



Michigan Local Public Health Accreditation Program
Tool 2018 – MPR Indicator Guide
**Section I-QIS: Powers and Duties - Quality
Improvement Supplement**

MPR I

Use a performance management system to monitor achievement of organizational objectives.

Reference: PHAB Standards and Measures 1.5, Standard 9.1

Indicator 1.1

Staff at all organizational levels are engaged in establishing and/or updating a performance management system.

This indicator may be met by:

- Agency leadership and management are supportive of and engaged in establishing and/or updating a performance management system.
- Agency staff at all other levels are engaged in establishing and/or updating a performance management system.

Documentation Required:

- Documentation that the agency leadership is engaged in setting a policy for and/or establishing a performance management system for the department, for example: strategic and operational plans; training agendas; meeting agendas, packets, materials, and minutes; draft policies or items discussed with the governing entity, and/or presentations to the governing entity.
- Meeting agendas, materials, minutes, orientation materials, and/or plans that show staff at all levels are engaged in determining the nature of a performance management system for the department and implementing the system.

Evaluation Questions:

- How have leadership and staff been engaged in developing your agency's performance management system?
- How have leadership and staff been engaged in using and updating your agency's performance management system?
- How has the agency engaged their local governing entity regarding the establishment of the performance management system?

Indicator 1.2

The agency has adopted a department-wide performance management system.¹

This indicator may be met by:

- The agency has adopted a performance management system.

Documentation Required:

- A written description of the department's adopted performance management system that includes:
 - a. Performance standards, including goals, targets, and indicators, and the communication of expectations.
 - b. Performance measurement, including data systems and collection.
 - c. Progress reporting including analysis of data, communication of analysis results, and a regular reporting cycle.

¹ Or is in the process of adopting a department-wide performance management system.



Section I-QIS: Powers and Duties - Quality Improvement Supplement

- d. A process to use data analysis and manage change for quality improvement (QI) toward creating a learning organization.

Evaluation Questions:

- How does the adopted performance management system use objectives and measurement to evaluate performance of programs, policies, and processes, and achievement of outcome targets?
- How does the agency use the performance management system to ensure that goals are being met consistently in an effective and efficient manner?
- How does the agency use the performance management system to identify needed improvements?

Indicator I.3

The agency has implemented a performance management system.²

This indicator may be met by:

- The agency has a functioning performance management committee or team that is responsible for implementing the performance management system.
- The agency has established goals and objectives with identified time frames for measurement across programs and functions.
- The agency has implemented a process for monitoring the performance toward set goals and objectives.
- The agency analyzes progress toward achieving goals and objectives, and identifies areas in need of focused improvement processes.
- Through analysis of collected data, the agency identifies results and identifies next steps.
- The agency has completed a performance management self-assessment.

Documentation Required:

- Agendas, minutes, reports, or protocols from the performance management committee or team.
- Documentation identifying goals and objectives included in the performance management system, with identified time frames for measurement.
- Documentation showing how the agency actively monitors performance toward stated goals and objectives.
- Documentation of how the agency identifies areas for improvement through analysis of performance management data.
- Documentation of next steps taken when areas for improvement were identified.
- A completed performance management self-assessment that reflects the extent to which performance management practices are being used.³

Evaluation Questions:

- What process did the agency use to identify and set goals for performance?
- What is the ongoing process the agency uses to measure progress toward goals for performance?
- What is the process for reporting progress toward goals for performance?
- How does the agency use data to identify and address opportunities for improvement?

² Or has plans for implementing a performance management system that incorporates the stated requirements.

³ For example, the [Public Health Foundation's Public Health Performance Management Self-Assessment](#) or the self-assessment tools available through the [Baldrige Performance Excellence Program](#).



Michigan Local Public Health Accreditation Program
Tool 2018 – MPR Indicator Guide
**Section I-QIS: Powers and Duties - Quality
Improvement Supplement**

Indicator I.4

The agency systematically assesses customer satisfaction with agency services and makes improvements.

This indicator may be met by:

- The agency has collected, analyzed, and made conclusions from feedback from at least two different customer groups.
- The agency has taken actions based on customer feedback.

Documentation Required:

- Description or policy regarding how the agency collects, analyzes, and uses customer/stakeholder feedback.
- Examples of instruments to collect customer/stakeholder satisfaction including forms, surveys, focus groups, or other methods.
- Report, memo, or other written document describing how the agency has used results and actions taken based on the collection, analysis, and conclusions drawn from feedback from customer groups.

Evaluation Questions:

- Describe the agency's process for collecting customer feedback
 - How does the agency collect customer satisfaction data?
 - How does the agency analyze customer satisfaction data?
 - How is feedback shared with staff?
 - How does the agency use customer satisfaction data for process and/or program improvement?
- How does this process work across the agency?

Indicator I.5

The agency provides opportunities for staff involvement in the department's performance management.

This indicator may be met by:

- The agency has provided staff development opportunities related to performance management.

Documentation Required:

- Documentation of agency staff participation in performance management training.

Evaluation Questions:

- How does the agency ensure staff competence in the appropriate use of tools and techniques for monitoring and analyzing objectives and indicators as part of the performance management system?



Michigan Local Public Health Accreditation Program
Tool 2018 – MPR Indicator Guide
**Section I-QIS: Powers and Duties - Quality
Improvement Supplement**

MPR 2

Develop and implement quality improvement processes integrated into organizational practice, programs, processes, and interventions.

Reference: PHAB Standards and Measures 1.5, Standard 9.2

Indicator 2.1

The agency has established a QI program based on organizational policies and direction.

This indicator may be met by:

- Establishment and implementation of an agency QI Plan.
- The QI plan is aligned with the agency's identified priorities and incorporated into its performance management system.
- The QI plan has been shared with agency staff.

Documentation Required:

- Agency QI Plan, including:
 - Key quality terms
 - Current and desired future state of quality in the organization
 - Key elements of the QI effort's structure (group or committee, membership, roles and responsibilities, etc.)
 - QI training available and conducted
 - Project identification, and how it is aligned with department's strategic direction and performance management plan
 - QI goals, objectives, and measures with time-framed targets
 - How the plan is monitored and evaluated
 - How QI efforts are communicated

Evaluation Questions:

- What was the process used to develop the QI Plan?
- How is the QI Plan aligned with the department's strategic direction and performance management system?
- How do staff learn about the department's QI Plan?
- How has the agency implemented the QI Plan?

Indicator 2.2

Engage local governing entity in establishing organizational policies and direction for implementing QI.

This indicator may be met by:

Agency engagement with local governing entity to establish QI policies and direction for implementation.

Documentation Required:

Local governing entity meeting agenda and minutes discussing establishment of QI policies and direction for implementation within agency.

Evaluation Questions:



Section I-QIS: Powers and Duties - Quality Improvement Supplement

- How does the agency engage the local governing entity regarding the establishment of organizational QI policies and direction?
- How does the agency keep QI visible and ongoing?

Indicator 2.3

The agency has implemented QI activities.

This indicator may be met by:

- The agency has engaged in QI activities based on the QI Plan.
- Agency staff participate in QI activities based on the QI Plan.

Documentation Required:

- Evidence of QI Plan implementation.
- Evidence of implementation of QI activities and the agency's application of its process improvement model.

Evaluation Questions:

- How has the agency used findings from the performance management system to establish process or program improvements?
- What QI activities has the agency implemented?
- What QI method(s) does the agency use to address identified issues and improve programs?
- How does the agency assure that improvement is ongoing?
- How are employees included in QI activities?

Indicator 2.4

Assure QI training and technical assistance are available to staff.

This indicator may be met by:

QI training and technical assistance are available for staff and have occurred.

Documentation Required:

- Copies of QI training agenda, training materials and attendance roster.
- Evidence of staff availability for QI projects or an external consultant and how they provide employee QI technical assistance.

Evaluation Questions:

- How does the agency assure that QI training is available to employees?
- How do agency staff access QI technical assistance?
- What types of training have been offered in the past 12-24 months?