Slides for today's webinar are available on the CIHS website at:

http://www.integration.samhsa.gov/mai-coc-grantees-online-community/webinars
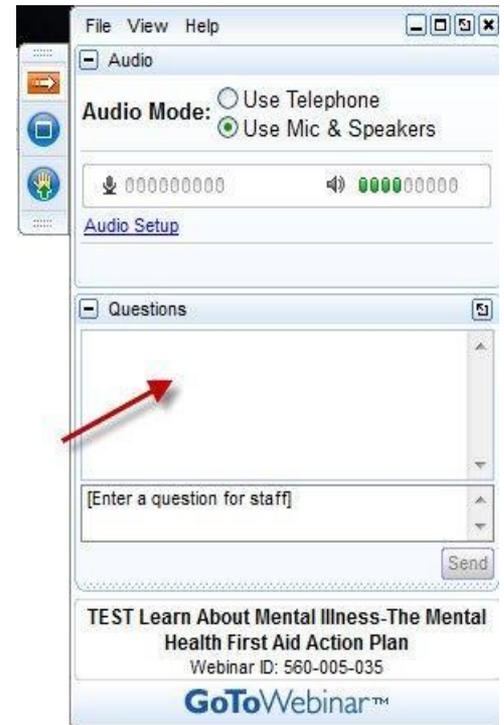
How to ask a question during the webinar

If you dialed in to this webinar on your phone please use the "raise your hand" button and we will open up your lines for you to ask your question to the group. **(left)**

If you are listening to this webinar from your computer speakers, please type your questions into the question box and we will address your questions. **(right)**

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Learning Objectives

At the end of this session, grantees will be able to:

- ✓ Refine their program's goals and objectives
- ✓ Develop strategies to achieve the goals and objectives
- ✓ Develop a performance measurement tool to gauge whether the program is meeting their goals and objectives
- ✓ Assess their progress on performance measures
- ✓ Develop a program performance evaluation plan to collect and report on evaluation data

Refining program goals and objectives

- Goals are over-arching and should relate to the funding initiative's purpose and goals

- Objectives should be stated in measurable terms using the following S-M-A-R-T acronym* as a guide:
  - ✓ S-specific, state one thing to be accomplished at a time
  - ✓ M-measurable (is there is a way to get the data?)
  - ✓ A-attainable within the project period and resources
  - ✓ R-relevant to the project goals
  - ✓ T-time-bound (phrased in terms of target dates/periods)

The meaning of the "A" and "R" might vary in some specifications of the acronym, but the variations essentially guide the writing of the objectives in the same manner.

Developing strategies to achieve the goals and objectives

Strategies--specific actions to reach milestones and eventually achieve objectives

Goal:

Increase access to HIV and hepatitis testing services.

Objective:

By the end of each project year, provide HIV and hepatitis screening to 100 new participants.

Strategies:

Hire and train culturally competent staff.

Conduct outreach in community settings or in-reach within agency.

Provide peer support.

What is performance measurement?

 "Performance measurement is the regular collection of data to assess whether the correct processes are being performed and desired results are being achieved."

QUESTIONS TO ANSWER:

- Is progress being made toward desired goals?
- Are appropriate activities being undertaken to promote achieving those goals?
- Are there problem areas that need attention?
- Are there successful efforts that can serve as models?"

FOCUS: Less on the individual provider and more on the organization/program as a whole to evaluate whether an adequate structure and correct processes are in place to achieve the goals.

What does a performance measure look like?

A performance measure can be a number, but several typically have several components:

Numerator: The number of individuals who meet the definition of the measure

Denominator: The number of individuals who are considered eligible

Exclusion (optional): Certain individuals who should be subtracted from the denominator of an individual measure

Sample Performance Measure (Process): Description and Reference Sources

Name	Description	Numerator (Top#)	Denominator (Bottom#)	Source	Reference
Behavioral Health Disorder Screening	Percentage of individuals age 18 or older who had a BHD screening	Individuals in the denominator who received one or more screenings during the measurement year	All individuals aged 18 or older during the measurement year	National Committee for Quality Assurance (NCQA) **National Quality Forum (NQF)**	National Committee for Quality Assurance (NCQA)
Example	60% (600/1,000)	600	1,000		

Types of Performance Measures

There are three main types of measures:

Structural: Measures the organization's capacity and the conditions in which care/service is provided by looking at factors such as an organization's staff, facilities, or health IT systems.
Example: Adoption of SBIRT.

Process: Measures how services are provided, i.e., whether an activity proven to benefit individuals was performed, such as conducting a screening.
Example: Behavioral Health Disorder Screening (BHD) - The percentage of individuals with a BHD screening.

Outcome: Measures the results of care/service. This could include whether the individual screened (assuming, he/she was referred for services) improved. Example: Percent of screened patients showing reduced "symptoms" on follow up BHD screening.

Developing a performance measurement tool: Key Steps

12 Steps for Designing and Implementing a Performance Measurement System*	
1.Identify the organizational champions of change (sustained leadership).	**7. Develop logic models for the program for which performance measures are needed.**
2. Understand what a performance measurement system can and cannot do—discover patterns, make comparisons against benchmarks, yield trends over time.	8. Identify constructs intended to represent performance for aggregations of activities or the whole program.
3. Establish multiple modes of communicating/ sharing info, identifying problems, solving problems.	9. Involve affected stakeholders, including consumers, in the review of the logic model and proposed tool.
4. Clarify the expectations for the uses.	**10. Measure the key constructs (quantitative and qualitative data sources).**
5. Identify resources available and sufficient to free up the time and needed expertise.	11. Record, analyze, interpret (with input from consumers and users of the info) and report to all stakeholder groups.
6. Understand organizational history around similar initiatives.	12. Regularly review user feedback and make changes, if needed.

*The six bolded steps are more critical than the others and will vary in importance in each situation.

Developing a performance measurement tool: Critical Steps

Implementing the Critical Steps (#s from previous slide so not in order)	
1.Identify the organizational champions of change (sustained leadership).	Include consumers in the list of considerations.
3. Establish multiple modes of communicating/ sharing info, identifying problems, solving problems.	Develop a dissemination matrix that includes intended audiences (consumers, board members, staff, community at-large), formats for each, and timing of reports.
4. Clarify the expectations for the uses.	Individual or group discussions with representatives of the target audiences, including consumers.
5. Identify resources available and sufficient to free up the time and needed expertise.	**Staff, consumers, leadership, facilities, technology, consultants.**
7. Develop logic models for the program for which performance measures are needed.	Shows how the resources will result in the activities; how these activities yield selected outputs (reach into population to be served, trained staff in place) needed to achieve outcomes (changes in people or systems).
10. Measure the key constructs (quantitative and qualitative data sources).	Collect credible evidence to document progress on performance (processes and outcome objectives)—use evidence-based resources and references, if available.

SAMPLE PERFORMANCE MEASUREMENT TOOL

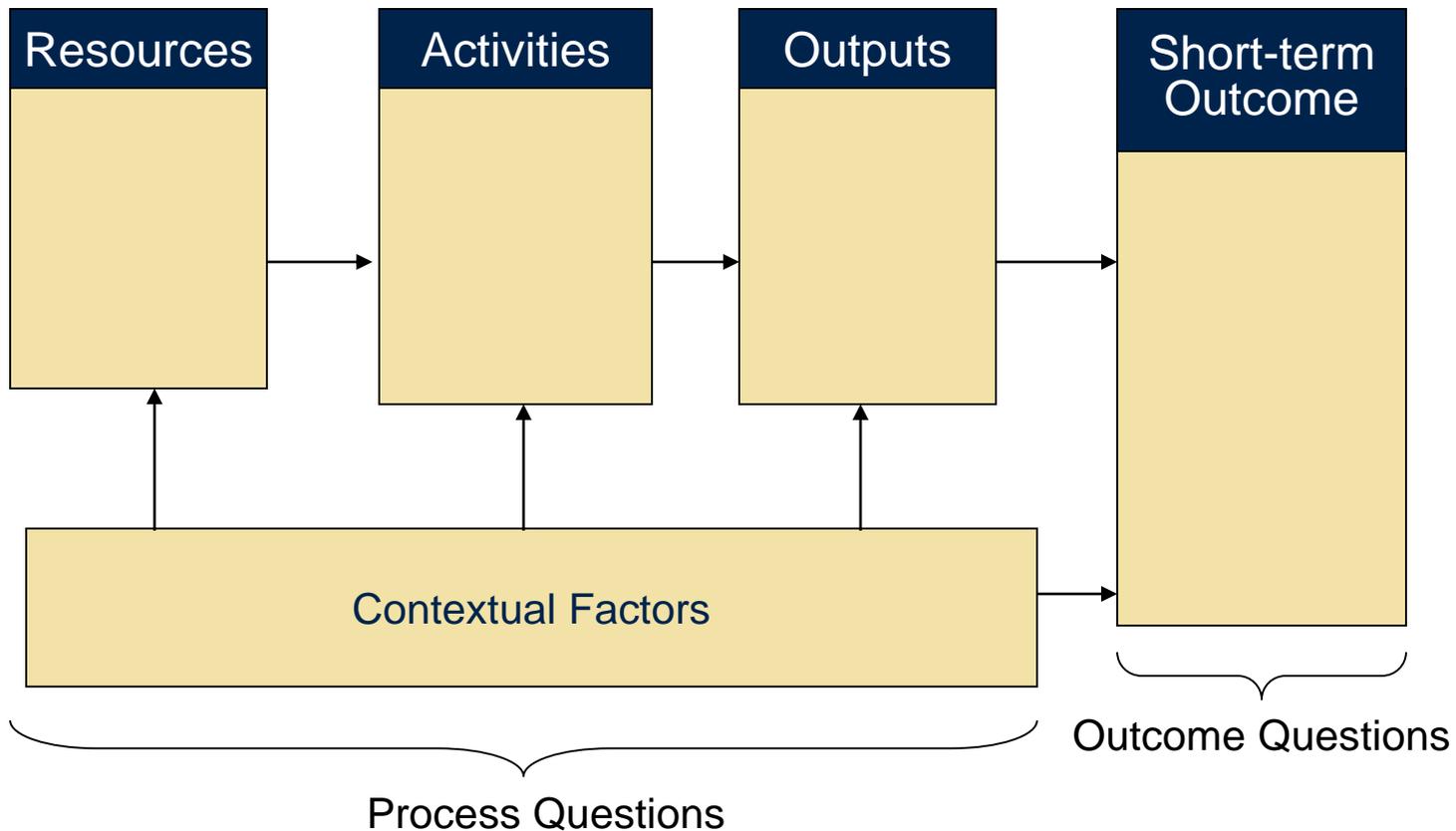| MAI-CoC Construct #	Grantee Construct	Performance Measure	Data Source/Data	Collection Frequency	Uses	Stakeholders	Reporting Format and Frequency
MAI-CoC GOAL:							
Goal #1	Increase access to integrated & co-located behavioral health treatment, and HIV and hepatitis treatment .	# of contacts with potential consumers # of mental health, substance abuse, HIV, and hepatitis screenings # of client appointments with BH counselors # of medical care visits	Bi-annual progress report How many eligible consumers have you identified through your outreach efforts who need any or all of the services offered by the program? How many behavioral health and medical care visits were made for consumers? How many visits were kept?	Real-time for made appts and visits Weekly roll-up Monthly roll-up Bi-annual roll-up	Staff meetings to improve programs, recruitment criteria, enrollment strategies	Consumers Project Leadership Staff Advisory Committee Board	Monthly Report to SAMHSA twice a year Report to funders twice a year

Assessing progress on performance measures

- ✓ Performance measurement systems are usually intended to improve efficiency and effectiveness of programs
- ✓ Decide on patterns of comparisons that will be tracked and how frequently (consider a dashboard)
    - Looking for similar or dissimilar patterns
    - Comparisons with targets or benchmarks
    - Trends over time
- ✓ Determine which constructs are easy to measure and/or showing progress, and those that are difficult

Developing a program performance evaluation plan

1) Use your logic model (a sample follows) to develop evaluation questions for process and outcome performance measures

- Example:
  - Process performance measure:
    - Number of individuals screened for BHD
  - Process objective:
    - By Sept 30, 2015, 100 individuals will be screened for BHD
  - Evaluation question:
    - How many individuals were screened for BHDs by September 30, 2015?

Sample Logic Model Template

Resources → Activities → Outputs → Short-term Outcome

Contextual Factors

Process Questions

Outcome Questions

Developing a program performance evaluation plan: Develop data matrix

Data Matrix Element	Description
Evaluation Question	Based on performance measures and logic model
Measure	What data will you need?
Data Source	From whom or where will data come?
Method of data collection	How will you collect data – interviews, surveys, records review, observation, etc.?
Frequency of data collection	How often will method occur?
Responsible person(s)	Who will decide on, collect, analyze, and report data?
Stakeholders	Who will be involved in decisions and receipt of reports?
Reporting Format and Frequency	How often, in what format, and to whom will reports be delivered? (Use your dissemination matrix)

Developing a program performance evaluation plan: Sample Data Matrix

Eval Q	Measure	Data Source	Method	Frequency	Person Responsible	Stake-holders	Reporting frequency	Comments
How many individuals were screened for BHDs?	# of beh. health screens	Staff logs EHR data	Record review	Weekly	Evaluator Case Managers	Project Leadership Staff	Monthly	
How many individuals were referred to BHD-related services?	# of referrals	Staff logs EHR data	Record review	Weekly	Evaluator Case Managers	Project Leadership Staff	Monthly	
How many participants received BHD, HIV, hepatitis treatment/ prevention services?	# of BH, HIV, hep tx received by clients # of prev contacts	EHR data Staff logs	Record review	Weekly	Evaluator Case Managers Medical staff	Project Leadership Staff	Monthly	

References and Resources

McDavid, J.C., Huse, I., & Hawthorn, L. R. L. (2013). *Program evaluation and performance measurement: An introduction to practice.* Los Angeles, CA: Sage.

HRSA Performance Measurement and Management. Retrieved August 15, 2015 at http://www.hrsa.gov/quality/toolbox/methodology/performancemanagement/index.html

Questions

Additional Questions

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Additional Comments?
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For More Information & Resources

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