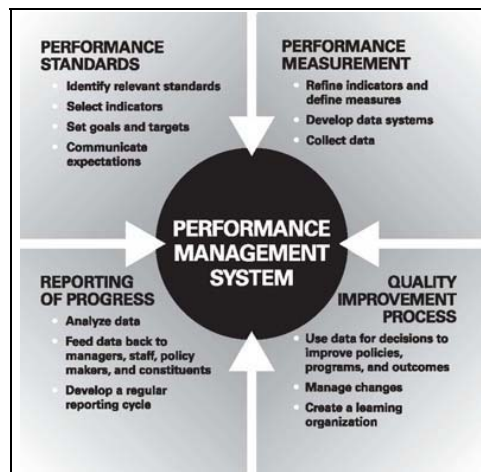


About Performance Management

Performance management is the practice of actively using performance data to improve the public's health. This practice involves strategic use of performance measures and standards to establish performance targets and goals. Performance management practices can be used to prioritize and allocate resources; to inform managers about necessary adjustments or changes in policies or programs; to frame reports on success in meeting performance goals; and to improve the quality of public health practice.

The performance management model previously developed by the Turning Point National Excellence Collaborative on Performance Management has the following components:



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 benchmarking against similar organizations; based on the public's or leaders' expectations (e.g., 100% access, zero disparities); or other methods.

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 Tracking Healthy People 2010, as well as developing their own procedures to help them assess performance.

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 standards or benchmarks to show where gaps may exist within the system.

Quality Improvement is the establishment of a defend process to manage change and achieve quality improvement in public health policies, programs or infrastructure based on performance standards, measurements, and reports.

A **performance management system** is the continuous use if all of the above practices so that they are integrated into an organization's operations and programs. Performance management can be carried out at multiple levels, including program, organization, community, and state.

Does Your Organization Have a Performance Management System?

A series of questions can assist public health leadership in assessing their effectiveness using the Performance Management System Model. The following questions are strongly related to a quality and performance excellence culture at the organization level:

- Do you set specific performance standards, targets, or goals for your organization? How do you determine these standards? Do you benchmark against similar state organizations or use national, state, or scientific guidelines?
- Do you have a way to measure capacity, process, or outcomes of established performance standards and targets? What tools do you use to assist in these efforts?
- Do you document or report your organization's progress? Do you make this information regularly available to managers, staff, and others?
- Do you have a quality improvement process? What do you do with the information gathered in your progress report or document? Do you have a process to manage changes in policies, programs, or infrastructure that are based on performance standards, measurements, and reports?

A successful performance management system is driven by state and local needs and is designed to align closely with a public health organization's vision, mission, strategic goals, and public health priorities. To view and use a more comprehensive Performance Management Self-Assessment Tool, go to http://www.phf.org/resourcestools/Documents/PM_Self_Assess_Tool.pdf

Links to Performance Management and Quality Improvement Resources:

1. Visit PHF's Turning Point Performance Management Project and Publications resource page at http://www.phf.org/resourcestools/pages/turning_point_project_publications.aspx.
2. Purchase Turning Point materials (four booklet package and DVDs) from the **PHF Online Store** at http://bookstore.phf.org/product_info.php?cPath=50&products_id=336.
3. Conduct a keyword search in the **Public Health Improvement Resource Center** – <http://www.phf.org/improvement> for additional resources. 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.

For more information about Performance Management Systems in Public health, contact PHF's Performance Management & Quality Improvement team at PHF_consultation@phf.org or 202-218-4400.