



Designing Outcomes-Oriented Performance Measures for Social Services

Presentation

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February 2001

Presented at:

Measuring and Improving Social Service
Programs in Government Conference
Sacramento, California

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Designing Outcomes-Oriented Performance Measures for Social Services

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Task: Develop Agency Level Performance/Outcome Measures

- Show achievements of the San Mateo Human Service Agency and its partners
- Reflect the well-being of *client (and potential client) populations*
- Link agency activities to community goals
- Focus on outcomes
- Distill very complex, multi-faceted programs into a few reported measures

Agency Measures Fall Between Community Indicators and Program Measures

- Community indicators
 - Reflect the well-being of the *whole population*
 - Involve complex social, economic and government interactions
 - May or may not directly tie into agency activities
- Program performance measures
 - Conceptually similar to agency measures, but more detailed
 - Reflect the well-being of *client sub-populations*
 - Closely linked with program implementation
 - Can be built into contracts or program criteria

Outline

1. Defining program outcome areas
2. Developing outcome measures
3. Linking outcome measures to planning and budgeting
4. Conclusions

Defining Program Outcome Areas

- Draw on:
 - Agency mission statement
 - Strategic plans
 - Community goals
 - San Mateo County “Visioning Project”
 - Intent of individual programs
- Challenge: Social service agencies implement many different programs with different, although often overlapping, goals

Five Step Strategy For Defining Program Outcome Areas

HSA Strategy:

1. Identify broad outcome areas
2. Assign programs to areas
3. Create program outcome statement for each area
4. Define outcomes that:
 - a. Demonstrate success in each aspect of outcome statement
 - b. Reflect common goals of individual programs in that area
5. Repeat as necessary to refine

OUTCOME-BASED MANAGEMENT AND BUDGETING: SAN MATEO HUMAN SERVICES AGENCY PROGRAM OUTCOME STATEMENTS		
ECONOMIC SELF-SUFFICIENCY	SUPPORTIVE SERVICES	COMMUNITY CAPACITY BUILDING
Promote economic self-sufficiency for individuals and families by providing employment related support and career development services while simultaneously providing temporary financial assistance.	Promote individual and family strength by providing a continuum of prevention, assessment, intervention, and treatment services that maximize child well-being, family stability, and self-reliance.	Promote a diverse, healthy, thriving community by providing leadership, funding resources and services that sustain, strengthen and increase community capacity to serve San Mateo County residents, organizations and businesses.
<p>Example Programs:</p> <p>California Work Opportunity and Responsibility to Kids (CalWORKS) General Assistance (GA) Work First Welfare to Work Workforce Investment Act (WIA) Workforce Development: Employee Services Career Advancement through Supported Hours (CASH) Vocational Rehabilitation Work Center Benefits Assistance Advocacy Supplemental Security Income/ State Supplemental Payment (SSI/SSP) Cash Assistance Program for Immigrants (CAPI)</p>	<p>Alcohol & Other Drug Treatment Child Welfare Case Management Emergency Response Family Reunification Long Term Foster Care Adoptions Foster Family Agency (FFA) Family Self Sufficiency Team (FSST) Rental Assistance (vouchers) Transitional/Emergency Shelter Housing Opportunities for People with HIV/AIDS Medi-Cal Food Stamps Child Care Family Resource Centers</p>	<p>SOCIAL CAPITAL Alcohol & Other Drug Prevention Foster & Adoptive Home Recruitment Family Resource Centers Workforce Development: Employer Services Supportive Housing Individual Development Account -IDA</p> <p>PHYSICAL CAPITAL Housing Rehabilitation Public Housing Community Development Block Grant (CDBG) Programs Affordable Housing/Home Grant Transportation Transitional Housing for Youth</p>

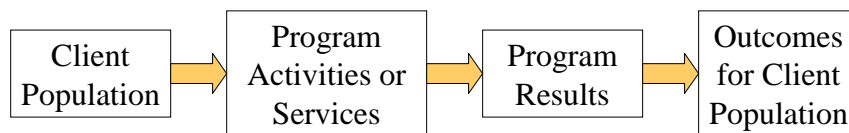
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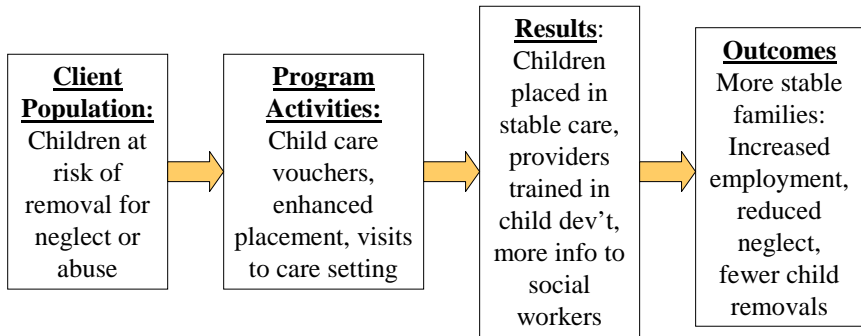
Developing Outcome Measures Starts with the Program Outcome Statement

“Promote economic self-sufficiency for individuals and families by providing employment-related support and career development services while simultaneously providing temporary financial assistance.”

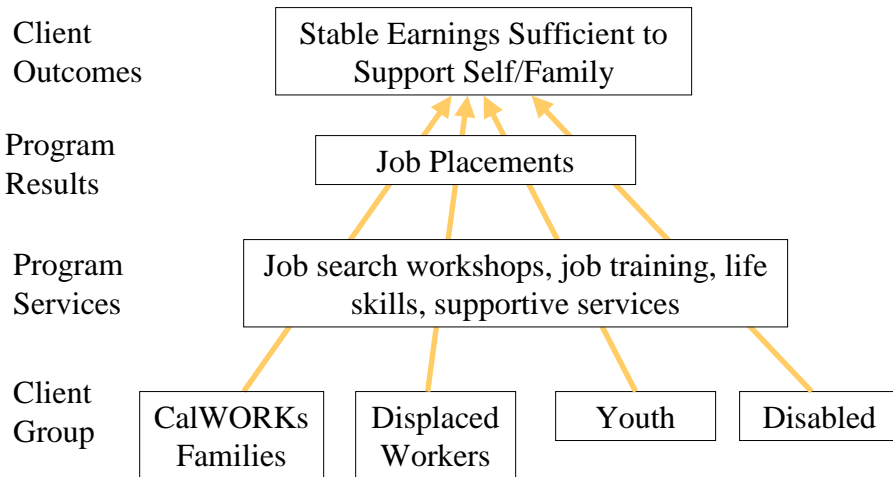
Measures Draw On Concept of How Programs Lead to Outcomes



Example: Child Care Assistance For At-Risk Children



Various HSA Programs Serve Different Groups to Reach the Same Outcomes



A Good Performance/Outcome Measure Is...

1. Meaningful

- Relevant to audience but clearly linked to agency activities
- Understandable and clearly defined
- Comparable over time or across organizations

2. Reliable

- Accurately represents what is being measured
- Not susceptible to manipulation
- Balanced or complementary with other measures

3. Practical

- Feasible to collect in a timely manner
- Can proxy for other measures

A Measure Is *Just* A Measure

- A performance or outcome measure quantifies the current status of the program.
- Making a comparison is the next step:
 - Option 1: Baseline
 - The initial level or trend against which to compare future performance. (Is it up? Down? Up or down more than before?)
 - Option 2: Target
 - A specific goal established by the agency or other stakeholders.
 - Option 3: Benchmark
 - The highest performance level achieved by other comparable agencies.

Examples from the HSA Measures

Number and percentage of:

- CPS children returned home with no repeat report of abuse after 9 months
- Children served through Family Resource Centers reading at grade level by the end of grade three
- One-Stop participants employed with benefits 6 months after placement
- Housing clients maintaining housing for 12 months
- Clients reducing or abstaining from alcohol and drug use 3 months post-intake

Some of The Issues Encountered:

1. Making an Outcome Measurable - % of children in safe homes
2. Why Do We Do This? - Employer Response Teams
3. Outcomes as Inputs - Community Capacity Building
4. Dealing with Detail – Subgroup reporting
5. Dealing with Special Strategies – Family Self-Sufficiency Teams
6. Compromising Due to Data? - % of clients with family income at or above 250% of FPL

Outline

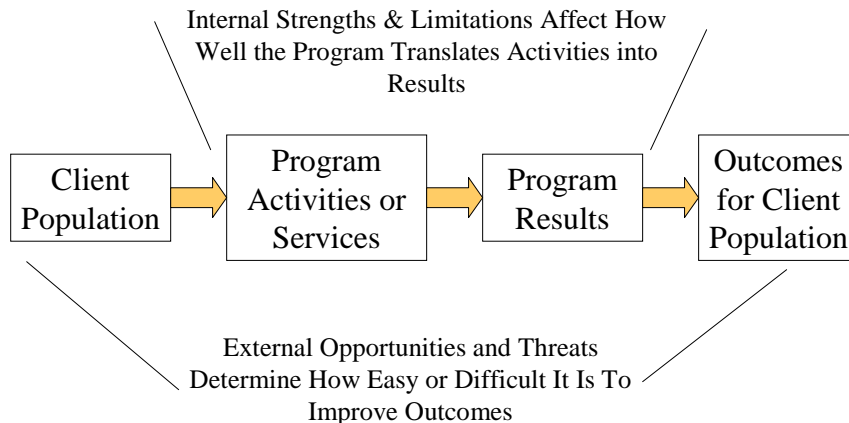
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Using Outcome Measures In Budgeting and Planning

Within the constraints of existing funding streams:

- Examine the logical flow between program activities and outcomes
- Can the links be improved in the path clients-services-results-outcomes?
 - Gaps in services
 - Alternative service delivery strategies
 - Client groups with special service needs
 - Results to better fit desired outcome

Build on Strengths. Use Opportunities. Overcome Limitations. Offset Threats.



Develop Program Priorities To Budget Around Improving Outcomes

- Think outside individual programs
- Outcomes focus emphasizes commonalities across and linkages between programs
- Some improvements can be gained with little additional cost
- Concentrate additional resources where they will have the greatest payoff in outcomes
- Balanced outcome measures are critical to avoiding unintended consequences if budgeting is targeted to outcomes

Outcomes Focus Allows Flexibility in Program Implementation

- Outcome measures capture basic measures of client well-being
- Thus, changes in service delivery don't change the desired outcome measures
- May want quality of service measures to capture differences in implementation
- Outcome measures only change if the goals of the program change

Conclusions: What Outcome Measurement Can and Can't Do

It Can:

1. Determine if agency is fulfilling its mission
2. Demonstrate progress towards objectives
3. Detect potential problems
4. Justify program costs for the public

It Can't:

1. Capture a complete picture of agency activities
2. Prove the agency caused the improvement
3. Show what went wrong
4. Ensure compliance with regulations