



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.



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- 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](#).



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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?



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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:



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- How does the agency engage the local governing entity regarding the establishment of organizational QI polices 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?