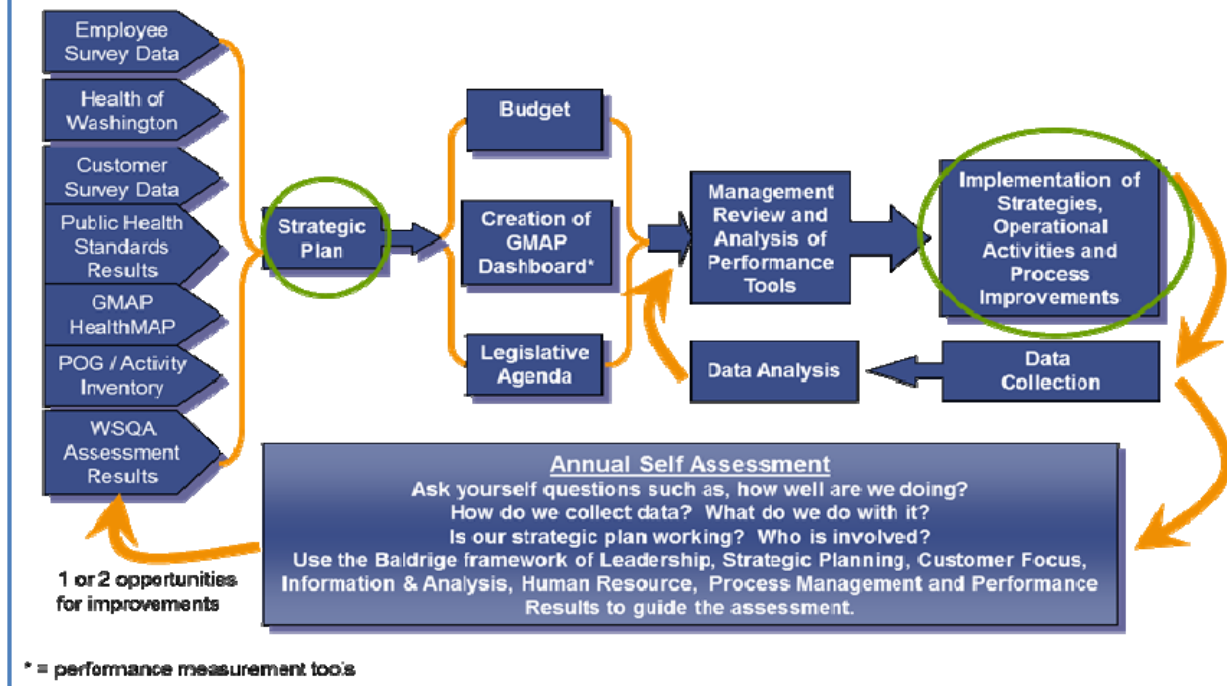


Washington State Department of Health



They Are All Linked



Washington's *They Are All Linked* graphic shows how numerous performance management activities and the data gathered in the state are linked in a continuous flow

About Washington's *They Are All Linked* Model

The Malcolm Baldrige Framework underlies the Washington State Department of Health (WSDH) performance management system. Starting on the left of the diagram, WSDH annually reviews all data, including results from employee surveys, customer surveys, standards reviews, accreditation reviews, audits, other assessments, and input from partners and stakeholders. This data contributes to how well WSDH is serving customers and conducting day to day business, and helps to identify the gaps and opportunities to improve WSDH service delivery. The strategic plan feeds into the development of the new budget, a renewed set of performance measures, and a policy change agenda. WSDH builds its measurement dashboard on a balanced perspective taken from the Balanced Scorecard model. Each performance category is important, so the dashboard contains categories of customer expectations, product and service quality, finances, human resources, operating systems, and external requirements. The budget feeds performance measures and policy initiatives into the implementation cycle, which includes process improvements, continuing operations, and implementation of strategies highlighted in the strategic plan. WSDH collects and analyzes data and builds monthly reports into a cycle of management reviews. WSDH goes through an annual update process outlined in the large box at the bottom of the diagram, which feeds important improvement opportunities back into the cycle where it begins all over again.

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