

The Drivers of Performance Improvement

Last month, we reported our intention to study the drivers of ongoing performance improvement. Some organizations engage in performance improvement activities with great effectiveness. They can easily see the benefits of their efforts in the increasing quality and efficiency of their services. Others struggle to move beyond the status quo.

Through process benchmarking, BPS is beginning to gather data that might shed light on these issues. Already, some early trends are becoming apparent. Five factors, in particular, appear to be powerful ingredients in setting the tone and an infrastructure for ongoing performance improvement. They are:

1. **Clear CEO Expectations:** More than any other dimension, the CEO appears to set the stage within an organization for supporting ongoing performance improvement. However, simply expressing support may not be sufficient—accountability needs to be present. CEO's that hold their staff accountable for carrying out necessary tasks in support of performance improvement seem to get the results.
2. **Strategic Focus:** Performance management activities that are in alignment with organizational strategy and vision appear to be more impactful.
3. **The Presence of a Plan:** Top performing organizations report that they have a consistent plan in place for gathering and managing performance data.
4. **Delegation:** Involving leaders throughout the organization to assist in overseeing the collection of data may be preferable to leaving it up to just one person.
5. **Involvement of the IT Department:** Organizations that involve the IT Department in providing data for performance management activities reduce the burden on the organization and increase the use of such data.

We will continue to investigate the factors that underlie the effective pursuit of performance management. Stay tuned!

Upcoming Conference

Paul Lefkovitz, BPS President, will have involvement in conducting two presentations at the Community Behavioral Health Association of Illinois (CBHA) annual conference in Chicago on December 4. He will join his co-chairs of the CBHA Benchmarking Steering Committee in providing an update on the progress of the CBHA Benchmarking Initiative. Much exciting news will be reported in that the on-line survey recently went live and reports will soon be generated. He will then conduct a process benchmarking workshop in the area of staff retention.

Contact Us!

We want to create an active and vibrant community of individuals and organizations interested in benchmarking, performance management, and outcomes. If you have thoughts, ideas, suggestions, tips, or questions, we'd like to hear from you. Please feel free to contact us at info@bpsys.org.