

Developing Key Performance Indicators at Multi-Service Agencies

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AGENDA

- Program structures and their relationship to Key Performance Indicators (KPIs)
- Definition and purpose of KPIs
- Key elements in KPI development
- Stakeholder involvement in developing KPIs
- Challenges in developing KPIs and strategies to address them



PROGRAM STRUCTURES

READING A LOGIC MODEL

(W.K. Kellogg Foundation, 2004)

Certain resources
are needed to
operate a program
(**INPUTS**, e.g., staff,
equipment, space,
IT)

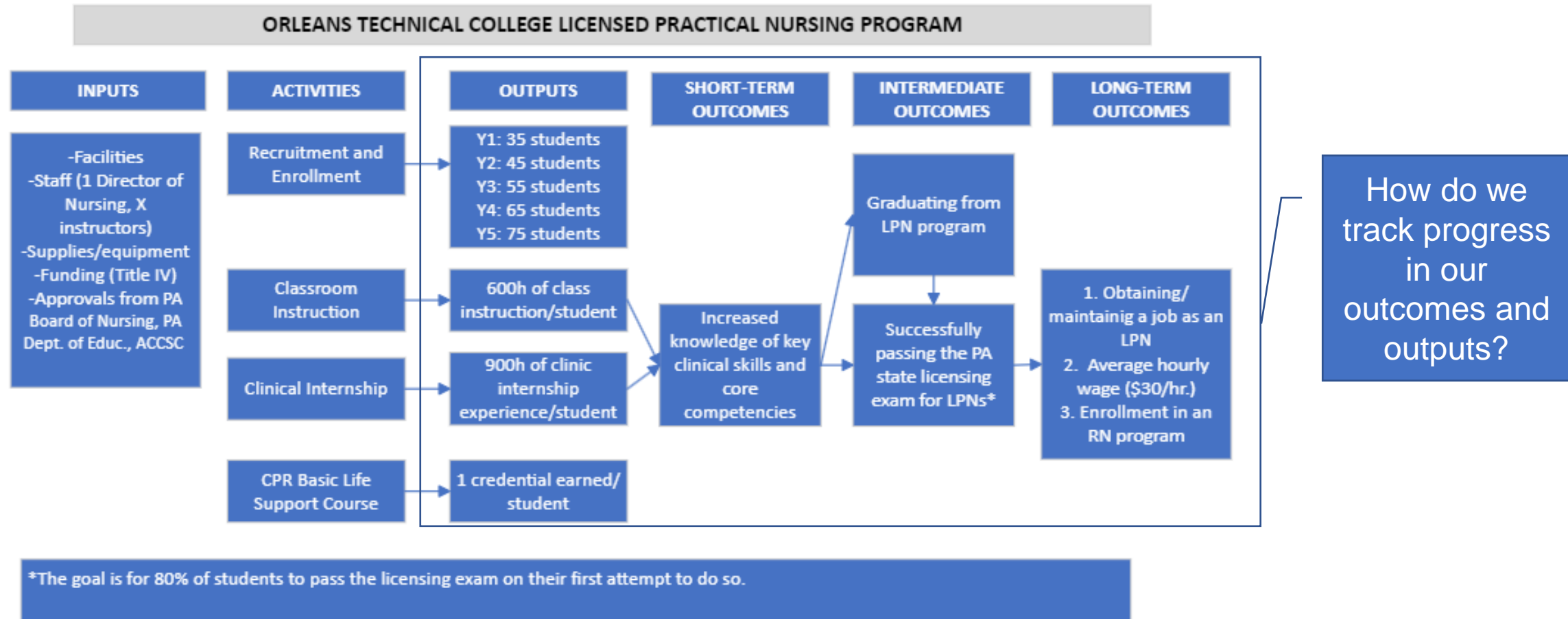


If you have access to
resources, then you
can use them to
implement services
(**ACTIVITIES**)
in the intended
amount
(**OUTPUTS**, e.g., # of
services provided, #
of clients served)



If you accomplish the
planned activities to
the extent you
intended, participants
will benefit in certain
ways
(**SHORT-TERM,
INTERMEDIATE,
AND LONG-TERM
OUTCOMES**)

PROGRAM LOGIC MODEL EXAMPLE





KEY PERFORMANCE INDICATORS: DEFINITION AND PURPOSE

WHAT ARE KPIs AND WHY DO WE NEED THEM?

- An indicator is the information that will indicate how well a program is doing regarding an output or outcome, or the extent to which an output or outcome has been achieved (United Way, 1996)
- “Assessing performance of health and social care has become increasingly important for different stakeholders such as health care providers, decision makers, and purchasers in response to growing demands to ensure transparency, control costs and reduce variations in practice” (Hilarion et al., 2009)

WHAT DO YOU NEED TO CREATE A KPI?

(United Way, 1996)



A specific observable, measurable characteristic of the outcome/output that will represent change or achievement

WHAT DO YOU NEED TO CREATE A KPI?

(United Way, 1996)



A specific value/statistic that will be calculated to summarize the level of achievement (e.g., percentage, count, mean/median)

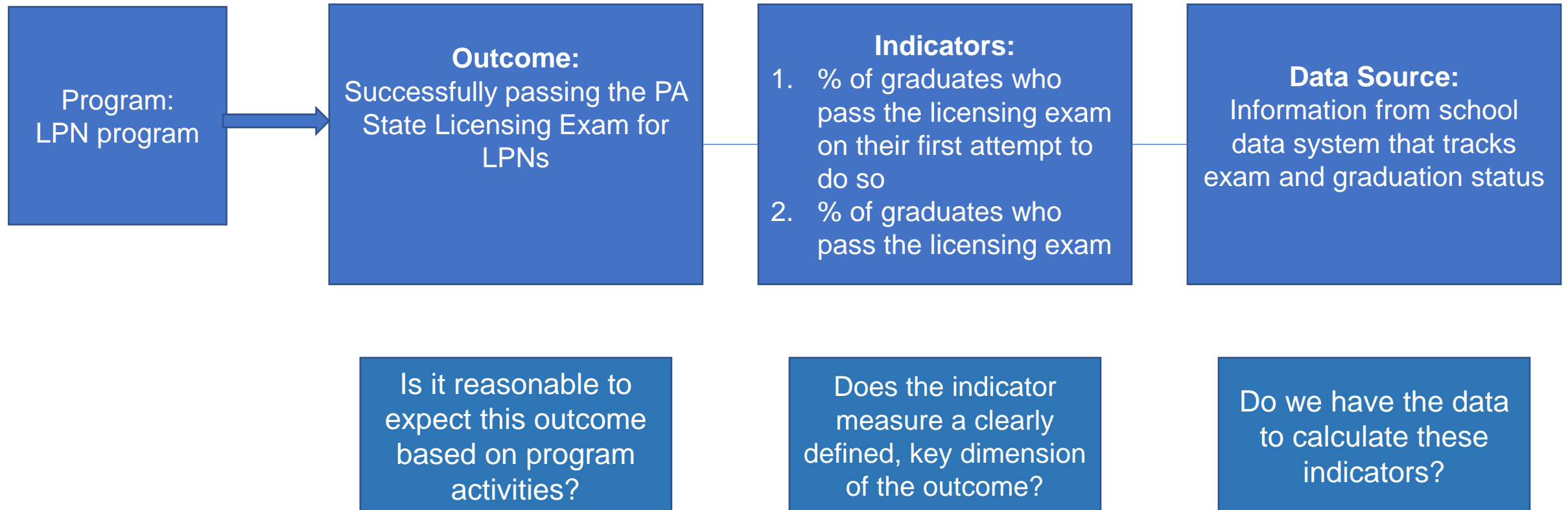
WHAT DO YOU NEED TO CREATE A KPI?

(United Way, 1996)

Vermont Teddy Bear Admission Status : Patient Log		
Patient's Name:	Visiting From	Date Admitted
Alf	CA.	3/12/19
Alaxandra	CO.	3/12
Monty	FL.	3/12
Bruiser	GA.	3/12/19
Fontzie	NJ.	3/12/19
Hershey	NY	3/12/19

Data you will use to track that measurable characteristic

THE LINK BETWEEN PROGRAM STRUCTURE AND KPIS





A TEMPLATE FOR DEVELOPING KPIs

A TEMPLATE FOR KPI DEVELOPMENT

KPI Name

Short description of KPI

Data Source

Information that will be used to compute the indicator

KPI Type

Outcome or Output

Justification

Alignment with program structure and content

Calculation

Description of how specific fields/variables from the data source are used to calculate the indicator

Definitions

Definition of key terms for the KPI (particularly those that are ambiguous, e.g., participation)

Benchmark

Desired level of achievement for KPI

A KPI FOR THE ORLEANS TECHNICAL COLLEGE PRACTICAL NURSING PROGRAM

KPI Name

% of graduates who maintain a job as an LPN in CY2022

KPI Type

Outcome

Justification

Job maintenance is important to financial stability

Definitions

Job maintenance: continuous employment as an LPN throughout the period of interest

Data Source

- Anthology (school database)
- Key fields include graduation date, job start date, job type

Calculation

of individuals who provided a pay stub for an LPN job in each month of CY22
of individuals with: (1) a graduation date on or prior to 10/1/2021; and (2) a job start date as an LPN on or before 12/31/2021

Benchmark

70% (programmatic expectation)



STAKEHOLDER INVOLVEMENT IN DEVELOPING KPIs

Key stakeholders for KPI development:

- Program directors
- Direct services staff
- IT/Quality Assurance staff
- Research/program evaluation staff

STAKEHOLDER INVOLVEMENT IN DEVELOPING KPIS

1. How can we meaningfully translate the program's outcomes and outputs into measurable terms (KPIs)?
2. Are data that we need for the KPIs already being collected/tracked?
 - If yes, can the information needed be extracted from the database?
 - If no, is it feasible to collect the information we will need to assess progress on the intended program outcomes? Are there data that could be collected for the KPIs that could also be useful to the providers (e.g., depression screenings)?
3. Can data collection procedures for the KPIs be integrated into routine program operations? Is it possible to collect data at multiple points in time?



CHALLENGES TO DEVELOPING KPIs AND HOW TO ADDRESS THEM

INDIVIDUAL-LEVEL CHALLENGES

CHALLENGES	STRATEGY
The appropriate data are not available to measure the KPIs selected.	<ul style="list-style-type: none">• Assess the feasibility of collecting the information• Create a timeline and plan to collect the new data.
Misunderstanding among staff regarding the definition of terms including duplicated vs. unduplicated, cumulative, counts, and proportions	<ul style="list-style-type: none">• Evaluate staff's understanding of measures from the start and help them understand basic evaluation related terms and methods• Utilize a detailed description in defining each KPI, including unit of measure and how to measure
KPIs selected would not be useful/understandable to key stakeholders	<ul style="list-style-type: none">• Differentiate between KPIs that are appropriate for internal program monitoring vs. reporting to leadership

AGENCY-LEVEL CHALLENGES

CHALLENGE	STRATEGY
Data are stored in different systems, making it difficult to compare and standardize KPIs across programs	<ul style="list-style-type: none">• Dedicate resources to establishing a data warehouse• Standardize fields across systems
Lack of consistency in KPI definitions & expression across similar programs	Ask how KPIs are defined by programs during the planning stage so you can identify a definition that could be used across programs



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