

Performance Management: Improving the Improvement Webinar
Presented April 21, 2016
Webinar Question and Answer Session

What are the staffing numbers/positions in both departments for performance management?

This information can be found in the slide deck, which can be downloaded from the archived webinar page.

What other platforms or solutions were reviewed by Houston before they decided on HCI for the visualization of Performance Management?

There were three solutions that Houston reviewed: HCI, Klipfolio, and Insightformation.

Can Jack expand on strategic measures vs. grant measures? What advice do you have to help engage staff to think strategically?

Many times, grant measures are what the grant maker wants and they don't necessarily align with the Strategic Plan. In Performance Management systems, we have to distinguish between the strategic measures (which align with the Strategic Plan) and grant measures (which may not).

What is the Aspire survey? Is it staff satisfaction or something different?

The Aspire survey was conducted with staff & the Board of Health. Each group had their own set of questions, which were similar. It focused on customer satisfaction, along with using SWOT to identify challenges now and in the next three to five years. There was also a focus on succession planning, to see how both groups felt on the topic. In the results, there were not significant differences between the two groups.

Houston mentioned that they used the ideas of "getting" to do QI training rather than "have to" do this training. Were you able to meet your training goals when the training wasn't required?

Yes, Houston has been able to consistently meet their training goals. They have now trained over 900 staff, and have helped initiate several QI projects. The key was in the marketing of Accreditation and QI, and highlighting some wins early on.

Can Houston share their performance management and QI self-assessment?

These resources have been shared on the archived webinar page. Houston modified the self-assessment developed as part of the Turning Point framework, to better meet their needs (e.g., it also included some questions on Accreditation Preparedness). It was entered into Survey Monkey and distributed to their staff. If your organization has a Survey Monkey Pro account, Robert can send the survey directly to you from Survey Monkey.

At what level do you recommend measuring and/or at what ratio? For example, do you focus your energy on program level measures, system level measures, agency level measures or a mixture of all?

Usually, you want to make sure that measures roll-up and align. Measures at the lowest level should be a part of the next level, moving all the way to the Strategic Plan (e.g., from program to division to department to strategic level). If measures at the lowest level do not align with the measures in Strategic Plan, there will be no roll-up, and the roll-up is the most important part of the process. In Central Valley, they conducted an activity where they had staff identify what they do and how it aligns with the Strategic Plan and Community Health Improvement Plan, so they could see how they fit.

Can Houston share the performance management training they used with staff?

Houston's performance management training has its foundation in the PHF Train the Trainer series, but over the years it was developed and modified it to better address Houston's staff. They have added their own examples and lots of interactive material, which would require a train the trainer opportunity to fully integrate. Houston recommends working with PHF to implement performance management training in organizations.

How did Houston roll out Turning Point? Did the entire department respond?

Houston made Turning Point more accessible by converting it to Survey Monkey and distributing it through a snowball deployment. Only about 80 staff responded, but the main focus was to have a diverse spread of staff levels represented and they accomplished that by gaining the buy-in and participation of executives.

You can view the [archived webinar](#) on the PHF website, and access the following resources on performance management.

- Visit PHF's [Performance Management Toolkit](#) for more information and case stories on developing and improving a performance management system.
- Read through Houston's [Performance Management Self-Assessment](#) and [Performance Management Survey](#) which were referenced in the webinar.
- View additional [performance management resources](#) in the [Public Health Improvement Resource Center](#).
- For more information about Performance Management On-Site Technical Assistance or PHF's [Performance Improvement Services](#), contact Margie Beaudry at mbeaudry@phf.org or 202-218-4415.

For additional information and questions, contact Julie Sharp at jsharp@phf.org or 202-218-4422.