



Renewing lives. Reclaiming hope.

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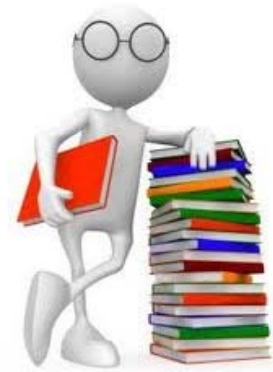
# Using Data to Make Decisions and Drive Agency Performance

National Healthcare for the Homeless Council

June 30<sup>th</sup>, 2015

# Evaluative activities

- Research
- Program Evaluation
- Monitoring & Evaluation (M&E)
- Performance Measurement and Management
- Continuous Quality Improvement
- Process Improvement
- Performance Monitoring
- Performance review/appraisal
- Quality Assurance
- Utilization Review
- Compliance review



Let's learn more about  
how the world works

Vs.

Are we doing what we  
are required to do?



# PMM vs. Evaluation vs. Research

	<b>PMM</b>	<b>Evaluation</b>	<b>Research</b>
<b>Purpose</b>	Improving programs	Improving programs	Developing knowledge
<b>Basic Concept</b>	Regularly managing program performance with data	Developing understanding of specific issue	Revealing truths about the world
<b>Who does it?</b>	Managers	Evaluators	Researchers
<b>Level of complexity</b>	<b>Basic</b> (averages, sums, differences, ratios, descriptive statistics)	<b>Intermediate</b> (inferential statistics, mixed methods, flexible approach)	<b>Complex</b> (rigid scientific discipline, complex statistical modeling)
<b>Analogy</b>	Driving a car	Buying a car	Scientific research on fuel efficiency



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# Performance Measurement and Management

## Performance Measurement:

The regular collection of data to assess whether the correct processes are being performed and desired results are being achieved.

## Performance Management:


When an organization uses performance measures and standards to achieve desired results. It is a forward-looking, continuous process.

Source: US HRSA: <http://www.hrsa.gov/quality/toolbox/methodology/performancemanagement/index.html>

# Goals of a PMM system

- Foster organizational learning and communication
- Develop a culture of inquiry – ‘nurture the inquisitive mind’
- Drive towards excellence, strengths based solutions, and continuous quality improvement
- Help everyone work smarter and become the most effective they can be
- Develop shared priorities and identity

## The basic process:

- Define performance measures
  - Collect performance data
  - Turn data into information
  - Turn information into knowledge
  - Turns knowledge into action
  - Action leads to improved performance
  - Review and refresh system & measures
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# Common Components of PMM

<b>Component</b>	<b>Purpose</b>
<b>Logic Models</b>	Define program, prioritize measures
<b>Data collection and reporting</b>	Measure performance, create verifiable information.
<b>Reports and Dashboards</b>	Get the right information to the right people at the right time, in the right format
<b>Regular Performance Discussions</b>	Turn information into knowledge, discuss highlights and challenges. Review performance and areas in need of attention or resources.
<b>Improvement Plans</b>	Turn knowledge into action, facilitate organizational learning.

"Measurement may use numbers, but it is not about numbers; it is about clearer perception, deeper understanding, and greater shared insight, knowledge, and wisdom."

– Dr. Dean Spitzer: *Transforming Performance Measurement*

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"It is better to have lower quality information before the decision making deadline than higher quality information after the decision making deadline."

-Michael Quinn Patton: *Utilization-Focused Evaluation*





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