An Introduction to

Performance Management

PHA All Staff Training

June 16, 2026

During Our Time Together

- Unpack Performance Management
- Revisit Quality Improvement
- Touch on PHAB Requirements
- Explore PM Involvement
- Review Stories from the Field & Existing Resources
- Share Reflections

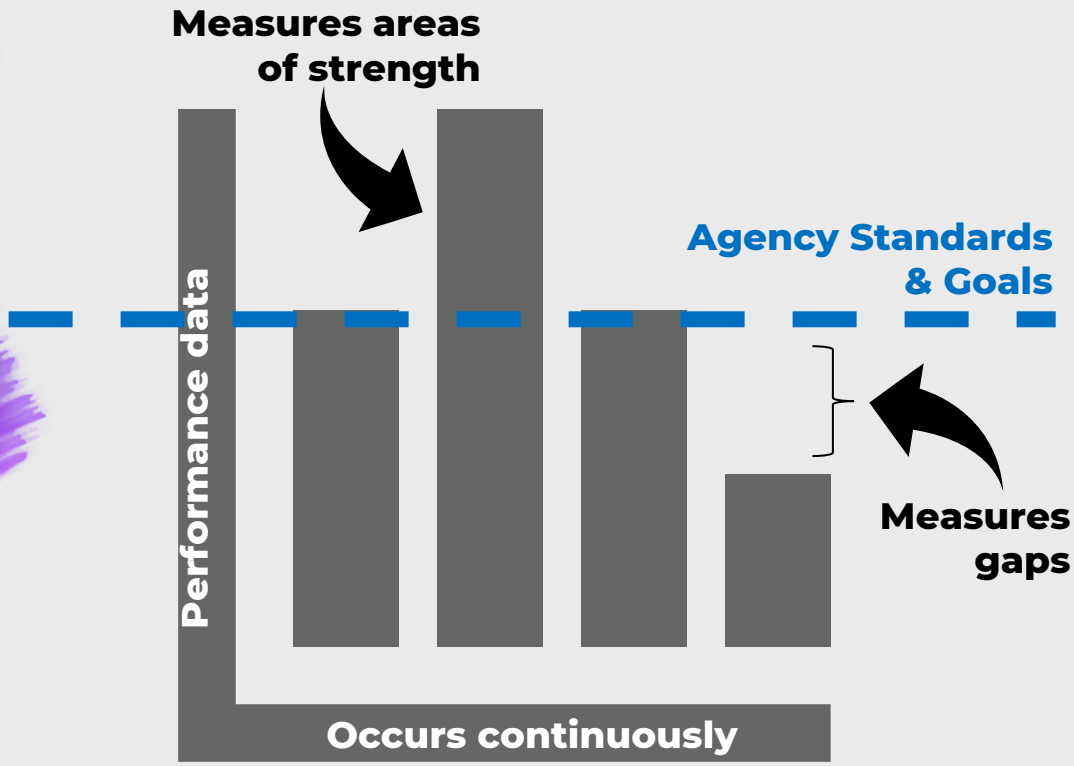
Overview of Performance Management

What is Performance Management?

- The practice of using data to improve an organization's performance.
- A systematic process aimed at helping achieve an organization's mission and strategic goals by improving effectiveness, empowering employees, and streamlining the decision-making process.

Definition from *Embracing Quality In Public Health: A Practitioner's Performance Management Primer*

What Does Performance Management Do?



Caution!
Performance Management (PM) is not…

- A tool to evaluate individual employees or a method for conducting annual reviews.
- Intended to be used as project management.
- Intended to measure “business as usual” tasks. (i.e., identify partners, complete assessment, hold meetings, etc.)

Benefits of Performance Management

- Prioritizes and aligns agency goals
- Enhances decision-making through use of relevant and meaningful data
- Improves accountability and transparency
- Improves collaboration and communication
- Meets national standards
- Demonstrates the value of public health

Digging In:
4 Steps of Performance Management

Performance Standards	*What are our goals?* Aligns with agency goals and priorities.
Performance Measures	*How are we performing related to our goals?* Allows assessment of performance over time.
Reporting Progress	*What progress are we making towards our goals?* Empowers staff, partners, and leaders.
Quality Improvement	*How do we keep improving?* Implemented when there is a gap between performance and agency goals.

Information from *Embracing Quality In Public Health: A Practitioner's Performance Management Primer*



- **Performance Standards:** Increase meaningful community engagement in our programs and services, with a focus on reaching priority populations.
- **Performance Measures:**
  - Percentage of participants from priority populations attending engagement events
  - Number of active community partnerships
    - Percentage of partnerships representing priority populations
  - Community survey completion rate and satisfaction feedback
- **Reporting Progress:** The team tracks data monthly and share results in staff meetings.

MPHI



Example
Cont.

- **Quality Improvement:** Attendance rates of priority populations at community engagement events continues to be consistently low.
- Feedback from community partners reported that information was not reaching priority populations and they were unaware of events.
- The team used new outreach strategies (i.e., social media, text, flyers, adding registration links in emails, and simplifying messaging that was familiar to the priority population).
- The next month, attendance and participation from priority populations increased and strategies were continued.
- Through satisfaction survey results, the team saw that the location and time were not convenient. More QI was done and the team partnered with community organizations to host community events where the priority population were comfortable.

Overview of Quality Improvement (QI)

QI in Our Terms

"QI is the use of a **deliberate and defined improvement process**, such as Plan-Do-Study-Act, which is focused on activities that are responsive to community needs and improving population health. It refers to a **continuous and ongoing effort to achieve measurable improvements** in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes [...] and **improve the health** of the community."

Bialek, R., Beitsch, L. M., Cofsky, A., Corso, L., Moran, J., Riley, W., & Russo, P. (2009). Proceedings from Accreditation Coalition Workgroup: Quality Improvement in Public Health.

Benefits of QI

Helps to reach agency's performance goals

Benefits for staff:

- Streamline processes
- Reduce redundancies

Benefits for the Community:

- Enhance ability to meet the needs of the community
- Improve the community's satisfaction with services
- Improve program outcomes!

Steps of QI:



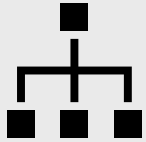
Engage a team



Explore the identified area for improvement



Create goal or target



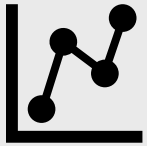
Determine root cause



Brainstorm strategies



Test strategies



Review results and determine next steps

PHAB Standards & Measures

9.1: Build and Foster a Culture of Quality

- How do we Build and Foster a Culture of Quality?
  - Establish and implement a performance management system to monitor data to identify opportunities for improvement, growth and learning.
  - Systematically assess and use community input and feedback.
  - Establish a process that guides QI efforts (QI/PM plans).
  - Implement QI projects.
  - Engage all staff across the state health department system.

Performance Management Involvement

PM Involvement

PM can look different for every agency/team.

Potential activities can include:

- Champion PM
- Support identification of measures
- Review data on a regular basis
- Provide input on QI activities

Champion PM

- Trained in PM
- Knowledge of best practices
- Understands the benefits of PM
- Encourages others to engage in PM activities

Support Identification of Measures

- Brainstorm potential measures to demonstrate performance in priority areas
- Select criteria to establish measures
- Use criteria to identify measures

Review Data Regularly

- Pull data reports
- Input data into reporting system
- Display data in a digestible way
- Review data on a regular basis and share reflections
- Use data to drive decision-making

Provide Input on QI Activities

- Explore root causes for identified gaps
- Brainstorm and select potential solutions to test
- Test new ideas/strategies
- Provide input on the tested idea/strategy
- Share thoughts on next steps

Stories From the Field & Resources

Stories From the Field

Illinois Department of Public Health (IDPH): QI Committee

- Develop and track metrics supporting IDPH strategic plans
- Monitor, support, and conduct QI projects
- Plan, coordinate, and promote QI trainings for staff
- Communicate QI efforts to the different offices of the IDPH
- Review and update the IDPH QI plan annually
- Develop and implement a systematic process for assessing and improving customer satisfaction

Illinois Department of Public Health Quality Improvement & Strategic Planning Information

Alabama Department of Public Health: Selecting Measures

How much did we do?	How well did we do it?
# Customers Served (by customer characteristic) # Activities Completed (by type of activity)	*Measures that answer: How well did we treat you?* customer satisfaction, workload ratio, staff turnover, percent of staff fully trained *Measures that answer: How well did we do the activity?* Percent of actions completed timely and correct, percent of clients completing the activity, percent of actions meeting standards
Is anyone better off? (#)	**Is anyone better off? (%)**
# Skills/Knowledge # Behavior # Circumstance	% Skills/Knowledge % Behavior % Circumstance % Improvement in health outcome (long term measure)

Alabama Department of Public Health Performance Management/Quality Improvement Plan 2022-2025

Monroe County Health Department: Tracking Strategic Plan Measures

GOAL 1.	Increase outreach, promotion, and community engagement	Baseline	Target	2026 Q1	2026 Q2	2026 Q3	2026 Q4	Trend	Support & Documentation: QI?	Support & Documentation: Progress Notes
Objective 1:	Increase reach with underserved groups or external partners									
Measures:										
# of social media platforms		0	1.0							
# of engagement opportunities		0	4.0	1.0	1.0					
# of physician offices visited		0	15.0							
Objective 2:	Increase presence in the community through events or health presentations									
Measures:										
# of opportunities		15	18.0							
# of presentations to non-school organizations		0	10.0							
# of presentations to schools		0	10.0							
Objective 3:	Improve awareness of health department services or health-related topics in the community									
Measures:										
# of subscribers		900	1000.0							
# of videos		0	4.0							
# of messages		5	10.0	20.0						

Vermont Department of Health: Reporting Priority Progress with

Children and Youth: build and maintain good health and well-being

VERMONT DEPARTMENT OF HEALTH

One of our priorities for Vermont over the next decade through 2030 and beyond is to increase opportunities and resources for children and youth to build and maintain good health and well-being.

When young people have the opportunities and encouragement to learn and develop healthy practices they are more likely to maintain health and well-being through the rest of their lives. Health in young people is supported through access to care, building supportive social systems, and staying away from harmful behaviors and environments. Healthy and resilient children and young people in Vermont strengthen the overall wellness of our families and communities into the future.

Pdf

	Most Recent Period	Current Actual Value	Current Target Value	Current Trend
O 2030 Improve good nutrition among children and youth				
I 2030 % of children from birth to age 1 who received any breastmilk at age 12 months	2020	51%	60%	→ 0
I 2030 % of students in grades 9 through 12 who consumed fruit 2 or more times a day in the past week	2021	27%	32%	↘ 1
I 2030 % of students in grades 9 through 12 who ate vegetables 3 or more times a day in the past week	2021	17%	20%	↘ 1
O 2030 Increase screening and preventive care among children and youth				
I 2030 % of youth age 12 to 17 who received at least one preventive health care visit in the past 12 months	2021	55%	59%	→ 0
I 2030 % of children who had a developmental screening in the first 3 years of life	2023	61%	65%	↗ 3
I 2030 % of children who received all recommended vaccines by age 2	2022	76%	80%	↗ 1
I 2030 % of Medicaid-enrolled children age 1 to 17 who received a preventive dental service in the calendar year	2022	58%	66%	→ 1
O 2030 Increase resilience and mental well-being among youth				

Vermont Department of Health: Reporting SHIP Progress Scorecards

			Most Recent Period	Current Actual Value	Current Trend
G	SHIP 2025-2030	**Strengthen the capacity of the mental health and substance use services system to support individuals and communities**			
I	2030	Rate of suicide deaths per 100,000 people	2023	19	↘ 2
I		% of students who are chronically absent from school	2023	30%	↘ 1
I	2030	% of adults age 18 and older with any mental health condition receiving treatment	2023	85%	↘ 1
I	2030	% of adults age 65 and older with any mental health condition receiving treatment	2023	73%	→ 3
I		% of people who had depression during their most recent pregnancy	2022	23%	↗ 3
I	2030	Rate of opioid-involved accidental or undetermined drug overdose deaths per 100,000 people	2022	37	→ 1
I	2030	% of adults age 18 and older who currently use cigarettes, e-cigarettes, or smokeless tobacco	2022	19%	→ 1
I	2030	% of students in grades 9 through 12 who used cigarettes, electronic vapor products, cigars, or smokeless tobacco in the past month	2021	18%	↘ 1
I	2030	% of adults age 21 and older who reported binge drinking in the past month	2022	18%	↗ 1

Vermont Department of Health Scorecards

Resources

- Embracing Quality In Public Health: A Practitioner's Performance Management Primer
- ASTHO Performance Management Resources:
  - Performance Management Leadership Guide
  - Advancing Performance Management Webinar Series Webinar series
- NACCHO Performance Management Resources
- Public Health Foundation Performance Management Toolkit
- Embracing Quality in Public Health: A Practitioner's Quality Improvement Guidebook

Reflections

What would success look like if you fully embraced performance management?

Thank you!

Please reach out to the OPIM team with questions.

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