

Activity Inventory Performance Measure Assessment Briefing

April 25, 2007



**Office of
Financial Management**

STATE OF WASHINGTON

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Budget Assistants to the Governor

The Mandate

Related Provision in ESHB 1242:

“...Regularly conduct reviews of selected activities to analyze whether the objectives and measurements submitted by agencies demonstrate progress toward statewide results.”

- Are agencies measuring the right things?
- How good are their submitted performance measures?
- Are they achieving their stated targets?
- What does analysis of the data suggest about future performance?

Who's the Assessment Customer?

Primary Customers

- Agency Budget, Performance, & Strategic Planning Staff
- OFM Budget Staff
- Executive & Legislative Policy Staff
- GMAP Consultants

Other Likely Consumers

- Interested Legislators
- Performance Auditors
- Watchdog/Special Interest Groups

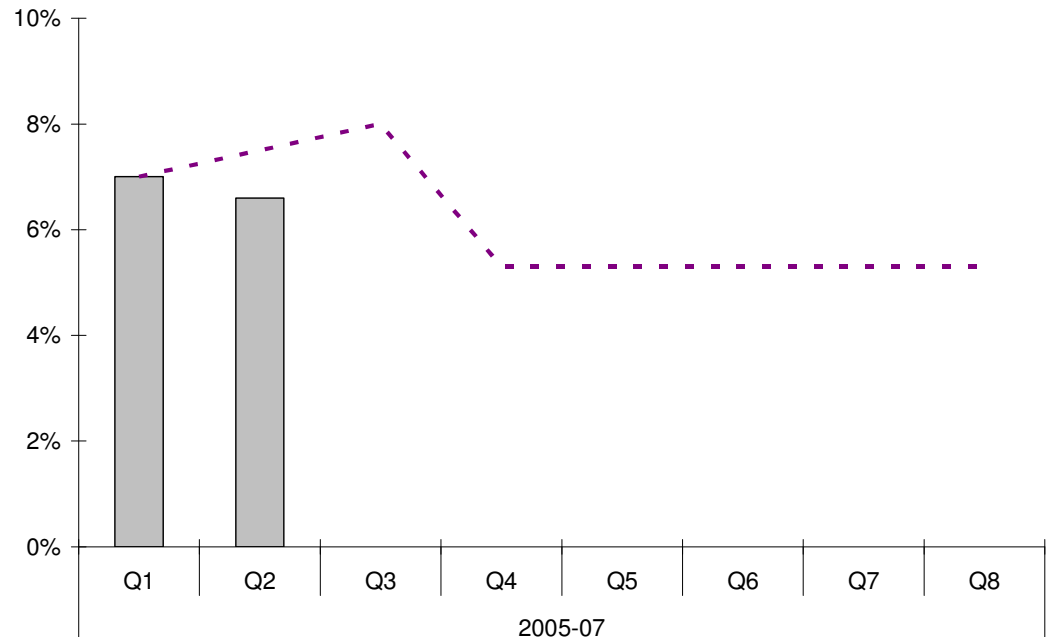
Completed assessments will be posted to the OFM website in 2007.

Common Performance Measure Tracking System Problems

- Output counts without relevant process/outcome measures
- Budget activities not linked to any performance measures
- Little or no data
- Bad titles (Jargon, Objectives, Targets, etc.)
- Relevance to Budget Activity not clear
- Targets vs. Estimates
- Reporting Frequency/Timeliness
- Separate measurement systems (Budget, GMAP, Strategic Plan, Federal Reports, Website, etc.)

Budget Activity
C017 – Community Mental Health Prepaid Health Services

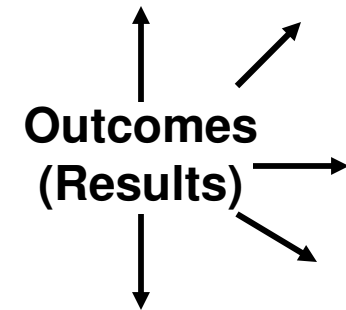
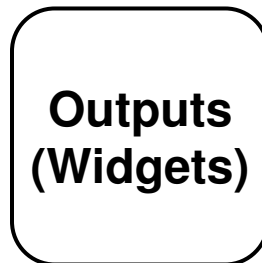
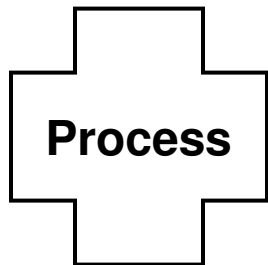
Increase to and Maintain the Mental Health Medicaid Penetration Rate at 10%



Why is this so Difficult?

Agency Span of Control

Budget/Policy Interests



Funding/Staffing
Efficiency/Unit Cost
Cycle Time/Work Time
Error Rates
Emphasis

**What Typically Gets
Reported
(So what?)**

Who Does What & How Much?

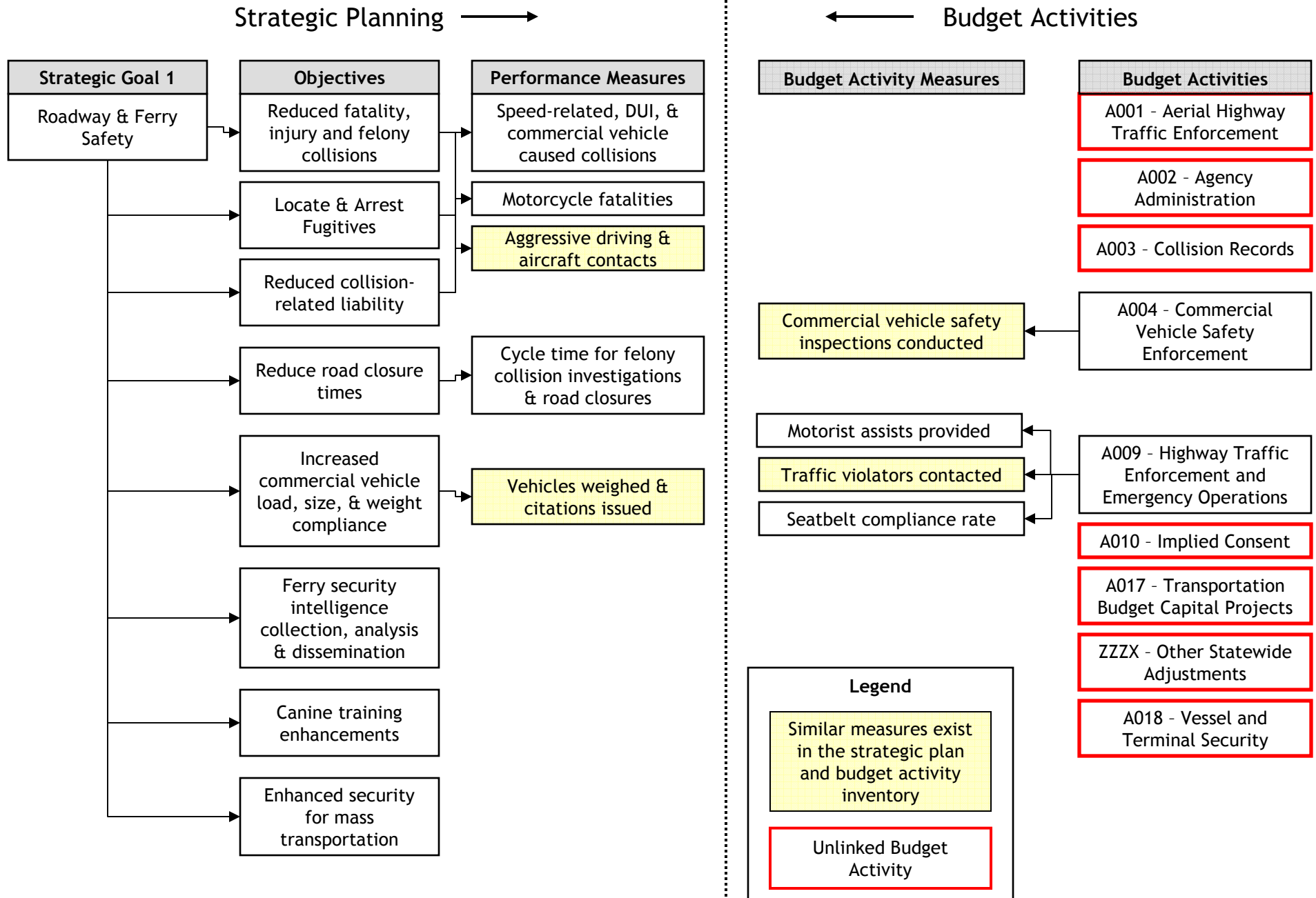
OFM

- Meet with agency staff & answer questions about the assessment
- Research agency strategic plan, budget activity inventory, web site, GMAP presentations, etc.
- Analyze data
- Write the draft assessment
- Consult with/train agency staff
- Make corrections and edits to assessment
- Post assessment to OFM website
- Follow-up on improvements with agency staff over the next year

Agency

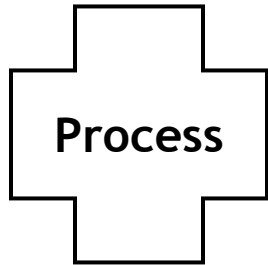
- Schedule and host two, 1-hour meetings (Kick-off & draft feedback)
- Provide contacts to answer questions or provide more data
- Edit the draft assessment
- Write agency comments and future actions page
- Follow up on improvements with OFM staff over the next year

Example Agency and Budget Performance Measure Comparisons



Example Strategic Plan and Activity Measure Perspectives

⑤ Process characteristics the customers/stakeholders want



⑥ Process characteristics the agency wants

Percent of consumers seen within 7 days of discharge from inpatient services**

Survey results of mental health community for current use of electronic health records and personal health information systems

*Persons 60 or older at the state hospital***

Non-Medicaid client Services

Number of seclusion incidents (CLIP)

*Number of L & I claims at state psychiatric hospitals per 1K patient days***

*Number of restraints incidents per 1K patient days***

*Number of seclusion incidents per 1K patient days***

⑤

⑤

⑥

⑥

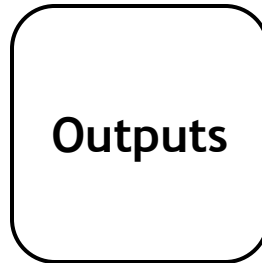
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③ Product/service attributes customers/stakeholders want



④ Product/service attributes the agency wants

Number of studies of minority and tribal promising health care practices

Number of youth served in CLIP and new Evaluation and Treatment program

Number of parent partners, respite services, and training available for parents of children and youth with mental health issues

Percent of consumers and caregivers who reported that they directed their treatment plan

Percent of clients receiving peer support or clubhouse activities

Number of RSN monitoring reports

Medicaid Mental Health penetration rate

DMIO client services

DMIO longevity of service

Number of working agreements and jail services programs for individuals

④

④

③

③

③

④

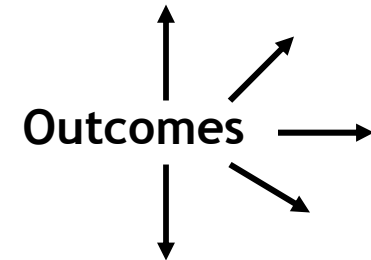
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① Customer/stakeholder desired outcomes



② Agency desired outcomes

Planned discharges (CLIP)

②

Legend

** Presented at GMAP

Strategic Plan Measure

Budget Activity Measure

Strategic Plan and Budget Activity Measure

Example Activity Measure Assessment

<p>Performance Measure Description: Children in child support caseload with paternity established (PM 1F50)</p>	<p style="text-align: center;">Children in child support caseload with paternity established</p> <table border="1" style="margin-top: 10px;"> <caption>Actual Performance Data (Estimated from Graph)</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q5</th> <th>Q6</th> <th>Q7</th> <th>Q8</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2003-05</td> <td>98</td> <td>94</td> <td>94</td> <td>95</td> <td>97</td> <td>93</td> <td>94</td> <td>94</td> <td>94</td> <td>94</td> <td>94</td> <td>94</td> </tr> <tr> <td>2005-07</td> <td>94</td> <td>92</td> <td>93</td> <td>94</td> <td>94</td> <td>94</td> <td>94</td> <td>94</td> <td>94</td> <td>94</td> <td>94</td> <td>94</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q1	Q2	Q3	Q4	2003-05	98	94	94	95	97	93	94	94	94	94	94	94	2005-07	94	92	93	94	94	94	94	94	94	94	94	94
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<p>Budget Activity Links: Crisis residential center (A021) and child support enforcement (F010)</p>																																								
<p>Category of Measure: Process measure: it measures DSHS processes, not emergency shelter.*</p>																																								
<p>Analysis of Variation: The measure shows a stable and predictable downward performance trend.</p>																																								
<p>Analysis of Targeted vs. Actual Performance: It's not clear why the target is at 90%, when actual performance has exceeded that every quarter.**</p>																																								

Comments About Desirable Characteristics		<p>General Comments & Explanations:</p> <p>*This measure seems to have little connection with the activity of providing safe housing for children. Children's Administration confirms that they do not have this data, and will un-link this measure from their activity.</p> <p>**Establishing paternity may have benefits (e.g. providing supplemental financial resources for children). If so, then an appropriate target may be changing the direction of the trend.</p>
<p>Relevance: Low - this measure has little to do with the results or mission of the Crisis Residential Center</p>	<p>Timeliness: Quarterly data is reasonable.</p>	
<p>Understandability: The measure itself is understandable, although its tie to the Crisis Residential Center isn't clear.</p>	<p>Reliability: Children's Administration does not use, or have data for, this measure, so can't vouch for its reliability.</p>	
<p>Comparability: Children's Administration does not use, or have data for, this measure, so can't vouch for its comparability.</p>	<p>Cost Effectiveness: Children's Administration does not use, or have data for, this measure, so can't vouch for its cost-effectiveness.</p>	

Example Activity Measure Assessment (cont.)

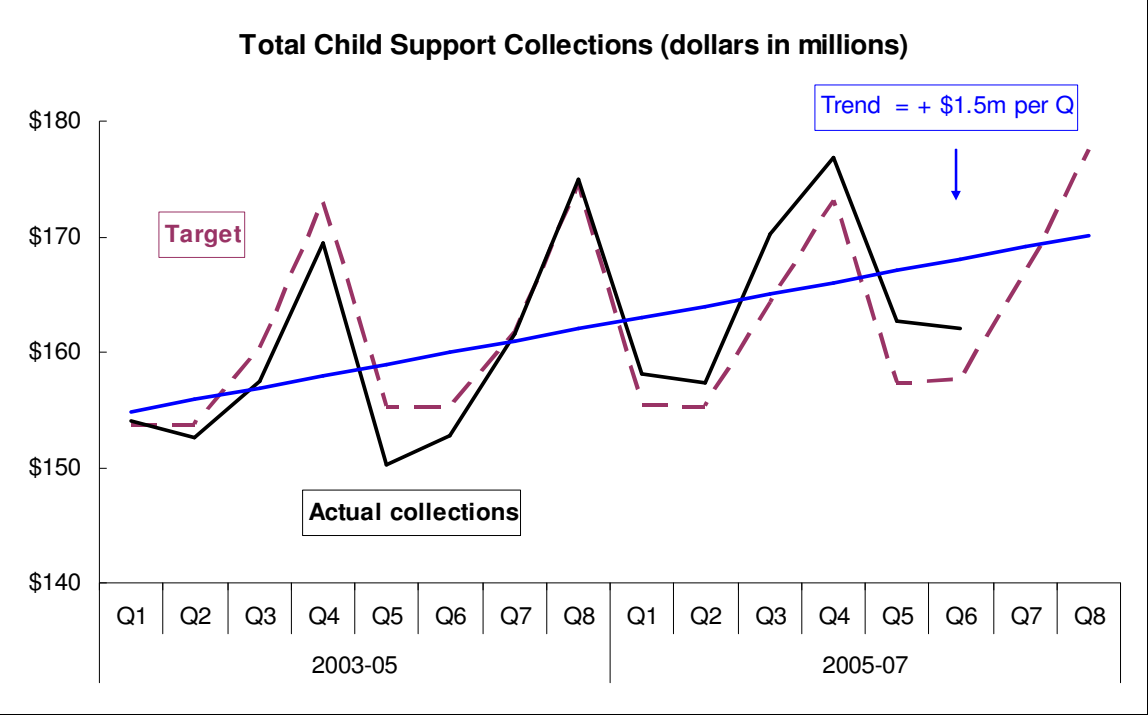
Performance Measure Description: Total child support collections, in millions of dollars - 1FA0

Budget Activity Links: Child support enforcement (F010), Child Support Recoveries (F011)

Category of Measure: Child support collected is an output of these activities

Analysis of Variation: There is a stable, predictable trend of increasing collections. The process has a regular cycle with peaks in March to June (Q4 and Q8) due to IRS tax return recoveries.

Analysis of Targeted vs. Actual Performance: Performance has exceeded the target for six quarters in a row.



Comments About Desirable Characteristics

Relevance: Very relevant	Timeliness: Good
Understandability: Very good	Reliability: Good
Comparability: Good	Cost Effectiveness: Good - also used for GMAP.

General Comments & Explanations:

- Not much to say - a good measure with performance going the right direction.

When is it Our Turn?

Completed Assessments

Department of Information Services (Pilot)
Spokane Intercollegiate Research & Technology Institute
Eastern Washington State Historical Society
Department of Social & Health Services
Washington State Patrol
Board of Industrial Insurance Appeals
Department of Community Trade & Economic Development
Department of Fish & Wildlife

In Process

DSHS Alcohol & Substance Abuse
DSHS Vocational Rehabilitation
DSHS Juvenile Rehabilitation
DSHS Special Commitment Center
CTED Housing and Local Government
Department of Natural Resources
Department of Health
Public Printer
Parks & Recreation
Office of Women's & Minority Business Enterprise
Indeterminate Sentence Review Board
Department of Ecology

Next

Department of Financial Institutions (May)
Department of General Administration (May)
Department of Corrections (June)
Department of Archaeology and Historic Preservation (June)
Department of Licensing (June)

Contact Information

For any of the following, please contact the individuals listed on this slide:

- Copies of completed assessments
- Answers to questions about the assessments
- Get your agency on the assessment request list

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