District 4 Public Health

Performance Management System Plan

2018
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Performance Management System

Signature Page

This system has been approved and adopted by the following Administrative staff:

Dr. Obasanjo Olugbenga, MD
District Health Director

Date 2/16/18

Susie Hammock
Accreditation and QI Coordinator

Date 2/16/18
Performance Management System

Record of Adoption & Changes

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<th>Performance Management System Adoption Date:</th>
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Background
District 4 Public Health (District 4) is part of the Georgia Department of Public Health (DPH) and serves a population of 844,116 individuals residing in 12 West Georgia counties: Butts, Carroll, Coweta, Fayette, Heard, Henry, Lamar, Meriwether, Pike, Spalding, Troup, and Upson. Each county has one or more health department location, overseen by a County Board of Health that is composed of designated community leaders and led by the District Health Director (DHD) who serves as the executive director of each board. The district office, led by the DHD, serves as an administrative hub for all 12 counties and houses public health programs that serve each county.

Introduction
What Is Performance Management?
Performance management (PM) is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals. PM includes:

- Planning work and setting expectations,
- Continually monitoring performance,
- Developing the capacity to perform,
- Periodically rating performance in a summary fashion, and
- Rewarding good performance.
Why Was District 4’s PM System Plan Developed?
District 4 developed a PM System Plan to provide a systematic process by which it involves its employees in improving the effectiveness of the organization and achieving the organization's mission and strategic goals. By improving performance and quality of our district programs, District 4 can help save lives, cut costs, and obtain enhanced outcomes. The PM system is a means to help the district and its 12 county boards of health promote healthier communities by using objectives and measurement to evaluate performance of programs, policies, and processes. The PM system also enables the District 4 to be more efficient, effective, transparent, and accountable.
Purpose
The purpose of District 4’s PM System Plan is to establish district-wide performance standards, goals, targets, indicators, data system(s) and collection processes, progress reporting, data analysis, and communication of results; all for managing change for quality improvement and creating a learning organization.

Serving as a roadmap for District 4, this document is supported by the D4PH County Board of Health (CBOH) Employee Performance Management Policy # HR-03201 (see: References and Resources on p. 15), employee performance plans, the Workforce Development Plan, and the Public Health Accreditation Board’s Standards and Measures version 1.5 for public health accreditation. The Community Health Assessments (CHA’s), the Community Health Improvement Plan (CHIP), the Quality Improvement (QI) Plan, and the Strategic Plan (SP) are all in the development process at this time, the data that has been gathered in preparation for submitting these documents is also being taken into consideration while writing the Performance Management System Plan. The District 4 PM System Plan will be approved and adopted by District 4 administrative staff and implemented by the District 4 program coordinators in February 2018.

PM System Development
District 4’s PM system is comprised of two parts; employee performance plans and a programmatic PM dashboard. Both aspects of District 4’s PM system are used to report progress, track quality improvement efforts and program successes, and so forth.

Employee PM
District 4’s employee performance plan process has been in existence for many years. The purpose of the D4PH CBOH Employee Performance Management Policy # HR-03201 is to provide supervisors and employees with the framework to define performance expectations for each individual employee, to identify areas for improvement, to encourage and recognize strengths, and to discuss positive, purposeful approaches for meeting goals.

The State of Georgia Performance Management Form (PMF) is utilized by each supervisor to document performance criteria for each employee, as required by Rules of the State Personnel Board 478-1-.14. The performance criteria include core/individual
PM System Development, cont.

competencies, individual goals, job responsibilities, and an individual development plan. The PM dashboard is also used to establish performance criteria for employees. Supervisors review the evaluation criteria with employees to seek their input and acknowledge the established evaluation criteria. Employees have the option of completing an annual self-evaluation. Supervisors review each employee’s performance progress informally throughout the year and formally during an optional mid-point and required annual review. Employee performance plans, employee performance reviews, and policies are maintained and managed by the District 4 Office of Human Resources.

PM Dashboard

The PM dashboard was developed through collaboration between the Coastal Health District and North Central Health District. District 4 adapted the dashboard to meet the needs of District 4. The users of the dashboard, District 4 program/department managers, are tasked with providing input and suggestions for improvement to the dashboard to create a tool that will guide quality improvement and positive performance outcomes of the District 4’s programs and planning goals/objectives. The PM dashboard will be implemented on a trial basis from February 2018 thru March 2018. During this test phase, program/department managers will be asked to update their Q1 and Q2 data, identify issues with the dashboard, and offer suggestions/changes to improve the dashboard which will officially launch April 2018.

During the development of the dashboard, District 4 program/department managers were asked to identify 2-3 performance measures for their program/department to include in the PM dashboard. For each of these measures, the program/department managers were asked to identify the data source, baseline data and target data, and staff assigned to the measure. Each program/department plan has a section in the PM dashboard. Quarterly, program/department managers update the data in the PM dashboard for each performance measure. The PM dashboard tracks and processes this data into visuals through the use of graphs and conditional formatting. This allows for at-a-glance performance progress and a more detailed quality improvement analysis.
PM Dashboard, cont.
The District 4 PM dashboard is accessible to all dashboard users via Office 365 OneDrive. Dashboard users are individuals identified by program/department managers who are responsible for updating the PM dashboard data.

PM System Linkage
District 4’s PM system is linked to district plans, individual employee performance reviews, and District 4 policies in several ways. Individual employee performance reviews are written to include criteria that are associated with District 4 plan objectives/goals as well as programmatic objectives/goals. Many of these objectives/goals are included as performance measures in the PM dashboard; which tracks progress improvement for programs instead of individuals.

Each of the plans described below are a linked to each other and to the District 4’s PM system:

District 4’s Community Health Assessments (CHAs) took place from 2014-2016. These CHAs will be used as a foundation for developing District 4’s Community Health Improvement Plan (CHIP), which is expected to be finalized in August 2018. The CHA and CHIP will play a major role in developing priorities for the District 4’s Strategic Plan.

District 4’s Strategic Plan was developed in 2017 and is expected to be officially approved and implemented in February 2018. The Strategic Plan was developed to create thoughtful interrelationships between the organization’s priorities and opportunities, and to maximize resources. The District 4 CHA’s and CHIP will be primary contributors in the development of the District 4 Strategic Plan. The focus of this document is on how the district can better serve its population by describing roles, responsibilities, threats, issues, and strategic direction.
PM System Linkage, cont.

*District 4’s Quality Improvement (QI) Plan* was developed in 2016, and was formally adopted on January 23, 2018. Quality Improvement is used to foster a culture of quality through enhancing the organization’s performance as well as actively changing the way business is done by assuring the delivery of the 10 Essential Public Health Services through a population based approach, using data to analyze problems and as a basis for implementing improvements, focusing and being sensitive to the needs of the customer and providing customer satisfaction, engaging customers and internal/external partners through outreach, a continually making improvements with programs and processes over time, and pledging accountability.

*District 4’s Workforce Development Plan* was adopted in January 2017, and serves as the foundation of the District 4’s ongoing commitment to the training and development of its workforce. The vision of this plan is to develop employees and leaders who are innovative and capable of providing effective public health practices that advance the health and well-being of all the communities’ that District 4 serves.
Data Analysis, Reporting Progress, and Quality Improvement

District 4’s PM system ensures that goals are being met consistently in an effective and efficient manner, and identifies quality improvement opportunities to improve organizational results. The data that is collected through the PM dashboard and employee PM reviews will be used to compile a quarterly and annual District 4 progress report(s) that will be made available to District 4 leadership and county boards of health (CBOH).

Each quarter, program managers are required to update their program’s performance measure data in the dashboard and complete a program dashboard review report (Appendix A).

The program dashboard review report will be used in conjunction with the data in the dashboard to develop quarterly and annual PM dashboard reports. The quarterly/annual dashboard reports will be reviewed by the District 4 QI Council on a quarterly basis. During the review of the quarterly/annual report the QI Council will identify performance measures that are not on track to meet the FY target and determine if the QI Council should meet with the program to identify opportunities for improvement and/or start an official QI project. All deficiencies identified thru data analysis of the PM system will be used to support quality improvement projects throughout the District 4.
PM Training Requirements
District 4 supervisors are required to participate in PM training to ensure adequate PM measurement and tracking knowledge and competencies.

PM Training:

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<th>Training Title</th>
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<tbody>
<tr>
<td>District 4’s PM System Overview</td>
<td>Supervisors and PM Dashboard Users</td>
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District 4 Employee PM Training:

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<tr>
<td>Supervisors Training</td>
<td>Supervisors</td>
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<tr>
<td>Georgia’s PM Process Training</td>
<td>Program Managers</td>
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PM Dashboard Training:

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<tbody>
<tr>
<td>PM Dashboard</td>
<td>All PM Dashboard Users</td>
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PM Plan Accessibility and Review Process
The District 4 PM Plan will be made accessible to all District 4 employees via the District 4 Employee Intranet. At least annually, the District 4 PM Plan will be assessed by the QI Council and program managers for effectiveness and revisions will be made based on lessons learned during the year, and new PM tools and resources available to District 4. All revisions must be signed and approved by the District Health Director.
# References & Resources

## Performance Management

- Public Health Foundation: [www.phf.org](http://www.phf.org)
- TurningPoint Collaborating for a New Century in Public Health: *Guidebook for Performance Measurement*: [turnpt@u.washington.edu](mailto:turnpt@u.washington.edu)
- Train National: [www.train.org](http://www.train.org)

## District 4 Plans and Policies


## District 4 Employee PM


APPENDIX A: Program Dashboard Review Report

Program Name:

Report Submitted by:

Program managers are required to complete this report quarterly and return via email to Susie Hammock, District 4 Accreditation and QI Coordinator, at susie.hammock@dph.ga.gov. The report is due at the same time dashboard quarterly data is due.

For each of the program performance measures listed in the performance management dashboard answer the following questions. If the program has more than two performance measures simply copy and paste additional sections to provide a response for each performance measure.

Performance Measure #1

1. Is the program on track for meeting the performance measure FY target?

2. If yes, please provide details of actives, best practices, and/or evidence of performance to document the program is on track.

3. If no, the program should use QI tools (brain storming, process map, 5-whys, etc.) to identify gaps, barriers and opportunities for improvement. The program should then provide details on these QI activities and the programs plan(s) to implement process changes/improvements to address the gaps, barrier, and opportunities for improvement.

Continued on next page
Performance Measure #2

1. Is the program on track for meeting the performance measure FY target?

2. If yes, please provide details of actives, best practices, and/or evidence of performance to document the program is on track.

3. If no, the program should use QI tools (brainstorming, process map, 5-whys, etc.) to identify gaps, barriers and opportunities for improvement. The program should then provide details on these QI activities and the program's plan(s) to implement process changes/improvements to address the gaps, barrier, and opportunities for improvement.