

ACCOUNTABILITY AND PERFORMANCE MANAGEMENT



AREA OF EXPERTISE FOCUS:



Review health disparities data (sources on pg 4) among different demographic groups, related to this area of expertise. Then use the discussion prompts and resources below to identify action steps to increase capacity in the intersect between this capability and area of expertise.

Accountability refers to public health agencies' responsibility for their actions. A three-part framework of accountability, performance measurement, and continuous quality improvement is important to show progress toward improving community health and well-being.

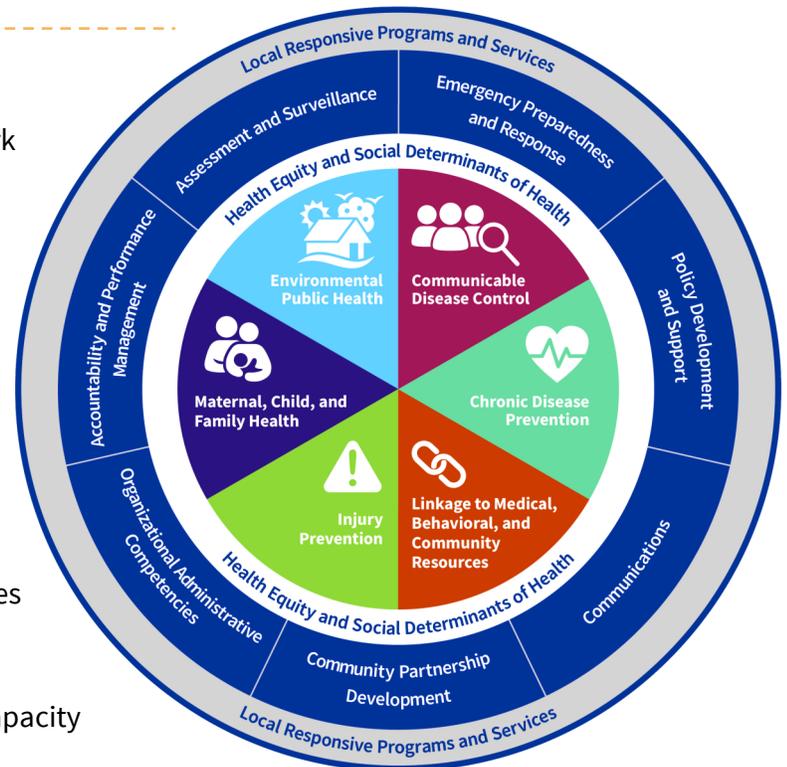
Public health agencies are accountable to funders, elected officials or boards of health, and the people they serve. They should demonstrate progress by identifying, tracking, and reporting on performance measures to assure continuous quality improvement. Accreditation is one mechanism public health agencies may use to improve performance management.

#HealthierMO recommends three steps to increase capacity in accountability and performance management.

Self-assess: Talk internally about the value of your current performance management system. How well are you using it to continuously improve performance? Determine the resources your agency needs to track progress and report achievements.

Develop performance measures: Work internally and with community partners to develop and apply performance measures that will verify achievement of performance standards.

Track, evaluate, and report progress: As you track performance measures, evaluate and make course corrections as necessary. Report progress in a way that explains the levels of effort and achievement necessary to reach health outcome objectives.



INFUSING HEALTH EQUITY

Performance measures should be based on your agency's community health assessment and improvement plan and should focus on addressing health inequities. By reporting progress on performance measures with transparency, stakeholders will better understand how your agency is fulfilling its responsibilities. This should build trust and increase engagement and support from a full range of community members.



Becky Hunt, Madison County Health Department

“When working toward accreditation, plan ahead. Assure the Foundational Public Health Services are the framework of your pre-requisites, as this will be a vital component of your documentation throughout the seven standards sections.”



Spotlight

SELF-ASSESS

Use the assessment tools below to gauge whether your agency has the capacity to perform according to accepted business standards and in compliance with local, state and federal policies, laws and regulations. Determine whether your agency is using evidence-based or promising practices, maintaining an organization-wide culture of quality improvement, and using nationally recognized resources to monitor progress toward achieving organizational objectives. Using the same self-assessment tool consistently will allow you to view improvements over time.

[Quality Improvement Self-Assessment for Public Health Staff](#), NACCHO

[Quality Improvement Self-Assessment for Public Health Leaders](#), NACCHO

[Nine Pillars of Quality Improvement: Assessing Your Organizational Effectiveness](#), PHF

1. What level of knowledge, skills, and abilities do our staff have in accountability, performance management, and continuous quality improvement?

[Empty yellow response box]

2. What accountability mechanisms and processes do we currently have in place? Do they appropriately address health inequities? How might we add to or improve them?

[Empty yellow response box]





3. How might our agency implement continuous quality improvement in this specific area of expertise from Missouri’s Foundational Public Health Services model?

[Empty yellow response box]

4. How might we strengthen existing structures to better support improving performance to achieve objectives?

[Empty yellow response box]

DEVELOP PERFORMANCE MEASURES

Performance management is the continuous use of performance standards, performance measures, reporting of progress, and quality improvement to measure, monitor, and report progress toward goals and objectives. Consider setting performance measures at the system level rather than at the program level.

[Performance Management Self-Assessment](#), PHF

Use this tool in group discussion to better understand and identify the performance measures you already have in place and what is working well before building or improving the performance management system.

5. Which national performance standards might we aim to achieve in this specific area of expertise?

[Measuring What Matters in Public Health](#), NACCHO

Use this tool to identify performance measures that will demonstrate your agency’s contributions to improving community health and well-being.

[Empty yellow response box]

6. Which accreditation standards apply to this area of expertise? How might working toward these standards benefit our agency and all members of our community?

[Empty yellow response box]

7. Which state and local performance measures might our agency work toward in order to benefit all members of our community?

[Empty yellow response box]



TRACK, EVALUATE, AND REPORT PROGRESS

Accountability requires demonstrating progress toward performance measures and quality improvement. Evaluation reports should also be used to make any necessary course corrections. Tools like progress reports, program reviews, and evaluations can be used to share updates with different audiences, such as funders, partners, stakeholders, and the public. Transparency and accountability increase confidence in public health agencies and efforts to improve population health.

8. How might we set up a tracking and reporting process that demonstrates the impact of our work at the community level, showing progress toward improving the conditions for optimal health for all people?

[Empty yellow response box]

9. What evaluation processes might we set in place to mitigate unintended consequences and assure progress toward goals?

[Empty yellow response box]

10. Which tools and training would better equip individuals to improve accountability, performance management, and quality improvement processes?

[Empty yellow response box]

TRAINING RESOURCES

[Introduction to Performance Management](#), Heartland Center

[Introduction to Quality Improvement in Public Health](#), Kansas Dept of Health and Environment

[Quality Improvement Quick Guide](#), PHF



Spotlight

Dalen Duitsman, Missouri Institute for Community Health and Ozarks Public Health Institute at Missouri State University

“I believe there is no single thing that an LPHA can do to improve its operation and become a higher functioning agency than to undergo accreditation. Missouri is very fortunate to have two very viable choices for accreditation, the Missouri Institute of Community Health (MICH) or the Public Health Accreditation Board (PHAB). Agencies can choose which one best meets their needs, improving the likelihood of obtaining accreditation. Accreditation requires an agency to evaluate every process with the most current standards based on the Foundational Public Health Services model. Though achieving accreditation is not at all easy, the ultimate reward—both internal and external to the agency—is immeasurable.”



ACCOUNTABILITY AND PERFORMANCE MANAGEMENT: OUTCOMES AND ACTION STEPS

Included in the Potential Outcomes column below are the capacities required to fully assure this foundational capability. Refer to your Capacity Assessment Snapshot or Toolkit reports to review your agency’s most recent self-assessment findings. Then use the table below to identify action steps you will take to close gaps and achieve full capacity to assure the FPHS model in your community. Edit the table or use your own planning tool to prioritize next steps. Refer back to tools provided in this workbook to support action steps.

Potential Outcome	Action Steps	Timeline	Resources	Assigned To
We uphold accepted business standards and assume responsibility for public health actions in accordance with relevant local, state, and federal laws and policies				
We assure compliance with national and Public Health Accreditation Board Standards				
We develop and maintain a performance management system to monitor achievement of organizational objectives				
We continuously evaluate and improve organizational processes, including using planning tools such as Plan-Do-Study-Act (PDSA) cycles				
We maintain an organization-wide culture of quality improvement using nationally recognized framework quality improvement tools and methods				

RESOURCES

[Fillable Logic Model template](#)

[Sustainability Tool](#), Brown School at Washington University, St Louis

Take 15 minutes to evaluate your proposed activity across eight domains in order to gauge its capacity for sustainability. Registration is required to use this free tool.