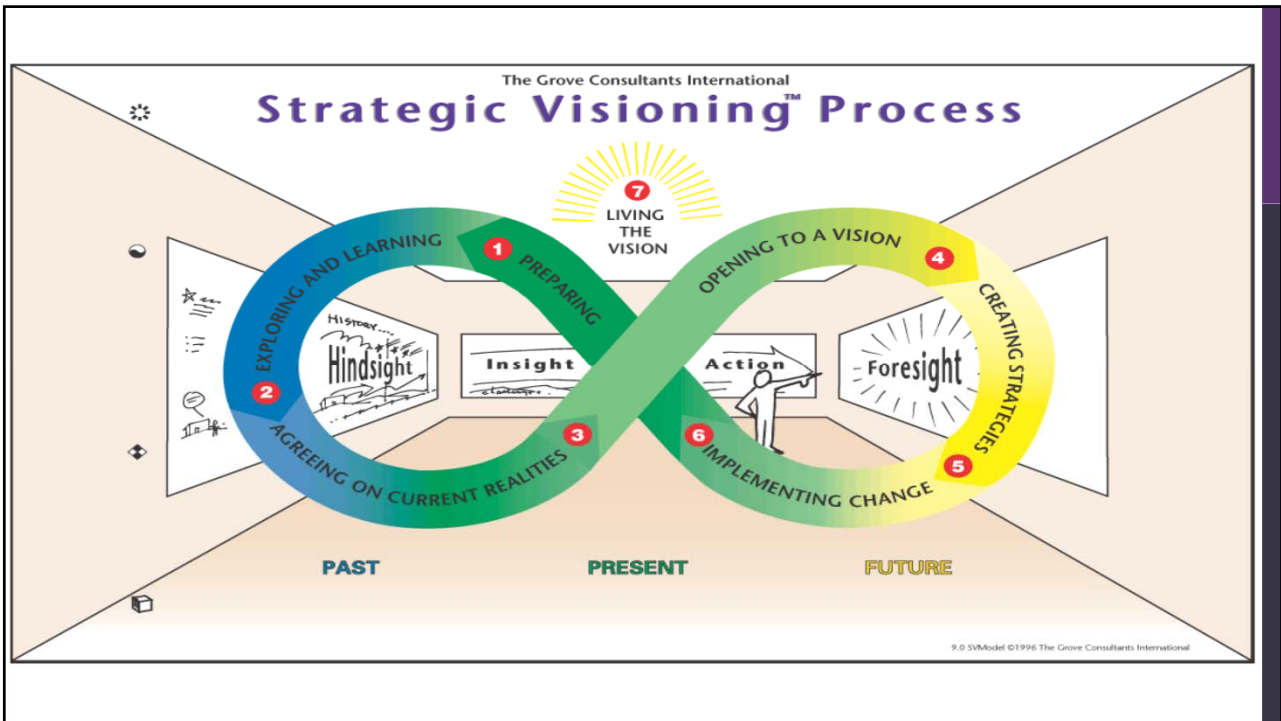




Demystifying Performance Measurement in Strategic Planning and Addictions

Technical Assistance Gathering
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Where Performance Measurement Fits In

- Step #6 Implementation
- Where the Strategic Plan gets translated or acted on through annual and more specific workplans
- For the Tribal Opioid Response Grantees this involves the alignment with the detailed proposals in their specific application.
- For example matching pre-set time frames in the FOA/TOR application and the organization/community over the remaining time frame

Where Performance Measurement Fits In

- Step #7 Monitoring/Evaluation
- Quarterly and Annual check-in.
 - How well is the strategic plan holding up?
 - What adjustments might be require mid-project.?
 - At project end what will you be able to continue to do?
- How will you monitor progress?

What is a Performance Measurement Framework

- Often strategic plans (step # 5) are not well implemented
- In the relationship with the Funder this is most often expressed as a compliance conversation
- From a staff point of view this is often perceived as an appraisal process (may be for some depending on how responsibilities for implementation are defined)
 - Balanced Scorecard - an owner of each strategic objective
- Management (Governance) - how did the content help shape organizational achievement and other insights

What is a Performance Measurement Framework

- Just from participating in a SP process can provide insights (unravel complexity, align and coordinate, intuitive moments)
- How well did the strategic plan do in fulfilling the hopeful purposes that emerged from steps 1-4 (Preparation, Vision, Mission, Environmental scan, Priorities)
- In a substance abuse context performance measures are the methods or instruments used to evaluate the extent to which the practitioners' actions conform to practice guidelines, medical review criteria, or standards of quality (AcademyHealth 2004)

What is a Performance Measurement Framework

- Understand the purpose – continuous improvement
- Translate strategy into measurable results
- Choose the most relevant and meaningful measures
- Get buy-in from stakeholders
- Document the process (data, analysis, reporting)
- Interpret the gaps between current and performance target
- Make the reports engaging and useful
- Make the necessary adjustments (business processes, organizational learning, financial stewardship, client needs)

What do you measure

- Different Types of Performance Measures
- Operational
 - Inputs – Process Efficiency – Outputs/Products
- Project
 - Schedule – Resources – Scope – Risk
- Strategic
 - Intermediate Outcomes (awareness)
 - Long Term Outcomes (impact)

What do you measure

○ Performance Measures AOD Services – NIAAA Publication

- | | |
|---|---|
| <ul style="list-style-type: none"> Continuum of Care Measures <ul style="list-style-type: none"> Prevention/Education Recognition Treatment Maintenance | <ul style="list-style-type: none"> 5 categories of quality measures: <ul style="list-style-type: none"> Structure (org capacity) Process (service delivery) Outcomes (patient functioning) Access Patient experience |
|---|---|

Outcome	Treatment Measures	Prevention Measures
Abstinence from use	No use at admission vs discharge	*30 day use *Perception of risk/harm of use *Age of first use Perception of disapproval/attitudes
Increased/retained Employment or Return/Stay in school	Employed or in school at admission vs discharge	*Perception of workplace policy *Average daily school attendance rate
Decreased Criminal Justice Involvement	Without arrests for 30 days at admission vs discharge	*Traffic fatalities *AOD related arrests
Increased stability in housing	Being in stable housing at admission vs discharge	
Increased social supports/connectedness	In self-help and/or support groups...	Family communication around AOD use
Increased access to services (service capacity)		# of persons served by age, gender, race and ethnicity
Increased retention in treat	Length of stay	*# of evidence-based programs and strategies *% of youth reading, watching or listening to a prevention message
Use of evidence-based practices		# of evidence-based programs and strategies

Balanced Scorecard Approach			
Strategic Objectives	Measures	Targets	Initiatives
Customer Need (Maintenance)	Track organizational performance		
Financial Stewardship (Treatment)		Desired level of performance for each measure	
Internal Processes (Recognition)			Projects/activities that help you reach those targets
Organizational Capacity (Prevention)			

Balanced Scorecard Approach	
○ Performance Measure – Data Definition Table	
○ What specific strategic objective are you trying to measure	
○ What is the intended result from accomplishing that objectives	
○ What kind of measurement (description, type, formula, unit of measure)	
○ Data source, collection frequency, reporting frequency	
○ How are you validating the data and who is validating	
○ Who holds the data	

2005-2015 Literature Review: Mental Health and Addictions

- Similarity in performance domains across frameworks;
- The ability of frameworks to inform care quality at client, program/facility, and system levels;
- The predominance of indicators of process and outcome, over structure;
- The lack of evidence on the links between domains and/or indicators;
- Common, but limited, evaluation of family/caregiver involvement;
- Equity as a cross-cutting domain of performance; and
- Limited attention to performance measurement in peer support services.

TOR

- To address the opioid crisis in tribal communities by:
 - Increasing access to culturally appropriate and evidence-based treatment, including medication-assisted treatment (MAT) using one of the three FDA-approved medications for the treatment of opioid use disorder (OUD).
 - Reducing unmet treatment need and opioid overdose-related deaths through the provision of prevention, treatment and/or recovery activities for OUD.
- Source FOA Page 4

TOR GRANTEE 'REQUIREMENTS'

- Use the results of a current needs assessment if available to the tribe (or **carry out a strategic planning process to conduct needs and capacity assessments**) to identify gaps and resources from which to build prevention, treatment and/or community-based recovery support services (Funding Opportunity Announcement (FOA) p. 5).
- **Complete a comprehensive strategic plan**, based on the most current epidemiological data for the tribe, **to address the gaps in prevention, treatment, and recovery** identified by the tribe. Tribes may use existing plans if they have one available (FOA p. 7).

Reminder: other Requirements

- Implement workforce development activities to ensure that individuals working in tribal communities are well versed in strategies to prevent and treat opioid misuse.
- Develop effective prevention strategies which include but are not limited to: elder education, outreach and engagement of youth, strategic messaging, and community prevention activities. Develop strategies to purchase and disseminate naloxone and provide training on its use to first responders and other tribal members.
- Implement service delivery models that enable the full spectrum of treatment and recovery support services that facilitate positive treatment outcomes and long-term recovery. Models for evidence-based treatment include ... (page 7-8 of FOA)

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Reminder: other requirements (cont.)

- Incorporate culturally appropriate and traditional practices into your program design and implementation.
- Support innovative telehealth strategies in rural and underserved areas to increase the capacity of communities to support OUD prevention, treatment, and recovery.
- Address barriers to receiving MAT by reducing the cost of treatment, developing innovative systems of care to expand access to treatment, engage and retain patients in treatment, address discrimination associated with accessing treatment, including discrimination that limits access to MAT, and support long-term recovery.
- Develop and implement tobacco cessation programs, activities, and/or strategies. 17

Reminder: allowable (optional) activities

- Implement community recovery support services such as peer supports, recovery coaches, and recovery housing. Grantees must ensure that recovery housing supported under this grant is in an appropriate and legitimate facility. Individuals in recovery should have a meaningful role in developing the service array used in your program.
- Provide assistance to patients with treatment costs and develop other strategies to eliminate or reduce treatment costs for under- and uninsured patients.
- Provide treatment transition and coverage for patients reentering communities from criminal justice settings or other rehabilitative settings.
- Work with Tribal Epidemiology Centers to assess the impact of the grant. 18