MCAH Scope of Work 2011-2012: Goals, Objectives and Performance Measures

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Agenda

1. SOW Introductory Talking Points
2. Review of SOW Instructions
3. Overview of SOW
4. Data for Long Term Objectives

2

Agenda

5. Determining Goals for Change in Long Term Objectives
6. Developing SMART Objectives
   a. Examples from Counties
7. Selecting Performance Measures
   a. Examples from Counties
8. Q & A

3

Objectives for Today's Webinar

➢ Understand SOW Instructions and how to complete SOW

➢ Be able to get data for long term objectives

➢ Be able to develop goals for change in long term objectives

➢ Understand the importance of using objectives and performance measures in evaluating MCAH programs

➢ Develop SMART objectives

➢ Develop program performance measures

4

Development of the SOW

Guided by:

- 10 Essential Services of Public Health
- Spectrum of Prevention
- Life Course Approach
- Spectrum of Prevention / Social-Ecological Model
- Social Determinants of Health

5

Overview of SOW Instructions

The SOW has 6 goals:

- Goal 1 – Improve outreach and access to quality health and human services
- Goal 2 – Improve maternal health
- Goal 3 – Improve infant health
- Goal 4 – Improve nutrition and physical activity
- Goal 5 – Improve child health
- Goal 6 – Improve adolescent health
- Goals 1-3 are required for all LHJs
- Goals 4-6 are optional

6

SOW requirements

- Each LHJ is required to develop short and/or intermediate objectives, intervention activities and evaluation/performance measures for Goals 1-3.
- All LHJs must perform the activities in the shaded areas in Goals 1-3
- Each fiscal year the LHJ must address one or more local priority objective(s) identified in their Needs Assessment in their SOW. Local priority objectives(s) will be titled "Local Priority Objective" and can be placed under any of the Goals 1-6
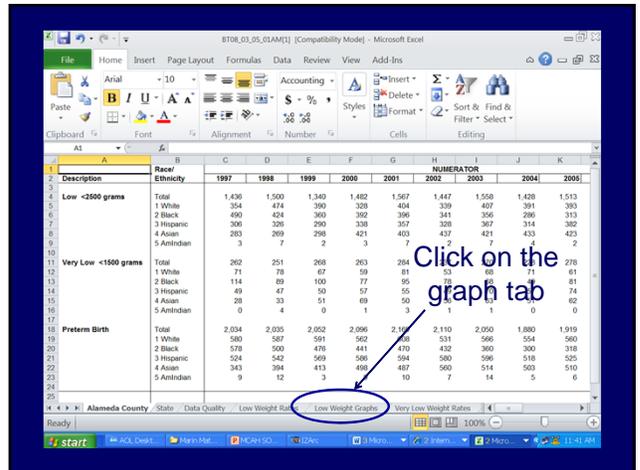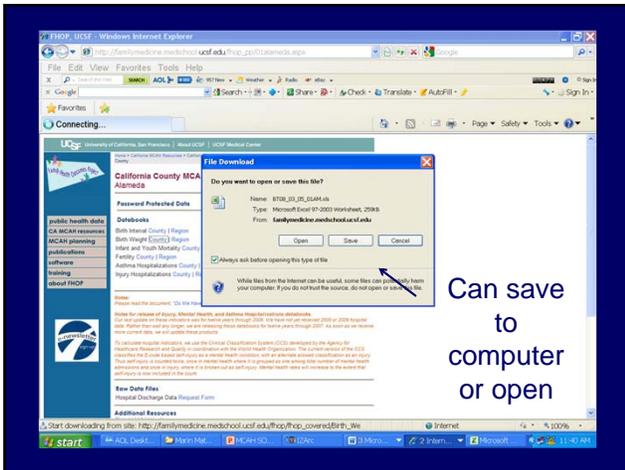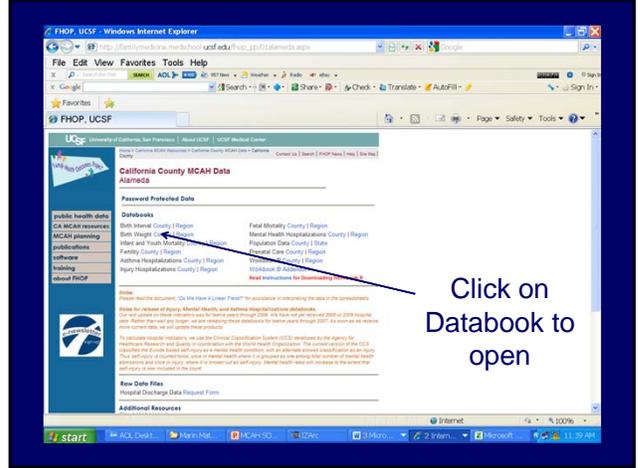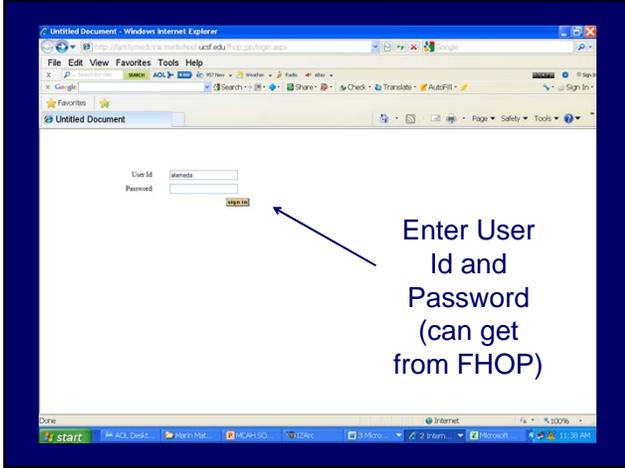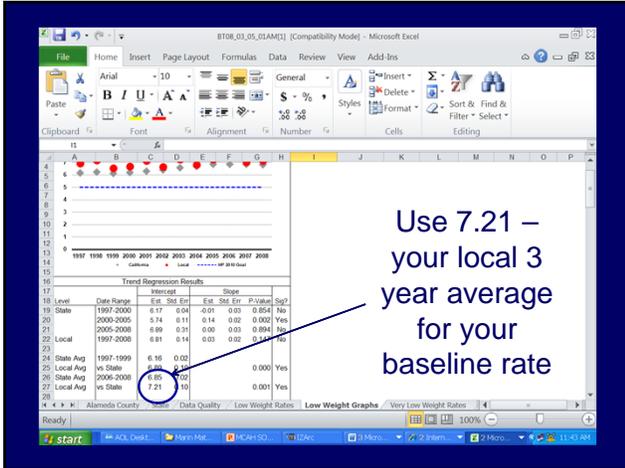
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SOW- General Instructions

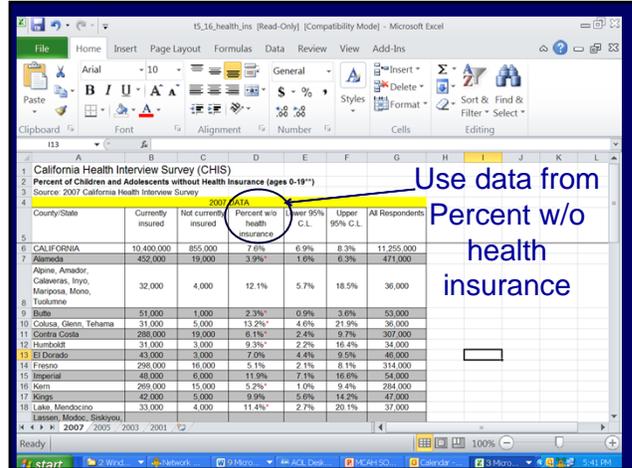**Nothing is entered in the shaded areas**

- The link to the Healthy People 2020 Objectives is provided for easy reference. You may search the document using key words or the Objective Short Titles http://www.healthypeople.gov/2020/topics objectives2020/pdfs/HP2020objectives.pdf

8

SOW Instructions – Step by Step

Long Term Objectives:

➢ Click on link and insert baseline data, the most current year available (or 3 year average if possible)

➢ Insert an achievable and realistic target

➢ Complete this process for all Long Term Outcome Objectives for Goals 1-3.

➢ Long Term Outcome Objectives for Goals 4-6 - complete if you have chosen to place your Local Priority Objective(s) in these goals. Delete any long term outcome objective(s) that you will not be addressing.

9

Data for Long Term Objectives

➢ Can click on the link in the SOW to be taken to the location of the data

http://familymedicine.medschool.ucsf.edu/fhop/htm/ca_mcah/counties/index.htm

➢ Some FHOP data in County Databooks , uses the latest year available of the (located on your password protected county page)

➢

10

Click User ID and Password

Enter User
Id and
Password
(can get
from FHOP)

Click on
Databook to
open

Can save
to
computer
or open

Click on the
graph tab

Use 7.21 – your local 3 year average for your baseline rate

Use data from Percent w/o health insurance

Determining Goal for Change in Long Term Objectives

➤ HP2020 is encouraging a 10% increase/decrease in their objectives between now and 2020

➤ Applying it to MCAH SOW – could set target goal for 2015 as a 5% increase/decrease in your rate or % from baseline

19

Determining Goal for Change in Long Term Objectives

➤ Could also establish goal for change based on your knowledge, expertise, and experience in your community

➤ NOTE: You will NOT be held accountable for whether or not you achieve your goal for change in long term objectives

20

Determining Goal for Change in Long Term Objectives

➢ Example: 5% reduction in low birth weight rate from a baseline of 7.21

    7.21
    x .05 (for 5%)
    0.36 reduction
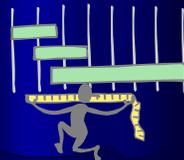
    7.21 – 0.36 = 6.85   Goal for 2015

21

Questions on Data for Long Term Objectives or setting goals for changing Long Term Objective?

22

Developing Objectives and Performance Measures

Family Health Outcomes Project

Program Planning Cycle

Convene Public Health/ Community Coalition

Assess & Prioritize Health Status/Problems

Evaluate/ Measure Performance

Plan & Implement Programs

Assess Community /MCAH Resources & Strengths/Capacity

Develop Logic Model

Develop Objectives/ Performance Measures

Analyze Problem & Select Interventions
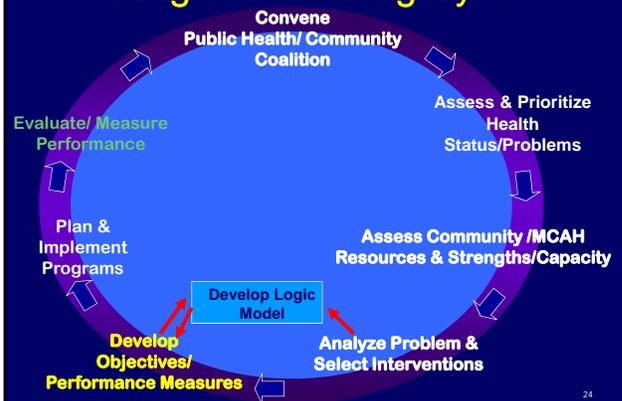
24

Recommend Use of a Logic Model

➢ A logic model helps us to translate expected outcomes (results) into meaningful, measurable objectives and as program activities are defined, their expected outputs (services delivered) are translated into process objectives

➢ Developing a logic model first makes it easier to develop objectives and performance measures

25

What Are Program Objectives?

Statements that define and quantify the expected results of a program and its activities and measure change in the population served by the program

➢ Decide on intervention or program you will implement and then develop objectives related to intervention or program

26

What Are Program Objectives?

➢ Objectives are specific statements of desired achievements that are expected to occur as a result of an intervention or program

➢ Generally, become the standard by which achievement is measured

➢ If credible objectives are met, the program can claim success

27

Why Are Objectives Important?

➢ Provide articulated, defined purpose of the interventions/program

➢ Basis of accountability

➢ Keep the planning group / stakeholders focused. Enable the planning group / stakeholders to describe what will change as a result of the intervention(s)

➢ Guide the program staff in their work

28

Program Objectives

There are two types of program objectives:

1. Program Outcome Objectives
and
2. Program Process Objectives

Program Outcome Objectives

Quantify the intended results of a program and capture desired changes in the program's target group or participants

- Knowledge   - Attitudes
- Behavior   - Health status
- Health care system - Policies

Developing Outcome Objectives

Outcome objectives should answer the key question, "What effect do we hope the project will have?" or "What do we hope will be the results of the project?"

Example
For a county-wide SIDS prevention media program:

By June of 2014, reduce deaths or near miss deaths due to SIDS in which sleep positioning was an identified factor by 10%.

Program Process Objectives

Quantify what services should be delivered by how much, how they will be delivered, and/or to whom they will be delivered

For example:
Units of service provided
Number of people served
Percent of target population participating in the program

Developing Process Objectives

Write process objectives by answering the key question, "Who needs to do what, to or with whom, and when is it to be done?"

Example

For a county-wide SIDS prevention media program:

By June of 2011, a Community Health Worker, will have face-to-face contact and distribute SIDS prevention materials to at least 1000 postpartum women.

33

Objectives Should Be S.M.A.R.T.

Specific - identify who will receive the intervention, what will be done and where it will happen

Measurable - what benefit is expected and how much change is expected

Achievable - the objective is attainable

Relevant - the objective will have an effect on the desired goal or strategy

Time-framed - identify when or within what period the objective will be achieved

34

Quantifying the Impact of the Program

➢ It is important to develop realistic objectives based on proven interventions or best practices

➢ Quantify the impact based on knowing the relative risk (the likelihood of an undesirable outcome in a population) and the attributable risk (the number or percent of the population that are affected by a particular risk)

35

Quantifying the Impact of the Program

➢ Avoid promising too much! Estimate the total number of individuals to be served in your stated timeframe

➢ Estimate the expected program impact on these individuals (based on effectiveness of the program)

➢ Consider both baseline data and standards (i.e. Healthy People 2020, models, experience) in setting goals

36

Writing Objectives

> The elements of the statement of an objective are:
  - The time-frame
  - The quantified target or change expected
  - The persons or entities receiving the intervention
  - The result expected

37 37

Writing Objectives

> By_____, _____ of _____ will _____
    (when)   (#, % or % change)   (who)   (what result, change, benefit)

Examples

> By July 30, 2011, provide education about the importance of prenatal care to at least 100 African American pregnant women (Process)

> By July 30, 2016, 90% of babies born to African American mothers receiving program services will be born at greater than 38 weeks gestation (Outcome)

38

Developing Program Objectives:

Our 3 year program targets children in four schools in Example County. We want to reduce the # of child ER visits resulting from asthma attacks

Objective:

By July 30, 2014, there will be a _% reduction in the number of ER visits for asthma in children attending the targeted schools (Outcome)

39

Example

> Review, revise and enact policies that facilitate access to perinatal care

> By June 30, 2012, county MCAH program will review current policies that facilitate access to prenatal care and identify at least 1 policy to revise or enact to further facilitate access to prenatal care. (Process)

40

Example

➢ Establish contact with parents/caregivers of infants with presumed SIDS death to provide grief and bereavement support services

➢ By June 30, 2012, establish contact with 100% of the parents/caregivers of infants with a presumed SIDS death to offer grief and bereavement support services. (Process)

41

Developing SMART Objectives

Examples from Counties

42

Questions about developing SMART Objectives?

43

Performance Measures

➢ Assess the achievement of program objectives

➢ Used for tracking change and for comparison with a standard (e.g., an objective) or baseline measure over time

➢ Provide data that tell stakeholders what progress is being made towards accomplishing program objectives

➢ Document whether the program is being implemented as planned (process)

44 44

Performance Measures

➢ Monitor the implementation progress

➢ Identify implementation problems

➢ Satisfy the requirements of funding agencies

45

Difference Between Performance Measures And Indicators

PERFORMANCE MEASURE	OUTCOME INDICATOR
A precisely defined measure of a desired result (health risk, health status, system change) of a specific program on its target population / system	A precisely defined measure of a health risk, health status, or health service utilization for a defined population
Example: % low birth weight babies born to women enrolled in a particular program, number of targeted women enrolled in that program	Example: % low birth weight babies born in a county in 2010, in the targeted population

46

Questions Answered By Performance Measures vs. Indicators

PERFORMANCE MEASURE

How well is my program doing in delivering services and how effective are those services?

INDICATOR (Long Term Objectives in SOW)

How well is the community doing in terms of its health and well-being?
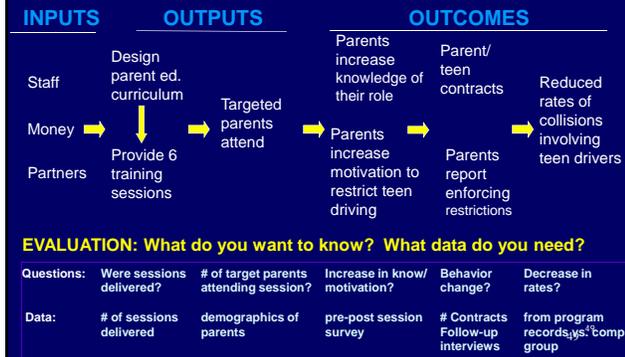
47

The Value of Using a Logic Model

➢ CDC recommends using the logic model to align performance measures with each step of the program strategy

➢ Promotes looking at lines of responsibility and accountability

48

Using The Logic Model

INPUTS	OUTPUTS		OUTCOMES		
Staff	Design parent ed. curriculum	Targeted parents attend	Parents increase knowledge of their role	Parent/ teen contracts	Reduced rates of collisions involving teen drivers
Money					
Partners	Provide 6 training sessions		Parents increase motivation to restrict teen driving	Parents report enforcing restrictions	

EVALUATION: What do you want to know? What data do you need?

Questions:	Were sessions delivered?	# of target parents attending session?	Increase in know/ motivation?	Behavior change?	Decrease in rates?
Data:	# of sessions delivered	demographics of parents	pre-post session survey	# Contracts Follow-up interviews	from program records vs. comp group

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Criteria For Developing Performance Measures

➢ Purpose / Importance

➢ A standard (stated objectives, professional standards, past performance, agreed upon targets, expert opinion)

➢ A definition: numerator/denominator

➢ Evidence you can reasonably collect the data

50

Performance Measures: Considerations

➢ Measures should specify the calculation used (percent, rate), the numerator and denominator for the calculation, and the data source for each

➢ Several different measures may be needed to capture progress towards an objective

51

Performance Measures (Example)

Process Objective: By June 2012, have a face-to-face contact and distribute SIDS prevention materials to at least 1000 postpartum women

Process Performance Measure

Numerator

The # of face-to-face outreach contacts with postpartum women where outreach workers distributed SIDS prevention materials

1000 postpartum women

Denominator

52

Performance Measures (Example)

Outcome Objective: By June 2016, increase to 90% the proportion of mothers in the program who use correct infant sleep positioning

Performance Measure (before , periodically, after)

Numerator

The number of mothers in the program who use correct infant sleep positioning

The number of mothers in the **program**

Denominator

53

Shorthand Performance Measures

A "name" or shorthand phrase is often used when developing or talking about performance measures

Example

Instead of saying "the number/percent of babies born with preventable congenital anomalies in the population targeted by the outreach and education program (during a specified time period), people usually say "number of babies with congenital anomalies who will receive outreach/education"

54

Performance Measures

Performance Measures	Parts: Numerator/Denominator	Data Source
Number of face-to-face contacts PROCESS	# of face-to-face contacts where SIDS materials given 1000 postpartum women (# in the objective)	Activity log, sign-in sheet
Percent of mothers who use correct infant sleep positions OUTCOME	# of mothers in the program who use correct infant ____ positioning ____ Number of mothers in the program	Observations

55

Performance Measures

Performance Measures	Parts: Numerator/Denominator	Data Source
# of teen drivers at X school receiving information about risks of speeding PROCESS		
% of teen drivers observed driving above the speed limit OUTCOME		

56

Data Sources For Measures

- There must be a data source for both the numerator and denominator
- The data source should be accessible and affordable
- Use existing data whenever possible
- Program data collected by an existing Management Information System may be very useful for process measurement

57

Examples of Data Sources

- Program documents
- Pre- and post- client knowledge
- Behavioral assessments
- Survey instruments
- Client records
- Program administrative databases

58

Performance Measures

Examples from Counties

59

Questions about selecting performance measures?

60

RELAX !!!

61

References

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62