Performance Measurement and Management for Public, Non-Profit, and Healthcare Organizations

PADM-GP 2170 and EXEC-GP 2170

Fall 2015

Room: Bobst Library LL151

Professor: Patrick Germain
Email: Patrick.Germain@nyu.edu
Office Hours: By Appointment Only

(Section 002) Saturdays 9:00am – 12:35pm
September 5th
September 19th
October 3rd
October 17th
October 31st
November 14th
December 12th

Course Description
This course focuses on why public, nonprofit, and healthcare sector leaders should care about strong performance measurement and management systems, and how they might develop and manage them. It will ground students in the fundamentals of performance measurement and management and demonstrate why they are critical from a mission, strategic, funding, operational, transparency and accountability perspectives. It will cover not only how to select appropriate measures, but also how to implement a performance management system and use performance measures in managing an organization. In addition, the course will highlight the need for leadership and management acumen to ensure success in achieving meaningful, significant and lasting results.

Class Format
Class learning will be primarily through case studies and supportive readings along with lectures and group work. It is essential and required that students be prepared for each class. Class learning will also be supplemented with online content and complementary journal assignments. In addition, it is highly recommended that students identify a study partner to prepare for class. The class sessions will consist of listening to our colleagues, offering our perspectives, and reflecting on the discourse.
**Course Readings**

The required readings for this class will come from the following:


- **Course Packet** – The course packet contains the case studies listed in the syllabus. Available through the NYU Bookstore.

- **NYU Classes** – Articles, study questions, journal assignments, the mid-term examination, team project description and general announcements will be posted on NYU Classes.


---

**Course Requirements**

Grades will be based on the following criteria:

- **Class Participation (25%)** – Participation includes presence, promptness, preparation, and engagement. Students are expected to attend all classes (with no more than one excused absence during the semester). Please email your professor before the class if you will be absent. Use of devices for purposes other than taking notes is not appropriate and can limit one’s learning.

- **Journal Assignments (15%)** – Students will complete 5 online learning assignments, which will be due before class as noted in the syllabus. Each assignment (500 – 1,000 words each) requires the student to watch a video or webinar and respond to related questions.

- **Mid-term Examination (25%)** – The mid-term examination will be distributed in class and on NYU Classes.

- **Team Project (35%)** – The Team Project will consist of three elements:
  - 2 to 3 page abstract outlining your project (10%),
  - Presentation to the class on your project and
  a 10- to 15-page paper excluding references and appendices (25%).
## Course Schedule and Deadlines

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Class Topics</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sep 5</td>
<td>Introduction, and Performance Measurement, Logic Models, and Nonprofit Strategy</td>
<td>Teams Assigned and Project Distributed</td>
</tr>
<tr>
<td>2</td>
<td>Sep 19</td>
<td>Developing Performance Measures, and Measuring Outcomes</td>
<td>Journal 1 Due</td>
</tr>
<tr>
<td>3</td>
<td>Oct 3</td>
<td>Creating and Using Dashboards, and PMM Systems and Operations</td>
<td>Journal 2 Due</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Sunday, October 11 by 5pm</strong></td>
<td><strong>Team Abstract Due</strong></td>
</tr>
<tr>
<td>4</td>
<td>Oct 17</td>
<td>PMM From a Funders Perspective: Performance-Based Contracting, Social Impact Bonds, and Foundations</td>
<td>Journal 3 Due Midterm distributed</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Sunday, October 25 by 5pm</strong></td>
<td><strong>Midterm Due</strong></td>
</tr>
<tr>
<td>5</td>
<td>Oct 31</td>
<td>PMM from a Healthcare Perspective</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>Nov 14</td>
<td>Collective Impact, and Public Sector PMM Systems and Benchmarks</td>
<td>Journal 4 Due</td>
</tr>
<tr>
<td>7</td>
<td>Dec 12</td>
<td>Benchmarking Final Team Project Presentations</td>
<td>Journal 5 Due Team Presentations</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Wednesday, December 16th by 5pm</strong></td>
<td><strong>Team Paper Due</strong></td>
</tr>
</tbody>
</table>
## Journal Assignments

<table>
<thead>
<tr>
<th>#</th>
<th>Title</th>
<th>Questions</th>
</tr>
</thead>
</table>
| 1   | BRC Quarterly Performance Review Meeting     | 1) What are some of your reflections on the BRC Quarterly Performance Review Meeting from a performance management perspective?  
2) How does Muzzy Rosenblatt approach performance measurement and management in these meetings, and why does he do it that way? If you were in his position, what would you do differently, and what would you keep the same?  
3) How do you think various staff around the agency feel about these meetings?                                                                 |
| 2   | PMM in Humanitarian Relief                    | 1) How does one instill a data-driven culture in humanitarian relief given the chaotic and urgent nature of the work?  
2) How might IFRC take into account the different cultures and resources that are involved in varying global crises in the design of its PMM system?  
3) How might a performance measurement and management system be different in a crisis response organization like the IFRC than in a public/social service organization? |
| 3   | Developing Organizational Systems            | Children's Aid Society is in the formative stages of developing its Performance Measurement and Management system.  
1) How might they get buy-in from staff across the very large agency on both what the metrics should be, as well as on what the organization should be doing with the data once they have it?  
2) What specific steps going forward should Children's Aid Society take to ensure that its performance measurement and management system helps the agency achieve its mission of "College Graduation: The Pathway out of Poverty"? |
| 4   | Collective Impact                             | 1) How might you get agreement from a huge number of different stakeholders on what the most important performance indicators are in a collective impact approach?  
2) How does an individual organization measure its success within a broader collective impact effort?  
3) How might the ‘backbone organization’ use performance data to facilitate improvement in the many independent nonprofit and public organizations involved? |
1) How does the HOPE count relate to their online published data?  
2) How can and should the NYC DHS use the annual HOPE count data? How should they use their published Dashboard data?  
3) How can and should the nonprofit providers contracted by DHS use these various data sources? |
Detailed Course Schedule and Assignments

| Class 1 | Sep 5th | Introduction
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Performance Measurement, Logic Models, and Nonprofit Strategy</td>
</tr>
</tbody>
</table>

The first half of this class will enable both students and the professor to share their expectations and goals for the semester. The syllabus will be distributed and reviewed. In addition, there will be a lecture/discussion about how to read, analyze and discuss cases. The second part of the class will center on the alignment of performance measurement and management with an organization’s mission and strategy as well as understanding and developing logic models. The Team Project will be distributed and discussed.

- **Book**: Hatry Chapter 1 and 2, pp. 3-27

| Class 2 | Sep 19th | Developing Performance Measures
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Measuring Outcomes</td>
</tr>
</tbody>
</table>

This class will cover audiences for and uses of performance measures, the process of developing performance measures and key types of performance measures. This class will cover selecting outcomes and indicators that flow from and support the organization’s mission, strategy, and operating plan.

- **Book**: Hatry Chapter 3, 4, and 6, pp. 31-45, 59-81

<table>
<thead>
<tr>
<th>Class 3</th>
<th>Oct 3rd</th>
<th>Developing PMM Systems and Dashboards</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Measuring Performance for Operational Efficiency</td>
</tr>
</tbody>
</table>

This class will focus on the development of technology-based dashboards that support performance measurement and management, and operations across an international federation of organizations.

- **Book**: Hatry Chapter 11, pp. 175-193
- **NYU Classes**: City of Augusta, GA Dashboard iDashboard Example
- **NYU Classes**: University of Hawaii Community College System iDashboards Example
- **NYU Classes**: Video: Performance Measurement and Management in Humanitarian Relief. (note: watch after reading the case)

***TEAM ABSTRACT DUE Sunday, October 11th by 5pm***
This class will focus on how funders decide which programs and initiatives to support with a particular emphasis on measuring impact. This class will also cover Social Impact Bonds, and will highlight the challenges associated with developing and implementing an equitable and results-oriented performance-based contracting methodology. The Midterm will be distributed.

- **Book:** Hatry Chapter 12
- **NYU Classes:** Here’s how to do it; Government services. (2012, July 28). The Economist [US], 404(8795), 24.
- **NYU Classes:** Video: Robin Hood: Driving Mission through Relentless Monetization.
- **NYU Classes:** Video. SIB video: introduction and lecture by Megan Golden.
- **[Optional] NYU Classes:** IRIS (Impact Reporting and Investment Standards) Website http://iris.thegiin.org/

***MIDTERM DUE Sunday, October 25th by 5pm***
This class will examine the how performance measurement and management works within the healthcare sector. The two cases examine the complexity of developing realistic and meaningful outcomes from the perspective of patients, physicians, hospitals and researchers.

- **Book:** Hatry Chapters 10

This class will explore different ways large systems work together to achieve desired social results, both through a philanthropic/nonprofit lens (collective impact), and through a public lens (Compstat). This class will explore the unique strategies, challenges, and philosophical questions that might arise in these various contexts.

- **Book:** Hatry Chapters 8 and 14
- **NYU Classes:** Glass, I. (2010). Right to Remain Silent. This American Life. 414. Audio. (approx.. 1 hour)


<table>
<thead>
<tr>
<th>Class 7</th>
<th>Dec 12th</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benchmarking</td>
</tr>
<tr>
<td></td>
<td>Final Presentations</td>
</tr>
</tbody>
</table>

This class will enable students to understand benchmarking, its application and its ability to achieve social goals, particularly in a political context. Students will then do final presentations.

• **Book**: Hatry Chapter 9


• **NYU Classes**: Video: Jeff Tryens lecture. (Note: watch after reading the case.)


***TEAM PAPER DUE Wednesday December 16th by 5pm***