ODP’s Balanced Scorecards

December 9, 2011
Why use Balanced Scorecards?

- Performance Measurement System
- Strategic Management System
- Communication Tools
• Why use Balanced Scorecards now?

- New Leadership
- Improve Performance
- Demonstrate Accountability
- Align Everyone in the Organization
- Communicate and Educate
ODP’s Balanced Scorecards

• How many Balanced Scorecards?

- ODP’s Office-wide Balanced Scorecard
  - Bureau of Supports for People with Intellectual Disabilities
    - Community Services
    - State Centers
  - Bureau of Autism Services
  - Bureau of Financial Management
  - Bureau of Program Support
ODP’s Balanced Scorecards

Building a Balanced Scorecard

- Mission
  - Who we are, what we do

- Vision
  - Future we hope for

- Strategic Themes and Results
  - Broad priorities, broad desired results

- Strategic Objectives
  - More specific results

- Performance Measures and Targets
  - How success will be measured and tracked

- Strategic Initiatives and Action Plans
  - What we must do to implement strategy

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The mission of the Office of Developmental Programs is to support Pennsylvanians with developmental disabilities to achieve greater independence and enhanced quality of life.
• ODP’s Mission...updated

The mission of the Office of Developmental Programs is to support Pennsylvanians with _________________ to achieve greater independence, choice and opportunity in their lives.
The mission of the Office of Developmental Programs is to support Pennsylvanians with developmental disabilities to achieve greater independence, choice and opportunity in their lives.
• ODP’s Vision

Our vision is to continue refining a system of quality services and supports delivered in respectful, inclusive environments, to foster competent, evidence-based practice, and to extend our reach to all Pennsylvanians with developmental disabilities who need our services.
• ODP’s Vision...updated

- Our vision is to continuously improve an effective system of accessible services and supports that are flexible, innovative and person-centered.
Building a Balanced Scorecard

ODP’s Balanced Scorecards

- Mission: Who we are, what we do
- Vision: Future we hope for
- Strategic Themes and Results: Broad priorities, broad desired results
- Strategic Objectives: More specific results
- Performance Measures and Targets: How success will be measured and tracked
- Strategic Initiatives and Action Plans: What we must do to implement strategy
ODP’s Balanced Scorecards

• **Strategic Themes**
  - Deliver Quality Outcomes and Services
  - Ensure Program Integrity and Accountability
  - Foster Innovation
• Strategy Mapping

❖ Customer/Stakeholder Perspective
  ❖ To achieve our vision, what customer needs must we meet? How must we look to our customers?

❖ Internal Process Perspective
  ❖ To achieve our objectives, in which businesses processes must we excel?
• **Strategy Mapping**

  - **Financial/Regulatory Perspective**
    - To succeed within our resources, what financial and regulatory controls must we observe?
  
  - **Learning and Growth Perspective**
    - To realize our strategy, how must we learn, communicate, and work together? How must we change and improve?
• **Strategic Theme**
  - Deliver Quality Outcomes and Services

• **Objectives**
  - Conduct accurate, person-centered needs assessments
  - Increase access to services for Pennsylvanians with developmental disabilities
  - Build a qualified provider network
  - Ensure safe, inclusive environments
• **Strategic Theme**
  - Deliver Quality Outcomes and Services

• **Strategic Initiatives**
  - Train staff in standardized, person-centered needs assessment
  - Implement standardized, person-centered needs assessment
  - Manage enrollment, including waiver capacity
  - Conduct provider and SCO monitoring
  - Reduce and eliminate restraints
  - Reduce 1:1 and other intensive staffing
  - Increase employment opportunities
• Strategic Theme
  - Deliver Quality Outcomes and Services

• Working Performance Measures
  - # and % of individuals who receive the services they need
  - # and % of individuals who receive of choice of services
  - # and % of individuals waiting for services who are enrolled
  - # and % of individuals served/available capacity
  - # of people who have paid work
  - # of restraints, by type
  - # of individuals with 1:1 staffing
• **Strategic Theme**
  - Ensure Program Integrity and Accountability

• **Objectives**
  - Achieve Federal and regulatory compliance
  - Maintain fiscal responsibility
  - Manage resources efficiently and effectively
  - Support a skilled and professional workforce
• **Strategic Theme**
  - Ensure Program Integrity and Accountability

• **Strategic Initiatives**
  - Ensure services in ISPs are based on accurate, person-centered needs assessments
  - Implement Quality Strategy for HCBS Waivers
  - Conduct ongoing budget review and management
  - Track and manage utilization of services
  - Reconfigure financing model
  - Train staff in quality and data-based management
ODP’s Balanced Scorecards

• **Strategic Theme**
  - Ensure Program Integrity and Accountability

• **Working Performance Measures**
  - # and % of individuals whose ISPs are based on ODP’s standardized needs assessment
  - # and % of providers qualified prior to service delivery
  - # and % of waiver providers monitored annually
  - % expended vs. budget by appropriation
  - Total waiver dollars spent/total waiver dollars authorized
  - Total waiver units used/total waiver units authorized
  - Turnover rate
• How does our strategy fit together on ODP’s Office-wide Balanced Scorecard?
• Roles and Responsibilities of Leadership

- Contribute to the development of and support ODP’s Mission, Vision and Values
- Contribute to the development of and support ODP’s Strategy and Strategy Map
- Build ODP’s Office-wide Balanced Scorecard
- Cascade ODP’s Office-wide Balanced Scorecard into Bureau/Division level Scorecards
• Roles and Responsibilities of Leadership

- Work with staff to develop and submit local performance measures, targets and data profiles
- Communicate with and educate staff about ODP’s Office-wide Scorecard and Bureau/Division level Scorecards initially and ongoing
- Work with and support staff to implement relevant initiatives
- Analyze and report progress in meeting objectives routinely
• Questions?