

Office of Family Stability Letter #14

December 22, 2003

TO: Directors, County Department of Job & Family Services

FROM: Jeanne Carroll, Deputy
Office of Family Stability

SUBJECT: STATUS OF OUTCOME MANAGEMENT IMPLEMENTATION

In 2003, the Office of Family Stability (OFS) had the opportunity to work closely with counties to move the Performance Management System from concept to the reality. This involvement and the active support of the Office of Management Information Services continues to be instrumental to our progress. This past year we met all of the timeframes and targets set for the roll out of the System. We provided a large amount of information and documented Continuous Improvement Plans and Performance Measure improvements in many of the counties. In 2004, the OFS Outcome Management Section (OMS) will add a number of improvement tools and strategies to the Performance Management System and, together with MIS, will develop additional features and functionalities in the Business Intelligence Channel. We look forward to continuing to work with the counties to enhance the Measures, the BIC Reports, and the Performance Management System in our effort to deliver quality services to Ohio citizens. This letter identifies some of the state and county shared accomplishments in the past year and our challenges for the next.

A. The Office of Family Stability Completes the Roll Out of the Performance Management System to 88 Counties.

The Office of Family Stability's Outcome Management Section has rolled out the Performance Management System (PMS) to 100% of the 88 counties. Eighty five of the eighty eight counties are already participating in various steps of the Performance Management System (see descriptions below) – Entry (100%), Assessment (98%), Quarterly Monitoring (99%), and Continuous Improvement Plans (45%). All of the counties have been introduced to the Performance Management System's data tool, the Business Intelligence Channel (BIC), and most counties have received or are scheduled for BIC training. OMS and MIS/Information Delivery's collaborative efforts have created the BIC as a new TANF/FS/DFA data management system which now has over 850 state staff and/or county staff users. The Performance Management System consists of the following elements:

1. Entry
Statistical report documenting county performance in each Performance Measure
2. Assessment
Face to face discussion with county staff with the intention of eliciting quantifiable information on each of the Performance Measures

3. Performance Management Report
Provides high level “at a glance” information which captures the essence of the Initial Assessment on one page
4. Continuous Improvement Plan
A document completed by/with CDJFS staff which outlines action steps, timeliness, data collection, implementation strategies and process towards continuous improvement
5. Quarterly Monitoring
Quarterly Monitoring is a part of the on-going continuous improvement cycle. Face to face meetings with county staff will be held to review a Quarterly Report for each measure.

B. Ongoing Improvement Activities for the Performance Management System.

1. Training
BIC Training is currently available on the following dates: February 2nd, 6th and 26th, April 12th, and May 20th. County staff should contact their Outcome Management Supervisor to register.
2. Customer Service Satisfaction Strategies
We are currently developing a tool kit of strategies for gauging customer satisfaction. These products will be available in the next Quarter to support counties in their efforts to improve services and service delivery. The Customer Service Strategies will be included in the toolbox of resources that OMS offers to the counties to develop customized Customer Satisfaction Measures.
3. Developing Performance Standards
In response to the Family Stability Executive Leadership Committee (FSEL) concern that we focus efforts on improving county performance in order to qualify for future high performance bonuses, beginning in January 2004, OMS will work with CDJFS representatives to identify performance standards and to develop performance goals for the state. These standards and goals will be recommended to the FSEL for review, discussion and implementation. The Performance Standards will define and specify a minimum level of performance which will meet the goals of the county delivered OMS programs and which will insure that low income and poor families are receiving the services that they need.
4. Job Entry, Employment Retention and Earnings Gains Reports
In the next quarter, the OMS will also be finalizing the Job Entry Performance Measure Report, the Employment Retention, and the Earnings Gains Reports for the BIC. These reports will enable Ohio to improve performance on the Federal High Performance Measures.
5. Application Timeliness
OMS is working with MIS to automate the Timeliness Report and to provide more administrative data to support county efforts to improve timeliness.
6. LEAP Measure
The Department recently made policy changes in the LEAP program due to the expiration of a waiver. In an effort to provide more administrative support to counties, OMS is automating the LEAP report. The Office of Family Stability is

going to work with counties to improve our performance on this measure statewide. Right now less than 30% of LEAP required participants are earning bonuses. We think that can be improved.

7. High Performance Bonus

Ohio was recently awarded \$21,400,000 for the FFY 2002 High Performance Bonus. The award was the highest for any state during FFY 2002. The Office of Fiscal Services through the Bureau of County Finance is providing the coding instructions, as well as, the APM language about using these funds through SFY 2005.

8. Area Wide Outcome Management Meetings

OMS staff is holding area wide meetings around the state to meet with CDJFS Directors and/or Administrators to share promising practices and to gain on-going feedback from our customers. The first meeting was held in Green County on October 30th. Future meetings will be held in Muskingum County on December 17th, Huron County on December 22nd, Hancock County on January 14th, and Geauga County on January 15th.

C. How Counties Are Using the Outcome Management Process

“Our experience with the OMS Performance Management System enabled us to increase our participation rates from the 30% range to the 60% range by focusing on how we made our assignments.”

Donald Wake, Director, **Morrow County**

“As the director of a mid-size agency, I have found the Performance Management System to be a very effective tool in that it brings a focus to our work by establishing goals for each of the outcomes.”

Randy Cochrane, Director, **Muskingum County**

“I like having the information. I like seeing how we look next to other counties. I like the ability to get in and sort our caseload in different ways.”

Mary Lou Langenhop, Director, **Franklin County**

“The OFS Performance Management System has really helped us to focus our efforts. We already had good data, good ideas, and good intentions - with the assistance of this process and our Outcome Management Supervisor, we were able to implement changes that helped us not only meet, but exceed our goals.”

Judy Hardesty, Administrator, **Medina County**

“We are currently attempting to change the culture of our agency to one that is performance based.... As a result, we have increased our overall focus on performance and have implemented several changes to current procedures and are developing new evaluation tools based on the new state performance goals. Some of these changes would include developing a plan to reduce dependency on OWF and creating a diversion program that will be monitored for effectiveness with the help of the BIC.”

Isaac Palmer, Director, **Lucas County**

D. Attachments

1. Measures
2. Bonus Allocation Letter/Spreadsheet