



## Award Winners!!

### Arizona Quality Awards

The annual Arizona State Quality Awards Program, sponsored by the Arizona Quality Alliance, recognizes Arizona organizations for performance excellence. Six County departments were recognized with awards in 2006. **Maricopa County Library District** won the *Pioneer Award for Quality*, which honors organizations that have established and deployed fundamental quality systems within their operations, attaining high levels of performance excellence in process implementation. Five departments were honored

with the *Showcase in Excellence Awards*, which recognize organizations for specific process excellence. This program allows organizations to focus on individual processes and build toward a complete quality implementation. Departments recognized with Showcase Awards include: **Adult Probation**—Financial Compliance Program; **Environmental Services**—Vector Control Mosquito Abatement Program; **Flood Control District**—Acquisition and Deployment of Digital Aerial Photography; **Juvenile Probation**—Special Supervision for Juveniles-A



Balanced Approach; and **Risk Management**—Roadbuilder Equipment Training Program.

This is the second year that Maricopa County has submitted applications for the awards. The County won the only Pioneer Award handed out and five of the seven Showcase Awards, so it is quite an accomplishment for the County as a whole. Congratulations to all the winners!!!

### MFR Achievement Awards

Annually, OMB presents Fiscal Fitness Awards to departments that excel in budget preparation and exhibit fiscal prudence, and Strategic Fitness Awards to those departments that best adhere to Managing for Results requirements. This year, special MFR Achievement Awards were presented to 13 departments that excelled in both categories:

- Adult Probation
- STAR Call Center
- Clerk of the Court
- Community Development
- Correctional Health
- Facilities Management
- Finance
- Human Resources
- Materials Management
- Parks & Recreation
- Public Defender
- Solid Waste
- Transportation

### FY05-06 Fiscal Fitness Awards

Criteria used for the FY05-06 Fiscal Fitness Awards include departmental budgets are correctly budgeted by activity; general contingency funds are not requested; budget variances are favorable; budget projections are accurate and timely; grant and indirect cost budgeting is done properly; and budget submissions are timely and complete.

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## Winter 2006

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### Welcome new Strategic Coordinators!

Jeffrey Jones has moved from Trial Courts to become the strategic coordinator at Facilities Management

Decision Making

Correctional Health Services Process Improvement

CHS Staffing Plan Project

By Margaret Green, CHS Chief of Operations, and Kirk Jaeger, MFR/OMB

Correctional Health Services (CHS) is currently in the implementation phase of a data-driven staffing plan that resulted in the Board of Supervisors approving 108 new clinical and administrative staff positions for CHS at an annualized cost of nearly \$5.9 million. Currently, Finance Manager Lisa Gardner and Deputy Director Margaret Green are leading the effort to implement new Staffing Models, which are used to match inmate needs with appropriate Correctional Health staff. They are also developing new bi-weekly productivity reports to help managers monitor output and efficiency as new positions are added. "Using this process gave us an opportunity to make Managing for Results a real and meaningful tool for the staff," notes Green. "They were able to identify the actual work tasks and procedures that make up their PAS codes. The big bonus was that we were able to quantify for OMB the actual staffing needs for CHS."

CHS began this effort in April 2006 because the existing staffing plan was over three years old and had not been developed to include two new facilities and an increase in inmate population. The overall objective was to provide CHS with the necessary staff resources to provide all medically necessary and mandated health care to individuals detained in the Maricopa County jails. Another requirement was that the plan be consistent with County MFR/BFR model.

CHS faced several challenges that led to the initiation of this effort, including:

- An increase in jail population over the past three years
- The development and opening of new facilities

- Increasing demand for additional medical services in response to litigation
- A shortage of health-care provider and RN staff

CHS formed six multidisciplinary teams to complete this process improvement effort using existing CHS-specific Program, Activity, and Service (PAS) codes. The staff members on the teams were the process experts. The teams were educated about the MFR program, provided with the definitions of the PAS Codes, Demand Sources, and Output Measures. Then the teams developed an updated, detailed service inventory for each PAS code. Next, the teams used the nominal group technique to identify services and the time required to perform the activities while focusing on best practices instead of worst-case scenarios. The following teams addressed the corresponding Activity codes:

| Team                | Activity Codes    |
|---------------------|-------------------|
| Inpatient Units     | ACIF, LTCI & ADUL |
| Health Records      | HLTD              |
| Assessment          | HLTT & RSHC       |
| Medications         | MEDD              |
| Sick Call Treatment | SCTM & HSRQ       |
| Quality Management  | UTMT & INFE       |

Each team built a model to identify their staffing needs. For example, Acute Infirmity Care (Activity ACIF) developed a Service Detail Table to identify scoring guidelines that included five Resource Requirement Levels, 1 being relatively routine and 5 being relatively complex. Each Requirement Level includes six examples of specific tasks/activities within that level. Scoring guidelines are provided for each task/activity within each level. For example, a score of 1.5 indicates that the patient required



**“Using this [staffing model] process gave us an opportunity to make Managing for Results a real and meaningful tool for the staff.”**

—Margaret Green, CHS Deputy Director

(Continued on page 4)



## Measuring for Results

### Program Purpose Statements and Performance Measures

A Program is a set of Activities with a *common purpose* that produces results for customers. Program Purpose Statements clearly articulate the intended result/benefit to be experienced by the customer. They should be written in a manner that makes it clear what the outcome is intended to be. It follows then that each Program should have at least one Key Result Measure that tracks this outcome, i.e., the corresponding performance measure(s) should reflect the

“so that” piece of the program purpose statement.

Here is an example from Public Health. The department’s Immunization Services Program purpose is “to provide immunizations to eligible children and adults *so that vaccine-preventable diseases can be prevented* in Maricopa County.” It follows that the Key Result Measures would (1) track the rate of immunizations in the County, and also (2) track the rate of vaccine-preventable

diseases. This latter measure would tell program managers, County leadership, and citizens how successful the current immunization program is at preventing vaccine-preventable diseases.

If your Program Purpose Statement and corresponding Key Result Measure do not lend themselves to this kind of relationship/alignment, then you should revisit both the purpose statement and the Key Result Measure to create the alignment.

**FY2007 2nd Quarter Measures Reporting**

The MFR Database will be open **January 3, 2007 – February 9, 2007** for reporting 2nd quarter FY07 performance measure data.

During this period, departments should also enter progress reports for their goals and provide any explanatory comments about their performance measures.

## Reporting Results

### AGA Performance Measurement Conference

The Association of Government Accountants (AGA) held its second National Performance Measurement Conference on November 14-15, 2006, in Schaumburg, IL. The conference brought together representatives from state and local government to discuss current trends and issues related to performance management.

Keynote speakers included Jonathan Walters from *Governing Magazine*, who spoke about performance management as a “fundamental shift in the way government thinks about and delivers services to its

customers.” Several other speakers pointed out that we are near the tipping point of moving from a traditional bureaucratic model that focuses on input/outputs to a performance governance model that focuses on customer value and results. This will take buy-in from executive champions who are less oriented toward using the system to reduce costs, and more oriented toward using the system to value and deliver results to customers.

The primary issue discussed in most of the sessions related to the Government Accounting Standards Board’s (GASB) impending

endorsement of the *Government Service Efforts and Accomplishments Performance Reports* reporting criteria (16 in all) to standardize/legitimize performance reporting. Many of the sessions included representatives from states and municipalities that are already applying the criteria to their reporting. A major component of the criteria is involving citizens in development of performance measures.

For more information about the conference, go to [http://www.agacgfm.org/pmc\\_2006/index.htm](http://www.agacgfm.org/pmc_2006/index.htm).



# MFR Assessment Underway

In 2000 and 2001, working with Marv Weidner and his consulting group, the County established an overall MFR framework, conducted training and communication about MFR, and developed MFR plans for each department. In the ensuing six years, MFR has evolved and grown to accommodate enhancements and modifications to the overall framework. As the County strives to achieve full implementation of MFR, the County Manager and Deputy County Manager have brought Marv Weidner back to assess the County's progress in fully meeting the original intent for MFR and to identify opportunities

for more fully accomplishing the overall goals and objectives of the initiative. As part of his work, Marv and his consultants will be meeting with department directors, strategic coordinators, OMB staff, and County leadership to gain an understanding of MFR successes, challenges, and opportunities. Weidner Consulting then will identify and assist in executing recommendations for moving the County forward in achieving its MFR priorities. Additional information will be provided at upcoming strategic coordinator meetings and in future strategic coordinator newsletters.



## CHS Process Improvement (cont.)

(Continued from page 2)

routine simple instructions from the staff, while a score of 5.3 indicates that the patient required the staff to provide total care because the patient was unable to walk. A simplified version of this model is provided below for illustration purposes.

All patients in a particular area are individually scored at an assigned time during the day according to the most complex service they require. Then the total number of patients in each category is entered into a Daily Staffing Matrix. These numbers are used to predict staffing requirements on the following day. Data are retained and are used for quarterly trend analysis. They are also used to test the reliability of the data provided by staff involved in rating the services needed by the patients. Over time, a picture emerges that shows the number of staff and their skill sets required to meet the demand for inmate health-care services. The results of this process improvement project include the development of an extensive service inventory, the development of an acuity system for inpatient units, and new staffing levels based on CHS-specific PAS Codes.

The 108 new positions are expected to allow CHS staff to meet 100% of the current demand for services with an appropriate mix of staff skill sets. As demand changes, the model will be used to identify the appropriate staffing level and skill-set mix. The target date to evaluate performance of the staffing model and make any necessary adjustments is the end of the second quarter FY 2006-07. Congratulations to the many CHS employees that participated on these six teams!

"For illustration purposes only"

Scoring Guidelines

| Resource Levels                                 | Level 5                             |       | Level 4                             |       | Level 3   |       | Level 2  |       | Level 1  |       | Procedure for Use:   |
|---|-------------------------------------|-------|-------------------------------------|-------|---|-------|--|-------|--|-------|--|
|   | Criteria                            | Score | Criteria                            | Score | Criteria  | Score | Criteria   | Score | Criteria                                       | Score |  |
| View or Scheduled Admission                     | Nursing Assessment every shift      | 5.1   | Nursing Assessment every shift      | 4.1   | Daily Vital Signs and Assessment                  | 3.1   | VS & Nursing Assessment Weekly                         | 2.1   | FRN Assessment                                 | 1.1   | • All patients are to be scored according to Resource Consumption Level daily at 1900.<br>• Utilize the Patient Roster and Scoring Criteria above, place the correct number score next to each patient's name.<br>• Total the number of patients in each scoring category; for example: 6-5-1, 10-3-2, 1-3-3 etc.<br>• Enter the totals on the "Daily Staffing Matrix" in log book.<br>• Fax the "Daily Staffing Matrix" to the Nurse Staffing Office.<br>• Place original of the "Daily Staffing Matrix" in log book.<br>• Staffing Office will utilize reported numbers to project staffing adjustments for the following day. |
| Level 1, 2 or 3 Suicide Watch                   | Closed Custody Status               | 5.2   | Closed Custody Status or Transfer   | 4.2   | Planned Discharge                                 | 3.2   | Summa  | 2.2   | Administrative                                 | 1.2   |  |
| Total Care Unable to ambulate                   | Ambulate with assist                | 5.3   | Ambulate with assist                | 4.3   | Assist with ambulation                            | 3.3   | Self Ambulate  | 2.3   | Independent                                    | 1.3   |  |
| Frequent Meds > 3 NPB Cont. Ins                 | Med. 200 > 2 NPB Cont. Ins          | 5.4   | Med. 200 > 2 NPB Cont. Ins          | 4.4   | Med. 200 1-1 NPB                                  | 3.4   | Routine Medications                                    | 2.4   | Meds KOP                                       | 1.4   |  |
| Severe emotional or teaching needs Manipulative | Complex emotional or teaching needs | 5.5   | Complex emotional or teaching needs | 4.5   | Moderate emotional or teaching needs              | 3.5   | Periodic Simple or Repetitive Instruction              | 2.5   | Routine Simple Instructions                    | 1.5   |  |
| Complex wound care or treatments                | Complex wound care or treatments    | 5.6   | Complex wound care or treatments    | 4.6   | Routine Suctioning Complex dressing Tube feedings | 3.6   | Treatments every shift Sterile Dressing Foley catheter | 2.6   | Services by Inmate Health Request (Tank Order) | 1.6   |  |

## Award Winners (cont.)

(Continued from page 1)



***Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.***

—William A. Foster

### FY2005-2006 Fiscal Fitness Award Winners

- Adult Probation
- STAR Call Center
- Clerk of the Court
- Community Development
- Contract Counsel
- Correctional Health
- Facilities Management
- Flood Control
- Human Resources
- Legal Defender
- Materials Management
- Parks & Recreation
- Public Defender
- Solid Waste
- Stadium District
- Transportation

### FY2005-2006 Strategic Fitness Awards

In addition to the Fiscal Fitness Awards, OMB presents Strategic Fitness Awards to those departments that best adhere to Managing for Results requirements. Award winners are selected based on criteria related to departments not exceeding revised budget expenditures, completing/updating issue statements and goals that are valid for the current fiscal year, developing and reporting performance measure data, and reporting progress on strategic goals within reporting timeframes.

### FY05-06 Strategic Fitness Award Winners

- Adult Probation
- STAR Call Center
- Clerk of the Court
- Community Development
- Correctional Health
- Employee Health Initiatives
- Facilities Management
- Finance
- Human Resources
- Human Services
- ICJIS
- Juvenile Probation
- Materials Management
- Medical Examiner
- Parks & Recreation
- Public Defender
- Sheriff
- Solid Waste
- Transportation
- Trial Courts

## ASU and Maricopa County Partner to Improve Business Processes

Each semester, Arizona State University senior undergraduate students enrolled in MGT 450, Changing Business Processes, work with many organizations, large and small, for profit and non-profit organizations, including government, to gain real-world experience in analyzing business processes. In the fall semester 2006, two teams worked with County departments, one with Adult Probation and the other with Employee Health Initiatives.

The scope of the Adult Probation project was to analyze the effectiveness of current recruitment practices on college campuses and make recommendations to increase the number of qualified applicants for the Adult Probation Officer position. The team noted that approximately 150 applicants each month came from nine sources, but 72% came from just three sources: the County and State websites, referrals from staff, and the *Arizona Republic*. The team made several recommendations aimed at increasing the number of applicants, and redesigned Adult Probation's employment ad based on feedback from a survey administered by the team.

The ASU consultation team that addressed the Employee Health Initiatives project focused on Health Savings Accounts (HSAs). Few employees are enrolled in HSAs, so the team conducted research to find out how effectively HSAs were communicated to employees and what the demographics for the target market should be. The employee demographic identified by the team as best suited to an HSA include employees who currently have products with similar characteristics, such as deferred compensation or Consumer Choice, or employees who are willing to research the details of the plan, accurately assess the risks for their families, and make informed choices about their health care providers. The team also made recommendations for improving the attractiveness of an HSA to the appropriate County employees, and improving the methods used to communicate HSAs to employees.

Adult Probation and Employee Health Initiatives were impressed with the efforts of the ASU students, and believe their work processes will benefit from the work the students completed. The students indicated that they enjoyed working on real-world business process issues.

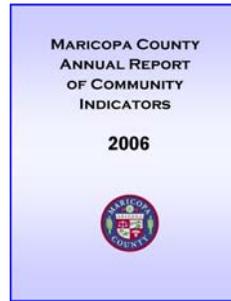
The County partners with ASU each semester. If your department would be interested in sponsoring an ASU team, please contact Kirk Jaeger at 602-506-7104, [jaegerk@mail.maricopa.gov](mailto:jaegerk@mail.maricopa.gov).

# Community Indicators 2006

Maricopa County is accountable to its residents by communicating what it does or does not achieve. The *Maricopa County Annual Report of Community Indicators 2006* is intended to provide citizens and stakeholders with information and analysis of key community indicators and County government activities that reflect current conditions in seven priority areas identified in the County Board of Supervisors' 2005-2010 Strategic Plan. The key indicators reveal whether key community attributes are going up or down; forward or backward; getting better or worse, or staying the same.

The indicators selected for inclusion represent broad interests and trends in Maricopa County, and, in some cases, are comparable to indicator efforts in similar communities throughout the nation and, generally, correspond to the County's Strategic Priorities. While many of the indicators are not completely within the control of County government, decisions made by County leadership influence the measures and contribute to the quality of life in Maricopa County.

The 2006 report has been reformatted to highlight the description of the indicators and key findings. The report includes new indicators to track progress made in several areas including the Public Health issue of lowering rates of leading causes of death in the County, in Regional Leadership issues of improving the ease of voting and increasing participation in County-sponsored youth programs, and in Sustainable Development related to the conservation of energy and water use in County facilities.



The 2006 edition of the *Maricopa County Community Indicators Report* currently is available on the MFR website in pdf form. Also, the MFR Team is available to make presentations to County department leadership and staff. If you would like to arrange for a presentation, please call Tom Brandt.



## County FY2007 Mid-Year Progress Report

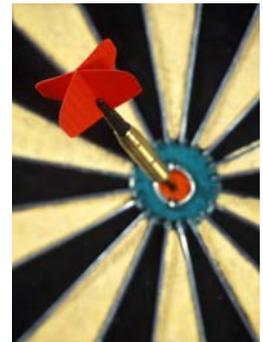
In January, we will begin compiling the FY 2006-2007 Mid-Year Report for the Countywide Strategic Plan. The mid-year report details progress in meeting the strategic priorities and goals in the Plan in the first six months of the current fiscal year, and provides a means for communicating accomplishments to the Board, employees, and the public.

As was done last year, individual reporting templates will be provided to the departments that were designated as "leads" for the goals in the County Plan. In addition, all departments will be asked to share progress and accomplishments for the two Countywide goals: 1) Build partnerships and relationships with all area governments, including Tribal Nations, in order to create a fuller sense of

community for all residents of Maricopa County, and 2) Improve access to the services offered by the County to ensure the inclusion and participation of our diverse community.

The MFR Team will be sending out a Word template for departments to fill-out and submit. Information provided should summarize key efforts and describe the impact on achieving the overall goals. Any department photos for use in the report also are welcome.

The Mid-Year and Annual Reports have become one of the primary means used by the County Manager to communicate results to our customers, employees, and stakeholders. Your continued support and assistance in preparing these reports is greatly appreciated.





## NCPP Public Performance Measurement Certificate

By Janet Woolum

I recently completed the Rutgers University National Center for Public Productivity (NCP) Public Performance Measurement Certification Program. The online program is “designed to build knowledge, skills, and leadership in managing government organizations.” The curriculum of five core classes cover trust and citizen engagement, evaluation and budgeting, performance measures, managerial behavior and decision making, management skills and techniques and e-governance and accountability. The five-week online classes included:

- Citizen-Driven Performance Improvement
- Strategic Planning and

Performance-Based Budgeting

- Citizen Engagement in Government
- Citizen Surveys and Data Presentation
- Governmental Transparency and E-Governance

The online classes provide access to the latest academic research and case studies in citizen-based public performance management, and the opportunity to participate in online discussions, facilitated by professors at Rutgers, with participants from government entities around the United States and internationally. The discussion often was lively, with participants sharing a variety of thoughts and positions on performance

management. I had several opportunities to discuss MFR at Maricopa County.

Each class requires approximately 3-4 hours per week of reading, with a short (1-2 pages) summary paper due at the end of each week. Much of the course reading covers Managing for Results topics, particularly related to how MFR-type systems can help “close the distance between citizens and government.”

I would recommend it to anyone interested in learning more about how MFR is being implemented around the country and internationally, and in gaining access to models for engaging citizens in the MFR process. To learn more go to, <http://www.ncpp.us>.

### Congratulations to Strategic Coordinators:



- Maria Amaya, Adult Probation;
- Vanessa Karlson, Legal Advocate; and
- Teresa Tschupp, Juvenile Probation

For recently completing the Achieve Global Facilitator Certification!

## Training and Development

Check out the County Training site to register for the following MFR-related classes:

- **Wed., Jan. 10.** Solving Quality Problems (CIP110)
- **Wed., Jan. 10.** Developing Performance Objectives (PER303A)
- **Wed., Feb. 14.** Gaining Commitment to Preset Goals (LDR265)
- **Wed., Feb. 14.** Stats “R” Us. (PDV201)
- **Wed., Feb. 14.** Process Improvement (CIP105)
- **Thurs., Feb. 15.** The 4 Disciplines of Execution (LDR104)
- **Fri., Feb. 16.** Managing with MFR (MGT550B)

## MFR Database

*From Lee Ann Bohn, Deputy Budget Director*

As reported at the last quarterly strategic coordinator's meeting, we are moving closer to a final decision regarding an automated MFR solution. As discussed at the recent software demonstration, we are very optimistic that a new system will help to organize and align performance information so that employees, program managers, department directors, and executive staff can quickly and easily access the

information they need in order to make informed decisions.

In addition, a requirement of the new system is the ability to interface with other existing systems – both enterprise and department-specific – so that less time is spent on data entry and more time can be spent on data analysis. Please feel free to contact the MFR Team with any questions or feedback you may have.



## MFR Certificate Program

Applications are still being taken for the MFR Certificate Program. MFR certification denotes that employees have successfully mastered an advanced level of understanding in all aspects of Managing for Results—strategic planning, performance measurement and evaluation, and process improvement—and demonstrated the ability to use the knowledge, skills, and abilities for practical applications. Core classes are scheduled to begin in early February. For more information, visit the MFR website on the EBC, <http://ebc.maricopa.gov/mfr/training.aspx>

### Upcoming Performance Management Conferences

**2006 City and County Performance Summit**, sponsored by The Performance Institute. March 12-14, 2007, in Las Vegas, NV. For more info or to register, go to <http://www.cityandcounty.org/Performance/> or contact the Performance Institute at 703-894-0481.

**GOVERNING Management Workshops**. January 9-11, 2007, in Sacramento, CA. Full-day or half-day intensive, practical, how-to sessions designed to teach you and your management team key skills for modern state and local management. For more info, go to <http://www.governing.com/live.htm>

## MFR Bookshelf

Below are links to award-winning government performance measurement reports. Each of these jurisdictions recently received recognition from the Association of Government Accountants for performance reporting. All are available on the Internet [available as of December 21, 2006]:

City of Bellevue, Washington [http://www.cityofbellevue.org/citizen\\_outreach\\_performance.htm](http://www.cityofbellevue.org/citizen_outreach_performance.htm)

Prince William County, Virginia <http://www.pwcgov.org/default.aspx?topic=040024000110002183>

City of Des Moines, Iowa <http://www.ci.des-moines.ia.us/performance.htm>

Oklahoma Health Care Authority <http://www.ohca.state.ok.us/about.aspx?id=32&column=true&part1=27&part2=438>

Washington County, Minnesota

[http://www.co.washington.mn.us/info\\_for\\_residents/your\\_county\\_government\\_links/performance\\_measurement\\_-\\_2005](http://www.co.washington.mn.us/info_for_residents/your_county_government_links/performance_measurement_-_2005)





# Maricopa County



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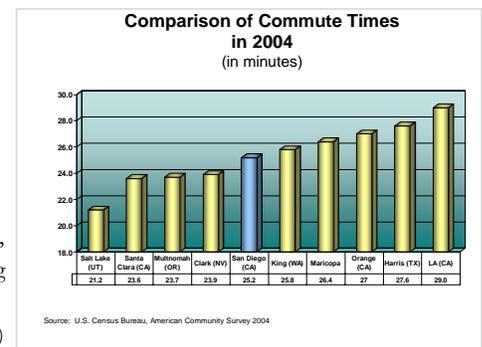
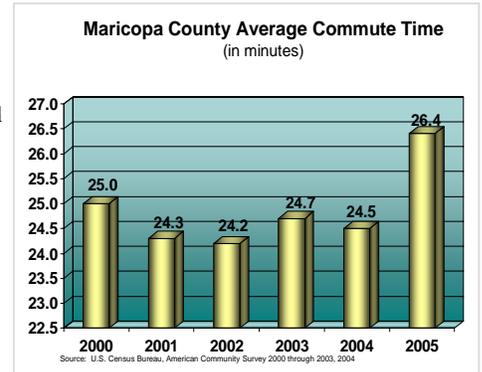


## The Back Page Story

*From the Community Indicators Report 2006:*

The ability for citizens, their families and friends, their employers/business associates, and others, such as tourists, to access and move about the County is a major contributor to the livability of the area. The County has direct responsibility for some of the local transportation system, such as the roadways in unincorporated areas. It also is a key player in regional transportation planning which affects all who live and work in Maricopa County.

Average commute time in Maricopa County rose in 2005 from 24.5 minutes to 26.4 minutes, adding nearly two full minutes to workers' drive time. Among the benchmark counties, Maricopa County ranks seventh in commute times, with Los Angeles County (CA) recording the longest average commute time at 29.0 minutes, and Salt Lake County (UT) at 21.2 minutes.



## MFR Calendar

### FY 2007 Strategic Coordinators Meetings

Tuesday, January 23, 2007, 8:30am—11:30am

Tuesday, April 17, 2007, 8:30am—11:30am

Tuesday, July 24, 2007, 8:30am—11:30am

### FY 2007 Quarterly Measures Reporting Schedule

The MFR Database will be open for quarterly reporting of performance measures data as follows:

2nd quarter MFR Data Entry: January 3, 2007 — February 9, 2007

3rd quarter MFR Data Entry: April 4, 2007 — May 11, 2007

4th quarter MFR Data Entry: July 3, 2007 — August 10, 2007

### Countywide Strategic Plan Reporting

FY2007 Mid-Year Progress Reports Due February 9th

FY2007 Annual Progress Reports Due July 27th