Attachment for Deliverable # 2

Performance Management Readiness Survey

The following survey has been designed to help agencies determine their readiness for implementing, and/or level of implementation of, a performance management system. Questions contained in the survey were derived, in part, from the Turning Point Performance Management Readiness Assessment tool available through the Public Health Foundation.

The survey is broken down into five sections: Overall Readiness and Accountability; Performance Standards and Measures; Analysis and Evaluation; Reporting of Progress; and Performance Improvement. The terms performance standards and performance measures are used in a number of the survey questions. Please review and keep in mind the following definitions of each term as you determine your responses.

<u>Performance standards</u> are objective standards or guidelines that are used to assess an organization's performance (e.g., one epidemiologist on staff per 100,000 population served, 80 percent of all clients who rate health department services as "good" or "excellent"). Standards may be set based on national, state, or scientific guidelines; by benchmarking against similar organizations; based on the public's or leaders' expectations (e.g., 100% access, zero disparities); or by other methods.

<u>Performance measures</u> are quantitative measures of capacities, processes, or outcomes relevant to the assessment of a performance indicator (e.g., the number of trained epidemiologists available to investigate, or percentage of clients who rate health department services as "good" or "excellent").

In addition, some questions in the survey will ask "do you ______", please answer these questions based on whether you, the administrator, or staff within your agency performs the specific activity as it relates to performance management.

SECTION I. OVERALL READINESS AND ACCOUNTABILITY

1.	Yes	No
2.	s there a commitment from high-level leadership to implement performance management practices?	
	Yes	No
3.	Do you assess and evaluate your agenceneeds?	y's capacity to provide services based on community
	Yes	No
4.	 a. Human Resources Development b. Data and Information Systems systems, user support) c. Financial Systems (e.g., frequer by strategic priorities) d. Administration (e.g., communicatime) 	(e.g., report lag time, participation in intranet report ncy of financial reports, reports that categorize expenses cation of vision to employees, projects completed on tives are met, activities are completed)
5.	Do you use customer/stakeholder feed Yes	back to make program decisions or system changes? No
6.	Is someone responsible for integrating Yes	performance management efforts across your agency? No
	a. If yes, who is that individual? _	
7.	Are managers trained to manage performers	rmance? No
8.	Are managers involved in maintaining and improving performance management practices? Yes No	
9.	Is your strategic plan a part of your age Yes	ncy's performance improvement strategies? No
10.	Are personnel and financial resources a	ssigned to sustain performance management functions?

SECTION II. PERFORMANCE STANDARDS AND MEASURES

1.	Do you use p	erformance standards that reflect Yes	the intended outcomes of your activities? No	
2.	Do you set sp	pecific performance targets to be a	achieved in a certain timeframe?	
		Yes	No	
3.	_	·	rds, measures, and targets: s for choosing performance standards, meas	sures
		Yes	No	
	b. Is train	ing available to help staff determi	ne performance standards and targets?	
		Yes	No	
	c. Do you use existing performance standards, measures, and targets when possible (e.g., Leading Health Indicators, Healthy People 2020)?			
		Yes	No	
	d. Do you	d. Do you benchmark (compare yourself) against similar organizations?		
		Yes	No	
	e. Do you	r standards and measures cover a	mix of capacities, processes, and outcomes	?
		Yes	No	
4.	Do you use co	ustomer/stakeholder feedback to Yes	develop your standards and targets? No	
5.			ner programs, divisions, or organizations to a ards and targets for the same measure? No	avoid
6.	In regards to performance standards and targets: a. Do you have specific measures for all of your established performance standards and targets?			
	· ·	Yes	No	
	b. Does e	very measure have a clear definiti		
		Yes	No	
	c. Is a clea	ar unit of measure defined for qua	intitative measures?	
		Vac	No	

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	d. Is training available to help staff	
	Yes	No
7.	Are performance standards, measures Yes	, and targets communicated throughout the organization? No
8.	Are performance standards, measures Yes	, and targets communicated to stakeholders or partners? No
9.	Do you collect data for your measures Yes	? No
	a. Do you use existing sources of d	ata whenever possible?
	Yes	No
10	D. Are managers and employees held acc	countable for meeting standards and targets?
	Yes	No
	a. Have individual performance ex	pectations been communicated?
	Yes	No
SECTIO	ON III. ANALYSIS AND EVALUATION	
1.	Do you analyze and evaluate your propagaters?	gress related to performance standards, measures, and
	Yes	No
 3. 	performance measures? a. Health Status b. Human Resource Development c. Data and Information Systems d. Financial Systems e. Administration f. Programs g. Service Delivery h. Customer Focus and Satisfaction	
	res	INU
4.	progress?	assigned to analyze performance data and report
	Yes	No

SECTION IV. REPORTING OF PROGRESS

b. To set priorities

consideration

c. To allocate/redirect resources

1.	Do you report on your progress related to performance measures and targets?	
	Yes	No
2.	In which of the following areas do you report on your progress related to performance measures and targets?	
	a. Health Status	
	b. Human Resource Developn	nent
	c. Data and Information Syste	
	d. Financial Systems	
	e. Administration	
	f. Programs	
	g. Service Delivery	
	h. Customer Focus and Satisfa	ection
3.	Do you produce reports that demonstrate performance for the agency as a whole? (e.g., includes multiple programs, divisions, and/or management areas)	
	Yes	No
4.	methods for release?	of reports that includes who is responsible, how often, and
	Yes	No
5.	Is training available to help staff rep	port performance progress?
	Yes	No
6.	Do you make sure people understa	nd your reports and can use them for decision-making?
	Yes	No
7.	Are managers held accountable for	reporting performance?
	Yes	No
SECTIO	ON V. PERFORMANCE IMPROVEME	<u>NT</u>
1.	How is performance information us	sed in your agency? (Select all that apply)

d. To inform policy makers of the observed or potential impact of decisions under their

e. To identify areas that require additional analysis and evaluation (potential QI projects)

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2.	Do mar	nagers have the authority to make ch Yes	anges to improve performance? No
3.	Does st	aff have the authority to make chang Yes	ges to improve performance? No
4. Are managers and employees held accountable for implement activities?		es?	ble for implementing performance improvement
		Yes	No
5.	Please answer the following questions about your agency's capacity to implement performance improvement activities.		
	a.	(e.g., top management team, govern	r decision-making based on performance reports ning or advisory board)? No
	b.	Is there a process or mechanism to divisions, or management areas? Yes	coordinate improvement efforts among programs,
		res	No
	C.	Is improvement training available to Yes	managers and staff? No
	d.	Are personnel and financial resource Yes	es allocated to your improvement activities? No
6.	Please answer the following questions about your agency's capacity to implement quality improvement (QI) activities.		
	a.	processes and outcomes?	hodology (PDSA, LEAN, Six-sigma) to improve
		Yes	No
	b.	Does your agency use QI tools to im Yes	prove processes and outcomes? No
	C.	Is training available on your agency' Yes	s QI methodology? No
	d.	Is training available on QI tools? Yes	No
	e.	Does your agency use quality impro timelines, actions, and responsible p	vement plans to guide efforts (plans must include parties)?
		Yes	No
	f.	Does your agency share QI results w Yes	ith stakeholders? No