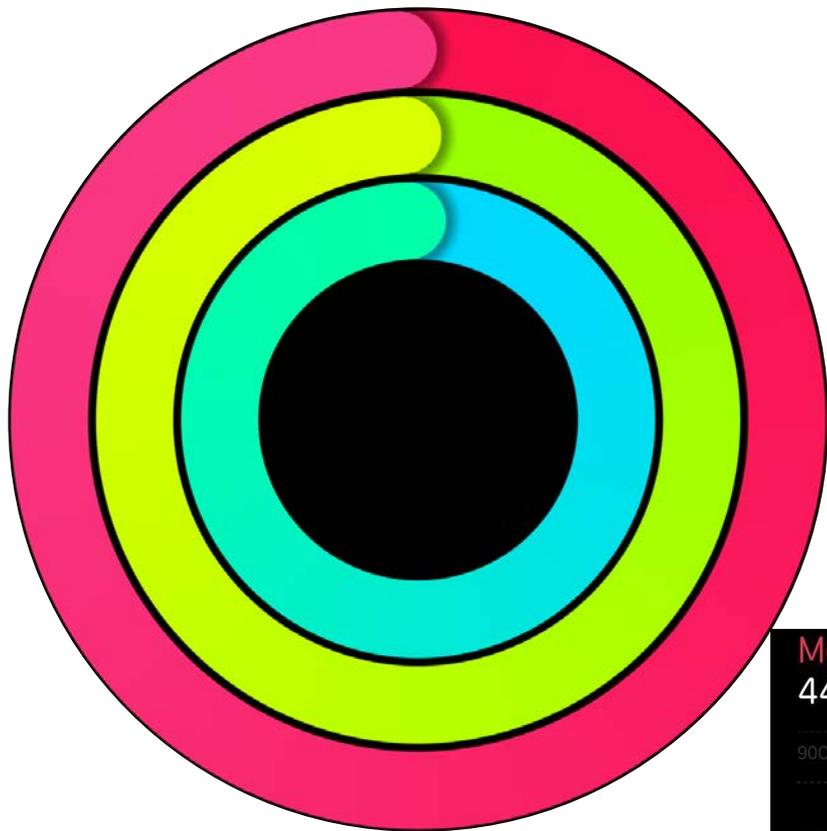
Measures

Defined indicators for collecting data to assess achievement
Activities, strategies that are contributing to your objectives
Demonstrate progress

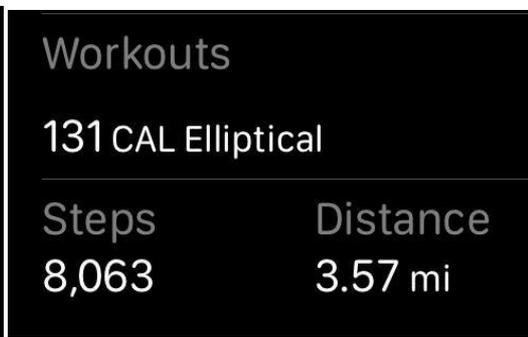
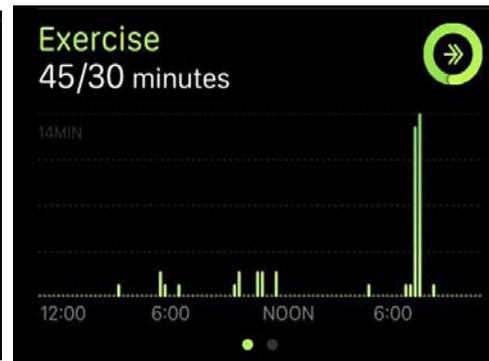


Key Performance Indicator (KPI)

Quickly gauge performance against goals

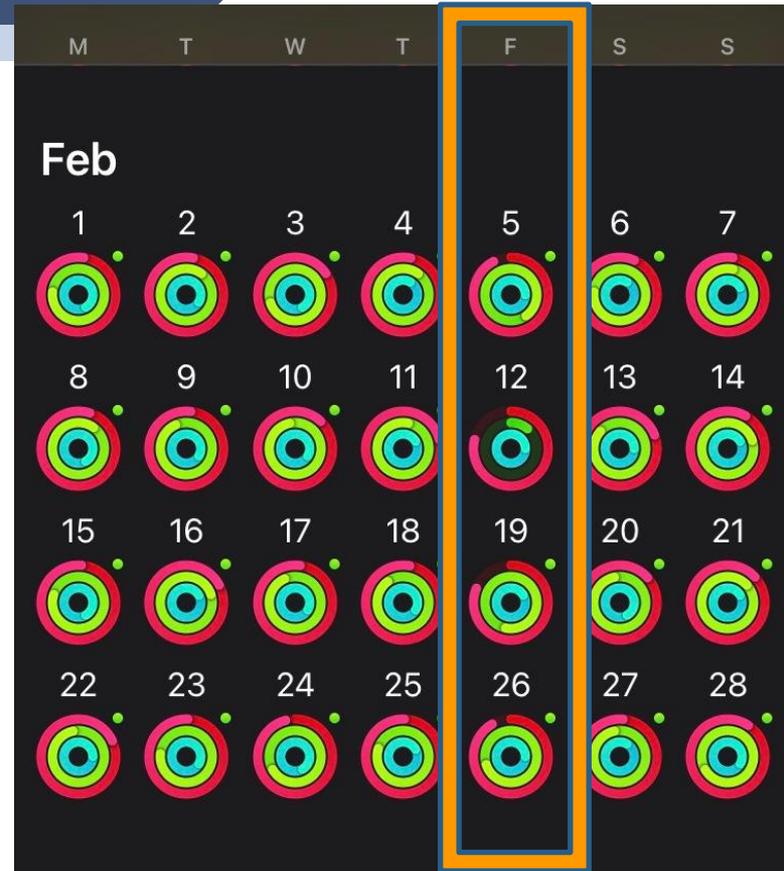


Using performance information to help make informed decisions



Performance Management System

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.



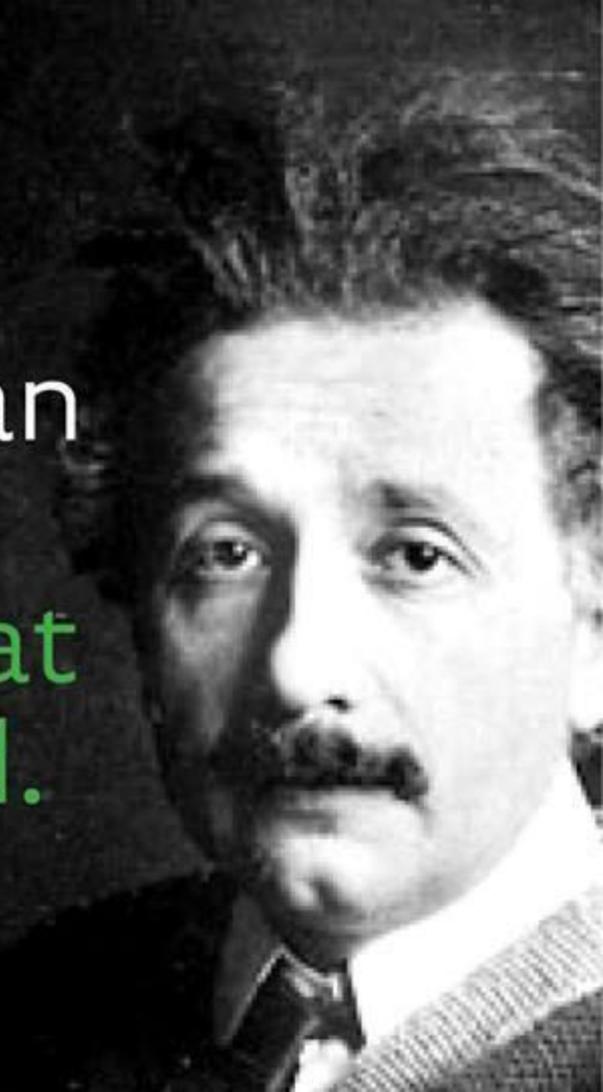


A black pushpin is pinned to a blue background with a white grid pattern. The word "Prioritize" is written in white, sans-serif font, centered horizontally and partially overlapping the pushpin's shaft. The pushpin's head is a solid black sphere, and its shaft is a thin black rod pointing downwards towards the center of the grid.

Prioritize

Not everything that can
be counted counts...
and not everything that
counts can be counted.

Albert Einstein



Choosing High Power Measures



Communication power: Does the measure communicate to a broad range of audiences?



Importance/proxy power: Does the measure say something of central importance about the program?



Data Power: Is quality data available in a timely, consistent basis?

Use of Family Measures

Combination of outcome, process, and balancing measures

Recommend 3-8 balanced measures for improvement projects

- Outcomes
- Transactions
- Productivity
- Cost
- Appropriateness
- Satisfaction (patient and/or staff)



Levels of Measurement

1. How much are we doing?
2. **How effectively are we doing? How well did we do?**
3. Who cares? Is anyone better off?

Qualitative vs Quantitative Measures



Evaluate Holistically



Address both "what" the data shows (quantitative) and "why" or "how" it happens (qualitative)



Correlate Insights:

Combine data types to create a fuller picture. For example, low employee turnover (quantitative) paired with positive feedback (qualitative) reinforces organizational health.



Supplement Metrics:

Use qualitative data to explain anomalies in quantitative trends or provide actionable insights.

Quantitative

WIC gets # of eligible participants

% tobacco participants that complete at least 3 coaching sessions

processes improved as a result of collecting customer satisfaction data

% participants in virtual coaching program

Qualitative



Qualitative data captures subjective, contextual insights that numbers alone cannot convey.



1. Employee Feedback: Conduct interviews, focus groups, or surveys to understand team dynamics and morale.



2. Customer Insights: Gather testimonials, reviews, or complaints to evaluate service quality.



3. Contextual Analysis: Use case studies or narratives to explain unexpected results in quantitative data.



4. Highlight Intangibles: Identify factors like workplace culture or creativity that may not be easily measured.

Creating a Quantitative Measure from Qualitative

Employee Satisfaction Surveys

- Low morale
 - Many employees are below satisfied with supportive work environment
 - Can average % of employees have rated satisfied or higher
 - Ongoing performance measure % employees satisfied or higher (target 80%)



Waste Identification – Defects/Problems in the Process

Focus group leads to identification of issues

- “Waiting too long” → average wait time
- Forms are never completed in entirety → % of forms not completed
- Prefer to complete information online → % requests made online
- Hospital proper disposal of controlled substance, we investigate reports. Hospitals had misplaced temporarily. Make a change/improvement to process. Went from 80% of reports that result in non-investigation to 0% by changing length of time

Performance Management Components



Goals

General umbrella statement, under which specific objectives can be clustered.



Objectives

Specific, measurable steps that can be taken to meet the goal.



Measures/Indicators

Clearly defined indicators for collecting data to assess achievement

Activities, strategies that are contributing to your objectives

Demonstrate progress

Environmental Health Enforcement & Investigation Example

Goal: Minimize EH Risks & Disparities in Risk

1. Objective: Enforce Environmental Health Codes

- *Performance measure: Number establishments in top safety tier for its type*
- *Performance measure: % inspections on schedule (including re-inspections)*
- *Outcome measure: Total outstanding EH violations*
- *Outcome measure: Number EH-related illnesses & injuries per 1,000 residents*
- *Outcome measure: Number food borne illnesses per 1,000 residents*

2. Objective: Develop Policies that Incentivize Compliance

- *Performance measure: % fee & fine schedules updated & approved by BOH*

3. Objective: Engage the Community to Reduce Need for Enforcement

- *Performance measure: Number of targeted establishments that participate in training*

Maternal Child Family Health Example

Goal: Improve Maternal & Child Health Outcomes

1. Objective: Assess Smoking & Pregnancy Status at State and County Levels
 - *Performance measure: % of Medicaid women who smoke during the last three months of pregnancy*
2. Objective: Increase the availability of school-based dental sealant programs
 - *Performance measure: # of Title I school with Dental Sealant programs*
 - *Performance measure: # of students provided a dental sealant service*

Diabetes Prevention Program Example

Goal: Increase access to Diabetes Prevention Program services for those at high risk of developing Type 2 Diabetes

- 1. Objective: Increased identification and referral of people at high risk of developing Type 2 Diabetes to Diabetes Prevention Program services*
 - # Identified to have Prediabetes or a high risk of Type 2 Diabetes
 - # Partners funded by program to screen, test and refer patients
 - # referred to a program
- 2. Objective: Increase access and availability to evidence-based programming for adults with Prediabetes or those at high risk for Type 2 Diabetes*
 - # programs (providers offering program) available
 - # regions identified has having no programming
 - # participants in virtual coaching program

Measurement Leads to Better Decision Making

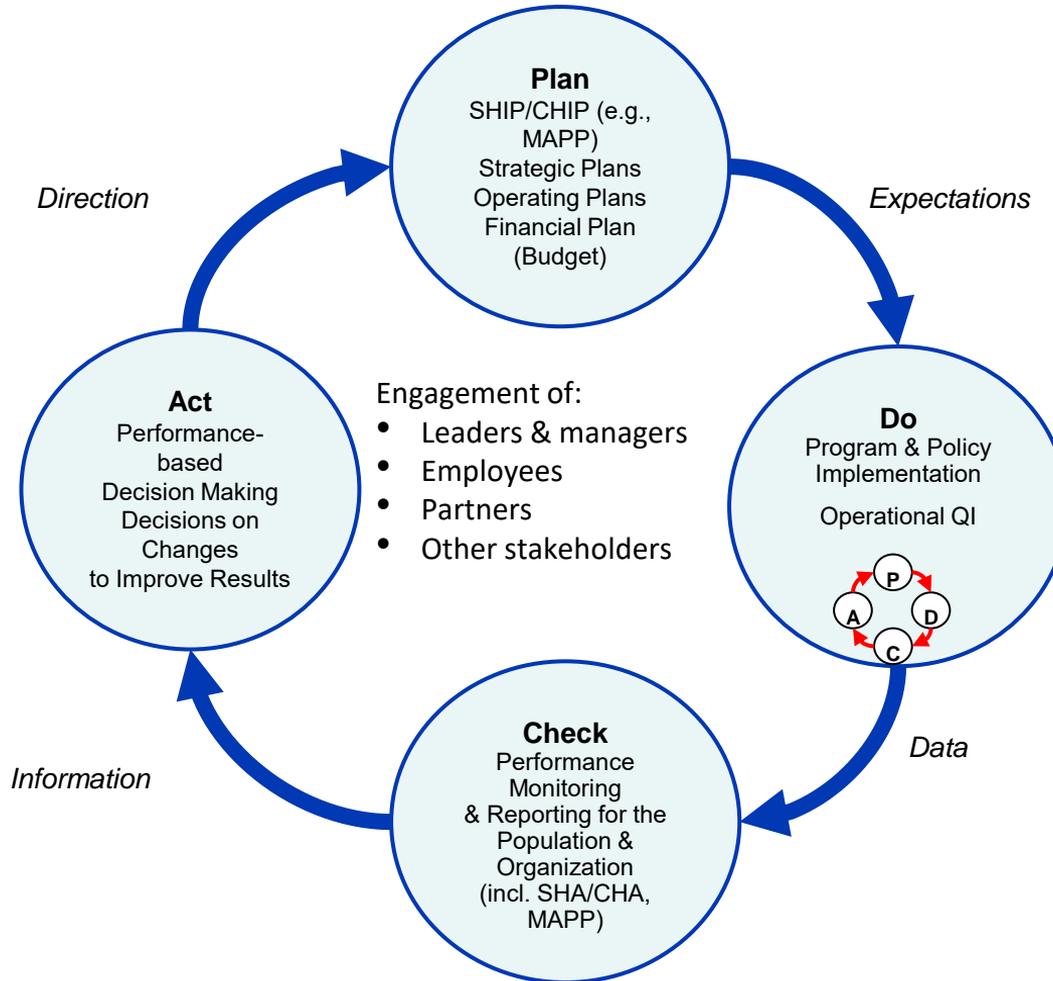


The purpose of measuring is not only to know how your program is performing - but to enable it to perform better.



If you can get accurate performance measurement, the data you generate will tell you where you are, how you are doing and where you are going.

QI Framework for a Public Health Organization-wide PM System



The Importance of Performance Management

Better return on dollars
invested in health

Greater accountability for
funding and increases in the
public's trust

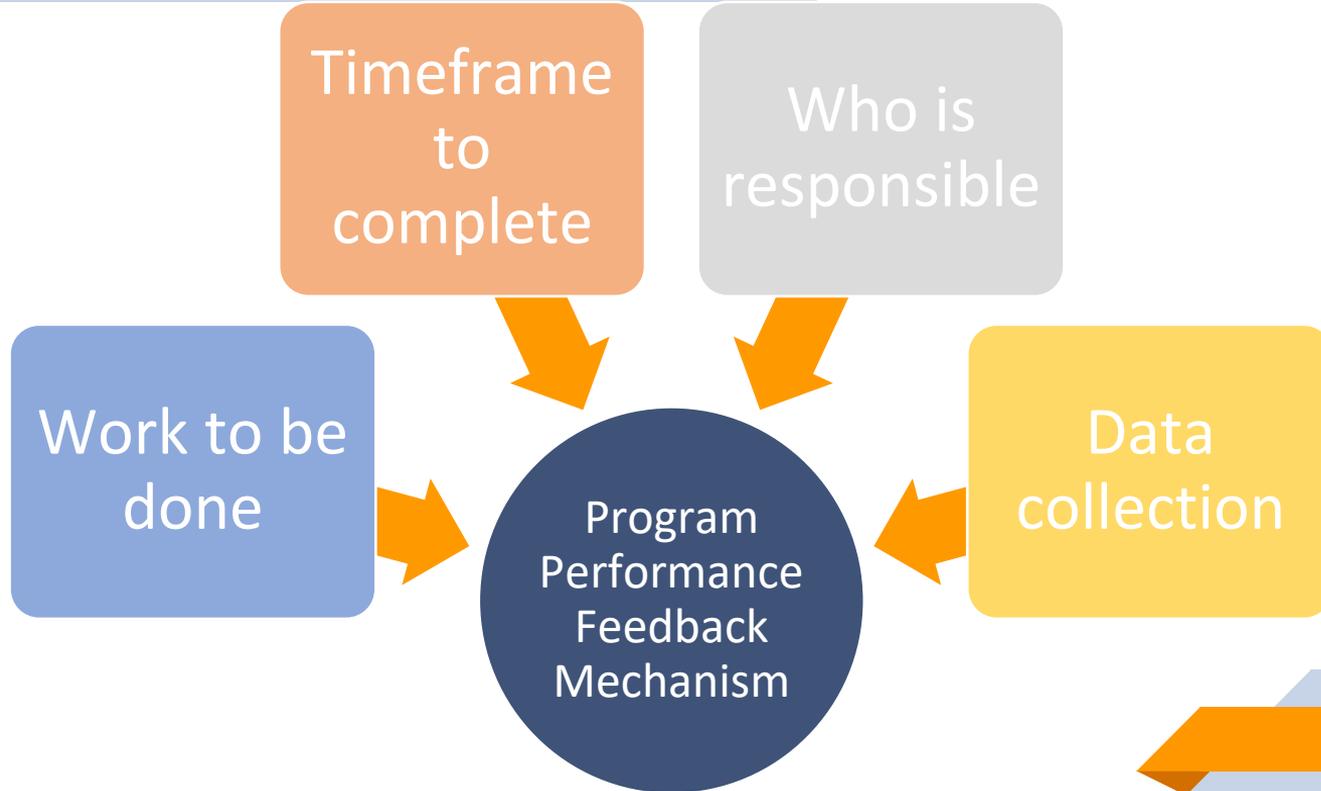
Reduced duplication of
efforts

Better understanding of
public health
accomplishments and
priorities among
employees, partners, and
the public

Increased emphasis on
quality, rather than quantity

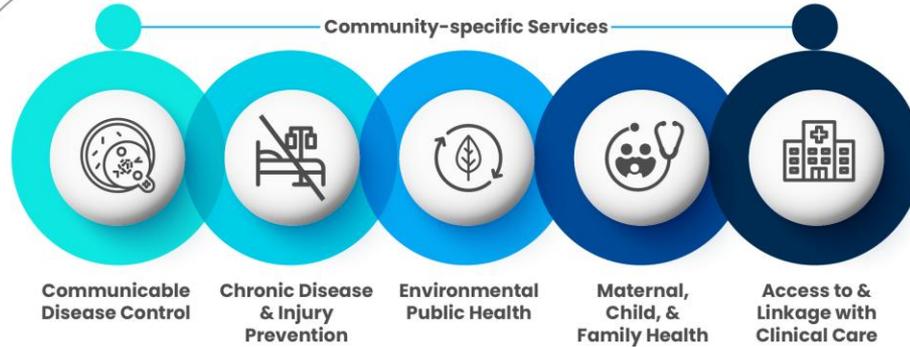
Improved problem-solving

What information goes into planning for the PM System?



Foundational Public Health Services

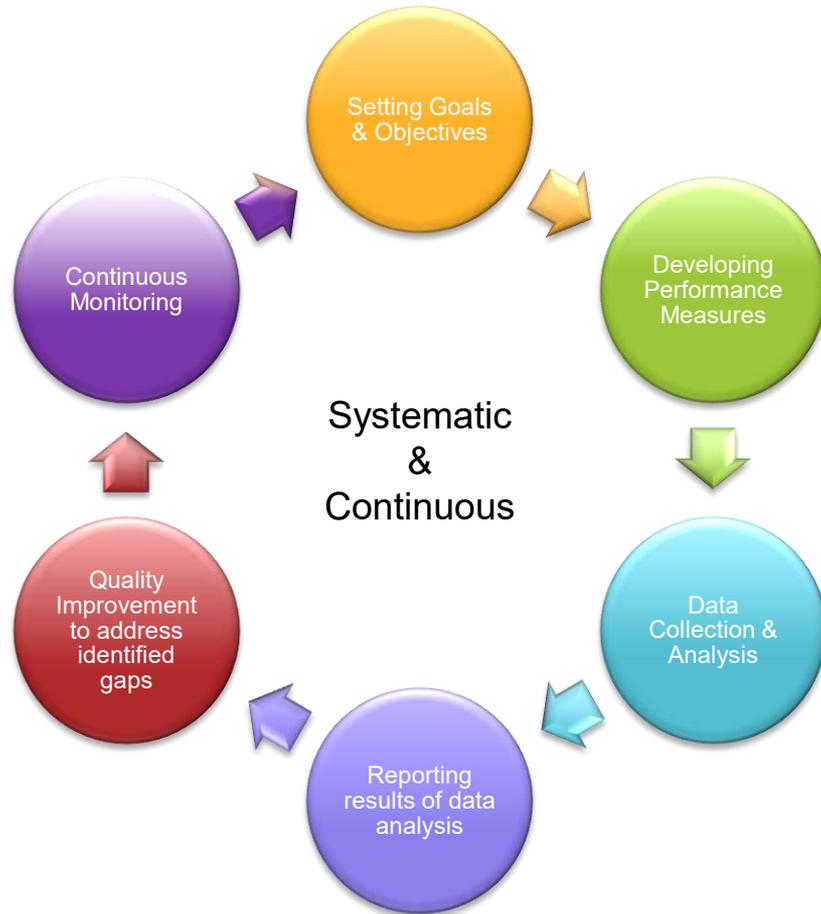
Foundational Areas



Foundational Capabilities

Assessment & Surveillance	Community Partnership Development	Equity	Organizational Competencies
Policy Development & Support	Accountability & Performance Management	Emergency Preparedness & Response	Communications

E Q U I T Y



Caution: Performance Management is not Project Management

- An agency's performance management system should not be used for project management
- A project is a temporary endeavor undertaken to create a unique product, service, or result.

Project Work Plan						
Task #	Task Title	Responsible Party	Start	Finish	Status	Notes

Business As Usual – Tasks that Need to Happen



Practice With Measure Development

Please join the Menti using the QR-code or code on the top of the screen



What are example activities or outcomes that your program measures/does?

0 responses



To exit full screen, press **esc**

Join at menti.com | use code **7673 9560**

Open Mentimote   

What are some of the goals for 2025 related to your program or health department?

0 responses

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What are specific activities related to this work that would be meaningful to measure?

responses



Examples of meaningful performance measures related to this work?

0 responses





Save the Date

**Harnessing AI to Elevate Public
Health Performance
Improvement Initiatives**
May 13, 2025 | 3 to 4 PM ET

**Operationalizing Performance
Management in a Health
Department**
May 21, 2025 | 2 to 3 PM ET



Evaluation

<https://bit.ly/44Neawj>



Questions: performanceimprovement@astho.org