

2025 Public Health Learning Forum

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- Computer or phone
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Introduction to the Performance Management System



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Learning Objectives

- Define the role of performance management in a public health agency and in context with public health accreditation.
- Describe the components of a performance management system, with a focus on measurement design.
- Explore the process for re-engaging staff in a performance management system.

Introduction to the Performance Management System

November 19, 2025



Agenda

1. Performance Management in Public Health Basics
2. Performance Measures Design
3. Designing a Robust System by Mobilizing the Team

Who are we?



Public Health Foundation

Vision:

Equitable and optimal health and well-being for all

Mission:

Advance the public health workforce to achieve organizational excellence

Experts in



***Performance
Management***



***Quality
Improvement***



***Workforce
Development***

Nebraska Division of Public Health Description

- ▶ The Division of Public Health (DPH) brings together all the elements of public health within the Department of Health and Human Services (DHHS).
- ▶ DPH is primarily responsible for the state's preventive and community health programs and services. It is also responsible for the regulation and licensure of health-related professions and occupations, as well as the regulation and licensure of health care facilities and services.
- ▶ The Division is made up of more than 600 employees located throughout the state.
 - ▶ This includes permanent employees, temporary employees, contractors, and interns.
- ▶ Nebraska is one of the 41 states that have achieved national accreditation from the Public Health Accreditation Board (PHAB).



We Want to Know You

Poll

- How long have you been working on public health performance management?**
- a) Less than 6 months
 - b) 6-12 months
 - c) One to two years
 - d) Three to five years
 - e) Longer than five years

↩ Why did you choose this session?

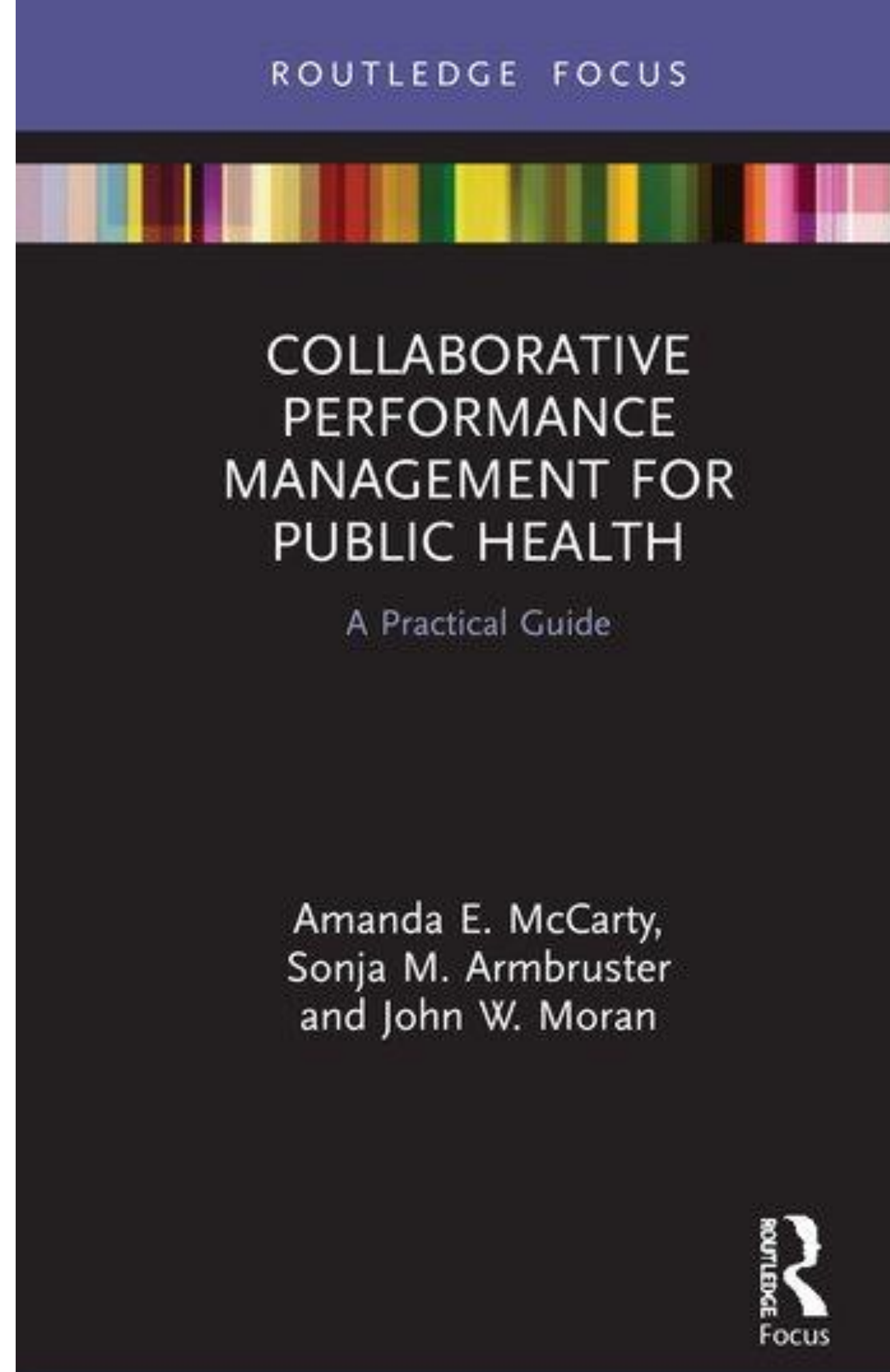
- a) I'm new to performance management
- b) Performance management has been neglected at our agency and we are ready for a revamp
- c) Our agency has a lot of new staff and I'm looking for ways to onboard new team members
- d) Something else (offer other responses in the chat)

Performance Management in Public Health Basics



Available at PHF's
website:

[https://phf.org/tools-
resources/collaborative-
performance-management-for-
public-health-a-practical-guide/](https://phf.org/tools-resources/collaborative-performance-management-for-public-health-a-practical-guide/)



McCarty, A. E., Armbruster, S. M. & Moran, J. W. (2020). *Collaborative Performance Management For Public Health: A Practical Guide*. New York, NY: ROUTLEDGE.



Performance Management System

- ↵ Performance Management:
Using performance information to help make better decisions.
- ↵ Performance Management System:
Using performance information on a regular basis as part of a **continually repeated cycle of performance monitoring, analysis, and improvement**, in which measured results are fed back into decision making to improve future performance.

Performance Management

Using performance information to help make informed decisions.

Workouts

131 CAL Elliptical

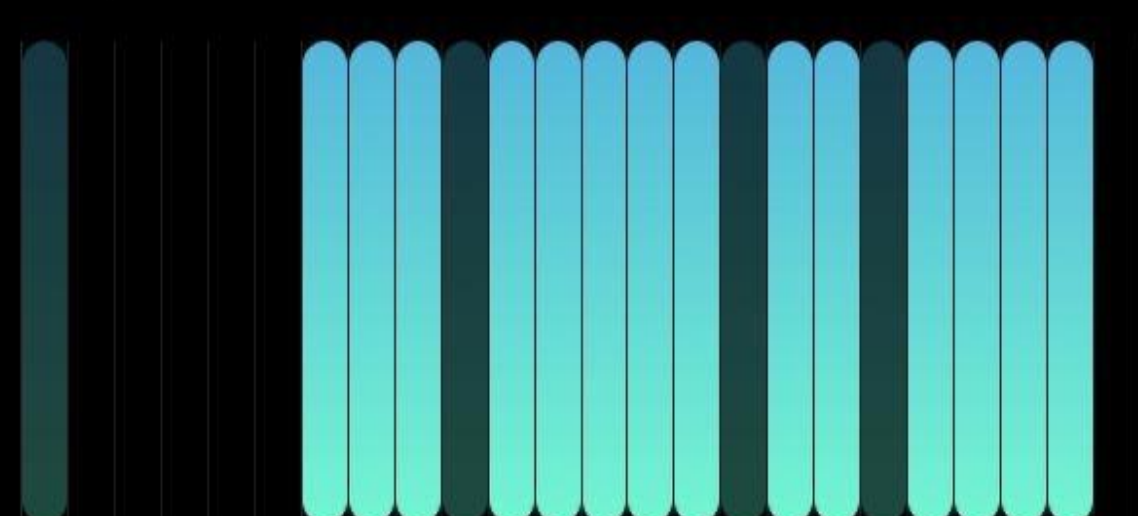
Steps
8,063

Distance
3.57 mi

Exercise
45/30 minutes



Stand
14/12 hours

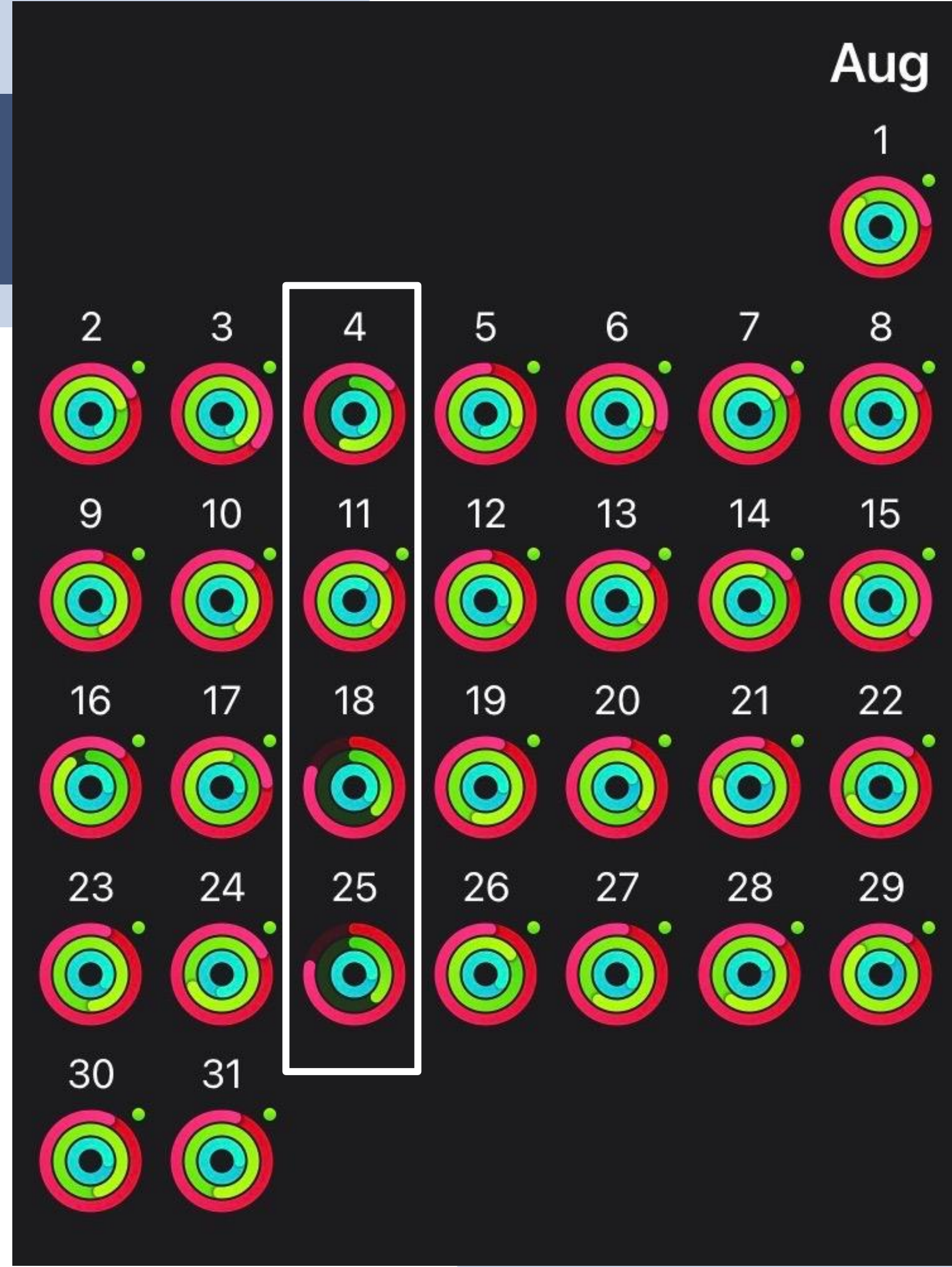


Move
443/510 calories

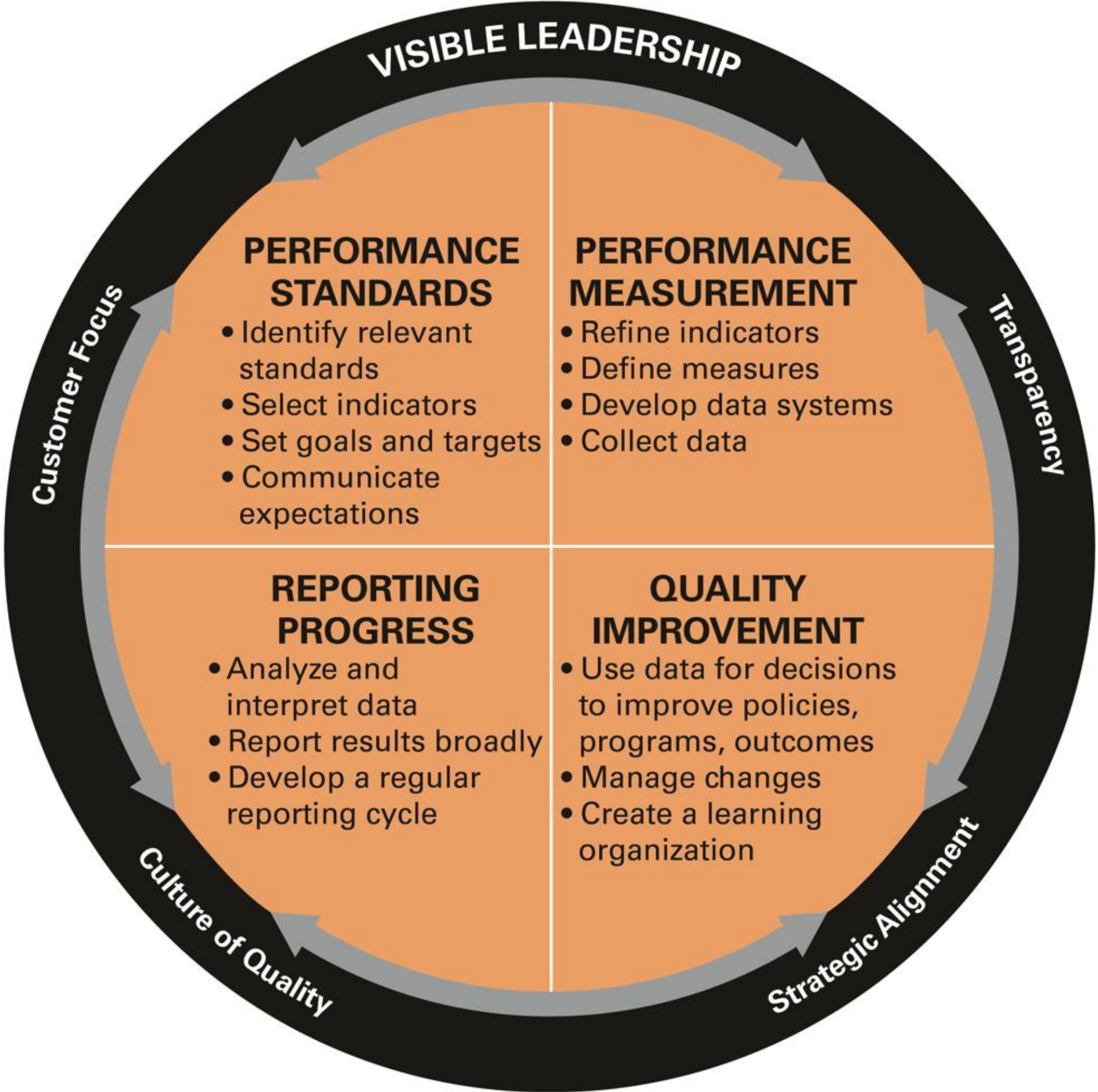


Performance Management System

Using performance information on a regular basis as part of a **continually repeated cycle of performance monitoring, analysis, and improvement**, in which measured results are fed back into decision making to improve future performance.



PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



Source: From Silos to Systems: Using Performance Management to Improve Public Health Systems – prepared by the Public Health Foundation for the Performance Management National Excellence Collaborative, 2003.

Updated framework by the Public Health Foundation, 2013.

Also PHF Website:
<https://phf.org/tools-resources/performance-management-system-framework-components-and-resources/>

PM Book Page 10

Components of a PM System

- **Performance Standards:** Organizational or system expectations to improve public health practices based on internal or external goals or benchmarks
- **Performance Measures:** Clearly defined indicators for collecting data to assess achievement of standards
- **Reporting of Progress:** Documenting and analyzing results vs. expectations and communicating such information as feedback to guide future performance improvement decisions
- **Quality Improvement:** A process to manage change and improve performance in public health policies, programs, or infrastructure based on standards, data, and reports



Why does this matter?

➤ Why does it matter now to invest time and energy into a PM System?

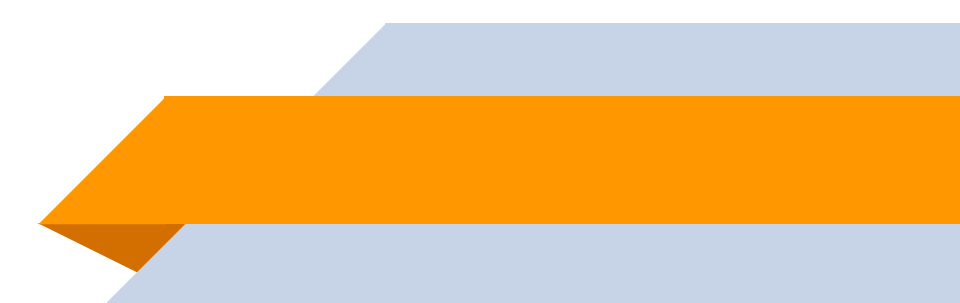
PHAB Requirements

Beginning with standards, and
having the “end in mind”



DOMAIN

Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement.



PHAB Standard 9.1

Build and foster a culture of quality.

9.1.1 Establish a performance management system.

9.1.2 Implement the performance management system.

9.1.3 Implement a systematic process for assessing customer satisfaction with health department services.

9.1.4 Establish a process that guides health department quality improvement efforts across the department.

9.1.5. Implement quality improvement projects.

9.1.6 Promote a culture of quality.

Structure

How will you organize your performance management system?

Organizing Principles

- ↵ Aligned with Agency Priorities (Strategic Plan)
- ↵ Aligned with the Foundational Public Health
- ↵ By Division and Program

Structures

- ↵ Spreadsheet
- ↵ Software

RIDOH Performance Management Line of Sight

» STRATEGIES

Our **Strategies** are the 5 topic-based groupings under the 3 Leading Priorities in RIDOH's Strategic Framework.

» POPULATION HEALTH GOALS (PHG)

Our **Population Health Goals** are goals RIDOH wants to achieve for Rhode Island residents related to the Strategies and the Leading Priorities in RIDOH's Strategic Framework.

» PROGRAM / UNIT

Our **Programs/Units** are the RIDOH teams or partners responsible for work being conducted within each PHG.

» PERFORMANCE MEASURES (PM)

Our **Performance Measures** are quantitative benchmarks we will use to track our progress. Measures will help us evaluate if work being conducted is effectively supporting our PHGs.

» PROJECT/ACTIVITY

Our **Projects/Activities** are the work being conducted to support achievement of PM targets.

STRATEGIES

POPULATION HEALTH
GOALS

PROGRAM/UNIT

PERFORMANCE
MEASURES

ACTIVITY/PROJECT

FPHS Framework for Performance Management System Manitowoc County Health Department



Goal 1:
Prevent the
spread of
communicable
disease



Goal 2:
Prevent chronic
disease and
injury



Goal 3: Ensure
safe food, air and
water quality



Goal 4:
Support
maternal and
child health



Goal 5:
Improve access
to clinical care
services



Goal 6:
Build and
maintain a
strong
organizational
infrastructure for
public health

<https://phf.org/from-framework-to-functionality-manitowoc-county-health-departments-use-of-the-fphs-framework-as-a-backbone-for-the-pm-system-permalink/>

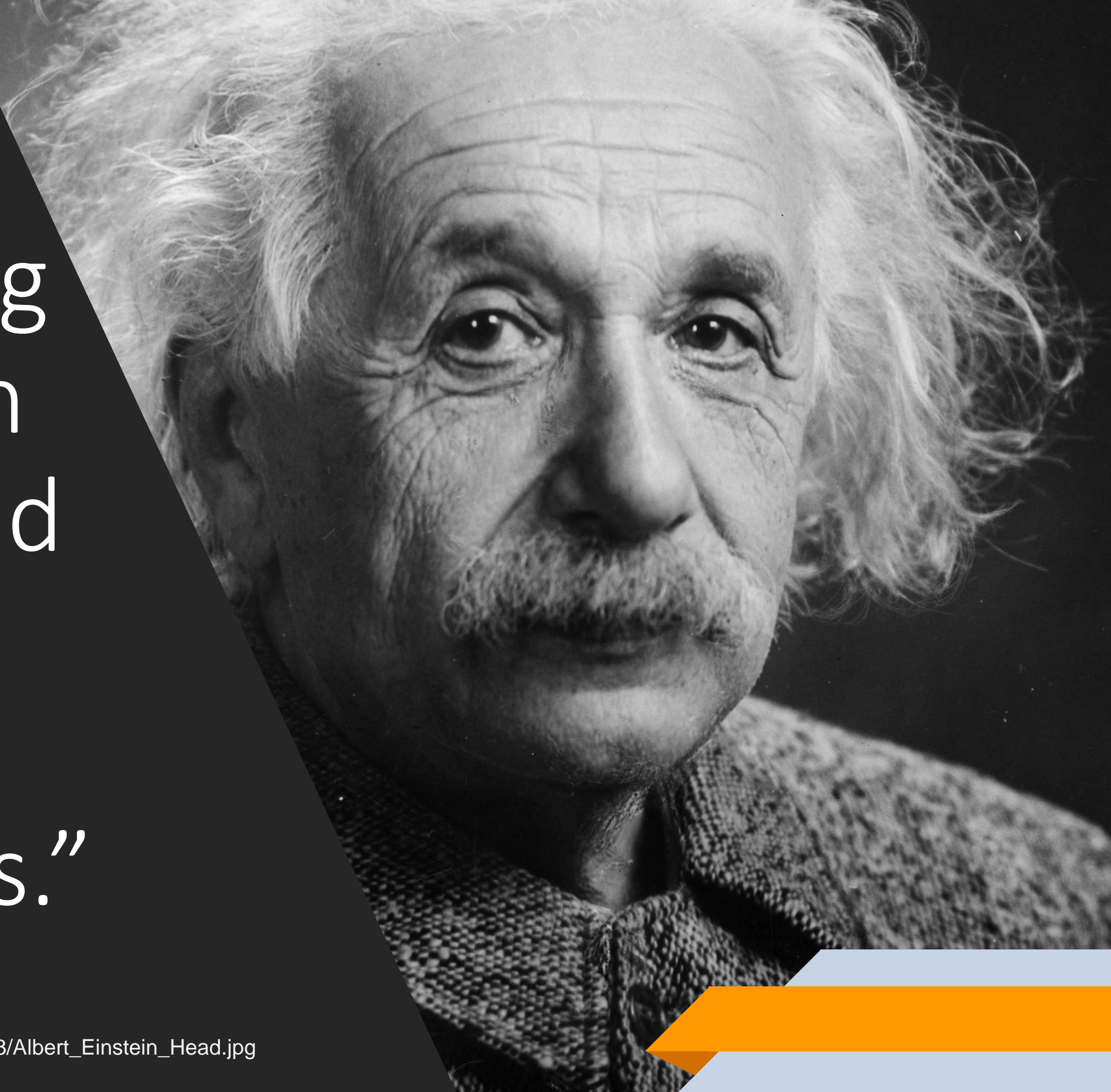
Measures are the foundation.

- What do you find most challenging when designing performance measures?**
- a) Ensuring measures are meaningful and actionable
 - b) Establishing targets (what does success look like?)
 - c) Gaining stakeholder buy-in
 - d) Collecting reliable data in a timely fashion
 - e) Aligning measures with organizational goals

How do you know
when you are doing a
good job?

This is a foundational question for designing a quality performance measure.



A black and white portrait of Albert Einstein, showing his characteristic wild white hair and mustache. He is looking slightly to the right of the camera with a thoughtful expression. The portrait is set against a dark background and is partially overlaid by a dark grey diagonal shape on the left side of the image.

“Not everything
that counts can
be counted, and
not everything
that can be
counted counts.”

**“In God we trust,
all others must
bring data.”**
– W. Edwards Deming

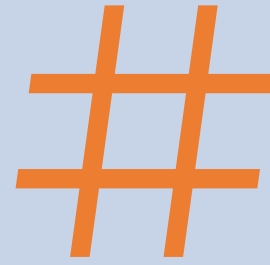


Measuring What Matters

Research identifies these four key approaches to improving how the impacts of projects and programs are measured:

1. Increasing the number of measures and frequency of measurement.
2. Increasing the effectiveness of measures.
3. Involving the right stakeholders.
4. Increasing the use of technology.

Levels of Measurement



How much are we doing? (#/%/\$)



How well are we doing? (#/%/\$)

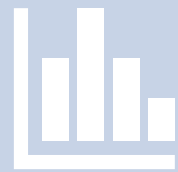


Who is better off as a result and by how much?

Choosing High Power Measures



Communication power: Does the measure communicate to a broad range of audiences?




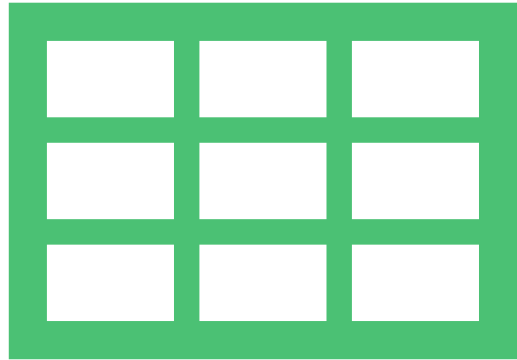




Importance/proxy power: Does the measure say something of central importance about the program?



Data Power: Is quality data available in a timely, consistent basis?

Key Elements of a Performance Measure

					
Measure description	Baseline	Target	Data Source	Responsible Person	Rationale



Designing a Robust System- Mobilizing the Team



Nebraska's Performance Management System Journey

- In 2017, DPH attempted to establish a performance management system using Clear Impact but faced several challenges:
 - Lack of leadership buy-in
 - Not enough staff dedicated specifically for PM work
 - Leadership turnover
- In 2021, DPH was appointed a new Director, whose priorities included implementing a PM system
- In 2023, we rebooted our PM system with support from Public Health Infrastructure Grant (PHIG) and PHF
- In 2024, all 100+ programs in our Division created a Clear Impact Scorecard that they continue to manage
- In 2025, our Director/PM Champion resigned, but we are maintaining progress and adjusting as needed

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Staffing up to create the Office of Performance Management

Key Support Roles

- Organizational Advancement Officer
- **Transformation Program Manager (PHIG)**
- **Evaluation & Quality Improvement Manager**
- Workforce Development Coordinator
- SHA/SHIP & Accreditation Manager

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Performance Management Champions from Every Program

It takes a village

- Every program has a designated data entry lead
- All have been to more than one training to support expectations clarity
- Constant one-on-one communication with the PM/QI lead

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PM Communication Strategies

Building momentum

- ▶ Training – Regular email communication about trainings
- ▶ Fireside Chats featuring the Scorecard of the Month
- ▶ Newsletters
- ▶ Accountability Reports
- ▶ Notes of Appreciation
- ▶ Messaging at Unit Administrator Meetings
- ▶ Deadline reminders via email to update measures data

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Trainings

- Consistent Messaging about training offerings
- Clear expectations that all programs were required to designate a representative
- Multiple Trainings – Multiple Sessions – Live and Virtual
 - Introduction to Performance Management & Measures Design
 - Designing Performance Management Dashboards
 - Introduction to Population Accountability and PA Dashboards
 - Refining Performance Management Dashboards
- Using Evaluation Data

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Job Aids

Demo Scorecard - Expectation Clarity

★ | Demo Scorecard

Export Options Edit Help

This is a demonstration scorecard designed to showcase the features of Clear Impact Scorecard that the Division will be utilizing.

Use this link to view the [Healthy Vermonters 2020 Scorecards](#) for some examples.

Scorecard View



Performance Accountability

P PROGRAM A project, process, strategy, initiative, system, or service responsible for helping achieve Results

Most Recent Period Current Actual Value Current Target Value Current Trend

Last Updated Description Funding Source(s)

Last Updated

MM/DD/YYYY

This is to ensure that everyone is held accountable for keeping their Scorecard up to date. This date should reflect your most recent work (data entry, data explanations, story behind the curve, etc.)

Description

This description can be taken directly from the DPH program guide, DHHS website, grant, or other source. It should be written clearly, concisely, and in basic terms.

Funding Source(s)

How is this program funded? List funding sources here (grant name, state funds, etc.)

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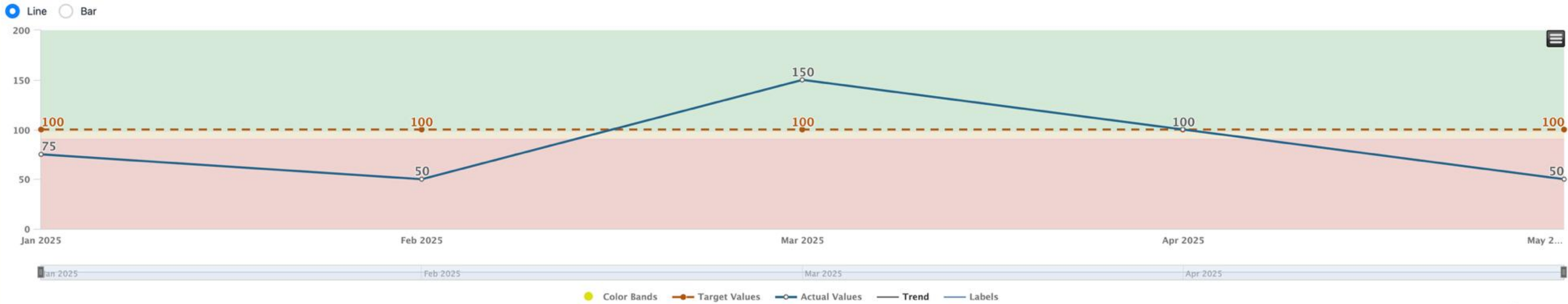
Job Aids



 A program responsible for helping achieve objectives or results

A measure of the **QUANTITY** or amount of programmatic efforts (How much did we do?)

Current Value
50 May 2025



About


Briefly describe the performance measure in 1-2 paragraphs. Why is it important to keep track of? Consider mentioning the importance of continuous evaluation and quality improvement. **If you have difficulty explaining its importance or purpose, then it's likely not a useful measure to include on your Scorecard.**

Much of what you would typically include in an "About" section belongs in the other notes. This *About* note is intended to be about the measure itself, not the data. Data is explained in the *Story Behind the Curve* note. Any specifics or minor details about the data should be saved for the *Notes* note.

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Design Worksheets

[Clear Impact Scorecard Name]
 [Office Name]
 [Program Name]
 Staff Name(s):



Clear Impact uses a Results-Based Accountability (RBA) framework, which is one that starts with *ends* and works backwards toward *means*. RBA provides a step-by-step process for this called *Turn the Curve Thinking*, and Clear Impact Scorecard helps facilitate this process from start to finish. This worksheet is to help teams identify the necessary components of their scorecards. This is meant to be a team effort — you will decide who is responsible for entering this information into Clear Impact. TA will be provided by OPM as needed.

Defining the Result we want to achieve and the indicators to monitor it is the first step. Next, we have to explain what we're doing about it. List your Program below, along with a set of *Performance Measures* — measures for which DPH is responsible for changing. This is to help demonstrate to the public *WHAT* we do and *HOW* we impact the intended Result List at least THREE for each Program. Think of this as an opportunity to help communicate the value of our public health workforce.

Performance Accountability	
Program A project, process, strategy, initiative, system, or service responsible for helping achieve Results	
P	
Description Provide a brief description of your program using basic terms. (This description can be taken directly from the DPH program guide, DHHS website, grant, or other source.)	
Funding Source(s) How is this program funded? List funding sources here (grant name, general funds, cash funds, federal funds, etc.)	
:	
:	
Performance Measure	Data Source
A measure of the quantity or amount of work (How much did we do?) A measure of the quality of work (How well did we do it?) A measure of the effect or impact on the desired Result (Is anyone better off?)	
PM	
PM	
PM	
PM	
PM	

Be concise — include only what you feel is necessary for basic understanding. |

Performance Measure
PM
Description Briefly describe the performance measure. Why do you do it? Why is it important? What does it impact?
Data Explanations Use this space to add important notes about the data or methodology. How would you explain this to the viewer?
Story Behind the Curve This note is meant to be filled out once data is entered. It is meant to explain why the graph looks the way it does. Analyzing this "story" is key to the improvement process. Start by listing the following: <ul style="list-style-type: none"> • Contributing factors that are supporting progress • Restricting factors that are hindering progress
Action Plan Include goals and objectives here, as well as any plans for improvement.

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Clear Impact FAQ's

<https://scorecard.clearimpact.com/>

Q: How often is data supposed to be updated in Clear Impact?

A: The measures should be updated with data on a monthly to quarterly basis, depending on the measure. The Unit/Program who created the scorecard will be responsible for keeping data up to date in the scorecard.

Q: How is this data shared?

A: The PM data will be shared internally with all who have data access through their Clear Impact Licenses. This will include Division Leadership.

Q: How far back do we need to start with data?

A: We are asking that everyone starts with Oct - Dec 2023.

Q: When does everything need to be in Clear Impact?

A: We are asking that everyone's scorecards are *designed and built* in Clear Impact by the end of business on December 18, 2023. (See the Clear Impact [Scorecard Development Checklist](#), e.g., Performance Measures are created with details filled out like Data Source, Description, Definition, etc.)

Data for October - December 2023 should be entered into Clear Impact scorecards **NO LATER THAN January 15, 2024**. In the future, quarterly updates

Job Aids - FAQs

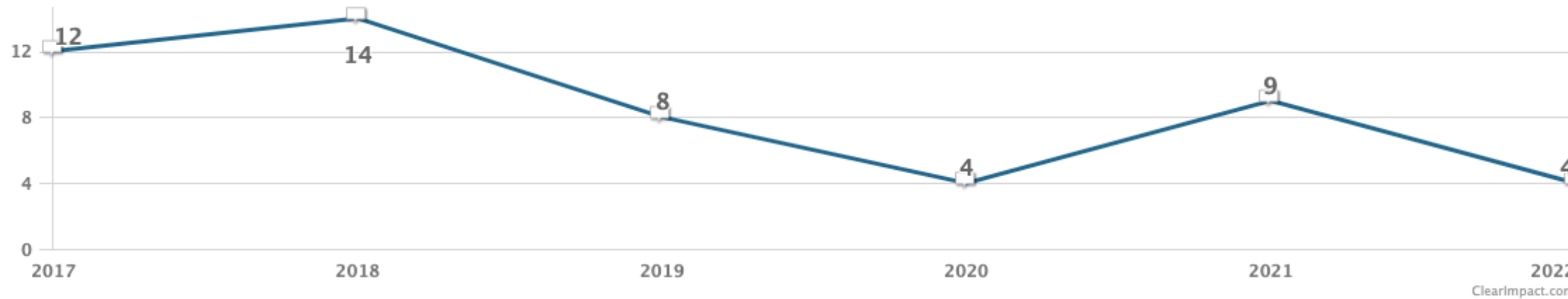
Fireside Chats featuring Scorecard of the Month



Scorecard of the Month, Example

DP1 Finance # of Audit Findings

Data Source: Nebraska Statewide Single Audits - Nebraska Auditor of Public Accounts (published online)



2022	4	—
2021	9	—
2020	4	—
2019	8	—
2018	14	—
2017	12	—

- Why Is This Important?
- Story Behind the Curve
- Partners
- What Works
- Strategy

All Data Showing...

Why Is This Important?

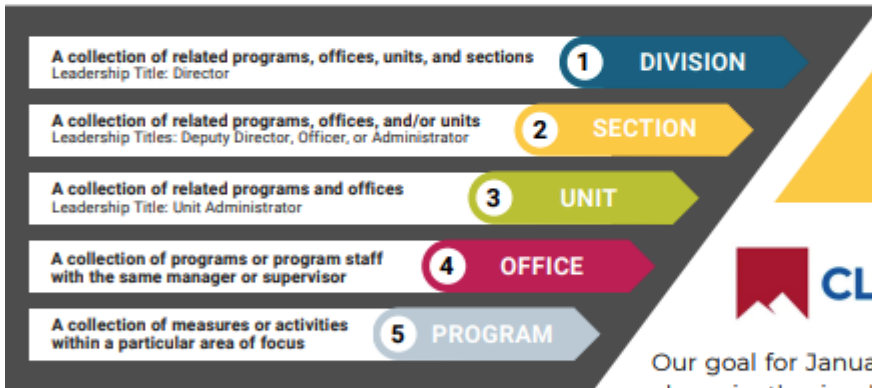
Audit Findings are issues or discrepancies identified by the Auditor of Public Accounts attributable to the DHHS Division of Public Health that indicate non-compliance with federal, state, or specific program guidelines and regulations during the audit process. These findings can range from minor procedural lapses to significant violations that impact financial integrity and operational efficiency. They are crucial indicators of areas within public health programs where financial management, internal controls, and compliance mechanisms may be lacking or need enhancement. The importance of addressing audit findings extends beyond mere regulatory compliance; it is integral to ensuring the effective and efficient use of funds, upholding the accountability and transparency of public health programs, and reinforcing stakeholder confidence in the management of public resources. Resolving these findings promptly and effectively is essential to prevent recurrence, mitigate potential financial repercussions, and foster a culture of continuous improvement and adherence to best practices in financial and program management.

PMQI News

NEW YEAR, NEW CHANGES!

The Division of Public Health has undergone several changes over the years, and a standard structure with distinct levels of organization needed to be established for reasons pertaining to performance management and quality improvement (PMQI). Basic definitions were created to make distinctions between existing organizational terms, resulting in the structure illustrated below.

In addition to simplifying performance management, we hope this provides clarity for both new and existing employees. Improvements and revisions are currently being made to the DPH Program Guide, which will feature the highly requested acronym glossary, but that is still a WIP (Work in Progress).



The most notable definition is that for *program*, which is meant to encompass the broad range of work performed in DPH. This is an umbrella term that may also refer to a process, project, strategy, initiative, system, or service. Classifying these all as programs allows for more effective utilization of our performance management system, Clear Impact, which is designed specifically to measure program performance. The scorecards should capture the work of individuals and teams across the entire Division so that we can improve overall performance and maximize our impact.

Our goal for January was to be a bit further along in the implementation process, but our Clear Impact scorecards are also a WIP. Because of this, we will be offering 4 in-person training workshops in February. We will be shifting our focus from performance accountability to outcome accountability, which will help tie everything together and hopefully clear up any questions related to the purpose of utilizing this system. Be on the lookout for calendar invites for the dates and times listed below. We expect everyone to attend at least ONE session, but please use this as an opportunity for additional TA!

February 14 & 15 in the Meadowlark Room
8:30am - 11:45am & 1:00pm - 4:15pm

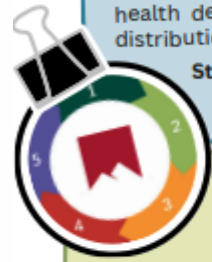


SHA / SHIP Update

Heads up! The 2022 State Health Assessment (SHA) report is published and available on the Division of Public Health [website](#) with the 2023-2027 State Health Improvement Plan (SHIP) and several comprehensive supporting resources.

What happens next? Currently, there are 8 established work groups making progress on the 2 selected SHIP priorities: public health infrastructure and health equity. Over the next few months, an additional work group will be formed to bridge the gap between the state and local health departments to enhance communication, provide technical assistance, and improve distribution of resources to advance the health status priorities of their CHAs and CHIPs.

Stay tuned for further updates as the SHIP sails into 2024 and send any questions to SHA/SHIP Manager, Niki Kubiak DHHS.SHA-SHIP@nebraska.gov



CLEAR IMPACT

Back in February, we introduced teams to *Population Accountability* and began working on the Results and Indicators that will be featured on our public-facing scorecards along with our Programs and PMs. Clear Impact is meant to include contextual information so that we can educate the public on WHY we do the work that we do *in addition* to HOW we impact – so we wanted you all to see the vision we have for 2025. However, there's been a new development since then!

The OPM team will have a full-time intern this summer to help out with all things Clear Impact. Not only will she help make sure everything looks nice and neat, but she will also be able to assist with data entry for our selected population indicators. This addition allowed us to shift our focus back to *Performance Accountability*, so the April workshops were all about PROGRAM Scorecards. We set the expectation that these all be completed (with PM Data + Notes!) by **May 25**. For the next few months, we want your main focus to be on maintaining this Scorecard and identifying any areas for improvement. More to come!

PMQI News

SCHOLARSHIP Opportunity



We heard your requests and want to support you in your career development journey! DPH has partnered with the UNMC College of Public Health and will be providing scholarship opportunities for their **Certificate in Public Health**. This is meant to cover tuition and tuition-related fees towards the completion of the program, which is designed to provide the knowledge and resources needed to enhance public health practice. This is an online learning opportunity comprised of 15 credits of coursework meant to be completed within 12 calendar months.

Scholarships will be awarded on a first come, first served basis to **10 full-time DPH employees**. If you would like to be considered for the fall semester, please submit your scholarship application (linked below) by **May 31**. The scholarship committee will contact applicants in early June regarding the next step in the process, which is applying for admission to UNMC. Visit their [website](#) to learn more.

For questions regarding the PH Certificate program or the DPH Scholarship, please contact the scholarship committee DHHS.OPM@nebraska.gov

APPLY NOW

Newsletters

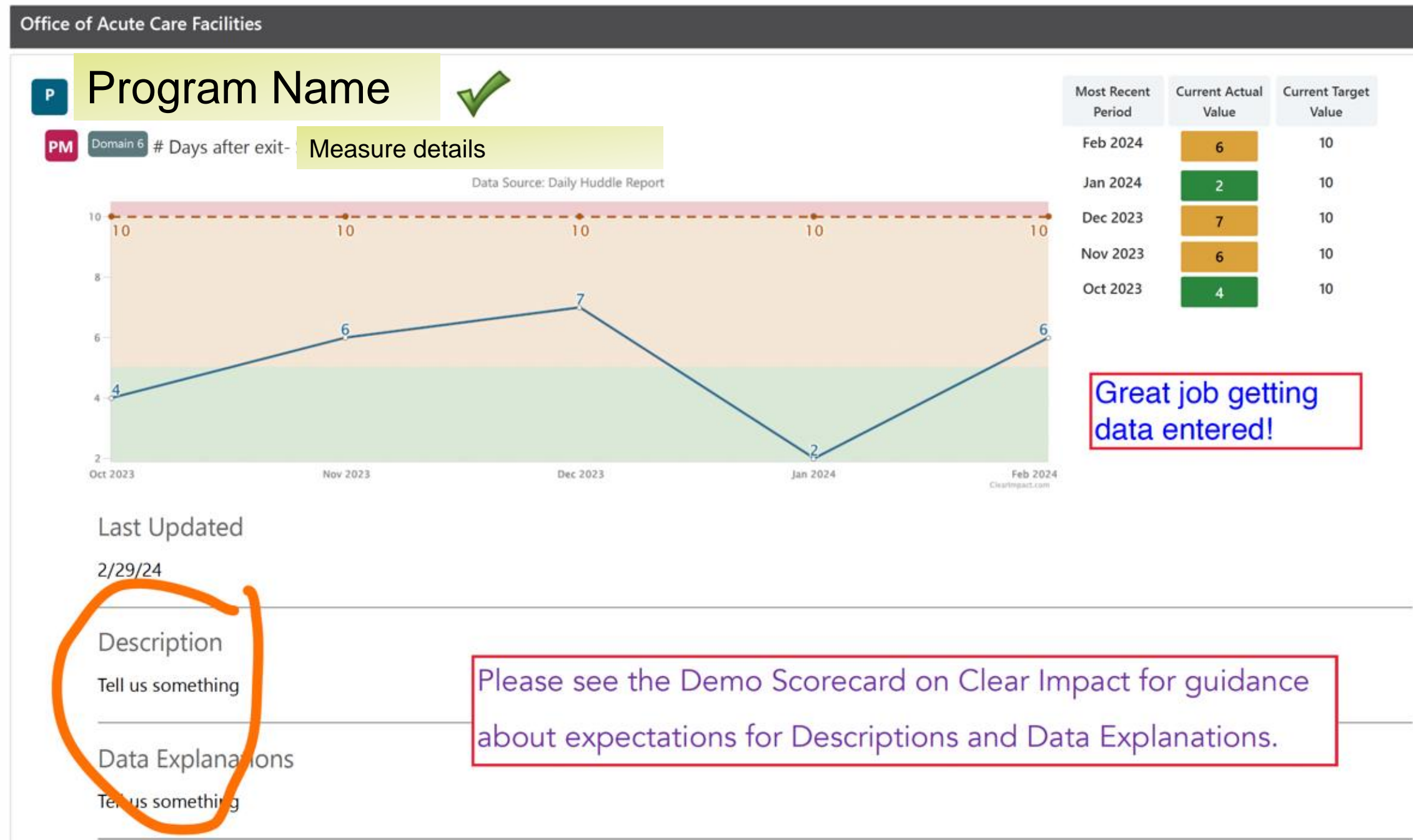
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Accountability Reports



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YOUR SCORECARD IS
ABSOLUTELY



SMASHING!

YOUR SCORECARD
IS TEA-RRIFIC



YOUR SCORECARD?



SUBLIME!

COULD YOUR SCORECARD
BE ANY MORE
P•E•R•F•E•C•T?



Notes of Appreciation

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Results

1 year of TA
& focused
staff effort

124 Programs

462 Measures

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What performance management coaching and communication strategies do you use?

We would love to answer
your questions.

Thank You for Joining Us

Next Session:

Public Health Communications Challenges in a Politically-Charged Environment

Wednesday, November 19, 2025

4-4:30pm EST

