



Office of
Financial Management
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Department of Social & Health Services
Division of Vocational Rehabilitation

May 21, 2007

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Based on a review of the following: A review of the division strategic plan, web site, agency budget activities and measures, interviews with agency participants, and a review of internal GMAP presentations

Current Strengths and Good Practices

- Historical data was readily available allowing for the identification of historical performance patterns and some analysis.

Comments About the Budget Activity Measures

- The division only has 4 budget activities and two performance measures.
- All the budget activities with exception of one relating to the administrative functions are linked to one or both of the performance measures.
- The performance measures track desirable results (outcomes) and seem to be fairly relevant to the purpose of their associated budget activities.

Potential Improvements

- * DVR will be proposing to drop the Primary Source of Support performance measure and replace it with one that measures the rehabilitation rate of clients more directly. OFM will need to evaluate this request to determine if the new measure describes the intended results of the associated budget activities.

If OFM and DVR continue with the Primary Source of Support measure, a number of improvements will be needed:

- The performance targets should be updated to reflect the desired performance levels.
- Significant changes in the system will need to be implemented to reverse the negative stable trend.
- The title of the measure is not understandable and does not help the reader with the meaning or desirable direction of the performance data.

Analysis of Current Activity Measure Data

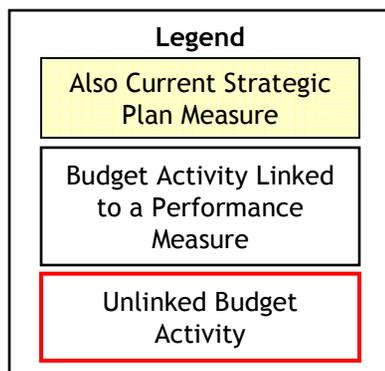
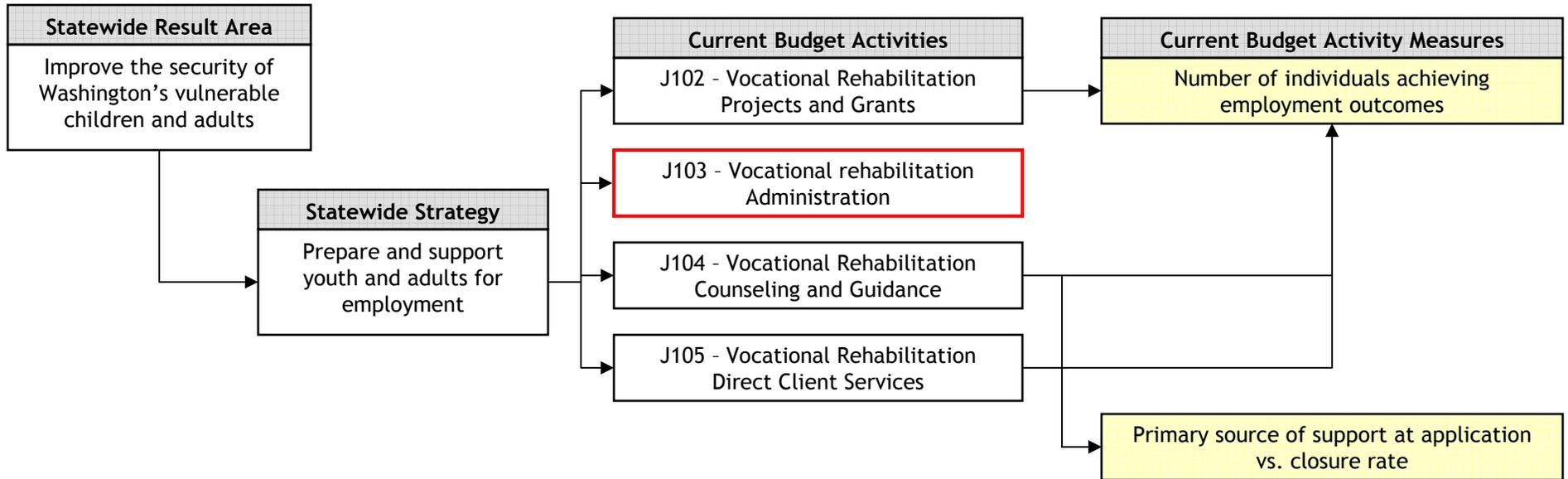
Employment Outcomes: The data patterns are stable and predictable. There is no evidence of change. Future results should be very similar to current and past performance levels. If OFM and DVR want to improve performance, changes to the system will be needed to produce different results.

Primary Source of Support: The data exhibits a stable and predictable downward trend. This undesirable downward trend would be expected to continue at a similar rate of about one percent per year unless a significant change to the system is introduced.

Agency Comments and Future Actions

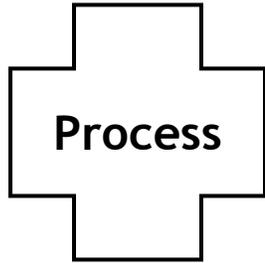
- DSHS is currently under the statewide result area of Improve the Security of Washington's Vulnerable Children and Adults. We recommended DVR fall under Economic Vitality.
- DVR intends to increase the number of employment outcomes by 700 for an annual target of 2,500. This will be consistent with the targets in DVR's GMAP.
- DVR recommends replacing the measure Primary Source of Support at Application vs. Closure Rate (or Source of Support) with Rehabilitation Rate. The reliability of the data for Source of Support is poor as DVR relies on the client to self report. This is also a measure that DVR can not control as the client may not want their own wages as their primary support for fear of losing other benefits.
- Replacing Source of Support with the Rehabilitation Rate better reflects the direction DVR needs to go. The Federal standard for the Rehabilitation Rate is 55.8%. DVR will be deciding whether to set the target at 55.8% or 60%. If approved, DVR intends to report this measure quarterly for a 12 month rolling period.
- A correction is needed to the 05-07 PMT001 - Performance Progress by Agency report. The expected results for activity inventory J103, J104, J105 are currently incorrectly documented as 13,752. This needs to be corrected to read 450 per quarter for a total of 1,800.

Budget Activity & Performance Measure Linkages



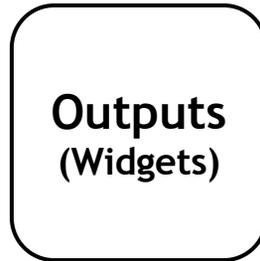
Budget Activity Measure Perspectives

⑤ Process characteristics the customers/stakeholders want



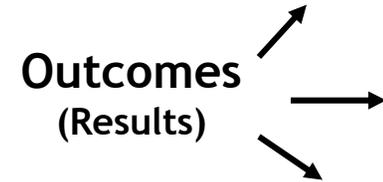
⑥ Process characteristics the agency wants

③ Product/service attributes customers/stakeholders want



④ Product/service attributes the agency wants

① Customer/stakeholder desired outcomes



② Agency desired outcomes

Number of individuals achieving employment outcomes

①

Primary source of support at application vs. closure rate

②

Rehabilitation Rate (Proposed)

②

Legend

Strategic Plan Measure

Budget Activity Measure

Strategic Plan and Budget Activity Measure

Activity Measure Assessment - Employment Outcomes

Performance Measure Description: The number of individuals who get and keep a job allowing themselves a measure of self-sufficiency.

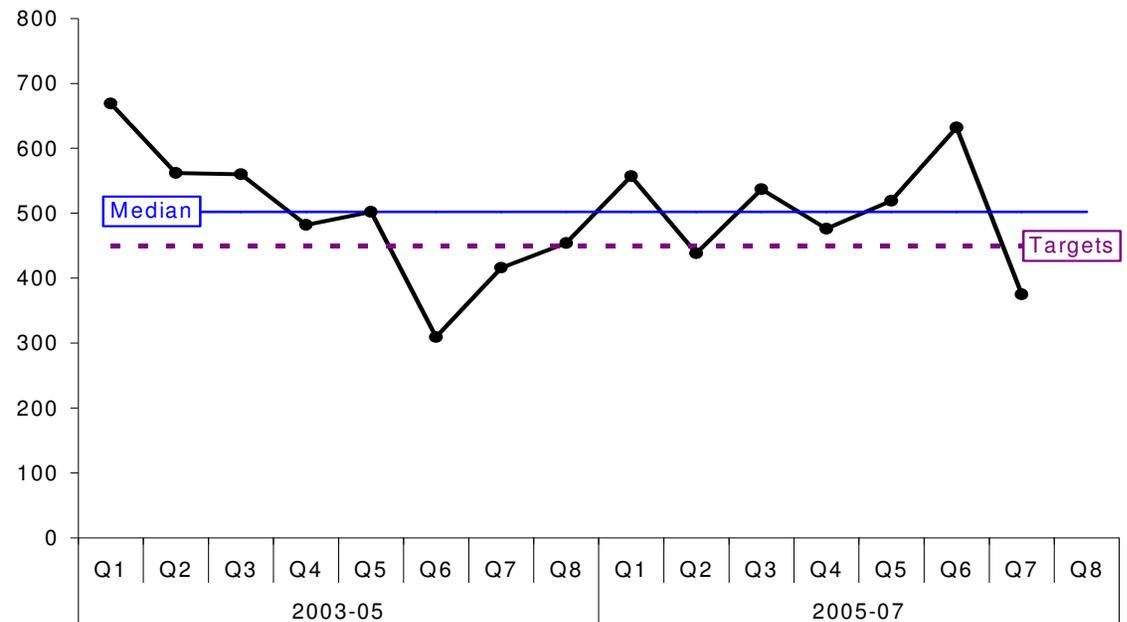
Budget Activity Links: J102 - Projects and Grants, J104 - Counseling and Guidance, and J105 - Direct Client Services

Category of Measure: Outcome

Analysis of Variation: This measure exhibits only normal variation. The stable and predictable nature of this variation pattern means that future results should be very similar to those seen here.*

Analysis of Targeted vs. Actual Performance: Most of the actual data meets or exceeds performance targets.

Number of Individuals Achieving Employment Outcomes



Comments About Desirable Characteristics

Relevance: Good - This measure is directly related to the stated objectives of the program.

Timeliness: Good - Current data was readily available.

Understandability: Good - The exact type of employment outcome varies by individual and is based on the type and severity of their disability

Reliability: Good

Comparability: Should be good since this is also a federal performance measure.

Cost Effectiveness: Good - This data is also used for internal management purposes and external reporting to the federal government.

General Comments & Explanations:

* DVR is implementing a number of improvements to try and improve the performance of the processes monitored by this measure. OFM and DVR will need to monitor the data over time for signs of abnormal variation patterns which will indicate change.

Activity Measure Assessment - Source of Support

Performance Measure Description: Percent of clients whose primary source of support after leaving the program is a job instead of the agency.

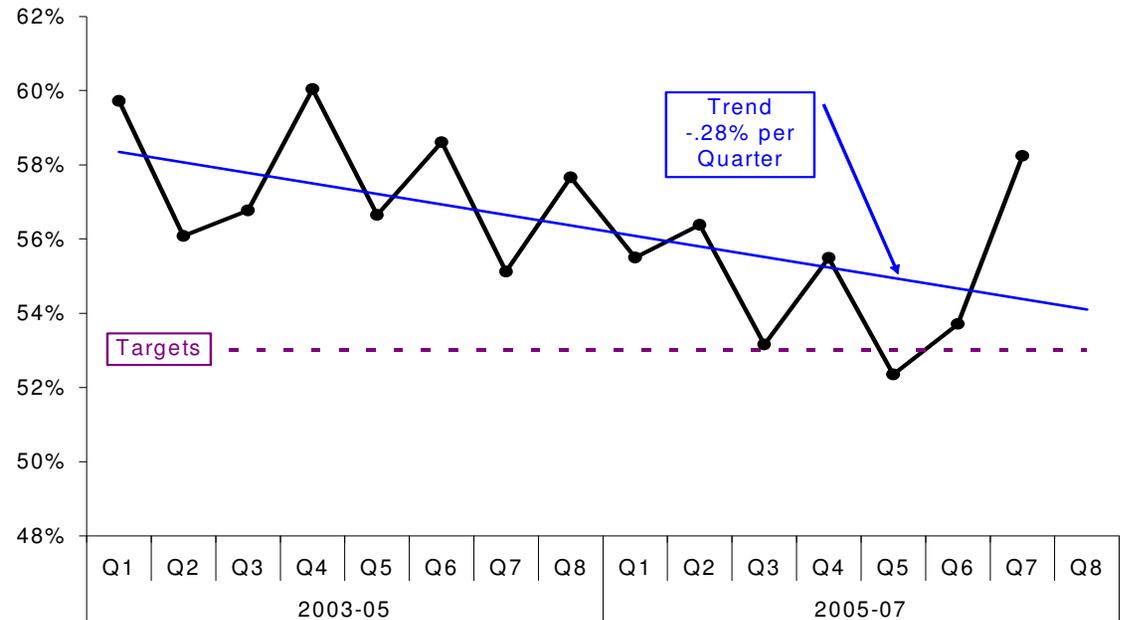
Budget Activity Links: J104 - Counseling and Guidance, J105 - Direct Client Services

Category of Measure: Outcome

Analysis of Variation: There is a stable and predictable decreasing (undesirable) trend. The overall trend is decreasing at about 1% per year.*

Analysis of Targeted vs. Actual Performance: Even though actual performance has exceeded targeted levels, the desired direction is up, not down. The targets are on the wrong side of the data.

Primary Source of Support at Application vs. Closure Rate



Comments About Desirable Characteristics

Relevance: Good - Holding a job and being the primary source of support is a measure of relative self-sufficiency.

Timeliness: Good - Current data was readily available.

Understandability: Poor - The title is too complex, and it is difficult to understand the desirable direction of the data.

Reliability: Poor - Relies on client reports to the agency.*

Comparability: Should be good since this is also a federal performance measure.

Cost Effectiveness: Good - This data is also used for internal management purposes and external reporting to the federal government.

General Comments & Explanations:

* DVR wants to replace this measure with the Rehabilitation Rate measure on the next page because of the reliability of the data that goes into this performance measure. According to DVR, many clients do not want to be the primary source of their own support, and tend to underreport their earnings.

Activity Measure Assessment - Rehabilitation Rate (Proposed Measure)

<p>Performance Measure Description: The proportion of all cases closed in successful employment as a result of DVR services provided under an individualized plan.</p>	<p style="text-align: center;">Rehabilitation Rate (Proposed Measure)</p> <table border="1"> <caption>Rehabilitation Rate Data</caption> <thead> <tr> <th>Year</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>48</td> </tr> <tr> <td>2003</td> <td>52</td> </tr> <tr> <td>2004</td> <td>44</td> </tr> <tr> <td>2005</td> <td>44</td> </tr> <tr> <td>2006</td> <td>47</td> </tr> </tbody> </table>	Year	Rate (%)	2002	48	2003	52	2004	44	2005	44	2006	47
Year		Rate (%)											
2002		48											
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2004		44											
2005	44												
2006	47												
<p>Budget Activity Links: TBD if approved, but probably J104 and J105.</p>													
<p>Category of Measure: Outcome</p>													
<p>Analysis of Variation: There is not enough data to do any real analysis, but the actual data appears stable around a median value of 47%.</p>													
<p>Analysis of Targeted vs. Actual Performance: The target is a federal standard, but the agency has yet to meet or exceed the target.*</p>													

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: Good - This does tie to an immediate outcome and relates to something the organization can control.</p>	<p>Timeliness: Annual data is never timely, but data from the most recent complete year is available.</p>	
<p>Understandability: “Rehabilitation Rate” will need some definition from the description for this to be clear.</p>	<p>Reliability: Relies on counselor case management data instead of client self-reporting.</p>	
<p>Comparability: Should be good since this is another federal performance measure.</p>	<p>Cost Effectiveness: Good - This data is also used for internal management purposes and external reporting to the federal government.</p>	

DVR is proposing this as replacement for the Primary Source of Support measure from the previous page.

* There is some discussion in DVR about raising the target. However, this makes little sense since the agency has yet to meet or exceed the current federal standard, and the data appears to be fairly stable.