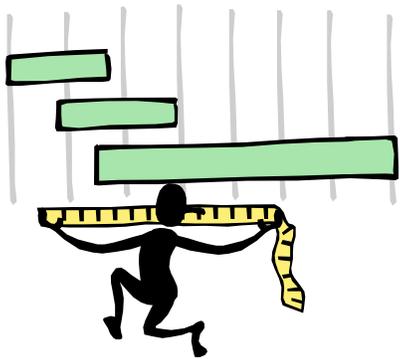


Performance Management



***Performance
Measurement Made
Simple***

Performance Management Key Terms

*Unless you are keeping score, it is difficult to know whether you are winning or losing.
This applies to ball games, and no less to government productivity.”*

-Harry P. Hatry
The Urban Institute

1. **Goals** provide direction to the work, services, programs, and activities of an organization that is consistent with a mission

Goal Criteria:

- i. Provide general guidance and direction to the mission, and
- ii. Provide general ends to stated purpose.

Example Goal: Contribute to a clean and healthy environment through regular collection of refuse from properties within the city.

2. **Objectives** are measurable statements about the end result that a service or program is expected to accomplish usually with an implied or explicit time frame.

Objectives Criteria

Objectives should be “**SMART**”

- i. **S**pecific
- ii. **M**easurable
- iii. **A**ggressive but attainable
- iv. **R**esult-orientated
- v. **T**ime-Bound

Example Objectives:

By the end of the fiscal year, minimize the non-operative time of refuse collection crews due to employee absences, injury, or vehicle breakdown and thereby ensuring on schedule service 95% of the time.

By the end of the fiscal year, provide a minimum of two (2) Family to Family (F2F) certification trainings for those wishing to be certified instructors and teach the F2F across Ohio.

3. **Performance Measures and Performance Indicators** are quantifiable (qualitative and/or quantitative) enduring indicators of the extent to which SMART objectives are being achieved. It tells you **what** you will be measuring.

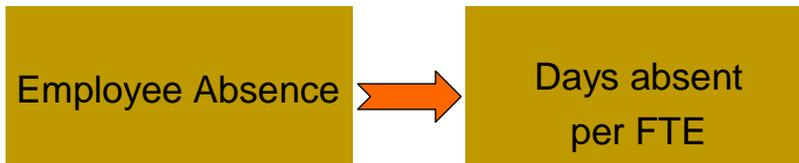
Measures and Indicators

Measures:

The phenomenon to be tracked.

Indicators:

The formula, or calculation; the number recorded



It is important to recognize that a variety of performance measures are needed to make management decisions. Each kind of measure is valuable for specific purposes and will be of particular interest to different stakeholders and constituencies. No one measure should be allowed to “trump” the others. Considered together, they afford a more complete picture of your organizations operation and progress towards its goal.

Types of Measures

Input Measure	How much and how many resources your organization consumed
Output Measure (Workload)	“How much?” or “how many?” or your product or service you produced and delivered.
Efficiency	“How efficiently” you produced them, relating output to resources consumed <i>How much cost did it take to produce a specific output</i>
Outcome (Effectiveness/Impact)	“How well” or what impact you had after you delivered them.
Cost-Effective (Productivity)	A combined view of efficiency and effectiveness: How many resources it took to make an impact. <i>How much cost to produce specific outcome</i>

- a. **Input Measure** tells how many resources a program consumes to deliver its product (i.e. outputs and outcomes), usually over a specific period of time

Examples Input Measures: Includes number of full time employees (FTE's), labor hours, raw materials, or budget for office supplies.

- b. **Output Measure (also known as a workload measure)** describes number of units produced, service provided, or people served. It tells you “how much” or “how many” of your product or services you produced, but not how efficiently they were generated or for what effect.

Output measures are often mistaken for outcome measures. Outcome measures assess how effective or successful a program has been. Outputs alone cannot tell management how successful the program has been.

How much work a program does (output measure) is different from how well a program is working (outcome measure).

Example Output Measures: Number of home health care visits provided to elderly, number of trainers certified or number of emergency units dispatched.

- c. **Efficiency Measure** relates the input measures to output measures and is a measure of cost or the amount of other resources per unit of output. They are often expressed in ratios.

Examples: Cost per application processed, cost per lane mile, or units produced per labor hour.

- d. **Outcome Measure (also known as effectiveness/impact measure)** describes whether the products or services delivered achieved their goal or objectives, and as defined meet the needs of the client. In another words, “how well” or what impact you had after you delivered them (e.g., indicators of quality and progress).

Outcome Measure Examples: Percentage of participants in a job training program who got a job in their field, percentage of customers satisfied with taxpayer assistance, measles cases, per 1000 population.

- e. **Cost Effectiveness Measure (also known as productivity measure)** is a combined view of efficiency and outcome (effectiveness) measure. How many resources it took to make the impact.

Cost Effectiveness Measure Example: Cost to the agency for each vacancy filled successfully and permanently.

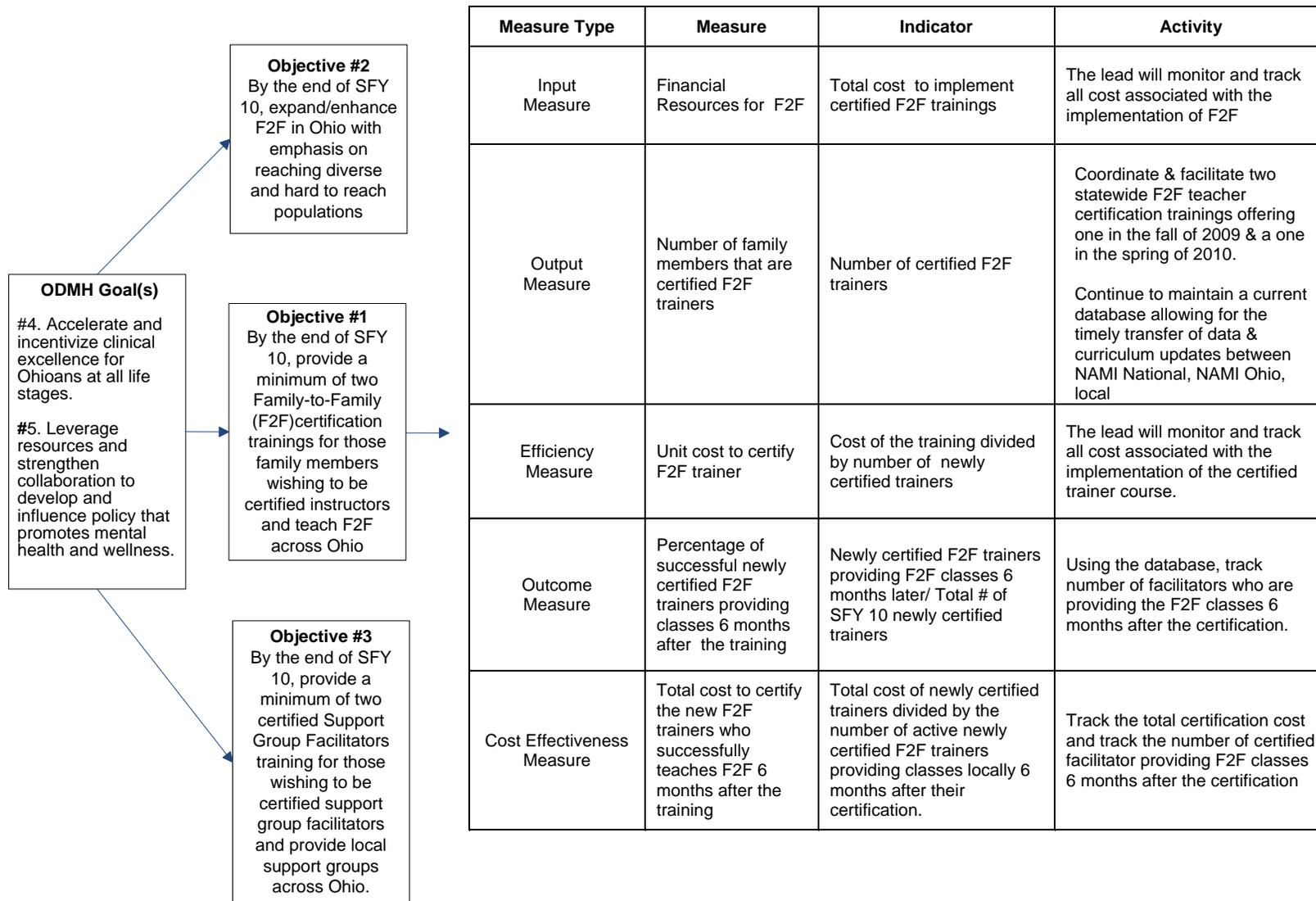
Activities

- Action verb and describes what will be done to meet the objective.
- Activities may also be those tasks that will be implemented to accomplish one or more of performance indicator.

Impact on the Target Population

- For each objective, there should be projected impact on the target population and/or the mental health system
- Impact answers the question “How are the stakeholders especially SMD consumers, SED children, family members and/or mental health system better now than before the implementation of activities for each of the objective.
- What would be lost if the project was not funded.

Performance Management Fish Tail



Directions for Completing Performance Measure Worksheet (PMW)

Purpose of the PMW

The PMW serves several functions: 1) Standardized document and format to be used for ODMH funded projects 2) Proposed document includes objectives, activities to achieve objectives and performance indicators to be accomplished by Sub-Awardee and 3) Quarterly Reporting mechanism for the performance indicators that allows the ODMH Project Lead to monitor the progress of each project.

Completing the PMW:

Sub-Awardee should be using the companion document Performance Measurement Made Simple when developing objectives, activities and performance indicators. The Performance Measurement Made Simple Document walks the ODMH Project Lead & Sub-Award Lead through the development of objectives, activities and performance indicators. It is highly recommended that the Sub-Award Lead review this document to ensure that the objectives, activities and performance indicators are in the proper format. Do not change the font, page layout or margins for this may interfere with the formatting of the PMW template.

Directions for Completing:

The PMW document is a form document. When **completing** the Performance Measurement Worksheet (PMW), applicants should refer to the Performance Measurement Made Simple document and the examples contained within the document. Using the PMW template, complete the appropriate **gray cells located in:**

Items a-p as listed on PMW template:

- a. **Project Name:** Type in the name of the Project (i.e., Family to Family, Supported Employment)
- b. **Sub-Awardee:** Type in Name of the Applicant or Sub-Awardee
- c. **SFY or FFY:** Select the appropriate box and insert time period in the gray cell e.g., 7/1/10 to 6/30/11.
- d. **Reporting Period:** If the Sub-Awardee is reporting on the progress of project, select the appropriate box. Otherwise leave blank
- e. **ODMH Strategic Goal(s):** Select **all** the appropriate goals that the project will meet.
- f. **Objective:** One objective for each table. If there are several objectives, there will be several tables. Using the of Performance Measurement Made Simple document, place **one** objective in the table. Type in grey cell Objective # and then type in Objective.
- g. **Proposed Impact:** Each objective should have at least one proposed impact. Discuss how the stakeholder(s) especially SMD consumers, SED children, family members and/or mental health system are better off as result of the project.
- h. **Activities:** List those activities to accomplish the objective (i.e., implement consumer satisfaction survey). The activity is an action of what will be done.
- i. **Start Date:** Type in the start date of the activity
- j. **End Date:** Type in the end date of the activity
- k. **Performance Indicator:** List each performance indicator for the activity(s). One or more activities may have the same performance indicators (i.e. surveys collected or number of trainings,).
- l. **Proposed Target # for FY:** Projected number

Items d, m-p are only completed when the Sub-Awardee is reporting on the progress of project and Items m-o only uses quantifiable numbers:

- m. **Quarterly #:** Report on that quantifiable data (e.g., numbers only) collected during that specific reporting period.
- n. **Cumulative to Date:** Aggregate report on all quantifiable data (e.g., numbers only) collected to date.
- o. **Year-End Estimate:** Type in the projected quantifiable number to be reached for the fiscal year. This column allows the Sub-Award to adjust the projected target.
- p. **Actual Impact:** Discuss how the stakeholder(s) especially SMD consumers, SED children, family members and/or mental health system are better off as result of the project. This may not be known till the last reporting period and may be blank in during early reporting periods.

Correctly Completed PMW

a. Project Name	Adult Training	b. Sub-Awardees: NAMI Ohio
c. Time Period	<input checked="" type="checkbox"/> State Fiscal Year (SFY) 7/1/10-6/30/11 <input type="checkbox"/> Federal Fiscal Year (FFY) insert time period	d. Reporting Period: If applicable check appropriate box <input type="checkbox"/> Jul-Sep <input type="checkbox"/> Oct-Dec <input type="checkbox"/> Jan-Mar <input type="checkbox"/> Apr-Jun
e. ODMH Strategic Goal(s)	<input type="checkbox"/> 1. Restructure Ohio's mental health system to reduce disparities, achieve efficiencies, & assure equitable access to effective core services & supports. <input type="checkbox"/> 2. Support the recruitment, development and retention of an efficient, qualified, diverse and culturally competent workforce. <input type="checkbox"/> 3. Reform internal & external processes and regulatory framework to align the mental health system with emerging health technology standards. <input checked="" type="checkbox"/> 4. Accelerate and incentivize clinical excellence for Ohioans at all life stages. <input checked="" type="checkbox"/> 5. Leverage resources and strengthen collaboration to develop and influence policy that promotes mental health and wellness. <input type="checkbox"/> 6. Execute a rapid contingency planning process to address critical events/changes in the environment	

f. Objective	Objective#1: By the end of SFY 10, provide a minimum of 2 Family-to-Family (F2F) certification trainings for those family members who want to be certified instructors and teach F2F classes across Ohio.							
g. Projected Impact on the target population(s) / mental health system	<p>NAMI Ohio's continued provision of F2F instructor certification training allows affiliates to provide F2F classes statewide. Consequently more affiliates will offer classes more frequently and reach more families of varied backgrounds. The participants will have better understanding of diagnoses, treatment, the impact of mental illness on consumers and ultimately be empowered to advocate more effectively for their loved ones. NAMI affiliates will have a qualified, reliable, diverse and committed pool of instructors to teach F2F classes across the state. There is nothing more empowering than having a consumer and family driven mental health system.</p> <p>ODMH and other funders will get an excellent return for investing in NAMI programs and initiatives.</p> <p>Additionally by collecting training evaluations, NAMI National will update and improve the curriculum accordingly.</p>							
h. Objective Activities	i. Start Date	j. End Date	k. Performance Indicator associated with the Objective	l. Proposed Target # for FY	m. Quarterly #	n. Cumulative # Year to Date	o. Year-End Estimate	p. Actual impact on the target population(s) / mental health system
The lead will monitor and track all cost associated with the implementation of F2F.	7/1/09	6/30/10	Total cost to implement certified F2F trainings	\$28,600				
Coordinate & facilitate two statewide F2F teacher certification trainings and maintain a current database.	7/1/09	6/30/10	Number of family members that are that are certified F2F trainers	50				
The lead will monitor and track all cost associated with the implementation of the certified training course	7/1/09	6/30/10	Unit cost to certify F2F trainer cost	\$550				
Using the database, track number of facilitators who are providing the F2F classes 6 months after the certification.	7/1/09	6/30/10	Newly certified F2F trainers providing F2F classes 6 months later/ Total # of SFY 10 newly certified trainers	30				
Track the total certification cost and track the number of certified facilitator providing F2F classes 6 months after their certification	7/1/09	6/30/10	Total cost to certified new F2F trainer divided by the number of active newly certified F2F trainers providing classes locally 6 months after their certification	\$986				