

Performance-Based Management

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Desired Outcomes...

- Understand context around managing for results (performance-based management)*

- Understand the basic performance measurement concepts:*
 - Gathering inputs*
 - Selecting activities*
 - Counting outputs*
 - Measuring outcomes*
 - Impacting goals*

- Understand the benefit of benchmarking our work*

Definitions

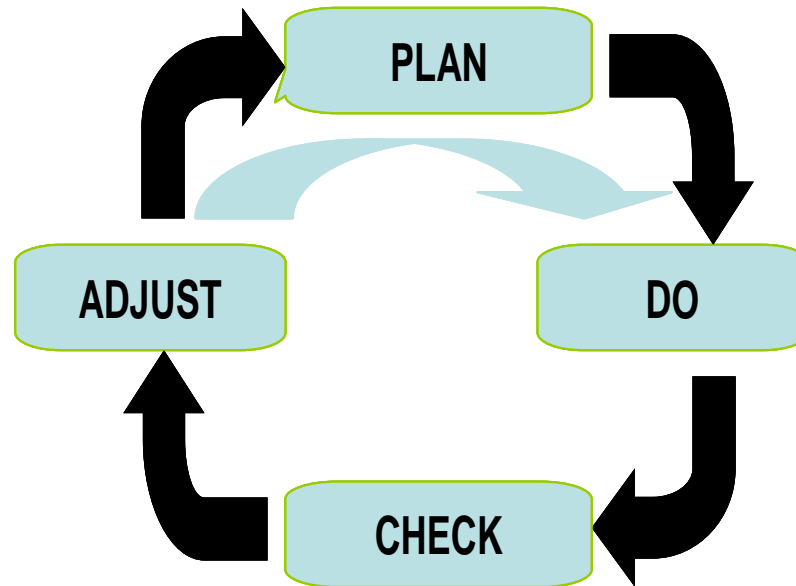
Performance-based management is a systematic approach to performance improvement through an ongoing process of establishing strategic performance objectives; measuring performance; collecting, analyzing, reviewing, and reporting performance data; and using that data to drive improvement.

Performance measurement is the comparison of actual levels of performance to pre-established target levels of performance.

Performance-Based Management Framework

Define Desired Results: strategic direction and outcome oriented goals

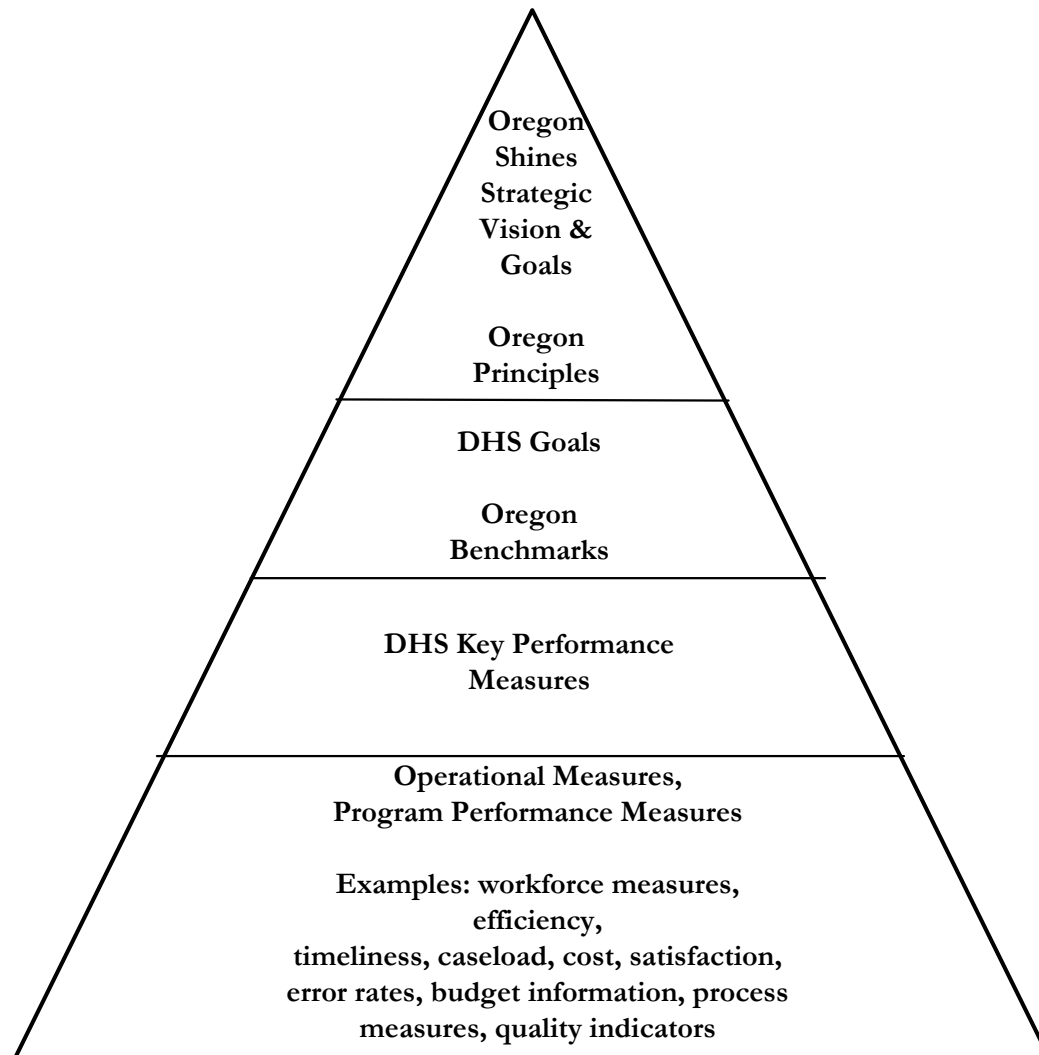
Adjust to Improve: adjust priorities, move resources, eliminate or streamline actions



Link Actions to Results: business plans and performance targets

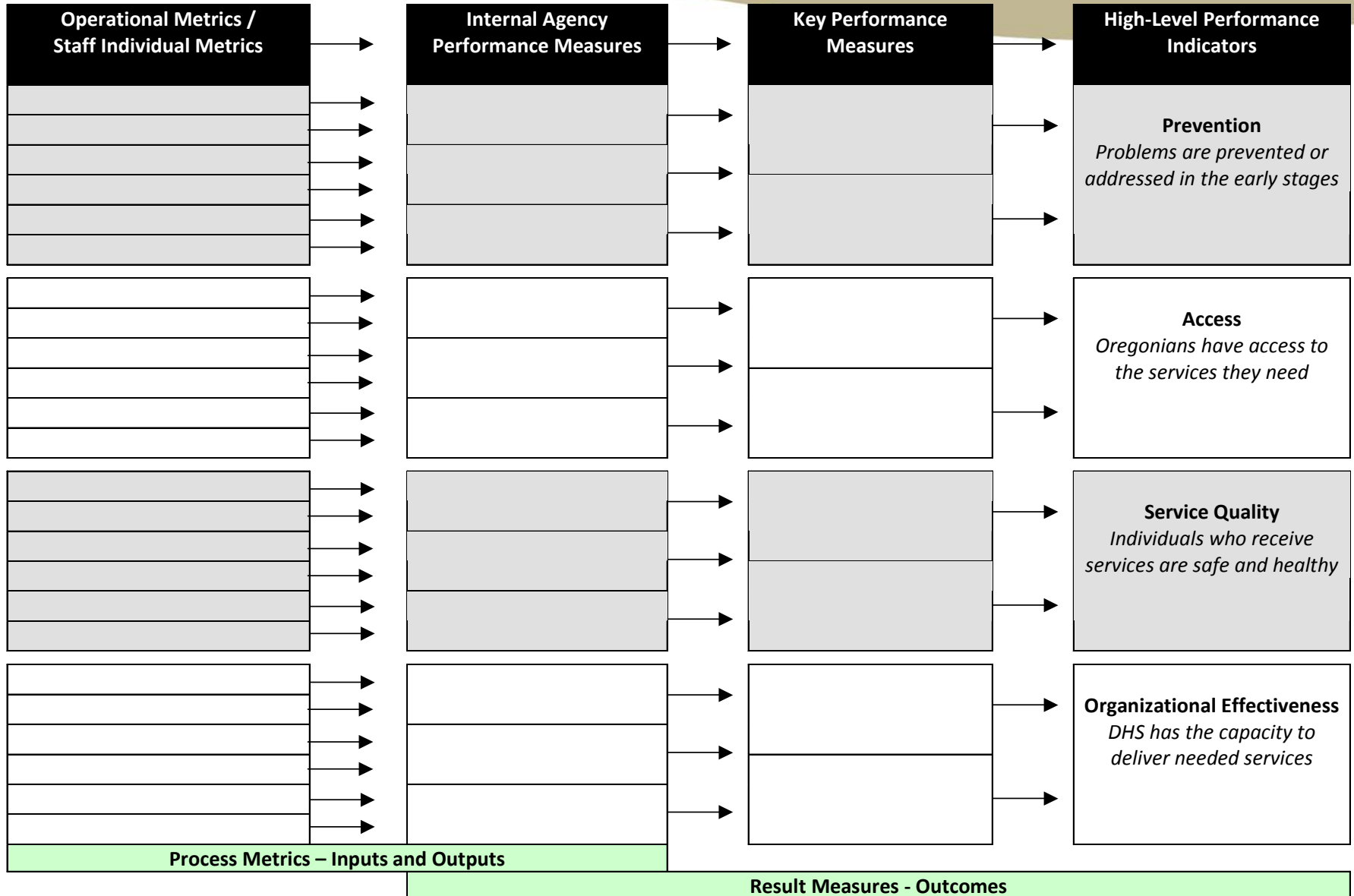
Evaluate Performance: Performance measures and other information that informs on how you are performing

Performance Measures & Benchmarks



Performance Measurement Line of Sight

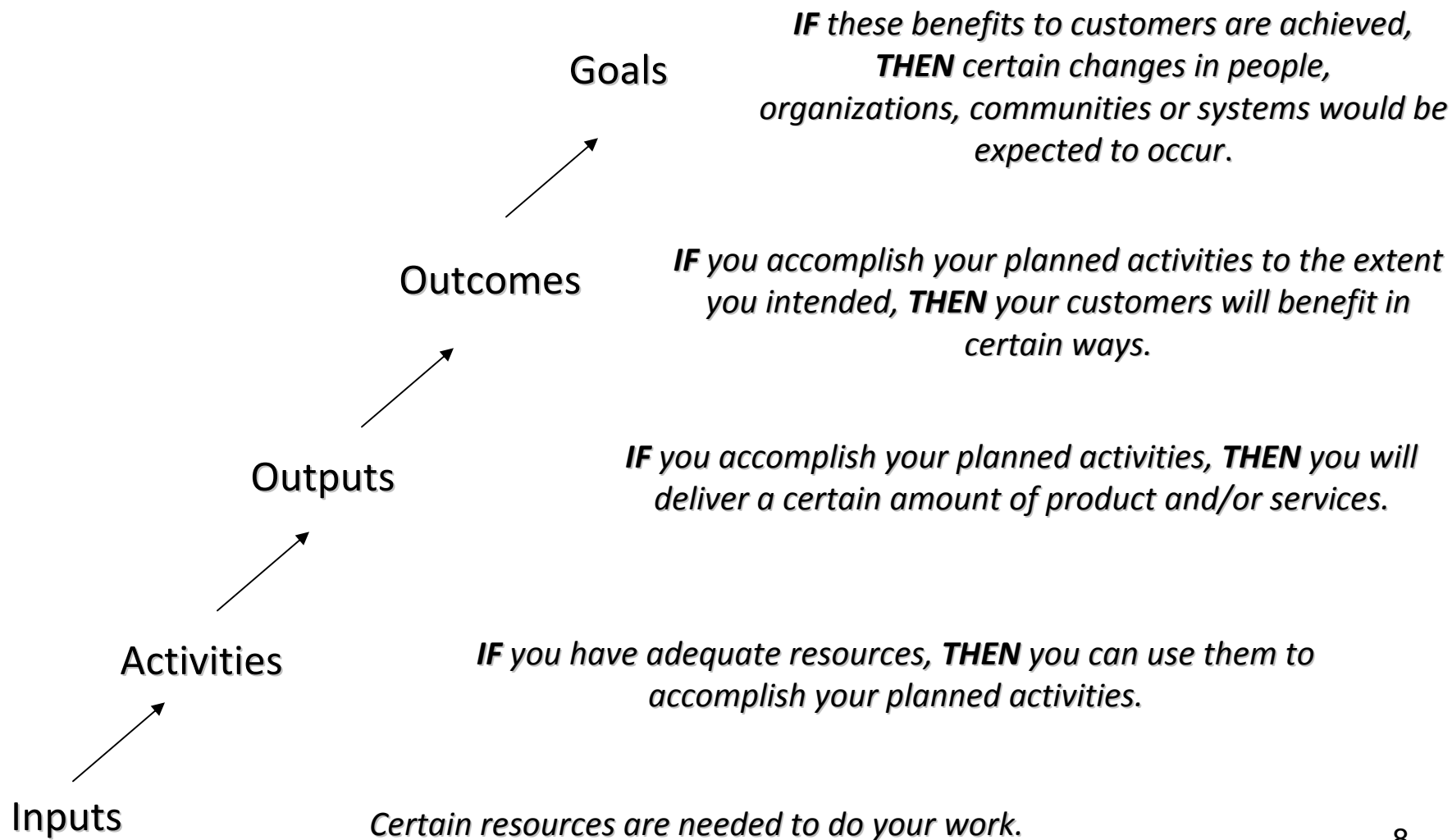
DHS Mission – Assisting people to become independent, healthy and safe



The Lingo

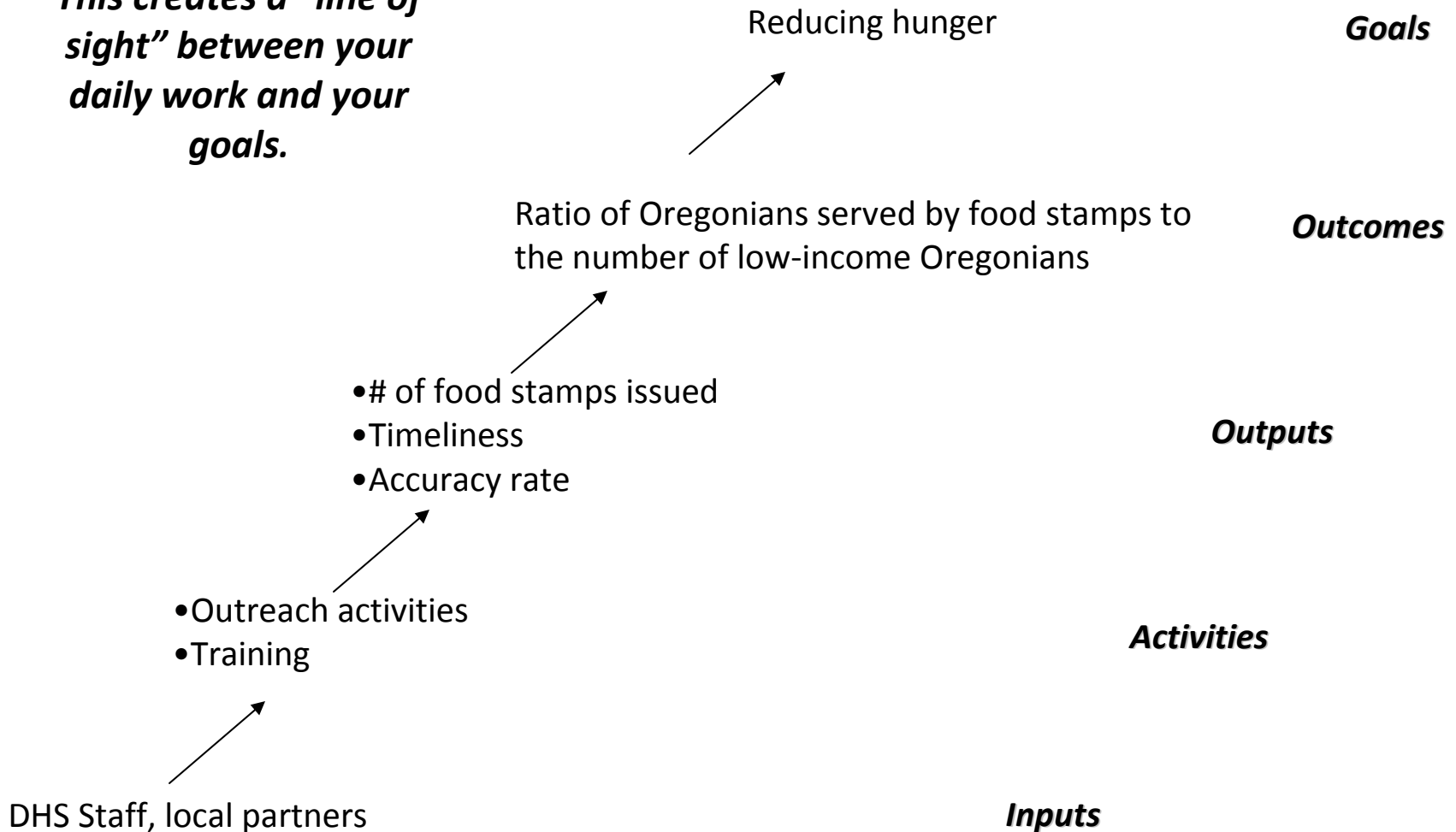
- Inputs
 - Activities
 - Outputs
 - Outcomes
 - Goals
-
- ✓ In alignment with GASB – the Governmental Accounting Standards Board.
 - ✓ Consistent across Oregon state government

Logic Model - aka “If-Then” Model



Logic Model - EXAMPLE

This creates a “line of sight” between your daily work and your goals.



The Performance “Equation”

$$\begin{array}{l} \text{Structure} \\ \text{Treatments} \\ \text{Environment} \\ \text{Client} \\ + \\ \hline \text{Managerial} \\ \hline \text{Performance} \end{array}$$

Performance (P) is a product of government structure (S), program treatments (T), environmental factors (E), client characteristics (C) and managerial actions (M).

Performance measures drive fact-based discussions and tell you how your process is performing against a target – they should be **SMART**

Simple

- Does it have a clear definition?
- Is it easy to understand?

Measurable

- Is it easy to measure?
- Do we have, or can we collect, the data required?

Achievable

- Can we actually influence it?











Results-oriented

- Is it aligned with our strategy and goals?
- Does it support higher level outcomes?

**Timely &
Targeted**

- Can it be measured at a frequency that will allow us to adequately solve problems and make mid-course corrections?
- Are we aiming at an ambitious, yet realistic, target?

Performance Dashboard

Key Performance Indicator	Results	Target*	Status	Trend
% of children ages 19-35 months who are adequately immunized	74%	85%		
Percentage of Mental Health patients who are employed	17%	22%		
Uninsured children	12.6%	7%		
Annual staff turnover rate	16%	15.7%		
Customer satisfaction	63%	70%		

Dummy data

* Informed by benchmarking

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http://www.oregon.gov/DHS/publications/pm_reports

<http://www.dhs.state.or.us/tools/transformation/index.html>

Definitions

Benchmarking - (also "best practice benchmarking" or "process benchmarking") is a continuous process in which organizations evaluate various aspects of their processes in relation to [best practice](#), usually within their own sector. This allows organizations to develop plans on how to adopt such best practice, usually with the aim of increasing some aspect of performance. ~ Wikipedia

Inputs

Inputs...

- are the resources needed to produce the activity and results
- are the ingredients that go *into* the project to make it work and grow
- fuel the efforts of the project
- are gathered from many sources

Examples of Inputs:

- Staff, volunteers, contractors
- Equipment
- Fees for providing services
- Grants
- Donations
- Office supplies
- Matching funds
- Population characteristics
- Political support
- Contracts for services
- Service provider partners

Activities

Activities...

- are actions which address the priorities of an organization to achieve desired results.
- should be selected based on research, logic and experience.

Examples of Activities:

- Mentor program
- Family support groups
- Staff training
- Community events and meetings
- Communication via newspapers, radio and television
- After-school activities
- Referrals to partners
- Family decision making meetings
- Multi-disciplinary case staffing
- Involve seniors and people with disabilities in meetings
- Seek input from stakeholders

Outputs

Outputs...

- are produced from the activities
- are the quantity of work, the amount of activities, services, or other countable things or events that are produced by individual efforts, programs, or service systems
- are counts of a program's work
- account for how much the program produces

Examples of Outputs:

- Number of clients served
- Number of care providers
- Number of community meetings
- Number of youth group activities
- Number of patients in weekly support sessions
- Number of training sessions
- Number of cases staffed
- Number of planning meetings
- Number of home visits

Outcomes

Outcomes . . .

- are the desired measurable changes in people, organizations, or community conditions.
- result in one or more of the following benefits for individuals or groups: new knowledge, increased skills, changed attitudes, changed values, modified behavior, improved condition, increased capacity.
- indicate progress toward impacting goals.
- can be very high level, such as an Oregon Benchmark, of which a single organization may
- have little impact on alone, but works in partnership with others.
- can be intermediate level of which an organization has a higher level of impact.
- can cover short or long periods, depending on the purpose and scope of the effort.

Examples of Outcomes:

- Decrease rate of teen pregnancies
- Increase independent living skills
- Increase number of youth activities available in a neighborhood
- Decrease lag time between referral and services
- Decrease medical risk factors
- Increase client satisfaction
- Increase high school completion rate

Goals

Goals. . .

- are longer-term big societal visions that can be impacted by many efforts in coordination.
- are broad results impacted by many actions.
- describe and clarify the broad purpose and vision for doing the project.
- help motivate, focus, and coordinate strategies and outcomes designed to produce the desired broad societal changes.
- are often too broad to measure directly.

Examples of Goals:

- People are safe
- People are able to support themselves and their families
- Economic and social opportunities in communities
- People are living as independently as possible
- Education success
- People are healthy
- Comprehensive and integrated client supports
- Systems change