

# Performance Management Self-Assessment Tool

## Greetings from the OSPHP Performance Improvement and Accreditation Team!

We thank you once again for participating in this self assessment. Your feedback will be the key to improving upon the already exceptional work done here at HDHHS, and will serve as a guide in our endeavors to become a nationally accredited health department.

This self-assessment tool will help you and your division/program identify the extent to which you have components of a performance management system. 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 reading the directions attached to the email and consulting with other staff to better understand performance management in your division/program. After engaging in open discussion with your colleagues, complete the self assessment providing your own perception of your division/program's readiness for performance management, quality improvement, and accreditation.

If any questions or concerns arise, please feel free to contact Robert Hines at 832-393-4606 or at [robert.hines@houstontx.gov](mailto:robert.hines@houstontx.gov).

# Performance Management Self-Assessment Tool

## \*1. Overall Performance Management Readiness & Accountability

	No	Somewhat	Yes (Fully operational)	N/A
1) Is there a stated commitment from high-level leadership to develop a performance management system?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Is performance being managed for at least some priority areas that are critical to your program/divisions' mission and function?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Is performance actively managed in the following areas? (PLEASE SELECT N/A FOR LINE 3 AND BELOW CHECK ALL [A-H] THAT ARE APPLICABLE TO YOUR DIVISION/PROGRAM; IF NOT APPLICABLE SELECT N/A)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3A. Health Status (e.g., diabetes rates)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3B. Public Health Capacity (e.g., communities served by a health department or program)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3C. Human Resources Development (e.g., workforce training in core competencies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3D. Data Information Systems (e.g., injury report lag time, participation in intranet report system)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3E. Customer Focus and Satisfaction (e.g., use of customer/stakeholder feedback to make program decisions or system changes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3F. Financial Systems (e.g., frequency of financial reports, reports that categorize expenses by strategic priorities)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3G. Management Practices (e.g., communication of vision to employees, projects completed on time)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3H. Service Delivery (e.g., clinic no-show rates)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Is a program/division team or individual responsible for integrating performance management efforts across the areas listed in 3A - H?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) Are managers trained to manage performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6) Are managers held accountable for developing, maintaining, and improving the performance management system?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7) Are there incentives for performance improvement?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8) Is there a process or mechanism to align the various components of the performance management system (i.e. performance standards, measures, reports, and improvement processes focus on the same things)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9) Is there a process or mechanism to align your performance management system with your strategic plan?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10) Is there a process or mechanism to align your performance priorities with your budget?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11) Do leaders nurture an organizational culture focused on performance improvement?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12) Are personnel and financial resources assigned to performance management functions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Performance Management Self-Assessment Tool

Performance Standards - objective standards or guidelines that are used to assess an organization's performance.

## \*2. Performance Standards

	No	Somewhat	Yes (Fully operational)	N/A
1) Do you use performance standards that are relevant to your activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Do you set specific performance targets to be achieved in a certain time period?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Are managers and employees held accountable for meeting standards and targets?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Have you defined processes and methods for choosing performance standards, indicators, or targets?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4A. Do you use existing performance standards, indicators, and targets when possible (e.g., PHAB Standards, Leading Health Indicators, Healthy People 2020)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4B. Do you benchmark (compare yourself) against similar programs/divisions within the department, statewide, or nationally?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4C. Do you use scientific guidelines?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4D. Do you set priorities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4E. Do your standards cover a mix of capacities, processes, and outcomes?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) Are your performance standards, indicators, and targets communicated throughout the organization and its stakeholders or partners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5A. Have individual performance expectations been communicated?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5B. Do you relate performance standards to recognized public health goals and frameworks, (e.g., Essential Public Health Services)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6) Do you test your standards and targets so you are sure people understand them?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7) Do you coordinate so multiple programs, divisions, or organizations use the same performance standards and targets(e.g., same child health standard is used across programs and agencies)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8) Is training available to help staff use performance standards?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9) Are personnel and financial resources assigned to make sure efforts are guided by relevant performance standards and targets?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Performance Management Self-Assessment Tool

Performance Measures - quantitative measures of capacities, processes, or outcomes relevant to the assessment of a performance indicator

## \*3. Performance Measurement

	No	Somewhat	Yes (Fully operational)	N/A
1) Do you have specific measures for all or most of your established performance standards and targets?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1A. Does every measure have a clear definition?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1B. Is a clear unit of measure defined for quantitative measures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1C. Has inter-rater reliability been established for qualitative measures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Are measures selected in coordination with other programs, divisions, or organizations to avoid duplication of data collection?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Have you defined methods and criteria for selecting performance measures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3A. Do you use existing sources of data whenever possible?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3B. Do you use standardized measures (e.g., national program or health indicators) whenever possible?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3C. Do your measures cover a mix of capacities, processes, and outcomes?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Do you collect data for your measures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) Is training available to help staff measure performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6) Are personnel and financial resources assigned to collect performance measurement data?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Performance Management Self-Assessment Tool

Reporting of Progress - documentation and reporting of progress in meeting standards and targets and sharing of such information through feedback

## \*4. Reporting of Progress

	No	Somewhat	Yes (Fully operational)	N/A
1) Do you document your progress related to performance standards and targets?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Do you make this information regularly available to the following? (PLEASE SELECT N/A FOR LINE 2 AND BELOW CHECK ALL [A-E] THAT ARE APPLICABLE TO YOUR DIVISION/PROGRAM; IF NOT APPLICABLE SELECT N/A)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2A. Managers and leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2B. Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2C. Governance boards and policy makers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2D. Stakeholders or partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2E. The public, including media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Are managers at all levels held accountable for reporting performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3A. Is there a clear plan for the release of these reports(i.e., who is responsible, methods, how often)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3B. Is reporting of progress part of your strategic planning process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Have you decided the frequency of analysis and reporting on performance progress for the following types of measures? (PLEASE SELECT N/A FOR LINE 4 AND BELOW CHECK ALL [A-H] THAT ARE APPLICABLE TO YOUR DIVISION/PROGRAM; IF NOT APPLICABLE SELECT N/A)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4A. Health Status	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4B. Public Health Capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4C. Human Resource Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4D. Data and Information Systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4E. Customer Focus and Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4F. Financial Systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4G. Management Practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4H. Service Delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Do you have a reporting system that integrates performance data from programs, agencies, divisions, or management areas (e.g., financial systems, health outcomes, customer focus and satisfaction)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6) Is training available to help staff effectively analyze and report performance data?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7) Do you test your reports so you are sure people understand them and can use them for decision-making?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8) Are personnel and financial resources assigned to analyze performance data and report progress?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Performance Management Self-Assessment Tool

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

## \*5. Quality Improvement (QI) Process

	No	Somewhat	Yes (Fully operational)	N/A
1) Do you have a process(es) to improve quality or performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1A. Is an entity or person responsible for decision-making based on performance reports (e.g., top management team, governing or advisory board)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1B. Is there a regular timetable for your QI process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1C. Are the steps in the process communicated?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Are managers and employees evaluated for their performance improvement efforts (i.e., is performance improvement in their job descriptions)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Are performance reports used regularly for decision-making?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Is performance information used to do the following? (PLEASE SELECT N/A FOR LINE 4 AND BELOW CHECK ALL [A-C] THAT ARE APPLICABLE TO YOUR DIVISION/PROGRAM; IF NOT APPLICABLE SELECT N/A)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4A. Determine areas for more analysis or evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4B. Set priorities and allocate/redirect resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4C. Inform policy makers of the observed or potential impact of decisions under their consideration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) Do you have the capacity to take action to improve performance when needed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5A. Do you have processes to manage changes in policies, programs, or infrastructure?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5B. Do managers have the authority to make certain changes to improve performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5C. Does staff have the authority to make certain changes to improve performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6) Does the organization regularly develop performance improvement or QI plans that specify timelines, actions, and responsible parties?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7) Is there a process or mechanism to coordinate QI efforts among programs, divisions, or organizations that share the same performance targets?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8) Is QI training available to managers and staff?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9) Are personnel and financial resources allocated to your QI process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Performance Management Self-Assessment Tool

## Public Health Accreditation Readiness

Public health accreditation is a process used to determine the capacity of public health departments to deliver the three public health core functions and the Ten Essential Public Health Services. It measures health departments' performance against the Public Health Accreditation Board (PHAB) standards.

Public health accreditation challenges health departments to identify their performance improvement opportunities, encourages greater accountability, and stimulates quality improvement in the department.

### **\*6. How did you first hear about public health accreditation within the Health Department?**

- ☐ Executive Leadership Meeting
- ☐ Department Leadership Meeting
- ☐ Division Leadership Meeting
- ☐ Staff Meeting
- ☐ Pulse Newsletter
- ☐ Conversation with co-workers
- ☐ This is my first time hearing about public health accreditation

### **\*7. Are you currently participating in the Health Department's accreditation process?**

- ☐ Yes
- ☐ No

If yes, please briefly explain how:

### **\*8. Which of the following accreditation groups are you currently working on? Please choose all that apply.**

- ☐ Accreditation Workgroup/Domain Team
- ☐ Measure Managers
- ☐ Executive Sponsors
- ☐ Mock Site Reviewers
- ☐ None of the above

## Performance Management Self-Assessment Tool

### **\*9. How often do you participate in accreditation related activities within the Health Department?**

- ☐ Very Frequently
- ☐ Frequently
- ☐ Occasionally
- ☐ Rarely
- ☐ Never

### **\*10. How important do you think accreditation is to the Health Department?**

- ☐ Extremely important
- ☐ Very important
- ☐ No Opinion
- ☐ Slightly unimportant
- ☐ Unimportant

### **\*11. Do you know who participates in the accreditation group(s) in your program/division?**

- ☐ Yes
- ☐ No

If yes, who?



## Performance Management Self-Assessment Tool

**\*12. Which Public Health Accreditation Board (PHAB) domains do the activities of your program/division address? (Please select all that apply)**

- ☐ Domain 1 - Assess
- ☐ Domain 2 - Investigate
- ☐ Domain 3 - Inform and Educate
- ☐ Domain 4 - Community Engagement
- ☐ Domain 5 - Policies and Plans
- ☐ Domain 6 - Public Health Laws
- ☐ Domain 7 - Access to Care
- ☐ Domain 8 - Workforce
- ☐ Domain 9 - Quality Improvement
- ☐ Domain 10 - Evidence Based Practice
- ☐ Domain 11 - Administration and Management
- ☐ Domain 12 - Governance

**\*13. Have you ever been contacted for any accreditation purposes?**

- ☐ Yes
- ☐ No

**\*14. If yes, what was the purpose of the contact? Please choose all that apply:**

- ☐ Documentation collection
- ☐ Workgroup meeting participation
- ☐ Community Health Assessments
- ☐ Community Health Improvement Plan
- ☐ Health Department Organizational Strategic Plan
- ☐ Quality Improvement Plan
- ☐ Mock Site Visit
- ☐ Other (please specify)

# Performance Management Self-Assessment Tool

## \*15. Accreditation Readiness

	Excellent	Above Average	Average	Below Average	Poor
1). How would you rate your understanding of the purpose of public health accreditation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2). How would you rate your understanding of the public health accreditation process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3). How would you rate your understanding of the public health accreditation domains?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Performance Management Self-Assessment Tool

## Take the Next Step and Demographic Information

We will be collecting demographic and follow up information to better help us address performance improvement and accreditation. This will be used for internal purposes only and to follow up for additional information.

### **16. Please share any identified areas of improvement to which Performance Management and Quality Improvement could be applied:**

### **\*17. Which Office/Division are you submitting this survey on behalf of?**

- ☐ Director's Office
- ☐ Office of Information Technology
- ☐ Office of Administration Services
- ☐ Office of Health Planning Evaluation and Program Development
- ☐ Office of Surveillance and Public Health Preparedness
- ☐ Children and Family Services Division
- ☐ Community Health Services Division
- ☐ Environmental Health Division

Please specify which program or bureau:

### **\*18. Which level of leadership do you represent?**

- ☐ Director
- ☐ Assistant Director
- ☐ Bureau Chief
- ☐ Division Manager
- ☐ Program Manager
- ☐ Supervisor
- ☐ Program/Team Lead
- ☐ Other

If other (please specify):

## Performance Management Self-Assessment Tool

**\*19. Please provide your email address:**

Email Address: