

Turning Point Self-Assessment Tool

How well does HDHHS manage performance within the City of Houston?

Take this test to find out if you have the necessary practices in place to achieve results and continually improve performance.

This self-assessment tool will help you and your division/program identify the extent to which you have components of a performance management system. Developed by and for public health agencies, this tool is organized around each of the four components of performance management identified in the Turning Point Performance Management National Excellence Collaborative model (see right).

- Performance Standards
- Performance Measurement
- Reporting of Progress
- Quality (or Performance) Improvement Process

For each component, several questions serve as indicators of your performance management capacity. These questions cover elements of your division/program capacity such as having the necessary resources, skills, accountability, and communications to be effective in each component.

Using This Tool

Complete all of the sections. Each section will take between 15 and 45 minutes to complete. It is important to allow enough time to complete the self assessment in its entirety. If you have to leave the self assessment, do not exit from the SurveyMonkey or close your browser. If you exit from SurveyMonkey, you will need to start the self assessment over again.

To ease the completion of the online self assessment, we recommend HDHHS leadership to gather a small group at the program level to complete the attached hard copy of the self assessment and enter responses into SurveyMonkey at one time. The SurveyMonkey self assessment is available at:

<https://www.surveymonkey.com/s/self-assess2014>

PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



Source: Turning Point. *From Silos to Systems: Using Performance Management to Improve the Public's Health*, 2003.

Choose the Best Response for Sections 1-5

Choose the response that is closest to your division/program's stage of development as follows:

- **Yes (fully operational)** Your division/program explicitly does this activity or has the capacity in place.
- **Somewhat** Your division/program explicitly does this or has the capacity, but has a way to go.
- **No** Your division/program does this barely or not at all. What occurs is not the result of any explicit strategy.
- **N/A** Your division/program does not address those areas of public health (e.g. health status, public health capacity, service delivery, etc.)

In this tool, "you" does not refer to you as an individual. Rather, you can choose to answer the tool's questions for **your individual division or program**.

Tips:

➡ **Preview the entire tool and definitions before you begin.** The detailed questions in Sections II - V may help you better understand performance management and more accurately complete Section I, "Overall Readiness & Accountability."

➡ **Be honest about what you are currently doing or not doing to manage performance.** If you are doing very little in an area, it is better to say "No" than to overstate the attention and resources allocated to it. For questions marked "No," decision makers can then choose to invest resources, shift priorities, or determine that you will not be accountable for the activity. Using information for such decision making is a basic tenet of performance management.

➡ **Indicate the division/program for which you are completing this assessment** in the demographics section of the tool.

➡ **If you are unsure, leave it blank until you can find the answer.**

Because performance improvement is a shared responsibility throughout a public health system, we encourage you to involve various levels of your staff as you examine ways to better manage division and program performance.

Completing Section 6 – Accreditation Readiness

This section identifies your division/program's current knowledge, readiness, and participation in the accreditation application process.

Section 7 - Take the Next Step

As you complete this assessment, your division/program should also begin to discuss important questions such as:

- "For those components we are doing, how well are we doing them?"
- "In which areas do we need to invest more time and resources to manage performance more successfully?"
- "What steps could we try out this month (or this week!) to improve our performance management system?"

Use the open ended box in the **Demographics** section to write down your division/program's improvement ideas, insights, or any qualifications to your answers.

We will be collecting demographic and follow up information to better help us address performance improvement and accreditation. Please provide the email address of the individual submitting the self assessment on behalf of the division/program. This will be used for internal purpose and to follow up for additional information.

Definitions

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 also be used to inform managers about needed adjustments or changes in policy or program directions to meet goals; to frame reports on the success in meeting performance goals; and to improve the quality of public health practice. Performance management includes the following components:

1. Performance standards—establishment of organizational or system performance standards, targets, and goals to improve public health practices (e.g. Public Health Accreditation Board Standards)

2. Performance measures—development, application, and use of performance measures to assess achievement of such standards (e.g. Healthy People 2020).

3. Reporting of progress—documentation and reporting of progress in meeting standards and targets and sharing of such information through feedback.

4. Quality improvement—establishment of a program or 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 of all the above practices so that they are integrated into an agency's core operations.

Performance indicators summarize the focus (e.g., workforce capacity, customer service) of performance goals and measures, often used for communication purposes and preceding the development of specific measures.

Performance measures are 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”).

Performance targets set specific and measurable goals related to agency or system performance. Where a relevant performance standard is available, the target may be the same as, exceed, or be an intermediate step toward that standard.

Evidence-based Public Health Practice is the development, implementation, and evaluation of effective programs and policies through application of principles of scientific reasoning, including systematic uses of data and information systems, and appropriate use of program planning models.

Public Health Best Practice is technique or methodology that has proven reliably to lead to desired health results in population through experience and research.

Source: Turning Point. *From Silos to Systems: Using Performance Management to Improve the Public's Health*, 2003.

Resources to Help

If your division/program is ready to get ahead of the performance improvement and accreditation efforts, there are a number of resources that can help, including the following:

- *From Silos to Systems: Using Performance Management to Improve the Public's Health Guidebook for Performance Measurement* <http://www.phf.org/resourcestools/Documents/silossystems.pdf>
- *Performance Management in Action: Tools and Resources* <http://www.phf.org/resourcestools/Documents/PMtoolkit.pdf>
- PHAB Standards and Measures http://www.phaboard.org/wp-content/uploads/PHAB-Standards-and-Measures-Version-1_0.pdf
- PHAB Readiness Checklist <http://www.phaboard.org/wp-content/uploads/National-Public-Health-Department-Readiness-Checklists.pdf>
- *Evidence-Based Public Health: A Fundamental Concept for Public Health Practice* http://publichealth.wustl.edu/people/Documents/Brownson_EBPH_ARPH_2009.pdf
- *Tools for Implementing an Evidence-Based Approach in Public Health Practice* http://www.cdc.gov/pcd/issues/2012/11_0324.htm

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