

Division of Public Health Administrative Manual

Chapter: **General Administration**
Title: **Performance Management**
Current Effective Date: **04/20/18**
Revision History:
Original Effective Date: **04/20/18**

PURPOSE

The purpose of this document is to establish policies and procedures for performance management functions within the Division of Public Health (DPH).

DEFINITIONS

Performance Standard: A generally accepted, objective standard of measurement such as a rule or guideline against which an organization's level of performance can be compared.

Performance Measure: The specific quantitative representation of a capacity, process, or outcome deemed relevant to the assessment of performance.

Quality Improvement (QI): An integrative process that links knowledge, structures, processes, and outcomes to enhance quality throughout an organization. The intent is to improve the level of performance of key processes and outcomes within the Division.

Division Management Team (DMT): Division-wide team committed to implementing performance management throughout the Division.

Standard: An established level of performance or quality; the minimum acceptable measurement expected or desired.

POLICY

DPH will adopt and maintain performance management initiatives and processes within various organizational levels and functions. These include initiatives supported by the Division Management Team (DMT), Public Health Management Team (PHMT), Quality Improvement Council, Operations Manager Workgroup, Section Management Teams and work-groups for initiatives (e.g., communications, health equity, communities of practice, etc.)

Staff members responsible for programs and other public health activities establish objectives for those programs and activities and identify indicators for measuring progress toward achieving those objectives. Goals and objectives for DPH should align with the organizational strategic plan, Department of Health and Human Services (DHHS) initiatives, and other state plans. Progress is monitored; data are collected, analyzed and reported. Opportunities for improvement are identified whenever progress toward goals and objectives is not reached; quality improvement methods and tools will be used to improve programs and other activities and processes. DPH leadership supports performance management through emphasis and inquiry.

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ROLES AND RESPONSIBILITIES

The DPH Division Management Team (DMT) is the body with final authority to coordinate and oversee Performance Management at DPH and generally meets weekly to discuss issues that require Division-wide response, emerging issues and policy changes.

Performance Management roles, responsibilities and functions of DMT members include:

- Presenting a performance management/quality improvement topic from their area at least annually
- Discussing training needs
- Knowledge of the Division's performance management plan
- Discussing performance management plan with staff as needed
- Requesting technical assistance from DHHS as needed
- Providing leadership in performance management within their area

DMT Members are as follows:

- Director, DPH
- Deputy Director/DPH Section Chief Administration, Local, Community Support
- Director, DPH Human Resources
- Director, State Center for Health Statistics
- Section Chief, Women's and Children's Health
- Section Chief, Chronic Disease and Injury
- Section Chief, Environmental Health
- Section Chief, Epidemiology
- Section Chief, State Laboratory of Public Health and Office of the Chief Medical Examiner
- Director, Legal and Regulatory Affairs
- Section Chief, Oral Health
- Senior Assistant Director, DPH Specialized Programs
- Business Director, DPH
- IT Director, DPH
- Public Health Nursing Director/Chief Nurse/Local Technical Assistance and Training Branch Head
- Ex-officio:
 - State Health Director/Chief Medical Officer DHHS
 - Communications Liaison, DHHS
 - Division Director Executive Assistant/Administrative Support, DPH

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IMPLEMENTATION

The Division will maintain a Performance Management Plan which consists of primary performance management initiatives that cover the entire division. These measures shall be tracked on a periodic basis, at least annually. For example, as of April 2018, the components include:

- DPH Quality Council Quality Improvement Plan
- Healthy NC 2020 (tracked via our State Center for Health Statistics)
- DPH Dashboard, which includes the measures for the Public Health Improvement Plan plus the Opioid Epidemic (tracked via Share Point)
- DPH Strategic Plan (tracked via Share Point)
- Open Windows system (required by DHHS)
- Aid to County system
- Programmatic Planning

The Division also uses data from a “customer satisfaction” survey of the 85 Local Health Departments in NC to identify ways that it needs to improve its relationship with and support of our primary customers. Programs which serve other customers, such as Vital Records and the State Laboratory of Public Health, may also use customer feedback to improve the work that they do.

Document History

04/20/2018: Initial Approval of Procedure