About DHHS

The mission of the Department of Health and Human Services (DHHS) is to promote and ensure the health and safety of the residents of Montgomery County and to build individual and family strength and self-sufficiency.

Guiding Principles

▶ We will provide services that build on the strengths of our customers and the community

▶ We will be responsive to the changing needs of our community

▶ We will recruit and maintain competent, customer service oriented staff

▶ We will make operational a "no wrong door" approach to services delivery

▶ We are committed to the highest quality customer service for all those seeking services, and hold our staff accountable to demonstrate respect, professionalism, timeliness and fairness

▶ We value the skill and dedication of our staff and will provide them with adequate support, resources and training to serve our customers well

Trust-Customer Service-Equity-Accountability

PACS

DHHS
MONTGOMERY COUNTY

Performance Measurement and Analytics

Menu of Services

Performance and Analytics

The demand for program effectiveness is based on the realization that producing good "deliverables" is no longer enough. Efficient, well-managed program outputs lose their relevance if they yield no discernible improvement in conditions and lives of people.

Assessing progress requires articulating the problem and its programmatic response into quantitative metrics, monitoring those metrics against expectations, and ultimately evaluating the extent to which the need for the program was adequately addressed. The development of sound performance measures that clearly define the problem and solution are critical components.

Investing in Performance

Programs are investments in outcomes purchased with the taxpayers' money, and managers have a responsibility to reliably tell their story related to the value in achieving the desired results.

Why Measure

Evaluation is an objective, independent and systematic examination of the extent to which a program or project has achieved (or is achieving) over time its stated objective and, therefore, is meeting the needs and priorities of the community. Evaluation assesses the efficiency, effectiveness, relevance, impact, and sustainability of a program or project.

Individual client outcomes contribute to specific program measures, which in turn inform DHHS performance, and ultimately are used to assess the County's priority objectives.

Population/Community

Policy/Systems

Programs

Case Manager

Client
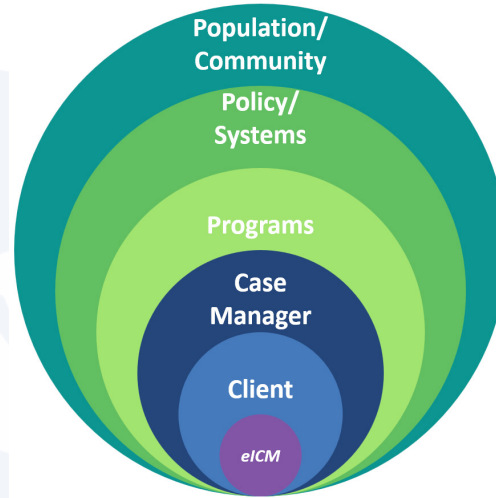
eICM

21st Century Analytics

DHHS completed its Technology Modernization initiative in 2017 with the launch of its *Enterprise Integrated Case Management System (eICM)*. This fully integrated health and human services information system enables staff to access centralized client records, comprehensive service delivery history, and concurrent case activity information. These data allow for **advanced analytics** that inform not only on individual client wellness, but also program performance and policy direction that impact population health.

A Process to Establish Measures

Manager, contract monitors, and frontline staff are at the forefront in the development of meaningful performance measures. Substantive program experts team with **DEEP**, PACS and budget analysts to ensure measurement rigor. Together the team's knowledge, input and ultimate buy-in ensures that the data are used to ensure responsive program performance which invests in our community.

The natural point to determine appropriate performance measures is when the program is first designed. Partnering with the Pew-MacArthur Results First Initiative, tools such as the *7 Elements of Quality Program Design* tailored to Montgomery County and the *Result First Clearinghouse Database* of effective programs help establish a process that ensures funding requests are backed by strong evidence demonstrating a program's effectiveness.

Existing programs also benefit from evaluating their program performance measures, especially during a program transfer, change in scope, change in funding source, or during the annual budgeting process. These also occur as part of ongoing **Community Review** and **PET** processes.

Developing Meaningful Measures

DHHS developed the *S.M.A.R.T.I.E.* framework for performance measures. Meaningful measures are **specific, measurable, achievable, relevant, timely, IT-based,** and consistent with the Department's principles of **equity** in both service access and outcomes.