800-034-01-A: PEFORMANCE MANAGEMENT SPREADSHEET INSTRUCTIONS

Below are the instructions for creating, updating, viewing, and managing the performance management spreadsheet.

1) TYPES OF SPREADSHEETS AND STORAGE LOCATION
   a) There are two types of performance management spreadsheets:
      i) Quarterly: This spreadsheet contains only the Tier 1 (or quarterly) monitored performance measures. This spreadsheet contains a quarterly dashboard summary. This spreadsheet is applicable for calendar quarters ending in June and December.
      ii) 6-month: This spreadsheet contains all the Tier 1 (or quarterly), Tier 2 (or 6-month) and Tier 3 (or annual or plan expiration) monitored performance measures. This spreadsheet contains both a quarterly dashboard summary and a 6-month dashboard summary. This spreadsheet is applicable for the calendar quarters and 6-month periods ending in March and September. The 6-month periods are April-September and October-March.
   b) There is a separate spreadsheet/workbook for each period. For example, the 2nd quarter spreadsheet is separate from the 4th quarter spreadsheet.
   c) The spreadsheets are currently stored on the Canton City Public Health SharePoint site. This storage location was chosen since the spreadsheet is able to be edited online but multiple users at the same time. There are a few options of getting to this location:
      i) Click on this link: https://cantonohiohealth.sharepoint.com/sites/dg-strategicplanningworkgroup/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Fdg%2Dstrategicplanningworkgroup%2FShared%20Documents%2FPerformance%20Monitoring
      ii) Step-wise from O365 login:
         (1) Open your internet browser and login to your O365 account (i.e. email) at: http://portal.office365.com
         (2) Open the "SharePoint" app
         (3) Open the "DG-Strategic Planning Workgroup" SharePoint site (link along the left-hand navigation bar)
         (4) Open the "documents" for that site (link along the left-hand navigation bar). This will display all the documents and document folders associated with this SharePoint site.
         (5) Open the "performance monitoring" document folder. This is the folder where all performance management spreadsheets are stored.
2) CREATING THE SPREADSHEET AND UPDATE DEADLINE
   a) The Performance Management (PM) Lead is responsible to create the spreadsheet initially and for the monitoring frequency by the last day of the frequency period.

i) Any changes determined that are needed to the spreadsheet structure and format will be made by the PM lead for the next frequency spreadsheet.

ii) Initial spreadsheet creation for a new goals and objectives list is created by the PM lead by the end of the first monitoring frequency period.

b) The PM Lead will notify the division leadership team (DLT) of the availability of the spreadsheet and the deadline of when to complete their updates.

i) The deadline for updating the spreadsheet is the day before the DLT meeting scheduled for the 2nd week of the month, or close to that time frame.

(1) Note: The spreadsheet needs to be completed and reviewed by the DLT so that it can be finalized and the results reported to the Board of Health (BOH) for their meeting scheduled for that month. The BOH's meeting is typically the 4th week of the month, in which the BOH meeting packets/reports are due the 3rd week of the month, which is why the 2nd week of the month is the spreadsheet deadline.

c) The spreadsheet will have all the information from the previous frequency period (i.e. goals, objectives, action plan, metrics, etc.) except for the current period target, results, analysis, next steps, status, etc. that is required to be updated to reflect the current period.

i) For action plan data that was edited with redline-strikeout markup in the previous frequency period, this data is cleaned up to be the final edited version in the current spreadsheet by the PM lead prior to sending to DLT.

ii) For goals and objectives language that was edited with redline-strikeout markup in the previous frequency period, this language remains marked-up until it is incorporated into a revised strategic plan. Once that occurs, in the following frequency period spreadsheet, the PM lead changes this language to a clean version prior to sending to DLT.

iii) For the initial spreadsheet for the performance measure(s), there are likely more fields that will be blank if the information is still under development. The DLT will be directed to update that information as well if that is the case.

3) SPREADSHEET CONTENT: FORMAT AND STRUCTURE

a) The spreadsheet (or workbook) contains several tabs (or sheets).

i) The first one or two tabs are the dashboard summaries. This is known since the name of these tabs contains "summary". These are referred to as the "summary" tabs.

ii) The remaining tabs are named to match the strategic priorities categories of Communicable, Chronic, Environmental, Maternal, Access, Foundational, and Staff. These are referred to as the "category" tabs.

b) Each category tab contains the strategic priority goals and objectives associated with that category. The tab also contains all information related to each goal and objective, like the action plan, metrics, targets, results, etc.

i) Each goal and objective are located in separate tables/sections with their own column headers.

c) In the category tab, different cell shading colors are used to help distinguish the separate sections.

   i) Light blue shading indicates the section is a Goal and also indicates the column headers for the goal results section.

   ii) Dark gray shading indicates the section is an Objective

   iii) Light gray shading indicates the column headers for the goal measures, objective action plan and objective measures.

   iv) Peach shading indicates the column headers for the action steps/plan results section (that requires regular updating).

   v) Dark yellow/light orange shading indicates the column headers for the objective results section (that requires regular updating).

d) In each category tab, each individual goal is listed in its own section (goal section) with the objectives for that goal listed below it in their individual sections (objective sections), followed by the next individual goal and objectives, so on and so forth. The goals and objectives are listed in chronological order as they are numbered in the strategic plan for that category.

e) In each category tab goal section:

   i) The goal is listed at the top of the table (shaded in light blue)

   ii) Below that is the performance standard source for that goal (shaded in light blue)

   iii) Below that is the goal measures section (with light gray column headers). This section includes the quantifiable measure for the goal. The column headers of this section include: metric type, update frequency, baseline value & data source, goal start and end dates, goal end value & data source, goal total frequency (abbreviated as Freq) and goal frequency increment.

   iv) Adjacent (to the right of) the goal measures section is the goal results section with light blue shaded column headers. This section includes the column headers of goal target, goal results, goal status & analysis, status color & statement, goal next steps, QI needed, and reported by.

f) In each category tab objective section:

   i) The objective is listed at the top of the table (shaded in dark gray)

   ii) Below that is the performance standard source for that objective (shaded in dark gray)

   iii) Below that is the action plan for the objective, including the action steps, completed action by dates, responsibility/division, and action step measure of success column headers (with light gray shading).

   iv) Adjacent (to the right of) the action plan, is the action steps results section with peach shaded column headers. This section includes the column headers of action step target, action step results, status & analysis, and actions next steps.

(1) Note: Depending on the spreadsheet type, the column headers in this section will have "6-month period" or "quarter period" before their names to indicate which time period is being documented.

v) Below the action plan is the objective measures section (with light gray column headers). This section includes the quantifiable measure for the objective. The column headers of this section include: metric type, update frequency, baseline value & data source, Objective start and end dates, objective end value & data source, objective total frequency (abbreviated as Freq) and objective frequency increment.

(1) Note: Depending on the spreadsheet type, the column headers in this section for "total frequency" may instead say "total quarters" and for "frequency increment" my instead say "quarter increment" to indicate which time period is being documented. Quarter is normally abbreviated as Qtr in these cases.

vi) Adjacent (to the right of) the objective measures section is the objective results section with Dark yellow/light orange shaded column headers. This section includes the column headers of objective target, objective results, objective status & analysis, status color & statement, objective next steps, QI needed, and reported by.

(1) Note: Depending on the spreadsheet type, the column headers in this section will have "6-month period" or "quarter period" before their names to indicate which time period is being documented.

4) SPREADSHEET CONTENT: OBJECTIVE ACTION PLAN SECTION

a) The DLT will determine which objectives are assigned to which DLT member for the creation of an action plan.

b) The responsible DLT member is responsible to enter the initial action plan for their assigned objectives into the corresponding action plan section of the provided spreadsheet as soon as possible, and no later than the first monitoring frequency period spreadsheet update deadline.

i) In accordance with the policy, DLT members shall include division staff input into the development of the action plan.

c) The initial action plan made be adjusted as necessary as part of the action steps or objective results review and analysis (see section 6 for more details) or as the needs to the agency require. Anytime the action plan is adjusted, a redline-strikeout format should be used to indicate what was removed and what was added in the most current version of the spreadsheet.

d) The action plan consists of the following fields:

i) Action Steps: individual steps, tactics, activities or strategies that are planned to be conducted in order to successfully achieve the objective.

ii) Completed Action By: The deadline of when the individual action step is complete.

(1) This is sometimes expressed as a date range of start to completion date. This format makes clear if action steps are progressive (e.g. step 1 needs to be completed prior to step 2 start) or simultaneous (e.g. step 1 and step 2 occur at the same time).

(2) This is sometimes expressed as an ongoing frequency of when the action step will be completed if it is that type of action step.

iii) Responsibility/Division: Both the name or job title of the staff and the division responsible to complete the action step or ensure the action step is complete should be listed here. The staff name should be followed by the division name, either separated by a comma or slash or with the division name in parenthesis.

iv) Action step measure of success: The quantitative or qualitative measure to know when the action step has been achieved. Quantitative measures should be used at all times unless there is not a quantitative measurement available.

(1) This frequently is the work product of the action step (e.g. document generated, policy issued, meeting conducted, etc.), which is considered quantitative since you know if the work product exists or not.

5) SPREADSHEET CONTENT: GOAL OR OBJECTIVE MEASURE SECTION

a) The purpose of this section is to specify what the quantifiable measure/metric (value) is to know if the goal/objective has been achieved.

b) The responsible DLT member is responsible to determine and enter the initial goal/objective measure of success end target (end value, units, and description & data source fields), goal/objective start & end dates and goa/objective baseline (value, units, and data source and date range fields) for their assigned goal/objectives into the corresponding goal/objective measure section of the provided spreadsheet at the same time as entering the initial action plan.

i) In accordance with the policy, DLT members shall include division staff input into the development of the goal/objective measure of success.

ii) The DLT member may decide to use the PM Lead technical assistance to help with this and the remaining steps in this section.

c) The DLT shall use the guidelines from the policy section E.5.l. to guide their selection of the goal/objective measure.

i) For instance, to select a measure that has available data instead of having to create new data for the sake of the measure.

d) Based on the measure selected, the DLT shall then determine if the goal/objective is a “number” or “action” metric type and update the metric type field accordingly (see section 8 and 9 for definitions of metric type).

i) Note: This step occurs simultaneously with step b.

e) The DLT member shall then determine if the objective is Tier 1 or Tier 2 objective (based on the policy section E.5.D). Then do the following:

i) Enter into the update frequency field “quarterly” if the objective is Tier 1 or “6-month” if the objective is Tier 2.

ii) Enter the appropriate value in the "total qtrs" or "total freq" field based on the objective start & end dates and the update frequency (quarterly or 6-month). For example, for the date range of 1/1/2017-3/31/2018, this is a 15-month period, which equals 5 quarters or 2.5 6-month periods.

f) The DLT member will then update the remaining fields based on the "Target Setting Guidelines" in sections 8 and 9 below.

g) The PM Lead will review the objective measure section entered for accuracy and finalize the entry. If adjustments are needed, the PM Lead will work with the DLT member to make the adjustments.

h) The initial final objective measure section is typically unchanged for each version of the spreadsheet. However, this section can be adjusted as necessary as part of objective results review and analysis (see section 6 for more details) or as the needs to the agency require. Anytime the objective measure section is adjusted, a redline-strikeout format should be used to indicate what was removed and what was added in the most current version of the spreadsheet.

6) ENTERING THE RESULTS, STATUS, AND ANALYSIS IN THE SPREADSHEET:

a) For "action" metric type measures in the quarterly spreadsheet and all measures in the 6-month spreadsheet, the status of the action steps shall be entered by the assigned DLT member (as specified in the action plan responsibility field) in the action steps results section. This is entered in the fields with peach shaded column headers.

i) For the "action step target" fields, enter the "value" and "description" for the intermediate target value based on in the "target setting guidelines" in section 8 and 9.

ii) For the "action step results value", enter an approximate % complete value for the action type. This should be an estimation based on the amount of effort already spent and how much effort is remaining to complete the action step. It may also be a numeric value like "completed 3 of the 10 meetings" or "30%".

iii) For the "action step results description and data source", enter the description of how you determined the "action steps results value" and the data source (if applicable).

iv) For the "period status & analysis", enter the evaluated status of the action step by comparing the results value to the target value. This should include answers to the questions "was the target above or below the target" and "what is the reason".

v) For the "period actions next steps", enter what the next steps are for the action step. This should include answers to the questions "are any changes needed to the action step and if so what are those changes".

b) In the quarterly spreadsheet and in the 6-month spreadsheet, the status of the objective shall be entered by the assigned DLT member (as specified in the action plan responsibility field) in the objective results section. This is entered in the fields with dark yellow/light orange shaded column headers. Additionally, for the spreadsheet that satisfies the annual or plan expiration monitoring period for the goal measures (i.e. Tier 3 measures), the goal results section (in the fields with light blue shaded column headers) should be updated similar to the below.

i) For the “objective target” fields, enter the “value” and “description” for the intermediate target value based on in the “target setting guidelines” in section 8 and 9.

ii) For the “objective results value”

(1) for “action” metric type measures, this is an automatically calculated value based on a weighted average of the action steps results/status. It uses a formula like:

[(action step 1 results*action step 1 target)+(action step 2 results*action step 2 target)] / [(action step 1 target + action step 2 target)]

(2) for “number” metric type measures, enter the results of the measure for the monitoring time period based on the same data source, data availability, and data averaging as used for the objective end target.

iii) For the “objective results description and data source”

(1) for “action” metric type measures, this is automatically entered describing the use of the weighted average formula.

(2) for “number” metric type measures, enter the description of how you determined the “results value” including the date range/averaging and the data source.

iv) For the “objective status & analysis”, enter the evaluated status of the objective by comparing the results value to the target value. This should include answers to the questions “was the target above or below the target” and “what is the reason”.

v) For the “status color & statement”, enter the status color and statement per bullet c below.

vi) For the “objective next steps”, enter what the next steps are for the objective. This should include answers to the questions “are any changes needed to the action plan and if so what are those changes” and “are any changes needed to the objective or objective measure and if so what are those changes”.

vii) For the “QI needed?” field, enter yes when a quality improvement project is needed due to your evaluation of the results over the past couple monitoring periods have continued to be below target and continued adjustments to the action plan do not seem to improve the results indicating a more aggressive improvement is necessary. Otherwise, enter no.

viii) For the “reported by” field, enter your name (i.e. the DLT member entering the data) and any other staff names that contributed data that was entered into this section of the spreadsheet.

c) The status color and statement is entered per the following:

i) The statement “target achieved” entered and Green color shading used if the result value is equal to or better than the target value.

ii) The statement “close to target” entered and Yellow color used if the result value is worse than the target value but within 10% of the target value

iii) The statement “below target” entered and Red color used if the result value is worse than 10% of the target value.

iv) The statement "not started" entered and Gray color used if the start date for the goal, objective, or action step has not started as of the end date of the monitoring period.

7) FINALIZING SPREADSHEET:

a) After all DLT members have made their updates to the category tabs, the PM Lead reviews the spreadsheet category tabs content.

b) If there is questionable or missing data, the PM Lead will contact the responsible DLT member to resolve. Either the PM Lead or DLT member will make the changes to the data as necessary, as they have arranged among themselves.

c) The PM Lead may make changes to data/language entered to fix typos or make language more clear or consistent, but the originally intent of the language/data will remain unchanged.

d) Once all necessary adjustments are made to the category tabs, the PM Lead will update the summary tabs to reflect the results data in the category tabs.

e) The PM Lead will then determine the spreadsheet as final and remove editing ability to the spreadsheet. This typically occurs by the BOH meeting date when the data is reported.

8) TARGET SETTING GUIDELINES: FOR ACTION METRIC TYPE

a) Goals and objectives that are an action(s) to complete, in which the achievement of that goal/objective is when the action is completed, are denoted as metric type "action".

b) These "action" metric types have a quantitative unit of measure of "% goal/objective complete" for their target values. They start at 0% complete to reflect when the goal/objective efforts have not yet started so no progress has been made, and end at 100% complete to reflect the final achievement of the goal/objective or completion of the action required by the goal/objective.

i) For these "action" metric types, the field for "baseline (start) value" is set equal to 0 and the field for "measure of success (end target) end value" is set equal to 100.

c) The following guidelines shall be used to set intermediate targets (quarter, 6-month, etc.) of "action" type goals and objectives.

i) A date of when the goal/objective started, or when it was 0% complete shall be set. This is documented as the first date, or start date in the "start & end date" field of the goal/objective measure section.

ii) A date of when the goal/objective shall be 100% complete shall be set. This is documented as the last date, or end date in the "start & end date" field of the goal/objective measure section.

iii) A linear correlation shall be used to determine what % completion shall be achieved during the time period prior to the completion date, which establishes what the "target" for the frequency time period (quarter, 6-month, etc.) is. To calculate the linear correlation, the following fields shall be updated:

(a) The "freq increment" or frequency increment field shall include the value of how much progress should be made during one monitoring frequency period. This is equal to the equation:

[(end value)-(baseline value)] / (total freq)

Whereas,

End value is determined in section 8.b.i

Baseline value is determined in section 8.b.i

Total freq is determined in section 5.e.ii

(b) The “period objective target” or “period goal target” is calculated based on the total time period that has elapsed from the goal/objective start date to the monitoring period end date in units of the update frequency. For example, for an objective with a quarter update frequency and a start and end date of 1/1/2017-3/31/2018 (total 15 month period which equals 5 quarters as the “total freq” field value) that is monitoring progress for the period end date of 6/30/2017, a total 2 quarters have elapsed from the start date to the period end date (1/1/2017-6/30/2017), or 2 frequencies has elapsed.

(i) This time period determination is described in the “period objective target description” or “period goal target description” fields.

(c) The “period objective target value” or “period goal target value” is then calculated by multiplying this elapsed time value to the “freq increment” value to calculate the target value. Therefore, this is equal to the equation:

(total freq) * (# of freq that has elapsed)

Whereas,

Total freq is determined in section 5.e.ii

# of freq that has elapsed is determined in section 8.c.iii.b.

9) TARGET SETTING GUIDELINES: FOR NUMBER METRIC TYPE

a) Goals and objectives that have a quantitative or numeric measure that directly relates to the completion or achievement of that goal/objective, are denoted as metric type “number”.

b) These “number” metric types have a quantitative unit of measure for their target values that is defined within the goal/objective language itself. However, it is up to the DLT member to translate the goal/objective language into a unit of measure that has available data to measure the goal/objective achievement.

i) For example, for the objective language of “process 100% of APC renewal operating permits that are backlogged by 2020”, the DLT member will need to translate what is meant by “100%”, “process”, “renewal operating permits”, and “backlogged”. This translation is specified in the objective measure of success “description & data source” field of the spreadsheet.

ii) For another example, for the objective language of “decrease the rate of chlamydia infections by 5% by 2020”, the DLT member will need to translate what population “rate of chlamydia infections” is intended, and what a 5% decrease would be. This translation is specified in the objective measure of success "description & data source" field of the spreadsheet.

c) When the goal/objective language itself already includes a numeric value to achieve, that value is set as the "goal/objective measure of success end value" and "units".

   i) For example, for the objective language of "achieve the overall infant mortality rate of 6 infant deaths per 1,000 live births", the "objective measure of success (end target) end value" field would be entered as 6 with the "units" field entered as "# of infant deaths per 1,000 live births".

d) When the goal/objective language's numeric value is a % increase or decrease, the baseline or start value for the data is required to be known in order to set the end target value. The dates ranges of baseline/start and end values also needs to be defined in order to determine the end target value. The following are guidelines:

   i) For start and end dates, data availability need to be considered. For instance, for data that is only available 3 months after the occurrence, the target will need to be based on data that is at least representing a period at least 3 months prior. For example, if the last objective monitoring period ends 6/30/2018, then the end value would be based on data ending 3 months prior, or 3/31/2018.

   ii) For start and end dates, data averaging periods need to be considered. If the data is normally reported as an annual average or annual total, then measuring data as a monthly average or monthly total is not representative. What would be best in this case would be a 12-month rolling average, so the monitored data would always be a representative annual average. However, some cases are based on a calendar annual average only. For example, if the last objective monitoring period ends 6/30/2018, then the end value would be based on data ending the previously completed calendar year, or 12/31/2017.

   iii) Once the start and end dates are determined, they are entered into the goal/objective "start & end date" field. The dates or date ranges of the baseline value data are entered into the "baseline (start) data source & data range" field. The dates or date ranges of the end target value data are entered into the "goal/objective measure of success (end target) description & data source" field.

   iv) The baseline data is gathered for the date range and from the data source determine, and the value entered into the "baseline (start) value" field with the units of the data entered into the "baseline (start) value" field.

   v) If the measure is a % to <u>increase</u>, enter in the "objective measure of success (end target) end value" field the value that is represented by that % increase using the following formula:

   (baseline value) + [(baseline value) * (% as decimal)]

   Whereas,

   Baseline value is determined in section 9.d.iv

% as decimal is the percent value from the objective expressed as a decimal fraction (e.g. 5% is entered as 0.05)

vi) If the measure is a % to decrease, enter in the "objective measure of success (end target) end value" field the value that is represented by that % decrease using the following formula:

(baseline value) - [(baseline value) * (% as decimal)]

Whereas,

Baseline value is determined in section 9.d.iv

% as decimal is the percent value from the objective expressed as a decimal fraction (e.g. 5% is entered as 0.05)

e) The following guidelines shall be used to set intermediate targets (quarter, 6-month, etc.) of "number" type goals and objectives.

i) A date of when the goal/objective started, or when the value was at the baseline value. This is documented as the first date, or start date in the "start & end date" field of the goal/objective measure section.

ii) A date of when the goal/objective shall be at the objective end value shall be set. This is documented as the last date, or end date in the "start & end date" field of the goal/objective measure section.

iii) A linear correlation shall be used to determine what the number completion shall be achieved during the time period prior to the completion date, which establishes what the "target" for the frequency time period (quarter, 6-month, etc.) is. To calculate the linear correlation, the following fields shall be updated:

(a) The "freq increment" or frequency increment field shall include the value of how much progress should be made during one monitoring frequency period. This is equal to the equation:

For increasing values: [(end value)-(baseline value)] / (total freq)

For decreasing values: [(baseline value)-(end value)] / (total freq)

Whereas,

End value is determined in section 9.d.v for increasing and 9.d.vi for decreasing

Baseline value is determined in section 9.d.iv

Total freq is determined in section 5.e.ii

(b) The "period objective target" or "period goal target" is calculated based on the total time period that has elapsed from the goal/objective start date to the monitoring period end date in units of the update frequency. For example, for an objective with a quarter update frequency and a start and end date of 1/1/2017-3/31/2018 (total 15 month period which equals 5 quarters as the "total freq" field value) that is monitoring progress for the period end date of 6/30/2017, a total 2 quarters have elapsed from the start date to the period end date (1/1/2017-6/30/2017), or 2 frequencies has elapsed.

(i) This time period determination is described in the "period objective target description" or "period goal target description" fields.

(c) The "period objective target value" or "period goal target value" is then calculated by multiplying this elapsed time value to the "freq increment" value then either subtracting or adding it to the baseline value (depending on if increasing or decreasing) to calculate the target value. Therefore, this is equal to the equation:

For increasing values: (baseline value) + [(total freq) * (# of freq that has elapsed)]

For decreasing values: (baseline value) - [(total freq) * (# of freq that has elapsed)]

Whereas,

Baseline value is determined in section 9.d.iv

Total freq is determined in section 5.e.ii

# of freq that has elapsed is determined in section 9.e.iii.b.

10) TECHNICAL ASSISTANCE:

a) The PM Lead is available whenever is needed to provide technical assistance to all DLT members (or their designees) in the development of performance measures, data averaging and data sources, and data analysis, and updating the spreadsheet.