

Communicating Performance Using Dashboards

Washington State Public Health Improvement
Partnership
Standards and Accreditation Coordinators Meeting
May 30, 2013

What is Performance Management?

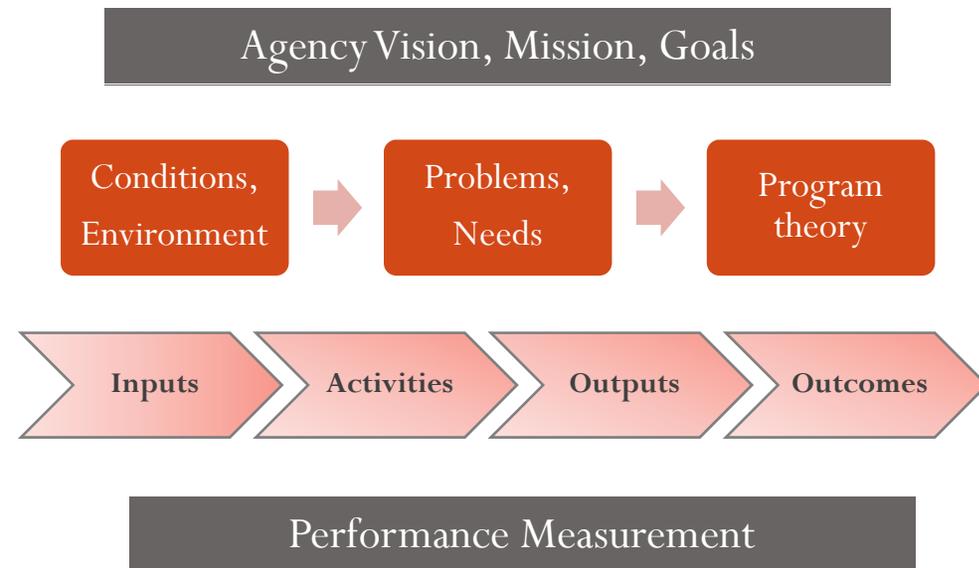
- The practice of using performance data to improve the public's health.
- Uses performance measures and standards to establish target and goals for performance.

Why we measure performance?

- Help guide management and decision-making processes
- Help to align with the department's mission, vision, and strategic directions
- Provide employees with feedback on the work they are performing
- Predict future performance
- Facilitate learning and improvement

What do we measure?

- Input
- Output
- Process
- Outcome
 - Short
 - Intermediate
 - Long

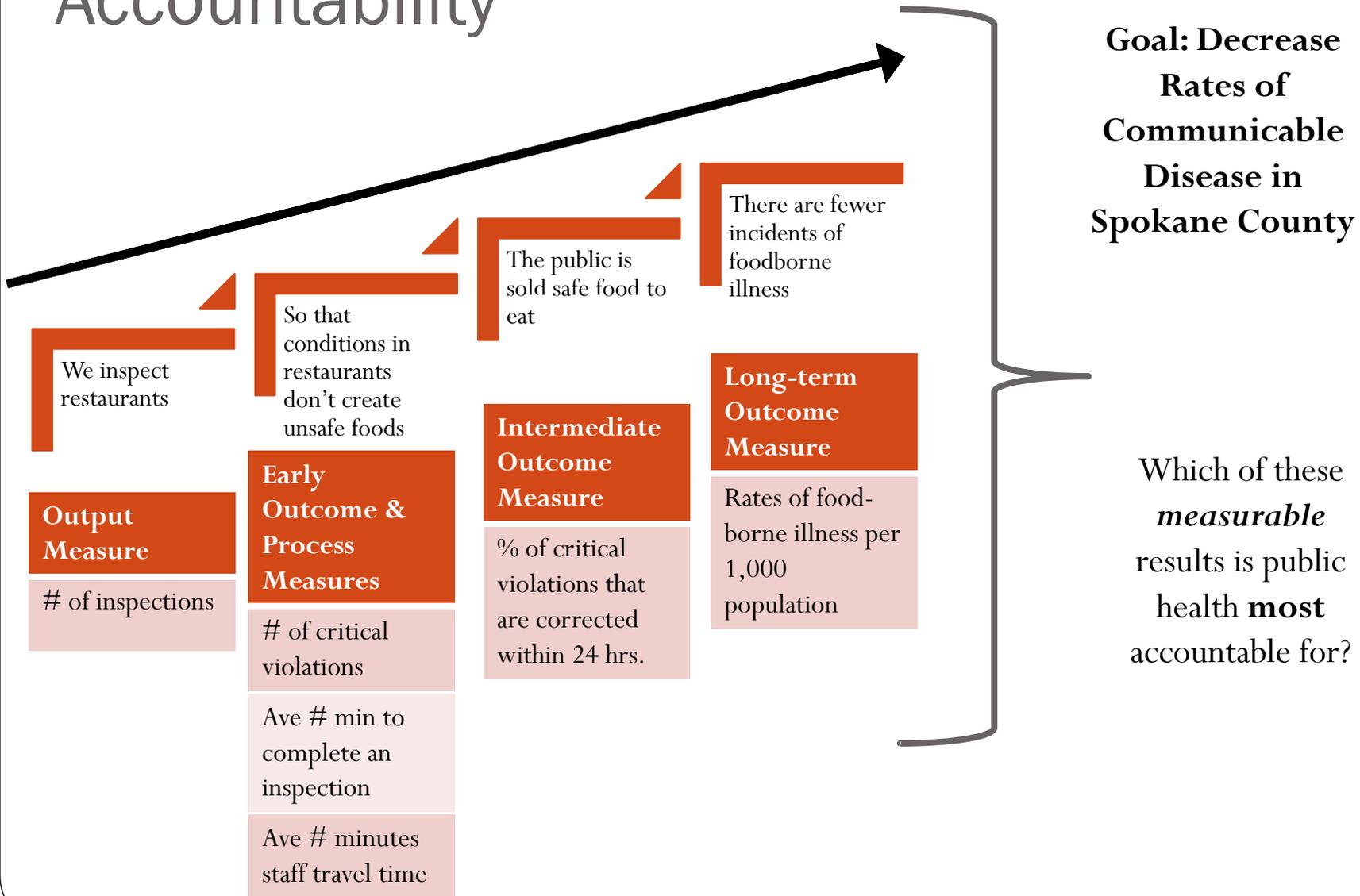


Performance Measures: Examples

Major Performance Measure Types	Description	Example
Input measures	A measure of resources used by an activity or process. Others relate to the amount of resources used in a process.	# Applications received Dollars spent # staff hours
Output measures	The number of units of a product or service produced or delivered.	# of eligibility interviews conducted # doses of vaccine administered # of non-compliant woodstoves replaced
Process measures	Describe aspects of the business process, such as completion rate, processing time, backlog, error rates, # defects, etc.	# days to issue a permit % of missed appointments # mistakes on registration forms # survey malfunctions
Outcome measures	Measures of ultimate benefits associated with a program or service. Changes in knowledge, behaviors, morbidity, mortality.	% of youth obese Ave change in participant knowledge pre/post % of children with age-appropriate immunization levels at age two

Adapted from State of Washington, Office of Financial Management, Performance Measure Guide, August 2009

Performance Measurement & Accountability



The Good, the Bad, and the Ugly

Good use of performance measures help you know:

- How well you are doing
- If you are meeting your goals
- If your customers are satisfied
- If your processes are stable, and
- If and where improvements are necessary

Bad/Ugly use of performance measures

- Only measuring events or milestones that are very infrequently calculated (e.g. long-term outcomes)
- Only measuring the means, not the end
- Using measures that are actually data, not information

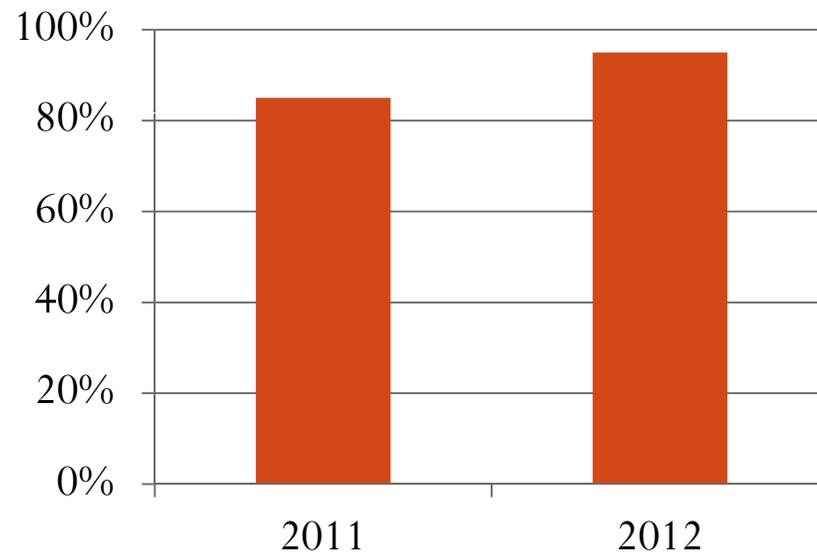
At what level do we measure?

- Individual
- Program
- Department/Division
- Agency
- Community

Communicating Your Performance

- Key Questions
 - What is/are the purpose(s) of reporting the information?
 - Who is the intended audience?
 - Whose work are we reporting?
 - Are we presenting the right information?
 - Are we presenting the information the right way?
 - Are we presenting at the right time?

% of critical violations corrected within 24 hours



Tips for reporting performance

- Identify how frequent reporting needs be
- Consider staff training needs and support
- Consider how best to report clearly, in an easy-to-digest and understandable manner
 - Remember principles of communicating with data
- Provide context
- Prepare and speak to plans for improving areas of performance worse than expected or desired

Dashboards

- A dashboard is: A user-friendly tool for displaying performance measures
 - Provides a quick, comprehensible overview of status and overall direction
 - With consistency, changes and trends can quickly be communicated and identified
 - Conveys big picture, but sensitive to both negative and positive changes in performance
 - Serves as early warning providing insight when to dig deeper

Key Dashboard Elements

- The measure/indicator
- Status/actual
- Target/Goal
- Comparison (benchmark, baseline, prior year, etc.)
- Variance

Tools for Building a Dashboard

- PowerPoint, yes you can!
- Word, yes, Word
- Excel
- Special software
 - Insight Vision™ (community performance dashboard, supports Collective Impact model)
 - Results Scorecard™ (results-based accountability model)

Dashboard Exercise

Dashboard Example: Program

STD Program Performance Measure:	2009 Baseline	Current Status	Target	Progress
Increase percentage of contacts of STD exposures where treatment was obtained	70%	72%	80%	
Decrease average # days to report STD cases to PH	14.1	9.6	8	
Increase % clinics reporting STDs within county average	42%	69%	55%	

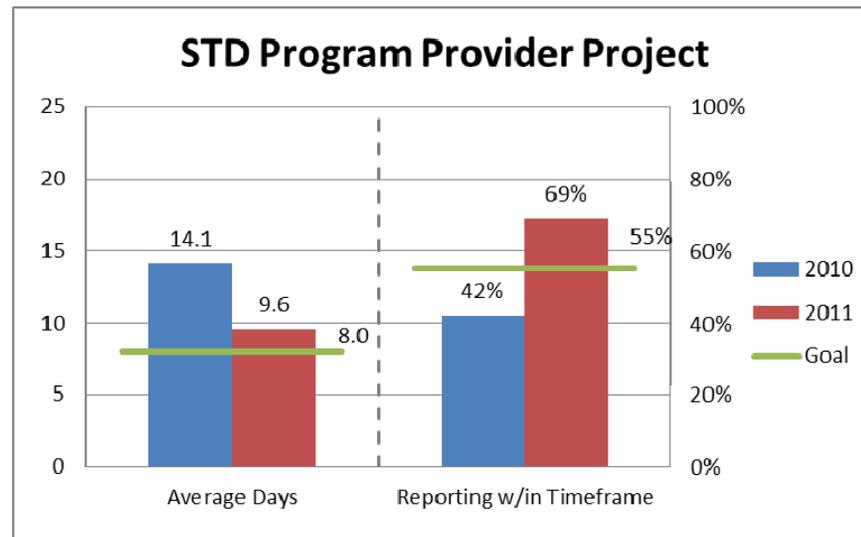
Performance Improvement Examples

STD Program Performance Measure:	2009 Baseline	Current Status	Target	Variance
Increase percentage of contacts of STD exposures where treatment was obtained	70%	72%	80%	-8%

Quality Improvement Project

Performance Measures:

1. Decrease average # days to report STD cases to PH
2. Increase % clinics reporting STDs within county average



Dashboard Example: Program/Activity

Weekly Productively Report

NUMBER OF DAYS TO REPORT **14.8**

DerivedDXDate, CaseEnteredDate

NUMBER OF DAYS TO INPUT DATA

CaseEnteredDate, CreatedDate

0.3

CASE REPORT MISSING INFO (CRMI)

Number Percent

9 25%

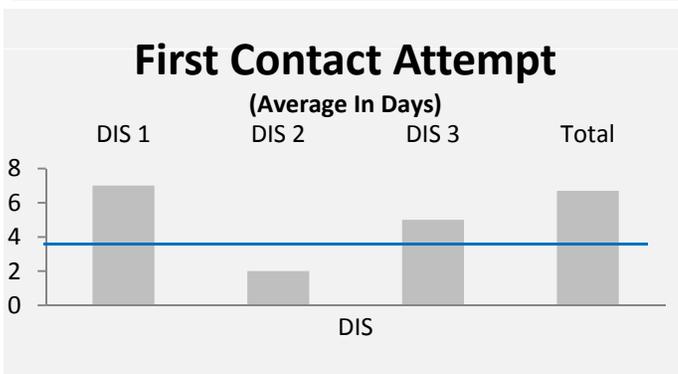
CASE REPORT NEEDED (CRN)

18 50%

CompletedBy

PERCENT OF INCOMPLETE REPORTING

75%



NUMBER OF DAYS TO INITIATE IX

CreatedDate, FirstContactAttemptDate

6.7

AVERAGE BY DIS

DIS 1 **7**
 DIS 2 **2**
 DIS 3 **5**
 Total **7**

CASE INVESTIGATION (CT/GC Only)	# ASSIGNED	% OF ASSIGNED	# INTERVIEW		# ATTEMPTS
			S	% OF TOTAL IX	
WorkerName	CreatedDate		Interview Date		FirstContactAttemptDate
DIS 1	12	55%	19	41%	25
DIS 2	4	18%	1	2%	1
DIS 3	6	27%	3	7%	2
TOTAL	0	0%	23	50%	0
	UNASSIGNED	14			
TOTAL	22	100%	46	100%	28
PERCENTAGE OF CASES	61%				

Dashboard Example: Agency

 Spokane Regional Health District Public Health Outcome Measures			
Outcome Measures	2009 Baseline	2010 Status	Target
Community and Family Services			
1. Reduce the percentage of women who smoke during pregnancy that are enrolled in the Nurse Family Partnership program by 30%.	28%	15%	20%
2. Increase percentage of referrals to Community and Family Services who are contacted within 72 hours after receipt of the referral based on program availability from 30% to 70%.	30%	64%	70%
3. Increase the number of children enrolled in the Infant Toddler Early Intervention program who receives services in the home setting from 59% to 80%.	59%	64%	80%
Opioid Treatment Program			
4. Reduce opioid related crimes of Opioid Treatment Program (OTP) patients to less than 5% during the first three months of treatment.	25%	0%	< 5%
5. Reduce by 50% the use of the emergency room by OTP patients to an average 0.7 visits/client during the first three months of treatment.	1.4 visits/client	.1 visits/client	.7 visits/client
6. Reduce illicit opioid use of OTP patients to less than 10% after six months of treatment.	100%	0%	< 10%
Disease Prevention and Response			
7. Increase percentage of vaccine doses ordered and administered through CHLD Profile by 10% annually.	59%	65%	65%

Dashboard Example: Community



Spokane Regional Health District Strategy Management System

Our objective is to simplify the data collection and reporting requirements and increase the ability to manage results and outcomes for your community. Please take a few minutes to watch this incredible video on building a vision.

For additional training videos and support check out the help link in the top right corner.

"Coming together is the beginning. Keeping together is progress. Working together is success." – Henry Ford

Featured Measures Tablet

<p>Spo-C2C: 8th Grade Science MSP/WASL</p> <p>Year 2012 75.8%</p> <p>Description Percent of 8th grade students passing the Measurements of Student Progress (MSP) science exam. Scores prior to Spring 2012 are based on the WASL science exam.</p> <p>Click to view and edit comments</p> <p>4 users</p>	<p>Spo-C2C: College Bound Scholarship</p> <p>Year 2012 64.0%</p> <p>Description Percent of eligible 8th grade students who signed up for College Bound Scholarship, a scholarship that promises tuition for the first two years of college.</p> <p>1 user</p>	<p>Spo-C2C: Completed High School On-Time</p> <p>SY 2010 80.7%</p> <p>Description</p> <p>0 users</p>	<p>Spo-C2C: Four Unexcused Absences</p> <p>N/A</p> <p>Description</p> <p>N/A</p> <p>0 users</p>	<p>Spo-C2C: Unexcused Absence Rate in Middle School</p> <p>SY 2010 4.0%</p> <p>Description Middle School unexcused absence rate (OSPI, grades 5-8th, 6-8th, 7-8th depending on school). The unexcused absence rate is calculated as the number of unexcused absences divided by the number of days of school.</p> <p>2 users</p>
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Featured Initiatives

Actions ▼

Name	Status	% Complete
Pri-Spo: Evaluate effectiveness of PS activities to improve educational attainment	Delayed	20%
Pri-Spo: Support implementation of identified model practice in Spokane Public Schools	On Track	75%
Pri-Spo: Raise attendance of students in middle school	On Track	70%
Middle school model practice, risk factors, and youth services.	On Track	100%

Measure at a Glance



Spo-C2C: Improved Student Outcomes: High School-College Transition

Display Settings

Apply



Spo-C2C: Births at 16-20 Years of Age



Edit



Print



Time Period	Target Value	Actual Value
Year 2011	10.0%	10.7%
Year 2010	10.0%	12.0%
Year 2009	10.0%	12.6%
Year 2008	10.0%	13.8%
Year 2007	10.0%	13.4%

About Actual Values



Add New

Time Period	Target Value	Actual Value	Comments	Created By	Created On	Edit
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No records to display.

Description



The percent of women between 16 and 20 years of age who gave birth during that calendar year.

Comments



Source: STIP, BEREC, National Student Clearinghouse
Interested Local Groups: School Districts, Higher Education
Comments: Many available data points

Related Initiatives

Actions

Measurement System: Success factors

- Measure what's important: align to strategic priorities
- Focus: less is more
- Balance: Get a rounded picture of your performance
- Manage with “profound knowledge”
 - Understand variation
 - Don't just manage to target/standard
- Use the information you obtain to make decisions!
- Continue to refine:
 - What you measure
 - How you collect and report the information
- It's critical to make data/reporting meaningful to staff
- Resource levels decline after the first data reporting period
- Practice makes perfect (or almost)

The value of measuring performance



Let's Discuss

- What's been your experience communicating performance data?
- Do you have any examples of dashboards you can share? Best practices?
- What questions do you have? Concerns?
- What further information or support do you need?

Resources & References

- Washington State Public Health Performance Management Centers for Excellence
 - <http://www.doh.wa.gov/PublicHealthandHealthcareProviders/PublicHealthSystemResourcesandServices/PerformanceManagementCentersforExcellence/ResourcesTools.aspx>
- Public Health Foundation, Turning Point Project: Guidebook for Performance Measurement. Patricia Lichiello; Bernard J. Turnock, Consultant.
 - <http://www.phf.org/resourcestools/Documents/PMCguidebook.pdf>
- Performance Measure Guide. *Office of Financial Management, State of Washington*.
 - <http://www.ofm.wa.gov/budget/instructions/other/2009performancemeasureguide.pdf>
- Trying Hard Is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities. Mark Friedman. 2009.