

# Performance Management Executive Summary



Through performance management, KDHE is taking responsibility for achieving results that matter to the public.

## What is it?

Performance management in the public sector is an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance.

## Why do it?

Performance management helps:

- Leadership prioritize and allocate resources
- Notify managers of needed adjustments in policy or programs to meet goals
- Inform reports on success in meeting goals
- Improve the quality of public programs

Also, having an operational performance management system is required for KDHE to retain public health accreditation status.

[PHAB Standard 9.1](#)

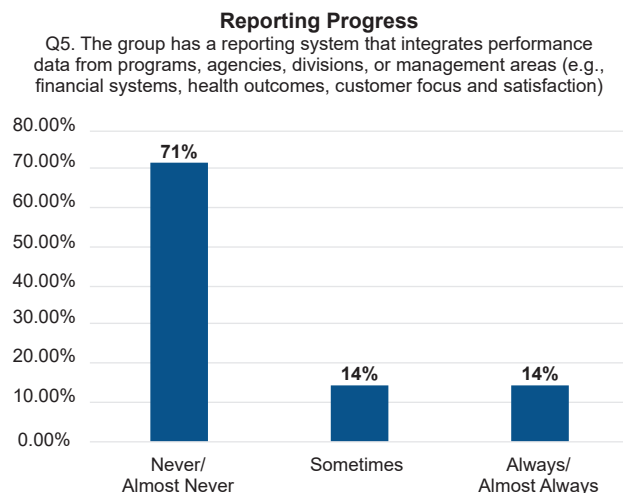
## How is KDHE managing performance?

Currently, staff at KDHE use performance-based budgeting and other methods to report performance data. There is not a comprehensive tracking system that makes performance data easily accessible for agency leadership. This makes it challenging to use existing information for decision making and quality improvement efforts, and to report to staff and other constituencies.

An internal self-assessment was recently conducted to determine how KDHE is managing performance based on five components: visible leadership, performance standards, measures, reporting progress, and quality improvement. Below are the main findings from the assessment, conducted in November 2018:

### Finding #1 – Reporting progress: Largest area for improvement

71% of participants responded Never/Almost Never to a question asking if the group has a reporting system that integrates performance data.



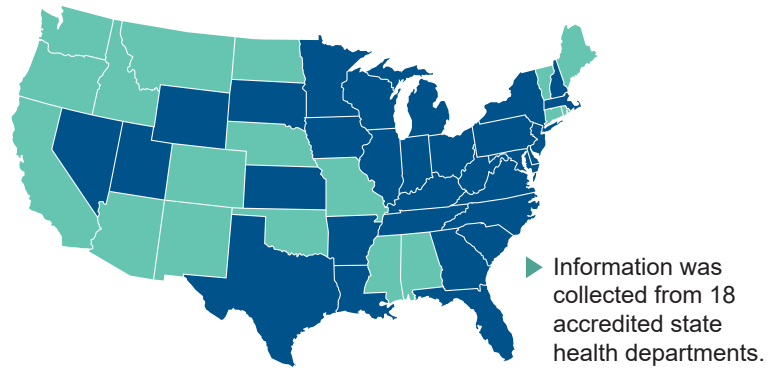
### Finding #2 – Training is needed at all levels

Analysis of cross-cutting questions from the assessment revealed the need for training to:



- Help staff use performance standards
- Help staff select performance measures
- Effectively analyze and report performance data
- Help managers and staff use quality improvement tools and manage performance

## PM System Survey of Other States

A short survey was developed to gather information on tracking tools in use by other states. This can be used to guide the agency’s efforts in choosing a best fit. Performance management tracking tools were categorized based on those developed in-house and those developed externally. States reported the benefits and challenges for their tools, as well as cost structure and number of measures tracked.



## Survey Findings

	Benefits	Challenges
 <p><b>In-House Systems</b> (MS Excel, SharePoint, etc.)</p>	<ul style="list-style-type: none"> <li>All agency staff can access the program with ability to easily upload information</li> <li>Can restrict and/or allow users to view specific pages or information.</li> <li>Lower cost</li> <li>Advances efforts to use SharePoint environment more</li> </ul>	<ul style="list-style-type: none"> <li>It is part of our internal intranet, so the public cannot access metrics.</li> <li>Limited graphic capabilities</li> <li>Not an automatic feed, cumbersome to maintain</li> </ul>
 <p><b>External Systems</b> (Results-Based Accountability, Tableau, etc.)</p>	<ul style="list-style-type: none"> <li>Tons of training for free on their site, and advanced training is available</li> <li>Vendors work to customize platform for user needs (PHAB, SHA/SHIP requirements)</li> <li>Easy to use, no fancy data analytics knowledge required; anyone can be trained</li> </ul>	<ul style="list-style-type: none"> <li>Not a one-stop shop data analytics platform, as it’s meant to monitor progress, one indicator at a time.</li> <li>Displaying the data in a customer friendly way is a bit limited, not always customizable data visualization tool</li> <li>Learning the system’s intricacies while implementing takes some time and a technical staff member dedicated to it.</li> </ul>

## Advice from the Field:

*“Software will not solve all problems. We used MS Excel to start out and submitted an IT requirements gathering process. We also made sure Legislature was on board with Results-Based Accountability. For the cost, it has been a good fit, not necessarily about disseminating public data but more as a decision-making tool. Counterparts at other state agencies such as Human Services have adopted the model.”*  
-Vermont Department of Health, Director of Performance Improvement

## Recommendations

The Public Health Accreditation Board (PHAB) identified performance management as an area for improvement during a site visit in 2017, stating, “KDHE needs an agency-wide PM system that informs decisions and is useful to staff, executive leadership and its governing body.”

### Proposed Next Steps for Improvement:

- Convene a performance management team to support efforts to increase use of performance data
- Develop and communicate a clear vision and goal for the performance management system
- Conduct formal training to staff on performance management and quality improvement
- Recognize positive role models and recruit them for decision-making and quality initiatives
- Provide support for programs who are hesitant to report measures