Complimentary Webinar

Performance, Accountability, Evidence and Improvement

Presenters

Shelley Metzenbaum
Founder of
The BETTER Project

Robert Shea
Principal at
Grant Thornton

Tuesday │ Feb. 5 │ 12 pm ET
Introduction

Today’s webinar is brought to you by the American Society for Quality (ASQ) and the ASQ Government Division

Moderated by the Chairman of the ASQ Government Division, Marc D. Berson, CSSBB, PMP
Overview of the ASQ Government Division

• ASQ represents the voice of quality throughout the world with over 80,000 members (https://asq.org/)

• The Government Division is one out of 26 divisions in the Society (http://asq.org/gov)

• The Government Division is a community of practitioners focused on quality and performance improvement for Federal, State, Local, and International Governments

• We are composed of government leaders and employees, seasoned experts, consultants, practitioners, university professors, students, and others interested in the public sector

• Please join our community!
Upcoming Webinars

• LEAN SIX SIGMA SUPPORTS NATURAL DISASTER RECOVERY ACTIVITIES scheduled for Tuesday, March 5, 2019

• Go to the ASQ Government Division website to learn more and to register (http://asq.org/gov)

• More webinars will be announced soon!
Today’s Webinar

• Use the Q/A Tab (or chat box) to send in any questions you have during the webinar - we will address as many questions as we can at the conclusion

• Contact information for Division Officers and Speakers can be found at the end of this presentation

• Most presentations are available for download within a few days of the webinar from the Government Division website (http://asq.org/gov)

• Now, I have the great pleasure of introducing our speakers today ... Shelley Metzenbaum and Robert Shea!
Bi-Partisan Recommendations on Performance, Accountability, Evidence, and Improvement

ASQ Webinar
February 5, 2019
Discussants

Shelley Metzenbaum

Robert Shea

Moderator: Marc Berson
Six Recommendations

1. Push more aggressively for adoption of current outcomes-focused performance improvement framework across government

2. Expand and enhance the collection, analysis, visualization, and dissemination of performance information to make it more useful to more people

3. Strengthen capacity and understanding

4. Develop, test, and adopt effective accountability mechanisms

5. Keep it simple to support use, communication, and improvement of performance

6. Adopt carefully structured, evidence-based motivational mechanisms that encourage a culture of learning, experimentation, and improvement
Lessons Learned:
5 Practices Work Really Well Wisely Used

1. Setting Outcomes-Focused Goals
2. Collecting and Analyzing Performance Information, both Quantitative and Qualitative
4. Complementing Routinely Collected Data with Independent, Rigorous Evaluations and Other Studies
5. Using Effective Communication Strategies for a Wide Variety of Purposes Aimed at a Wide Variety of Stakeholders
Outcomes Emphasis: HHS

Performance.gov

Department of Health and Human Services

Agency Priority Goals

• Health Security
• Reducing Opioid Morbidity and Mortality
• Combined Data Analyses
• Serious Mental Illness
Outcomes Emphasis: HHS

Goal: Reduce opioid-related morbidity and mortality

By September 2019:

- Decrease by 25% the MME of opioid analgesics dispensed in U.S. outpatient retail and mail service pharmacies
- Increase by 30% the number of prescriptions dispensed for naloxone in U.S. outpatient retail and mail service pharmacies.
Better Collection, Analysis, Visualization, Dissemination

- Total morphine milligram equivalents dispensed in BILLIONS

<table>
<thead>
<tr>
<th>Quarter</th>
<th>MMEs in BILLIONS</th>
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<tbody>
<tr>
<td>Q2FY13</td>
<td>51</td>
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<tr>
<td>Q3FY13</td>
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<td>Q3FY18</td>
<td>34</td>
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<tr>
<td>Q4 FY18</td>
<td>32</td>
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Source: IQVIA National Prescription Audit (NPA). Retrieved October 29, 2018. Note: These data are for the retail and mail service channels. 

Outcomes Emphasis: SBA

Performance.gov

Small Business Administration

Agency Priority Goals
• Expand Capital to Small Businesses in Disadvantaged Areas
• Increase Federal Contracts to Disadvantaged Small Businesses
• Maximize Small Business Participation in Government Contracting
• Reduce Loan Processing Time for Disaster Survivors
Goal Statement

- Increase the speed of loan application processing for survivors recovering from disasters. By September 30, 2019, increase the average number of loan applications processed from three to six applications per loan specialist per day.

*Number of applications processed per loan specialist per day*
Visualization to Add Context for Accurate, Fair Interpretation

Cumulative dollar (millions) of loans and monthly number of applications

Average number of days to process disaster loan applications
The President’s Management Agenda

Overview
The President’s Management Agenda
Key Performance Indicators
Key Drivers of Transformation
IT Modernization
Data, Accountability and Transparency
People - Workforce for the 21st Century

Cross-Cutting Priority Areas
Improving Customer Experience
Sharing Quality Services
Shifting From Low-Value to High-Value Work

Functional Priority Areas
Category Management
Results-Oriented Accountability for Grants
Getting Payments Right
Federal IT Spending Transparency
Improve Management of Major Acquisitions

Mission Priority Areas
Modernize Infrastructure Permitting
Security Clearance, Suitability, and Credentialing Reform
Lab-to-Market

Other Initiatives
Reform Plan and Reorganization Recommendations
GEAR Center
Elimination of Unnecessary Agency Reports
Reduce the Footprint Policy
Mission/Outcomes Priority Areas: Missed Opportunities?

• HHS opioid abuse reduction goal: Reduce opioid-related morbidity and mortality (5 strategies)

• Labor opioid reduction goal:

By September 30, 2019, reduce both the percentage of initial opioid prescriptions and duration of new opioid prescriptions for federal employees with work-related injuries by 30 percent from the FY 2016 baseline.

• Justice drug trafficking disruption goal, including opioids and synthetics

• EPA opioid contamination reduction goal
Goals/Priorities Often Change When Elected Leaders Change

<table>
<thead>
<tr>
<th>TRUMP</th>
<th>OBAMA FY16-17</th>
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<tbody>
<tr>
<td>Agency Priority Goals</td>
<td>• Preserve Affordable Rental Housing (+134K households served)</td>
</tr>
<tr>
<td>Promote Economic Opportunity for HUD-Assisted Residents</td>
<td>• End Homelessness</td>
</tr>
<tr>
<td>Protect Families From Lead-Based Paint and Other Health Hazards</td>
<td>• Increase the energy efficiency and health of the nation’s housing stock</td>
</tr>
<tr>
<td>Reduce the Average Length of Homelessness</td>
<td>• Increase educational attainment among HUD-assisted tenants</td>
</tr>
<tr>
<td>Enhance Rental Assistance</td>
<td>• Expand in-home adoption of high speed internet (in public housing)</td>
</tr>
</tbody>
</table>
Goal Leaders ID Responsible/Accountable Officials

Veteran Suicide Prevention

Goal Leaders:

Dr. Keita Franklin, Director for Suicide Prevention, Office of Mental Health and Suicide Prevention

Dr. David Carroll, Executive Director, Office of Mental Health and Suicide Prevention

Goal Statement: The Veterans Health Administration (VHA) will proactively identify and provide interventions for at-risk Veterans, both those using VHA care and those using other care systems, to prevent suicide and overdose death. VHA will increase the use of interventions for Veterans at-risk for suicide through the use of predictive modeling and enhanced engagement strategies. By September 30, 2019, the rate at which Veterans targeted through predictive modeling algorithms within the VHA system and that receive core recommended interventions will increase to 90%. By September 30, 2019, VA will partner with Health and Human Services (HHS)/Substance Abuse and Mental Health Services Administration (SAMHSA) and 17 cities in a “Mayor’s Challenge” to develop community plans to end Veteran suicide outside the VHA system.
Data-Informed Communication Builds Capacity, Understanding, Drives Improvement

Quarterly update to public: https://www.benefits.va.gov/benefits/stakeholder.asp
Trends and other info: https://www.benefits.va.gov/REPORTS/2022/3/2019
Progress in the States

https://www.colorado.gov/pacific/performancemanagement/governors-dashboard

GOVERNOR’S DASHBOARD

The Governor’s dashboard provides a summary of how we are doing across our five priorities that fulfill the vision of a truly Healthy Colorado across our people, our economy, our communities and our environment. At a glance you can view the status of each measure based on its indicator icon.

Legend:
- Goal Met: 2018 goal met or will meet based on available data
- Improved: 2018 measure saw improvements from the baseline, but not enough to meet the target
- Not improved: 2018 measure did not meet target and while may have improved in one or more years, 2018 measure was below original baseline

ECONOMIC & INFRASTRUCTURE DEVELOPMENT

Make Colorado the best place to start and grow a business

Goal: Increase a
- Rural housing
- Statewide households with access to basic broadband
- Schools with access to basic broadband

Goal: Cut the burden of government regulations
- Early stakeholder engagement on rules
- Compliance burden reduced

Goal: Increase travel time reliability in two corridors: I-25 and I-70
- Average travel time for northbound I-25
- Average travel time for southbound I-25
- Average travel time for eastbound I-70
- Average travel time for westbound I-70

HEALTH (...continued)

Goal: Increase immunization rate
- Integrated services for behavioral health and primary care

<table>
<thead>
<tr>
<th>Status</th>
<th>Outcome Measure</th>
<th>2015 Outcome Baseline</th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2018 Outcome Target</th>
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</thead>
<tbody>
<tr>
<td>🌟</td>
<td>Rivers/streams meeting health and administrative standards</td>
<td>51.6%</td>
<td>59.0%</td>
<td>59%</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>🌟</td>
<td>Lakes/reservoirs meeting health and administrative standards</td>
<td>30.1%</td>
<td>33.13%</td>
<td>33.13%</td>
<td>34%</td>
<td>42.1%</td>
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<tr>
<td>🌟</td>
<td>Waterborne disease outbreaks</td>
<td>1 (Dec 2006)</td>
<td>0 (2009-2015)</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>🌟</td>
<td>Public drinking water systems meeting health and administrative standards*</td>
<td>97% (2010-2015)</td>
<td>97%</td>
<td>91%</td>
<td>See Narrative</td>
<td>98.0%</td>
</tr>
</tbody>
</table>

Source: CDPM

*Note: 2016 changes to federal & state water systems standards have become more stringent and expansive and the department has improved business processes for identifying and issuing violations. As drinking water continues to become safer, this measure decreases for while, likely a few years.

What actions are we taking?
Progress at the Local Level: Montgomery County, MD

Outcomes and Department

Health indicators

- Health Coverage Rate (2016): 90.7%
- Teen Birth Rate (2016): 17.5 per 1000 female teens
- Particulate Matter (2018): 10.9 micrometers per cubic meter

Education indicators

- Adult Obesity Rate (2018)
- Adult BMI
- Morris County, New Jersey, 2013: 6.8% per 1000 female teens
- Graduation Rate (2018)
- Average SAT Score (2016): 1,094

Headline Performance Measures

- Average 911 Call Response Time: 8.2 minutes
- Average 911 Call Answer Time: 4 seconds
- Homicide Closure Rate: 87% of cases closed

Getting all children off to a good start in life has innumerable long-term benefits for our community, including a stronger economy, lower poverty, and less crime.

This dashboard provides a quick overview of thriving youth and family benchmarks in Montgomery County. Each graph shows data for a specific measure and compares it to comparable jurisdictions around the country. You can find more information on how these peer counties were selected here.
Progress Internationally? India

https://bit.ly/2UuRl9w
Resonant Goals Cross Political Leaders: EPA 1995 Swimmable Charles River Goal

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall Grade</th>
<th>% Meets Standards</th>
<th>% Meets Standards in Dry Weather Conditions</th>
<th>% Meets Standards in Wet Weather Conditions</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Boating</td>
<td>Swimming</td>
<td>Boating</td>
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<tr>
<td>2017</td>
<td>A-</td>
<td>95</td>
<td>72</td>
<td>96</td>
</tr>
<tr>
<td>2016</td>
<td>B</td>
<td>86</td>
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<td>2015</td>
<td>B+</td>
<td>95</td>
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<td>2014</td>
<td>B+</td>
<td>91</td>
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<tr>
<td>2013</td>
<td>A-</td>
<td>96</td>
<td>70</td>
<td>97</td>
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Evidence-based Policymaking Initiatives

• The Commission on Evidence-based Policymaking

• The Foundations for Evidence-based Policymaking Act (Public Law 115-435)

• Social Impact Partnership to Pay for Results Act

• The Evidence Agenda
Rigorous Evaluation Needed to Complement Data and Other Studies to Improve Cost-Effectiveness

• What is rigorous evaluation?

• What questions can evaluations answer?

• What questions can performance measurement answer?

• “What works” and “Doing Evidence Right”
  https://patimes.org/evidence/
Build/Grow Knowledge Exchange Networks

• Think CLIC: Continuous Learning and Improvement Community!

• Who does it?

• How do you do it well?

• How can you screw it up?
Emphasize Improvement, not Punishment!

“No one is in trouble because there is crime. They are in big trouble if they have no idea what the crime is, they cannot tell you where the crimes are, and they don’t have a plan to deal with it.”

Jack Maples, NYPD
Recap and Challenge

• Apply lessons learned

• Acknowledge progress made

• More progress needed; imbed learning in culture!

• You can make a difference!
Thank You!! Any Questions?

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