

## **Competencies for Performance Improvement Professionals in Public Health**

**DRAFT: December 1, 2017 (for December 2017 Council on Linkages Meeting)**

1. Describes how quality improvement and performance management methods and tools are used to improve individual, program, and organizational performance.
2. Applies frameworks, tools, and models to improve individual, program, and organizational performance.
3. Coordinates development, implementation, and evaluation of a continuous quality improvement plan.
4. Leads development, implementation, reporting from, and evaluation of an organization-wide performance management system.
5. Collaborates with colleagues for the development, implementation, and evaluation of activities to improve the performance of individuals, programs, and organizations.
6. Implements strategies to evaluate the effectiveness and quality of policies, programs, and services.
7. Utilizes evidence (e.g., best practice, literature, model/promising practice) for developing and implementing strategies to evaluate and improve performance.
8. Uses evaluation results and the performance management system to improve individual, program, and organizational performance.
9. Demonstrates data literacy in the improvement of individual, program, and organizational performance (e.g., selection and use of valid and reliable quantitative and qualitative data, data-driven decision making, data management, performance measurement).
10. Coordinates the use of teams from all levels of the organization to improve program and organizational performance.
11. Uses financial analysis methods (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment) for decision making and programmatic prioritization related to performance management and quality improvement.
12. Utilizes information technology systems for accessing, collecting, analyzing, maintaining, and disseminating performance management and quality improvement data and information.
13. Provides workforce development opportunities in performance management and quality improvement to ensure continuous improvement of individual, program, and organizational performance.
14. Applies performance management and quality improvement practices across programs and the organization.
15. Aligns quality improvement and performance management with organization and community plans, such as the strategic plan, community health improvement plan, workforce development plan, communication plan, and all hazards emergency operations plan.
16. Assures continuous improvement of the performance management system, quality improvement policies and programs, and workforce development policies and programs.
17. Uses the voice of the customer by collecting, analyzing, and integrating feedback from internal and external customers.
18. Advocates for the use of quality improvement, performance management, and workforce development methods and tools throughout the organization (e.g., creates organization buy-in, overcomes resistance, communicates value).
19. Demonstrates interpersonal skills that support activities to improve the performance of individuals, programs, and organizations (e.g., encouragement, optimism, compassion, empathy, resilience, recognition of the value of performance improvement).