



Misunderstandings and Opportunities in Managing For Outcomes

Harry P. Hatry
29 September 2011
Warsaw

1

Ultimate Purposes of Monitoring for Outcomes

- To Improve Services to Citizens
- To Make Government More Accountable to the Public

2

Two Topics

- Getting Good Information on Results
- Using the Information

3

Performance Measurement vs. Program Evaluation

	<u>PROGRAM EVALUATIONS</u>	<u>PERFORMANCE MONITORING</u>
Frequency:	Irregular	Regular, Continuing
Coverage:	Done on only a few programs	Covers most programs
Depth of Information:	Seeks reasons for poor performance	Only tells “the score”, not WHY
Cost	High for each study	Cost spread out
Utility	Major program Decisions	Continuous program Improvement

4

Types of Performance Information

1. Inputs: Costs, Staff Time
2. Outputs (Amount of Work Completed)
3. Outcomes
 - ◆ Intermediate (including “quality”)
 - ◆ End
4. Efficiency
 - ◆ Amount of input per unit of output
 - ◆ Amount of input per unit of outcome

5

Outputs and Outcomes

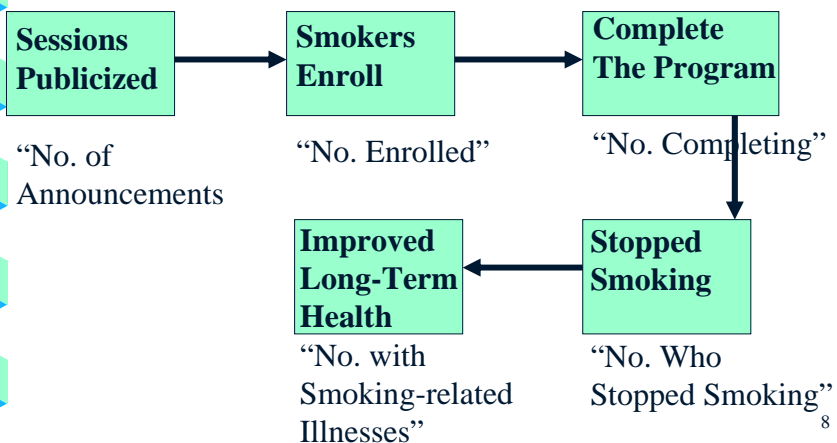
- | | |
|----------------------------|---|
| 1. Patients served. | 1. Patients health improved. |
| 2. Roads repaired. | 2. Roads in good condition. |
| 3. Training programs held. | 3. Trainees helped by the program. |
| 4. Crimes investigated. | 4. Criminals convicted of crimes |
| 5. Potable water produced | 5. Sufficient amount of potable water received by consumers |

6

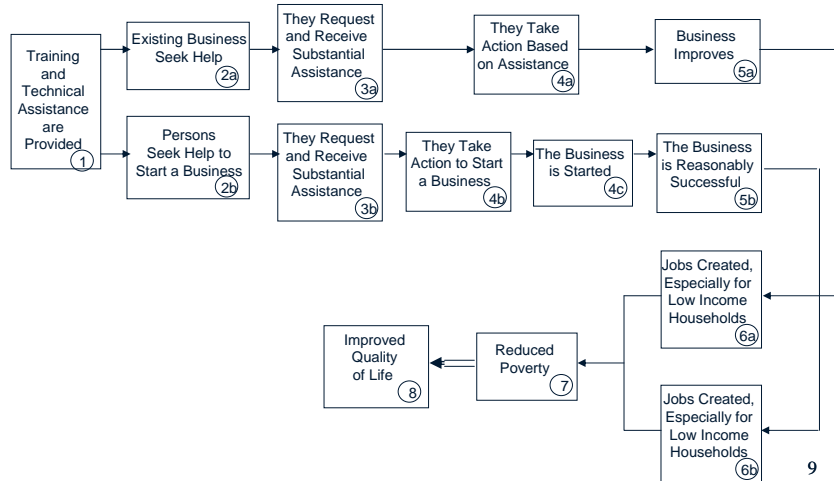
Track Both “Intermediate” (Including Quality-of-Service-Delivery) and “End” Outcomes

7

Example of a Outcome Sequence Chart: A Stop-Smoking Program



Small and Medium Business Support Service Outcome Sequence Chart ("Logic Model")



9



DATA SOURCES

- Agency Records
- Citizen Surveys
- Trained Observer Rating Procedures
- Special Equipment

10

Information from Agency Records

- Number of staff in primary schools (input)
- Number of km of road repaired (output)
- Number of water pipe breakdowns per month (intermediate outcome)
- Response time by the fire department to emergency calls (intermediate outcome)
- Incidence of hospital illness and deaths (end outcome)
- Cost per kilometer of road maintained (efficiency)

11

Information Obtainable From Citizen Surveys

1. Citizen's condition (income, health, employment, housing)
2. Ratings of service quality
3. Ratings of citizen confidence, trust, corruption in government
4. Explanations for poor ratings
5. Suggestions for improving the service

12



TYPICAL SERVICE QUALITY CHARACTERISTICS

1. Timeliness/Wait Times/Backlogs
2. Staff Helpfulness/Knowledge
3. Pleasantness/Friendliness/Courteousness
4. Convenience/Accessibility
 - Of Location
 - Of Hours Of Operation
 - Customer Can Reach Someone To Talk To
5. Awareness Of Program Services
6. Overall Customer Satisfaction

13



Two Major Survey Categories

- Surveys of households
- Surveys of the customers of particular services

14

Questionnaire for Facility Users

Excellent Good Fair Poor

1. Hours of Operation
2. Cleanliness
3. Condition of Equipment
4. Physical Attractiveness
5. Safety
6. Crowdedness
7. Helpfulness of staff
8. Overall

15

Trained Observer Ratings: Definition

Ratings are based on observations made by trained persons using a standardized rating scale

- ✓ Low cost
- ✓ Easy to understand
- ✓ Actionable

16



Trained Observer Rating Applications

- Internal / external housing conditions
- Road condition
- Neighborhood sanitary conditions
- Quality of food in institutions
- Landfill conditions
- Physical access to drinking water
- Physical conditions of facilities -- health clinics, schools, etc.
- Pre-school children's readiness to learn
- Functioning level of disabled
- Adequacy of legislation, regulation, or procedures

17



Rating Scales Can be Based on:

- Detailed wording descriptions
- Photographs
- Drawings
- Combination of these

18

Sample Road Condition Grade



19

Sample Rating Scale: Cleanliness



Condition 1



Condition 2



Condition 3



Condition 4

20

Who Does the Ratings?

- Agency employees
- Citizen volunteers
- Students/Youth
- Contractors – NGOs or businesses

21

Ratings Using Hand Held Computers: Parks Example

Rate Ladies' Restrooms (19 records)

Record Edit Option

7.3. Ladies' Room Walls Dirty or Stained

No Problem Notes (optional)

Limited some graffiti

Widespread

7.4. Ladies' Room Floor Dirty, Stained, Littered or Wet

No Problem Notes (optional)

Limited

Esc 1 2 3 4 5 6 7 8 9 0 - =

Tab q w e r t y u i o p []

CAP a s d f g h j k l ; ' .

Shift z x c v b n m , . / ←

Ctl á ú ` \ | } ~ →

Start

7/30/00 8:55p

- Enter data using a keypad or stylus
- Tap on the screen just as you would “point and click” on a desktop computer
- Data entry into a computer is very quick, easy, and fun

22



Analyzing and Using the Outcome Information

23



Breakout Outcomes by Key Characteristics!

Data for each outcome measures should be broken out (disaggregated) to show outcomes for different sub-groups.

24



Two Major Breakout Categories

- By Customer characteristics
- By Service Characteristics

25



Typical Useful Breakouts and Comparisons

Client Characteristics

- Age group
- Gender
- Race/ethnicity
- Income group
- Handicap status
- Clients' problem difficulty

26

Typical Useful Breakouts and Comparisons (con't)

Service Characteristics

- Type of service provided individual clients
- Amount of service provided individual clients
- Individual offices/facilities (if more than one)
- Individual “case worker” (for internal use only)

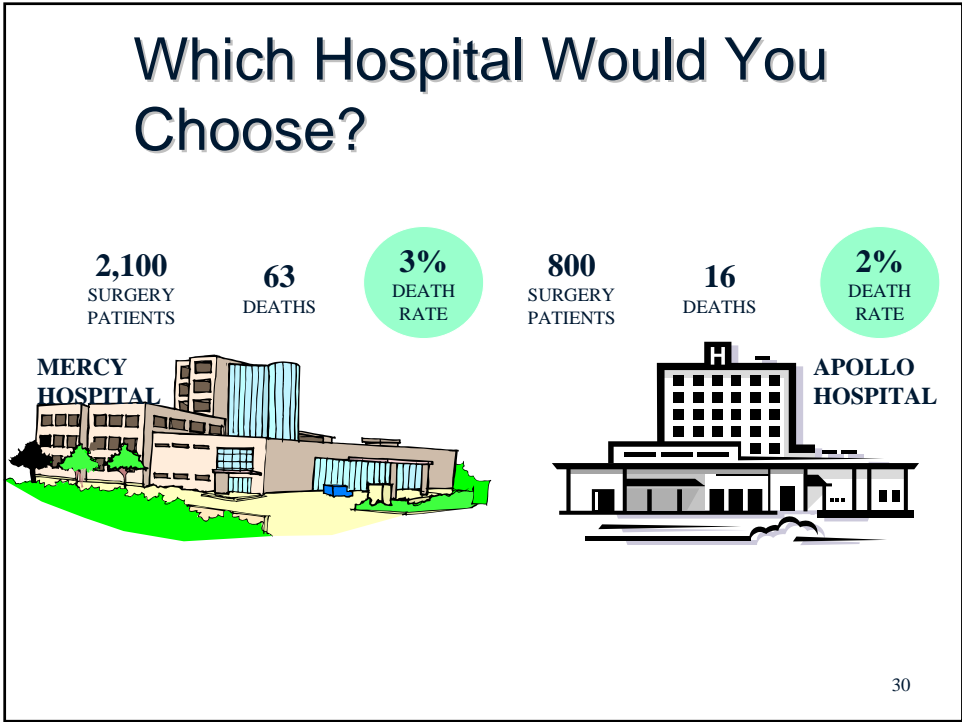
27

Percent of Clients That Reported The Program's Assistance Had Helped Them Improve Their Business

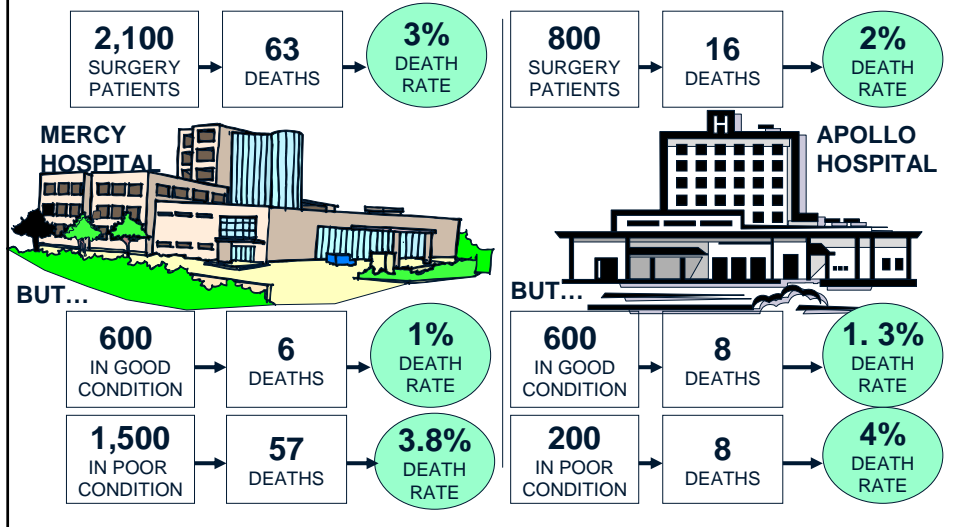
	N	Very or Somewhat Helpful	Target	Difference (Percentage Points)
<u>Number of Days of Assistance</u>				
1 - 2	15	53%	60%	-7
3 - 4	31	55%	60%	-5
5+	10	30%	60%	-30
<u>Office</u>				
Office #1	37	49%	60%	-11
Office #2	19	53%	60%	-7
<u>Caseworker</u>				
A	19	63%	60%	3
B	18	50%	60%	-10
C	19	37%	60%	-23

28

Percent of Clients That Reported The Program's Assistance Had Helped Them Improve Their Business				
	N	Very or Somewhat Helpful	Target	Difference (Percentage Points)
Number of Days of Assistance				
1 - 2	15	53%	60%	-7
3 - 4	31	55%	60%	-5
5+	10	30%	60%	-30
Office				
Office #1	37	49%	60%	-11
Office #2	19	53%	60%	-7
Caseworker				
A	19	63%	60%	3
B	18	50%	60%	-10
C	19	37%	60%	-23



Which Hospital Would You Choose?



Percent of Clients Improved Twelve Months After Service Completion

Education	N	Attended Short Program	Attended Long Program	Total
Less than High School	80	25%	75%	63%
At least High School	180	50%	50%	50%
Total	260	46% (120)	61% (140)	54% (260)

Action potentially needed?

Encourage clients with low education to attend the long program, but not other clients. Perhaps use these figures to help convince clients.

Undertake Data Comparisons

Compare latest outcome data:

- To Past Performance
- To Targets
- Across “Customer” Characteristics
- Across Different Types and Amounts of Service

33

Seek Explanations For Unexpected Findings

- Make “Proving Explanations” an Integral Part of the Performance Measurement Process

34

Sources for Explanations

- Interview program staff
- Review responses from customer survey
- Review assumptions identified during project design – What did not occur as anticipated?
- Use findings from in-depth evaluations

Making the Information Useful and Used (1)

1. Breakout the Data and Make Comparisons
2. Set Targets for Each Outcome Indicator
3. Report Provide Data Regularly (e.g., quarterly, monthly) – and Soon After Reporting Period
4. Seek Explanations for Unexpected Findings
5. Make Reports “Reader Friendly”



Making the Information Useful and Used (2)

6. Provide Recognition Awards (non-monetary)
7. Use “Performance Contracting”
8. Provide Education/Training in Results-Based Management to All Employees
9. Hold “How Are We Doing?” Program Review Sessions (“Performance STAT”)

37



Hold “How are We Doing?” Program Reviews Sessions

38



Legislating for Results

Provide Assistance to Legislators
and their Staffs in Using
Outcomes

Role of Cost-Benefit and Cost- Effectiveness Analysis

- Both are used to examine **future** options
- Both need estimates of the cost and impacts of each option
- C-E compares the costs and impacts of each option
- C-B then also estimates a monetary value for each benefit for each option—providing a single cost-benefit ratio.



Avoid the Crocodiles

Improve Services For
Your Country's
Citizens!