

# Performance Management Through Use Of Cascading Scorecards In A Centralized Performance Management System

## Overview

Historically there was no central Public Health performance management framework that incorporates community health, process and financial metrics in a uniform reporting structure at multiple organizational levels.

## Collaboration & Implementation

During the 2008 Florida Department of Health in Broward County (DOH-Broward) Strategic Planning Cycle, the lack of a centralized performance management system to measure, analyze and improve organizational performance was identified. The 10 Essential Public Health Services describe the public health activities that all communities should undertake. One of the ten Essential Public Health Services is to evaluate the effectiveness, accessibility, and quality of personal and population-based health services.

Several third party evaluation/accreditation systems, such as the Malcom Baldrige Framework, and the Public Health Accreditation Board Standards and Measures version 1.5, Domain 9, require the use and integration of a performance management system to monitor achievement of organizational objectives.

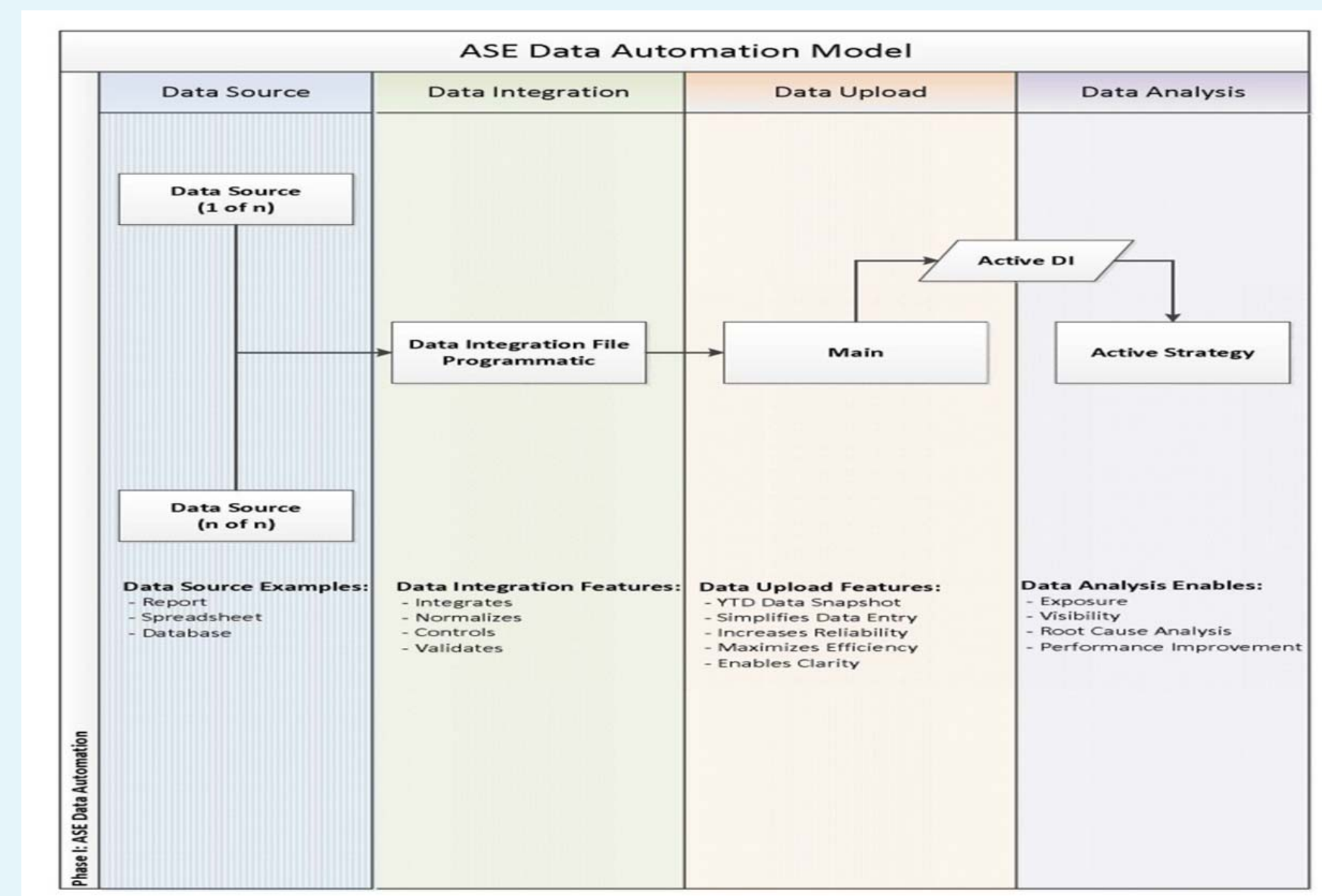
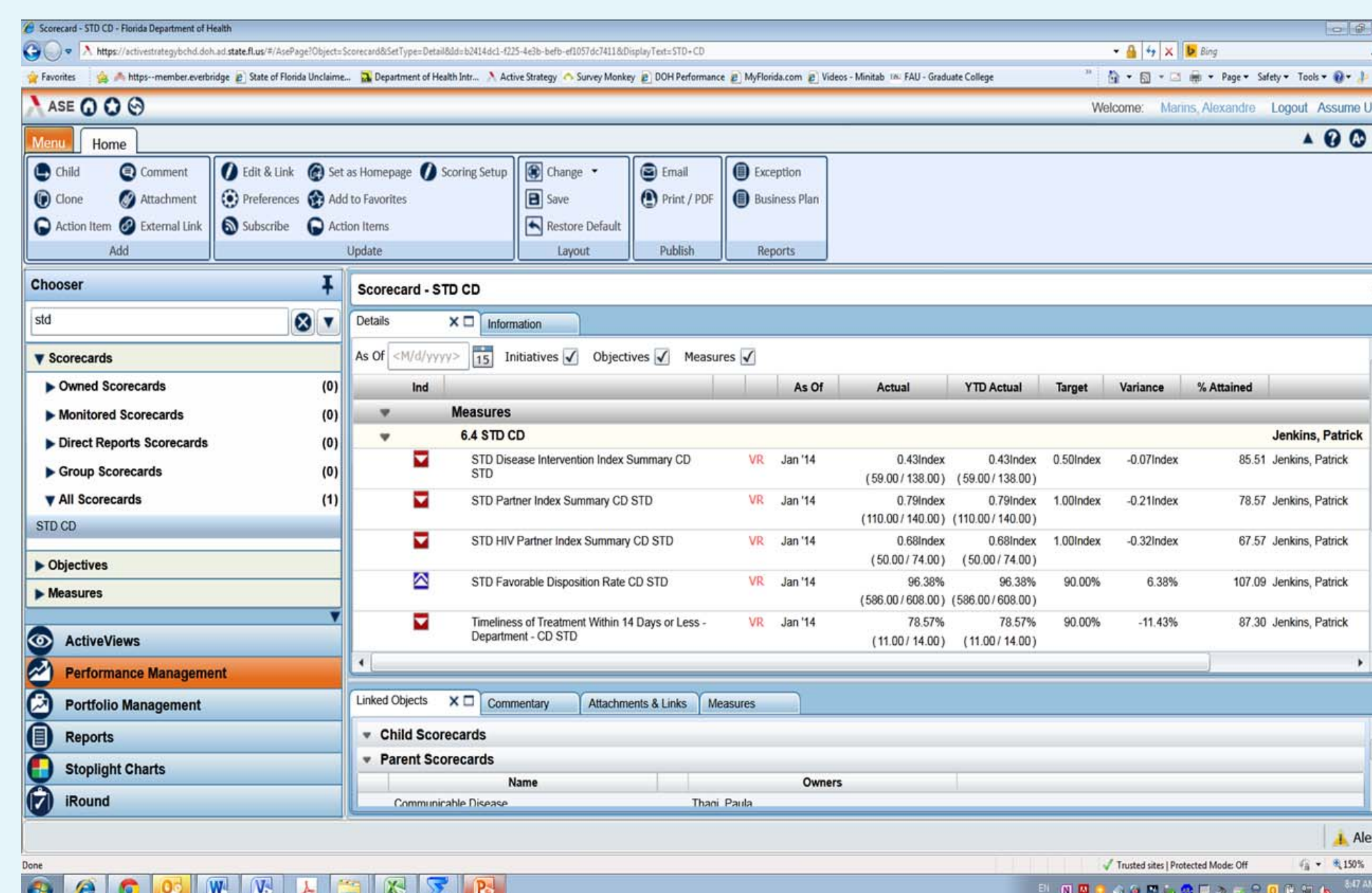
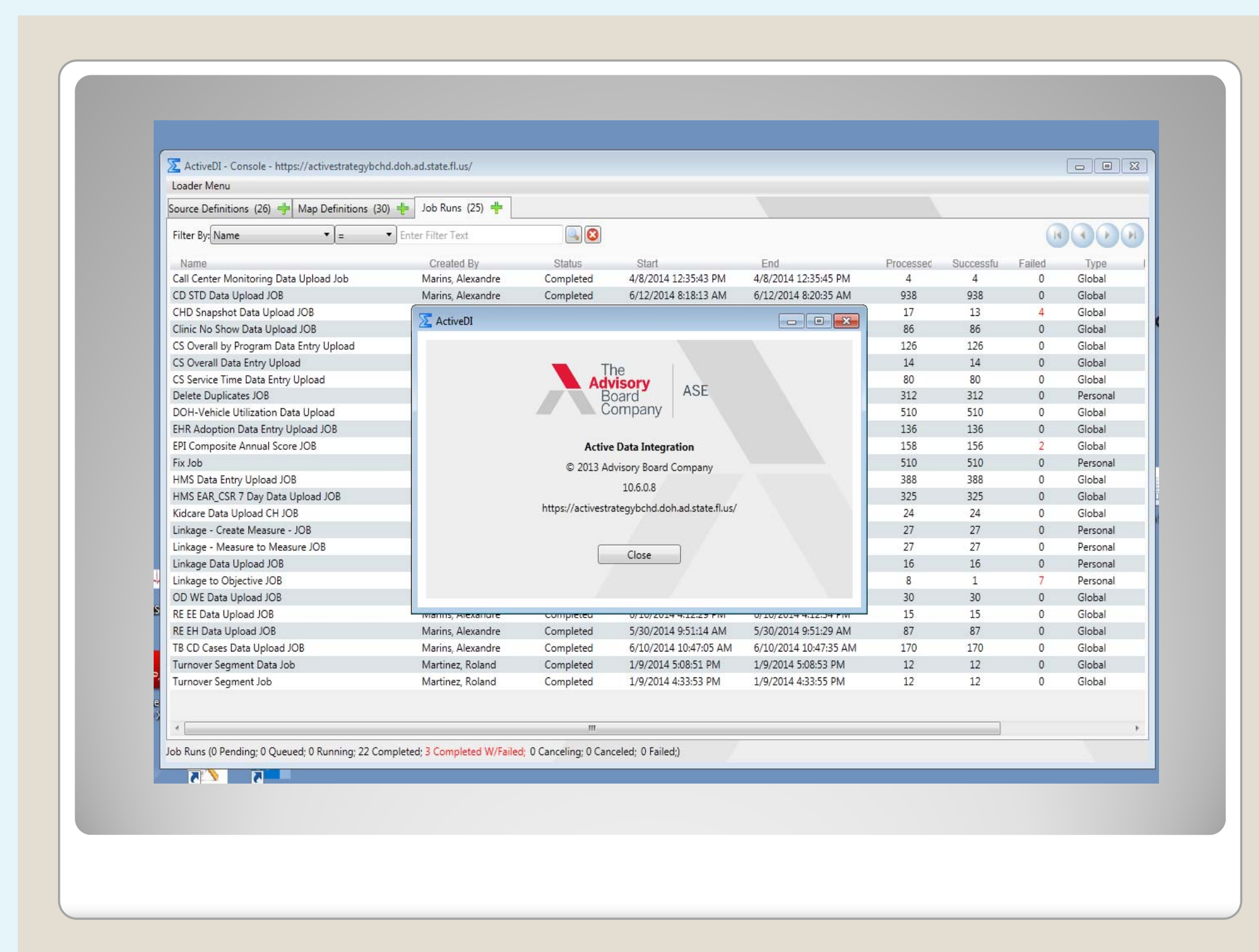
In order to achieve these requirements, the following goals and objectives were established by the DOH-Broward Organizational Development Team:

- 1) Deploying a central performance management system across all programs and areas;
- 2) Creating cascading scorecards from the organizational level down to the employee level;
- 3) Creating metrics for employees that are linked to their performance evaluations; and,
- 4) Establishing a comprehensive multi-level scorecard business review process.

## Responsiveness & Innovation

In researching performance management systems, DOH Broward was unable to identify any local public health departments that had a centralized performance management system in place. In response to this concern, DOH-Broward decided to develop its own public health performance management system. The centerpiece of the performance management system is ActiveStrategy, a cascading scorecard based data system that allows DOH-Broward to record, monitor, trend, benchmark, and communicate performance data to employees, grantees, other agencies and the community. DOH-Broward is the only health department in the United States utilizing the ActiveStrategy software application to monitor the performance of over 18,520 metrics that was developed internally based on public health issues ranging from the highest organizational level to the individual employee. DOH-Broward is able to continuously track metrics necessary to manage the processes in the organization, improve organizational performance, and improve public health outcomes. The performance of organizational, division, program, and site/unit level metrics are reviewed at four separate business reviews that correspond to each organizational level and facilitates cross-organizational collaboration and performance improvement. Performance reviews meetings are held to report on findings, shared best practices and to analyze performance.

# System Overview

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## Success Factors

- 1) Senior Leaders commitment to the practice of data driven performance management;
- 2) The creation of a committee that facilitated the deployment of the application;
- 3) A clear understanding of each metric and its relationship to both community and organizational objectives by the program owners; and,
- 4) Employee engagement to the system by linking metrics to the employee performance evaluation.

**Public Health Impact:** A clear understanding of each metric and its relationship to organizational objectives by the program owners was imperative. The impact of deploying the cascading scorecard system has increased the accountability and the performance of each program. Prior to the deployment of the system less than 50% of the identified program metrics were submitted on time. As of August 2015, the submission rate was at 93%. Each metric owner is aware and accountable for their role and impact on the organization. In addition, 89% of all metrics are meeting target, increasing the achievement of community health, and improving public health outcomes.

## Results/Outcomes

Partners such as funders, community, and government leaders, all need data to manage their programs, know the health status of the community, and determine if tax and or grant dollars are being used effectively in providing public health services. Leaders are able to identify underperforming metrics and make necessary adjustments to respond rapidly to changing organizational needs and challenges of programs and of the organization. Data is shared with partners and the community during community meetings, website postings, monthly and annual reports, and press releases. The ability to have a comprehensive scorecard system that cascades to different levels of the organizations enables the user to better monitor performance of the program and employee.

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