



OFFICE OF RECOVERY SERVICES – OUTPUT AND OUTCOME MEASURES

SOCIAL SERVICES APPROPRIATIONS SUBCOMMITTEE
STAFF: STEPHEN JARDINE

ISSUE BRIEF

SUMMARY

As part of a Human Services In-depth Budget Review (found at <http://le.utah.gov/interim/2010/pdf/00001613.pdf>), the Department of Human Services reported a six year history of output and outcome measures and benchmarking information if it existed. The department has updated this information and included an additional year. A six year history of measures is included in the appendix. The brief highlights changes from information presented a year ago and identifies measures that have improved or declined by more than 5 percent. Fiscal Analyst recommendations for Legislative action are also included.

LEGISLATIVE ACTION

1. The Fiscal Analyst recommends ORS develop additional measures for Administration, Financial Services, and Electronic Technology that comply with the general principles of performance measurement where you measure things that matter, measure outcomes first, and measure internally and against other states.

HUMAN SERVICES IN-DEPTH BUDGET REVIEW RECOMMENDATION REGARDING OUTCOMES

The Human Services In-depth Budget Review (found at <http://le.utah.gov/interim/2010/pdf/00001613.pdf>) was assigned by the Executive Appropriations Committee (EAC) and later heard by EAC and the Social Services and Executive Offices and Criminal Justice appropriations subcommittees. The in-depth review included 15 major recommendations and 14 other additional recommendations. The two subcommittees passed intent language to have Human Services report back on the progress and status of the review's recommendations during the 2012 General Session. One of the major 15 recommendations was:

All department divisions [should] follow best practices for performance measures:

- *Measure things that matter*
- *Focus on outcomes, then outputs*
- *Compare internally and against other states*

The in-depth budget review identified the best internal department examples for outcome measures. The review stated, "For outcome measures of state provided services, DCFS [Division of Child and Family Services] is the best example. They have meaningful measures, compare different regions, publish them on their public website, and benchmark against other states. . . For outcome measures of contract-provided services, DSAMH [Division of Substance Abuse and Mental Health] is the best example in the department. They have meaningful measures, compare different providers, publish them on their public website, and benchmark against other states."

HUMAN SERVICES OVERALL GOALS

As part of its FY 2013 budget submission, the Department of Human Services provided the following four department-wide goals:

- *collaborate with community partners and within the Department on issues that cut across divisions*
- *maintain and improve transparency regarding Department finances and operations in the community*
- *foster creativity, innovation and adoption of best models and practices*
- *improve outcomes and results by using measures which lead to good decisions that drive success*

ANALYSIS OF OFFICE OF RECOVERY SERVICES OUTPUT AND OUTCOME MEASURES

The Office of Recovery Services (ORS) has made no changes to the measures it presented in the fall of 2010 as part of the in-depth budget review. Analysis at that time regarding the output and outcome measures of ORS stated, "ORS provided the LFA with 12 measures for the in-depth budget review, 4 of which are associated with the ORS contract with the Attorney General . . . Three of the 12 measures are output measures representing in each instance the number of cases

handled or court appearances made by the Attorney General. Of the remaining measures, they are useful, but not fully satisfying. As might be expected, five measures are collection amounts shown year over year. Collections are certainly the key function of what ORS does – so actual collection amounts provide valuable information. Development of other measures could also be helpful in providing valuable program information. The two measures provided by ORS that fit this pattern are: 1) % of child support paid and 2) child support collections compared to costs.”

The Fiscal Analyst recommends ORS develop additional measures for Administration, Financial Services, and Electronic Technology that comply with the general principles of performance measurement where you measure things that matter, measure outcomes first, and measure internally and against other states.

ORS measures showing greater than 5% improvement

#2 – Child Support Enforcement – child support collections (+5%)

#3 – Child Support Enforcement – ratio of child support collections to cost (+10%)

#6 – Children in Care Collections – State Hospital collections from insurance (+48%)

ORS measures showing greater than 5% decline:

#10 – Attorney General Contract – amount of child support collected by criminal non-support staff (-9%)

APPENDIX: OFFICE OF RECOVERY SERVICES AGENCY OUTPUT AND OUTCOME MEASURES

As part of the Department of Human Services In-depth Budget Review, agencies within Human Services were asked to provide a six year history of accountability measures along with any indications if benchmarking was being used, and if so, who was being used to benchmark against (see the Department of Human Services In-depth Budget Review Appendix 3, pages 65 through 74 found at: <http://le.utah.gov/interim/2010/pdf/00001615.pdf>). The table included in the appendix for the Office of Recovery Services updates information from the in-depth review and adds measures for one additional year.

Office of Recovery Services - Output and Outcome Measures - FY05 Through FY 11

FY10 Total Expenditures	FY11 Total Expenditures	Appropriation Unit	Unit	Performance Measure	Measure Target	Measure FY 05	Measure FY 06	Measure FY 07	Measure FY 08	Measure FY 09	Measure FY 10	Measure FY 11	Measure can be benchmarked to performance by others?	If yes, who are you using to benchmark against?	
\$48,734,577	\$45,973,300	OFFICE OF RECOVERY SERVICES:													
\$1,268,010	\$1,127,300	KGA RECOVERY SERVICES ADMINISTRATION	ADMINISTRATION												
			PQ14 AUDIT UNIT												
			PQ15 PERSONNEL UNIT												
			PQ16 TRAINING UNIT												
\$5,842,705	\$5,713,100	KGB FINANCIAL SERVICES	PQ20 ADMINISTRATION FS												
\$10,290,277	\$9,527,100	KGC ELECTRONIC TECHNOLOGY	PQ30 ADMIN DATA PROCESSING												
\$22,828,364	\$21,467,200	KGD CHILD SUPPORT SERVICES		1 ORS: Total Collections		\$181,920,968	\$193,416,854	\$203,748,572	\$211,438,478	\$216,715,077	\$216,450,680	\$223,991,721	No		
				2 Child Support Svc: Collections		\$151,862,216	\$161,761,422	\$170,195,293	\$173,992,786	\$175,188,973	\$178,100,547	\$186,353,443	Yes	Federal OCSE reports	
				3 Ratio: Child Support collections to cost	> 3.8 to 1	3.98	4.09	4.09	3.97	4.08	4.21	4.61	Yes	Federal OCSE reports	
				4 Child Support Svc: % of support paid	> 60%	61.4%	63.6%	65.7%	65.8%	62.0%	61.0%	60.0%	Yes	Federal OCSE reports	
			PR17 SALT LAKE DWS INTAKE TEAM 17	5 Recovery for Workforce Services: Timely submission of form 75 to SS Admin; 10 day refund of excess funds to client; Opening cases within Federal time frame:		Passed 2005 SSI Audit	(Not known when the next audit will happen.)								
\$1,783,224	\$1,459,500	KGF CHILDREN IN CARE COLLECTIONS	FC/YC TEAMS												
			PR77 INSTITUTIONAL CS TEAM 77												
			PR78 USHC TEAM 78	6 State Hospital Collections (Insurance)		\$462,293	\$179,085	\$203,266	\$172,301	\$137,107	\$223,800	\$331,383			
\$4,319,584	\$4,358,500	KGG ATTORNEY GENERAL CONTRACT	PQ41 ATTORNEY GENERAL	7 Caseloads as of June 30 (fiscal year end) for legal support required to set up and enforce the mechanisms for child support			6,783	6,814	7,042	6,829	6,921	7,046	No		
				8 Number of court appearances			6,514	6,628	6,717	6,821	6,880	6,874	No		
				9 Number of criminal non-support cases handled			461	465	431	671	694	663	No		
				10 Amount of Child Support collected by Criminal Non-support staff			\$1,892,768	\$2,084,400	\$1,706,392	\$1,871,352	\$1,352,121	\$1,235,929	No		
\$2,402,413	\$2,320,600	KGM MEDICAL COLLECTIONS	MEDICAL COLLECTIONS TEAMS	11 Medical collections: Timely filings of Medicaid claims:	80%	Measure not tracked, passed in 2007			89+%	90%	90%	89%	No		
				12 Medical collections: Total collections for torts, probate, health claims		\$22,011,393	\$23,386,469	\$24,793,588	\$28,710,137	\$32,727,287	\$30,392,980	\$30,807,793			