



# Performance Management in Action: Tools and Resources



**Compiled by  
Public Health Foundation**

for the Performance Management  
National Excellence Collaborative

## Introduction

This toolkit provides sample documents, assessment tools, job descriptions, standards and measures, strategic plans, and reports to assist state health agencies in implementing the [Turning Point Performance Management National Excellence Collaborative's](#) (PMC) model to performance management.

The PMC model, which is outlined in its 2003 [From Silos to Systems: Using Performance Management to Improve the Public's Health](#), includes four components or quadrants—standards, measures, reporting and quality improvement. This toolkit aims to provide users with resources that can be used to address all quadrants of the PMC model. The resources in this toolkit can help you to answer the following questions:

- *Who should be involved in the performance management activities?*
- *What should be measured?*
- *What standards should be used or set, and how?*
- *How are quality improvement efforts carried out?*
- *How is progress reported for use in decision making?*

Because performance management in public health is an emerging area, there are only a few resources that address all four quadrants of the PMC model for agency-wide improvement. Many of the tools, however, come from *individual programs* that easily address all four components. All of the tools can be adapted to apply performance management across an agency or organization.

This compilation of web sites and documents was originally developed by the Public Health Foundation (PHF) for the PMC. The resources in this toolkit come from PMC learning reports, members, and resources suggested in a 2001 [survey](#) of performance management practices. It is not an exhaustive list of resources.

To ensure their practical value, a committee of PMC members have reviewed documents in this collection and believes these will be helpful to jurisdictions—from state, local, and federal public health agencies— seeking to better manage performance. The compilation includes some outstanding examples of performance management activities, but is not an analysis of "best practices."

## Submit Your Tools

The PMC views this document as 'living' and invites the inclusion of additional resources. To suggest or submit a performance management tool or document, contact PHF at [info@phf.org](mailto:info@phf.org).

## Getting Started

Inside this toolkit, there are many resources marked with a "GS," indicating that these resources are a place to "Get Started." Learn how others have approached performance management or a particular aspect of performance management.

The following tools will help you to gain a better understanding of how some states have approached performance management.

- A PMC PowerPoint presentation [Turning Point: Collaborating for a New Century in Public Health](#) that provides an overview of the PMC and its work in performance management.
- [Overview of Performance Improvement Process](#), a PowerPoint presentation from the Florida Department of Health provides a brief history of the state's performance management process, information on the value of measuring, and flow charts that show the performance improvement process the state adopted.
- The [Managing for Results](#) program in Maryland was implemented to increase efficiency and effectiveness in meeting the needs of Maryland's customers and stakeholders. The MFR plans reflect strategic planning decisions in the Department of Health and the individual programs. Learn how MFR incorporated the following elements into its performance management processes: Program Description, Mission Statement, Vision Statement, Key Goals and Objectives, and Performance Measures. Reports include information on inputs, outputs, and quality standards related to performance measures.
- A link to the Virginia Department of Planning and Budgeting [Virginia Results](#) program provides beginners with an overview of how Virginia organized its performance management process, as well as links to training materials, reports, and other materials to help others gain a better understanding of the benefits of using a performance management process. Of particular interest to those just beginning in performance improvement are the following resources:
  - ◆ [Performance Management: A System's Approach](#) —Describes key benefits and uses of performance information, key audiences for performance information and its relationship to policy development, strategic planning, integrating planning, performance measurement, and budgeting, and the use of standards.
  - ◆ [Performance Management Basics](#)
  - ◆ [Performance Measurement Basics](#)

For more information on how to begin the process of performance management in your state, see the '*Putting the Pieces Together*' chapter in [From Silos to Systems](#).

\*\*You can search for a specific document or tool by using "Ctrl+F" and typing in key words or terms.

Category, Title, and Brief Description of Document	Also Relevant to the Following Components of Performance Management				
	Performance Standards	Performance Measurement	Reporting of Progress	Quality Improvement	General/ Other
<b>PERFORMANCE STANDARDS</b> These tools and resources can assist you in thinking about ways your agency might begin the process of developing a set of performance standards. Looking at standards others have already used can be a great starting point.					
<a href="#">National Public Health Performance Standards Program</a> The National Public Health Performance Standards Program (NPHPSP), a collaborative effort of CDC and six national public health organizations, has established model performance standards for public health practice. Three sets of standards and assessment instruments were developed for state public health systems; local public health systems; and local governing bodies. States and localities use the performance standards to assess current performance, identify strengths and weaknesses, and implement plans for improvement. This web site includes the three assessment instruments, <i>Frequently Asked Questions</i> , a <i>User Guide</i> , sample reports, and other technical assistance resources.	<b>GS</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<a href="#">Local Public Health Standards (New Jersey)</a> In 2003, the New Jersey Department of Health adopted public health practice standards for local public health agencies. The performance standards are aligned with the National Public Health Performance Standards and include standards for public health practice, staffing, administrative services, health education and promotion, public health nursing, workforce competencies, community public health partnerships, monitoring health status, policy development, emergency response capacity, public health laws, research, and evaluation. Local health departments are required to complete an annual Local Health Evaluation Report to be submitted to the New Jersey State Department of Health. The Evaluation Report requires local health departments to fill out various questionnaires and integrates the use of the National Performance Standards Governance Assessment and Local Public Health System Tools, <a href="#">APEX-PH</a> , Part I, and <a href="#">MAPP</a> .	<b>X</b>				
<a href="#">Public Health Practice Standards—Implementation Toolkit (New Jersey)</a> In order to improve its local public health infrastructure, New Jersey used an integrated, systems-based approach to performance management. This toolkit provides an overview of how the state coordinated this effort. It includes information on state legislation (N.J.A.C. 8:52) that was adopted in 2003 that requires each local health agency to complete an annual Local Health Evaluation Report. The toolkit also includes templates to create organizational charts, sample position job descriptions and performance assessment reviews, requirements of LPHAs regarding emergency preparedness and response, a partnership self assessment tool; information on <a href="#">APEX-PH</a> , <a href="#">MAPP</a> , and performance assessment instruments.	<b>X</b>				<b>GS</b>
<a href="#">Local Health Department Performance Standards (West Virginia)</a> This is an example of a state-specific public health performance standards tool for assessing levels of compliance. The West Virginia standards address the following five core areas: Communicable and Reportable Diseases, Community Health Promotion, Environmental Health Protection, Administrative, and Financial. For more information on West Virginia performance improvement efforts, visit <a href="http://www.wvlocalhealth.org/performance_improvement/index.htm">http://www.wvlocalhealth.org/performance_improvement/index.htm</a> .	<b>X</b>				
<a href="#">West Virginia Local Performance-based Standards (with code citations)</a> This document provides examples of state-specific local public health standards, relevant codes, state responsibilities, and documentation requirements.	<b>X</b>				

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<a href="#">Missouri Local Public Health Agency Voluntary Accreditation Program – Manual with Accreditation Standards</a> Resources from the Missouri Institute for Community Health (a non-governmental organization) describing the voluntary accreditation process and its relationship to performance improvement. Standards require staff training and processes to continuously improve program outcomes or customer service. Downloadable documents cover the following: <ul style="list-style-type: none"> <li>• Performance Standards</li> <li>• Standards for Physical Facilities and Administration</li> <li>• Core Staffing and Training Standards</li> <li>• Fee Schedule</li> <li>• Self-Assessment Scoring Sheet</li> </ul> <u>Webmaster note: link removed</u>	X				X
<a href="#">Steps and Forms for Accreditation</a> (Missouri) This web link provides online application forms and other materials needed for local public health agencies to pursue voluntary accreditation at one of three levels (Primary, Advanced, Comprehensive) in Missouri.	X				X
<a href="#">Michigan's Accreditation Model</a> *click on 2003 on the left menu This accreditation tool helps local public health departments to assess and enhance their core capacities by identifying and promoting the implementation of public health standards for local public health departments, and evaluating and accrediting local health departments on their ability to meet these standards. The Model was developed by the Michigan Public Health Institute, and the Michigan Departments of Agriculture, Community Health, and Environmental Quality.	X	X			
<a href="#">IPLAN and Illinois Local Health Department Certification</a> The Illinois Project for Local Assessment of Needs ( <a href="#">IPLAN</a> ) is a community health assessment and planning process that is conducted every five years by local health jurisdictions in Illinois. Based on the <i>Assessment Protocol for Excellence in Public Health (APEX-PH)</i> model, IPLAN is grounded in the core functions of public health and addresses public health practice standards. The completion of IPLAN fulfills most of the public health practice standards for local health department certification under the Illinois Administrative Code. The essential elements of IPLAN are (1) an organizational capacity assessment; (2) a community health needs assessment; and (3) a community health plan.	X				
<a href="#">Local Health Districts Improvement Standards</a> (Ohio) The Performance Standards Workgroup has developed a set of performance standards, based on six overarching goals. Each goal has a set of optional measures that are currently being pilot tested (Feb, 2004). Many of the measures address overarching system and infrastructure issues. Examples of these measures include: the use of surveillance and reporting systems, response planning and procedures, communication of public health messages, evaluation, assessment, quality improvement, and workforce development activities. <u>Webmaster note: link removed</u>	X	X			
<a href="#">Standards for Public Health in Washington State -- A Collaborative Effort by State and Local Health Officials</a> This web link provides background information on setting standards for a governmental public health system, a framework for addressing the key areas of public health that should be covered under the standards, and an overview of the standards and measures developed by the state.	X	X			

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<b>PERFORMANCE MEASUREMENT</b> The following tools and documents will help you to think about ways in which your agency or system can develop, use, and communicate its performance measures to assess the achievement of a set of given standards.					
<a href="#">Performance Measure and Expenditures: Resources and Tools</a> Presented on July 27, 2001 at the National Association of Local Boards of Health 2001 Annual Meeting by Ron Bialek, President of the Public Health Foundation. This PowerPoint presentation discusses the importance of having a public health expenditure reporting system and performance standards measurement. Recently developed resources and tools that can help us achieve these goals are discussed.		X			
<a href="#">Family Planning Performance Measure Definitions</a> (New Hampshire) This worksheet provides a sample of completed definitions for five performance measures for family planning, and includes measures and goals. The worksheet can be replicated by state agencies wishing to define performance measures.		X			
<a href="#">Draft Administrative Capacities to Support the Standards</a> (Washington) The Administrative Capacities—such as financial and management, human resources, information systems, and leadership and governance bodies—are all elements that contribute to the successful outcomes of a health department. This document, under development by the Washington State Public Health Improvement Partnership, begins to outline specific components of a health department's Administrative Capacities and defines some measures and examples of documentation for each. The Partnership plans to test them, then use them to measure performance.	X	X		X	
<a href="#">Healthy People 2010</a> Healthy People 2010 is the Nation's prevention agenda. It provides a set of widely used targets and measures for the most significant preventable threats to health. It provides a chapter on public health infrastructure, which can assist in the development of performance measurement and management activities for a public health system.	X	X			
<a href="#">Baseline Evaluation of Standards for Public Health in Washington State Operational Guide and Self-Assessment Tool (DOH Version)</a> This tool was used by Washington State Department of Health programs to assist in the self-assessment and documentation of compliance with the Standards for Public Health. Each standard lists its accompanying measures, examples of ways to meet the measure, and provides a third open column for users to fill in with documents that provide a demonstrated compliance with the standard. There is also a <a href="#">Local Health Jurisdiction Version</a> of the tool.	X	X			
<a href="#">Using Performance Measures and Contracts to Improve Public Health</a> (Ohio) This PowerPoint presentation, from Jim Pearsol, Assistant Director for the Ohio Department of Health, defines key terms, provides a brief overview of the history and context of performance measures in public health, defines key elements for successful use of performance measures and contracts, and provides case examples. Others can use this resource to learn how to get started with performance measurement activities.		X			GS

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<a href="#">Performance Measurement Matrix</a> (New Hampshire) A sample matrix used to organize information about potential performance indicators and measures and their alignment with existing performance requirements, public health priorities, and data sets. A matrix like this can help public health organizations choose available performance measures that do “double duty”—and avoid burdening staff with new and uncoordinated measures. New Hampshire used this matrix to show how potential Family Planning Program performance indicators aligned with national and state Healthy People 2010 objectives, the state’s Title X Application and Family Planning Program, HEDIS, and HHS OPA (Office of Population Affairs)/Regional Priorities. Indicators that had a “Yes” or a measure (especially a <i>required</i> measure) listed in several columns were the top choices for the program’s performance measures. To select potential measures for the broader public health system, the matrix’s columns could be altered to show alignment with the National Public Health Performance Standards Program, Healthy People 2010, CDC bioterrorism/emergency preparedness capacity indicators, governor’s or local official’s priorities, existing data collection systems, and other factors.		<b>GS</b>			
<a href="#">Making Performance Measures Matter</a> (Oregon) This PowerPoint presentation is part of a training session conducted by Jeffrey Tryens of the Oregon Progress Board as part of the New-to-state Course Management Development Series. The presentation covers the following: <i>Why measure performance? Why benchmarks? What makes a good performance measurement? And Getting Started.</i>		<b>GS</b>			<b>GS</b>
<a href="#">New Mexico Department of Health’s Strategic Plan</a> This strategic plan from the New Mexico Department of Health links its goals and objectives to performance measures. It can help other agencies think about ways to set and track performance measures and indicators, track progress over time, and organize departmental goals by essential public health service.	<b>X</b>	<b>X</b>	<b>X</b>		
<a href="#">Results Iowa - Public Health</a> Linked to a statewide government performance accountability system, this web site reports performance progress of the Iowa Department of Public Health and houses the Department’s Performance Plan and Strategic Plan. The Performance Plan format organizes performance target, measures, and activities for “core functions” including Child and Adult Protection; Domestic Security and Public Health Preparedness; Regulation and Compliance; Research, Analysis, and Information Management; Resource Management and other topics. The companion Strategic Plan provides examples of a state’s performance targets and measures for the Public Health System, Internal Environment, Image and Communication, and Health Status.		<b>X</b>	<b>X</b>		



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<b>REPORTING OF PROGRESS</b> These tools and resources illustrate various state health department efforts to report performance data to the public, leaders, and managers, as well as track progress in assuring healthy communities using various performance management efforts.					
<a href="#">Louisiana Performance Accountability System (LaPAS)</a> LaPAS is an electronic database that tracks performance standards and performance information for Louisiana's state departments and agencies. The departments and agencies submit a quarterly performance progress report to LaPAS via the Internet. The Office of Planning and Budget in the Division of Administration is the official record keeper and repository of performance data and maintains LaPAS. Louisiana's Division of Administration implemented the philosophy of <i>"Managing for Results"</i> in 1987 with a move to program budgeting and the development of integrated processes for strategic, operational and budget planning, and performance accountability. In 1997 the Louisiana state government enacted Act 1465, the Louisiana Government Performance and Accountability Act, which mandates performance-based budgeting. The act requires, among other things, strategic planning, operational planning, performance accountability, and performance reporting for all executive branch agencies. The public can view performance reports for any agency.  This web link provides users with information on the strategic planning process, preparing an <a href="#">Operational plan</a> for an agency, and guidelines for developing and revising performance standards.	<b>X</b>	<b>X</b>	<b>X</b>		
<a href="#">Standards for Public Health in Washington State: Baseline Evaluation Report</a> (Washington) This report summarizes the first baseline evaluation of Washington State local health jurisdictions and Department of Health programs. Each site that participated in the Evaluation Report was asked to complete a self-assessment tool to evaluate compliance with standards that were developed by the Washington State Public Health Improvement Partnership.	<b>X</b>			<b>X</b>	
<a href="#">State of the State's Health Report Card</a> (Oklahoma) This report card, a companion document to the Governor's "State of the State" address, provides a snapshot of health prevention indicators along with a grade for each based on comparison data between the state and the United States. A second section provides a glimpse at the consequences for not improving health in a given area. For instance, a consequence for a high percentage of youth smokers could be a higher rate of asthma or lung cancer. A second page provides data references that may be useful to other jurisdictions.			<b>X</b>		<b>X</b>
<a href="#">Washington State Department of Health Strategic Plan (2005-2007)</a> This strategic plan provides an overview of how the Department used the Balanced Scorecard approach to performance management. More information about the Balanced Scorecard approach to performance management can be found in the <a href="#">From Silos to Systems</a> guide, developed by the Performance Management Collaborative.			<b>X</b>		<b>GS</b>
<a href="#">Strategic Priorities 2003</a> (Ohio) The Ohio Department of Health sets annual strategic priorities and performance goals. This document describes the background, progress, activities accomplished for each goal, and by which partner (committee, office, person, partner, etc.). Each goal is tagged with a "status," defined as either M—met the expected performance level, E—Exceeded expected performance level, or B—Below expected performance level. Next steps for each goal are also identified in the report. Performance standards were developed based on this set of strategic priorities and goals.		<b>X</b>	<b>X</b>	<b>X</b>	



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<a href="#">Department of Human Services Performance Measurement—2003 Annual Performance Report (Oregon)</a> This annual Department of Health report is used to track the progress of the state's 28 key performance measures. The report provides an overview of how staff and stakeholders were involved in the development of the agency's performance measures, how the performance measures are used for management of the agency, and the types of training staff has received in the use of performance measurement.		X	X		
<a href="#">2001 Benchmark Performance Report (Oregon)</a> This report to Oregon legislators shows health performance according to statewide benchmarks. Public health benchmarks are integrated with education, environment, and economic benchmarks.			X		
<a href="#">SC DHEC FY 2002-2003 Annual Accountability Report (South Carolina)</a> This report, organized by the Baldrige National Quality Award, reviews the progress the Department of Health has made in the following Baldrige categories: leadership, strategic planning, customer focus, information and analysis, human resource focus, process management, and business results. The Baldrige model is designed to increase customer focus and organizational effectiveness, by assessing an organization's current capabilities, strengths, and needed improvements in each of the seven areas.			X		
<a href="#">2002 Public Health Improvement Plan (Washington)</a> This plan demonstrates how state-specific or national public health standards can be incorporated into a public health improvement plan. It includes reports on progress, meeting standards, and recommendations to improve performance. Appendix 4 outlines administrative services (financial, governance, legal, etc.) and measures to support public health standards.	X	X	X		
<a href="#">Virginia Results</a> The state of Virginia's main web site for information on the performance of government agencies. Includes resources and links to training materials, presentations, and reports on performance management.			X		
<a href="#">Program Performance Work Plan/Reporting Form (New Hampshire)</a> This sample performance-driven reporting form (required of state family planning grantees) can be used as a template. The format lists performance measures and targets and includes space for grantees to report their action plans, evaluation plans (including plans to collect and use data for quality improvement), and results. A <a href="#">blank template</a> is also available.			X	X	
<a href="#">Missouri Information for Community Assessment (MICA)</a> MICA provides an example of an online state public health database to increase access to public health data, useful for measuring and reporting performance. Users can create customized reports for health outcomes, the health workforce, and other indicators.			X		
<a href="#">Strategic Planning and Performance Measurement Instructions (Virginia)</a> This tool, developed by the Virginia Department of Planning and Budget for non-higher education institutions, including the Virginia Department of Health, provides instructions related to collecting updated information on agencies' strategic plans and performance measures. The tool was developed as part of the "Virginia Results" program. Instructions can be adapted as part of an organization's performance management system.		X	X		

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<a href="#">Sample County-State Performance Report</a> (Florida) This sample performance report helps counties benchmark their performance and trends in fourteen community health status indicators against other counties in the state. Such reports can help spark “healthy competition” and performance improvement in needed areas.			<b>X</b>		
<b>QUALITY IMPROVEMENT</b> To create a learning organization and manage changes that come along with the performance management process, you will need tools such as these to use data to make decisions and identify opportunities to improve policies, programs, and processes.					
<a href="#">Performance Improvement Resource Guide for State Public Health Systems</a> This October 2003 guide was developed by the Public Health Foundation in partnership with the CDC, APHA, ASTHO, NACCHO, NALBOH, and NNPHI. The guide is intended to help state public health systems that have completed the National Public Health Performance Standards Program (NPHPSP) and seek to use the results to improve their system's performance. The guide is a collection of performance improvement tools and resources organized around each of the 10 Essential Public Health Services.				<b>X</b>	
<a href="#">Performance Improvement Resource Guide for Local Public Health Systems</a> This March 2002 guide was developed by the Public Health Foundation to help local public health systems that have completed the National Public Health Performance Standards Program (NPHPSP) and seek to use the results to improve their system's performance. The guide is a collection of performance improvement tools and resources organized around each of the 10 Essential Public Health Services.				<b>X</b>	
<a href="#">Exemplary Practices</a> (Washington) This is an electronic collection of exemplary practices to help local jurisdictions and state programs meet Washington State's public health standards and improve performance. There are more than 400 documents on the site with links to specific standards and measures of performance. Materials come from local health departments and the state Department of Health. The document is searchable by topic area, standard, or by measure within each area.	<b>X</b>	<b>X</b>		<b>X</b>	
<a href="#">CHD Record Review Tools</a> (Florida) These three tools are used by local agencies to audit their own medical records for fiscal, legal and quality of care issues for infant, child, and teen check-ups. Assessment standards are based on contributing factors identified for select community health indicators and based on Florida Medicaid audit tools. Self-audit tools like this help local agencies measure against standards on an ongoing basis.	<b>X</b>			<b>X</b>	
<a href="#">CHD Records Management Tool</a> (Florida) A tool designed to evaluate the process for medical records management in county health departments. Some of the global questions addressed include: <i>Is there a Quality Improvement System in place for management and use of medical records? Are there written policies and procedures for records management? Is there a single client health record in which all health services are documented?</i>	<b>X</b>			<b>X</b>	
<a href="#">Clinic Flow Analysis</a> (Florida) This administrative tool was created by the Florida Department of Health to analyze and improve clinic flow and can be used to assess and compare a number of clinics procedures. Some of the information this tool seeks to collect includes: front desk check-in procedures, appointment system, eligibility requirements, and billing procedures. The tool was created based on: a) guidelines already available to local health departments in Florida protocols, and b) findings from internal departmental audits conducted by the Florida Inspector General's office and Florida's Audit General's office.	<b>X</b>			<b>X</b>	

The links in this toolkit are accurate as of November 2010 and are no longer being updated. To access more up-to-date resources, visit the searchable database at <http://www.phf.org/improvement>. Search "Turning Point" as a keyword to find additional resources.

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<a href="#">Quality Improvement Review Checklist for Business Process (Florida)</a> This tool can be used to measure and set standards for a health department's business process. Some of the business or financial processes that can be analyzed as a result of using this checklist include: travel and purchasing procedures, inventory, budget, personnel, and procedures for managing clinic services. These administrative tools were created based on: a) guidelines already available to local health departments in Florida state protocols, and b) findings from internal departmental audits conducted by the state Inspector General's office and Audit General's office.	<b>X</b>			<b>X</b>	
<a href="#">Sample County Quality Assurance/Risk Management Program Plan (Florida)</a> This tool outlines the responsibilities and tasks of a Quality Assurance/Risk Management Committee that aims to ensure that a formalized and structured system for conducting quality assurance and risk management activities for health care and services is in place within a county. Other goals of the Committee include: to ensure ongoing monitoring and evaluation activities; to ensure performance standards are met or exceeded; and to identify continuing education and training needs for health care professionals.				<b>X</b>	
<a href="#">County Health Dept. Quality Improvement Self-Assessment Tool (Florida)</a> To assist county health departments in improving services, processes and outcomes, and to more effectively meet the needs of the community, this self-assessment tool is organized by the seven Sterling Quality Criteria for Organizational Excellence based on the Baldrige model. The seven criteria include: community focus and client satisfaction, planning, leadership, human resource development, data and information analysis, management and processes, and business results.				<b>GS</b>	
<a href="#">Sample Quality Improvement Site Visit Report—1 (Florida)</a> This county health department report from June 2000 illustrates how the Florida State Department of Health conducts its quality improvement process. The report is broken out into three columns of information: health status indicator data, county discussions to address these data, and the opportunities for improvement or "Agreements." The Agreements section illustrates a process for performance improvement and shows how the county and state staff met to discuss ways to improve performance then wrote agreements on what each party would do to help the county improve.				<b>GS</b>	
<a href="#">Sample Quality Improvement Site Visit Report—2 (Florida)</a> This tool provides a format that can be used to pull together into one place an agency's opportunities to improve performance related to Sterling or Baldrige criteria and to document state and local agreements and shared solutions. It can help an agency organize its basic issues, contributing factors, and possible solutions in the following areas: customer and market; information and analysis; human resources; process management; and business results.				<b>GS</b>	
<a href="#">Health Problem Analysis Worksheet</a> From the National Association of County and City Health Officials APEX-PH, this tool is used in Florida to identify factors that influence performance and potential areas for performance improvement efforts.				<b>X</b>	
<a href="#">Local/State Working Relationship Agreement (WRA) (West Virginia)</a> This agreement outlines guidelines and processes related to an effective working relationship between all West Virginia Local Health Departments and the state Department of Health. A WRA Oversight Group is charged, in part, with overseeing performance management and quality improvement efforts in keeping with the agreement.				<b>GS</b>	

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<b>GENERAL/OTHER</b>					
<a href="#">Commonwealth Performance Management Training</a> (Virginia) From the Virginia Department of Planning and Budgeting, a complete online introduction to performance management in the "Virginia Results" program. Topics covered in the training include the following: <ul style="list-style-type: none"> <li>• <i>Performance Management Overview</i>: An overview of Virginia's performance management system.</li> <li>• <i>Performance Measurement</i>: Defines and covers types of performance measures, outcomes versus outputs, examples of performance measures, inputs through outcomes, and criteria for useful performance measures.</li> <li>• <i>Program Evaluation</i>: Typical steps of an evaluation, project definition, project scoping and planning, conducting and completing the study.</li> <li>• <i>Performance Budgeting</i>: Uses of performance budgeting, conditions for success, being realistic, and basic steps such as quantifying the performance gap, determining resource needs, identifying the performance gaps to close, and tracking priorities.</li> <li>• <i>Using Performance Information</i>: Outlines the steps to using performance information to improve and communicate results.</li> </ul>	<b>GS</b>	<b>GS</b>		<b>GS</b>	<b>GS</b>
<a href="#">Public Health Improvement Partnership</a> The Public Health Improvement Partnership is a collaborative group of public health organizations in Washington State that guides in the development and implementation of a plan for action to bring about improved health for the state. Focus areas for the group include: Key Health Indicators, Standards for Public Health, Financing, Information Technology Planning, Workforce Development, Access to Critical Health Services, and Communications. Many of the activities of this Partnership can be used by others to establish similar performance management activities.					<b>GS</b>
<a href="#">Strategic Priorities Overview 2003</a> (Ohio) This document from the Ohio Department of Health provides a visual outline to the Department's performance framework. The center of the document provides a visual with the Department's overarching health mission— <i>To Protect and Improve the Health of Ohioans</i> , while offshoots from that describe the six-pronged approach to performance management. Overarching goals and standards are included.	<b>X</b>				<b>GS</b>
<a href="#">Draft Performance Management Plan</a> (Oklahoma) This sample draft plan from the Oklahoma Department of Health identifies existing and new councils, committees, departments, and workgroups that comprise the state's infrastructure for performance management. It identifies performance management activities that each can contribute to the overall Department of Health system.					<b>GS</b>
<a href="#">Measure Attribute Voting Worksheet</a> (New York) This worksheet was used by the New York State Health Department with partners to establish and record weights of attributes desired for statewide performance measures. The boxes at the top (numbered 1 - 6) were used to show the number of times that each weight could be used—e.g., a weight of one could only be used once, a weight of two could be used twice, a weight of three could be used three times, etc. There were eleven attributes, so eleven weights were required. Weights were determined by having each participant program or local health department make an individual determination on how they would assign the weights to the attributes. These individual "votes" were recorded into an excel spreadsheet. Areas of discord were negotiated to arrive at an agreed upon weight. These weights, along with completion of a "relationship matrix" will help with prioritizing useful performance management measures. The complexity of this process, however, requires a considerable time investment.		<b>GS</b>			

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<a href="#">Training Report and Sustainability Plan</a> (Washington) The summary section of this report (pp. 1-6) provides an overview of a training program conducted in Washington State to help state and local jurisdiction staff prepare for a baseline assessment of performance standards; gather participant ideas of strategies to sustain the program (through staff orientation, etc.); and address concerns of participants about time burden, data, use, and communications—which could be proactively addressed by other agencies.					<b>X</b>
<a href="#">Performance Management in Building Local Public Health Capacity</a> Presented by the Kansas Association of Local Health Departments in November 2003, this PowerPoint presentation provides an overview of how Kansas used the Turning Point Performance Management National Excellence Collaborative's (PMC) model and the National Performance Standards framework to build local public health capacity in the state. The presentation provides an overview of the PMC's four-pronged system, using performance standards, measurement, reporting, and quality improvement.					<b>GS</b>
<a href="#">Request for Proposal (RFP) Language on Performance Management</a> (New Hampshire) Example of language required in all New Hampshire Department of Health and Human Services RFPs that describe the state's approach to performance management in public health.					<b>X</b>
<a href="#">Managing for Results (MFR)</a> (Maryland) The MFR program was implemented in the Maryland State government to increase efficiency and effectiveness in meeting the needs of Maryland's customers and stakeholders. The MFR plans reflect strategic planning decisions in the Department of Health and the individual programs. MFR plans include the following elements: Program Description, Mission Statement, Vision Statement, Key Goals and Objectives, and Performance Measures. Reports include information on inputs, outputs, and quality standards related to performance measures.	<b>X</b>	<b>X</b>	<b>X</b>		<b>X</b>
<a href="#">2000-2005 Strategic Plan</a> (South Carolina) This report provides an overview of the South Carolina Department of Health strategic goals and outcomes, as well as an overview of the agency's planning process. Plans include examples of strategic goals to improve performance through competency-based workforce development, implementation of the Baldrige Performance Excellence Initiative, and negotiating Performance Partnership Agreements with funding sources.	<b>X</b>				<b>X</b>
<a href="#">Research Methods and Interview Protocols – Appendix A</a> (Washington) States embarking on a statewide performance management initiative may wish to begin by interviewing local health departments about their current performance measures and management practices and beliefs. This Appendix to the study <a href="#">Enabling Performance Measurement Activities in the States and Communities</a> identifies research methods and interview protocols. The study, completed by the University of Washington School of Public Health and Community Medicine, aimed to identify existing and potential barriers in the public and private sectors to successful implementation of public health performance measurement activities.  Additional Appendices:  <a href="#">Enabling Performance Measurement Activities: Appendix B – Literature References</a>  <a href="#">Enabling Performance Measurement Activities in the States and Communities: Appendix C--Performance Measurement Resources</a>  <a href="#">Enabling Performance Measurement Activities in the States and Communities: Appendix D--Study State Reference Material</a>					<b>GS</b>

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<a href="#">Performance Management Self-Assessment Exercise</a> (Illinois) This tool can be used by teams to examine to what extent they already have processes in place for each of the four components of the Turning Point Performance Management National Excellence Collaborative's model of performance management.					<b>GS</b>
<a href="#">Performance Management Process and Timeline</a> (New York) This tool provides a timeline of the process to involve stakeholders in developing performance measures. A graphic shows the relationship of the steps in the timeline to the four components of performance management. In this example, the state's process focuses first on performance measurement, with plans to address performance improvement in later phases.					<b>GS</b>
<a href="#">Statewide Health Improvement Plan Act-Draft Legislation</a> (Illinois) This is an example of draft legislation proposed to the Illinois General Assembly that supports performance improvement efforts. If passed, the legislation would require the Governor to implement a statewide Health Improvement Plan every four years. The plan would identify, prioritize, and recommend strategies to improve health status and the public health system, using the National Healthy People goals and objectives and the National Public Health Performance Standards as the frameworks for assessment. The Plan would also examine and make recommendations on both public and private/voluntary sector contributions to and strategies for improving health status and public health systems.					<b>GS</b>
<a href="#">Results Oriented Strategic Planning: A Framework for Aligning Public Sector Resources</a> (Oregon) This PowerPoint presentation, presented by Jeffrey Tryens of the Oregon Progress Board, provides an overview of strategic planning and benchmarking in Oregon. Health is one component of this statewide initiative. The presentation includes sample logic models for reaching and measuring results; concepts and graphics can be used to convey the importance of aligning resources and processes for a 'focused organization, better performance, and to 'make the case' that common benchmarks are the basis for government agencies to develop shared strategies.					<b>GS</b>
<a href="#">Performance Management Summit Agenda and Materials</a> (New Hampshire) Agenda and presentation slides from the February 2003 New Hampshire Department of Health's " <i>Performance Management Summit: Using Information to Improve Public Health Practice</i> ," which was successfully used to orient and energize staff about opportunities to improve health through performance measurement and management. The program included small group practice sessions for developing measures and sharing experiences. "Early adopters" were paired with less experienced staff, who also were offered mentoring after the summit.					<b>GS</b>
<a href="#">Job Description for Performance Management Coordinator</a> (New Hampshire) This job description can be duplicated by others seeking to create language to describe the tasks of a performance management coordinator.					<b>GS</b>
<a href="#">Making Performance Measures Matter</a> (Oregon) This PowerPoint presentation is part of a training session conducted by Jeffrey Tyrens of the Oregon Progress Board as part of the New-to-state Course Management Development Series. The presentation covers the following topics: <i>Why measure performance? Why benchmarks? What makes a good performance measurement? and Getting Started.</i>		<b>GS</b>			<b>GS</b>
<a href="#">Overview of Performance Improvement Process</a> (Florida) This PowerPoint presentation provides an overview of the evolution of Florida's quality review process for its local health departments, which it has conducted for over ten years. The program emphasis shifted in recent years from quality "assurance" to quality "improvement." Florida's process is a strategic, integrated performance management system, which uses standards and measures to track performance.	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>GS</b>

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<a href="#">More than Standards: Managing Performance in Public Health</a> Presented on July 12, 2002 at the 10th Annual Conference of the National Association of Local Boards of Health by Ron Bialek, President of the Public Health Foundation and Stacy Baker, Director of Workforce Development and Health Improvement. This PowerPoint presentation provides an overview of the results of the 2001 Turning Point State Survey on Performance Management, the Balanced Scorecard approach to strategic management, and information on the National Public Health Performance Standards Program.					<b>GS</b>
<a href="#">Pathways to Progress: Transition Plan to Outcomes Based Performance Management System</a> Presented on November 12, 2002 at the American Public Health Association Annual Meeting by Leslie Beitsch, MD, JD, former Commissioner of Health and the State Health Officer at the Oklahoma State Department of Health. This PowerPoint presentation provides insight into the Oklahoma State Department of Health's organizational and systems change model to improve performance and ultimately, health outcomes. The presentation covers performance standards and benchmarks, how the National Performance Standards relate to quality improvement, and the use of performance management tools, such as the Baldrige/Sterling Criteria for Organizational Performance Excellence.					<b>GS</b>
<a href="#">Public Health Performance Measures and Accreditation</a> Presented November 2001 at the Health Officer's Roundtable of the Maryland Department of Health and Mental Hygiene, by Ron Bialek, President of the Public Health Foundation. This PowerPoint presentation includes information on how states are measuring public health performance, national initiatives related to quality improvement and accountability, and putting accreditation into perspective.					<b>GS</b>
<a href="#">Local Public Health System Performance and Its Relationship to Community Health Improvement</a> Presented on June 28, 2003 at AcademyHealth's 20th Annual Research Meeting, by Jennifer Stanley, Director of Public Health Systems Research at the Public Health Foundation. This presentation describes the results of an analysis of local health agency performance and health outcomes. Findings support the model that local health agency performance affects community health status. New hypotheses are offered that could help determine how system performance affects health outcomes.					<b>GS</b>
<a href="#">Building Core Capacities in Public Health</a> (New Jersey) This PowerPoint presentation, from the New Jersey Department of Health provides an overview of the state's goals related to performance management for local public health agencies. It describes the tools the state used to develop its approach, desired outcomes, potential benefits to the system, challenges, major components, and key requirements.					<b>GS</b>
<a href="#">Creating a System of Public Health for New Jersey—The Development and Implementation Process</a> This five page brief describes the goals, key players, and desired outcomes of an enhanced performance management process for local health departments in New Jersey.					<b>GS</b>