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

PADM-GP 2170 and EXEC-GP 2170

Spring 2017

Room: Bobst Library LL138

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

(Section 002) Saturdays 9:00am – 12:35pm
January 28th
February 11th
February 25th
March 11th
March 25th
April 8th
April 22nd

Course Description
This course focuses on the fundamentals of performance measurement and management systems and demonstrates how they are critical from a mission, strategic, funding, transparency and accountability perspective in public, non-profit and healthcare settings. 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 towards excellence in 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 homework 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.
- **e-Books** – both available for free download at [http://leapofreason.org/](http://leapofreason.org/)

**Course Requirements**
Grades will be based on the following criteria:

- **Class Participation (20%)** – 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 (20%)** – Students will complete 5 online learning assignments, which will be due before class as noted in the syllabus. Each assignment (500-700 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 (5%),
  - Presentation to the class on your project (5%),
  - 10- to 15-page paper excluding references and appendices (25%).
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<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Class Topics</th>
<th>Item</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan 28</td>
<td>Introduction, and Performance Measurement, Logic Models, and Nonprofit Strategy</td>
<td>Teams Assigned and Project Distributed</td>
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<tr>
<td>2</td>
<td>Feb 11</td>
<td>Developing Performance Measures, and Measuring Outcomes</td>
<td>Journal 1 Due</td>
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<td>3</td>
<td>Feb 25</td>
<td>Developing Performance Dashboards and The PMM Development Process</td>
<td>Journal 2 Due</td>
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<td><strong>Saturday, March 4\textsuperscript{th} by midnight</strong></td>
<td><strong>Team Abstract Due</strong></td>
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<td>4</td>
<td>Mar 11</td>
<td>PMM From a Funders Perspective: Performance-Based Contracting, Social Impact Bonds, and Foundations</td>
<td>Journal 3 Due Midterm distributed</td>
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<td><strong>Tuesday, March 21 by midnight</strong></td>
<td><strong>Midterm Due</strong></td>
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<td>5</td>
<td>Mar 25</td>
<td>PMM from a Healthcare Perspective</td>
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<td>6</td>
<td>Apr 8</td>
<td>Collective Impact, and Public Sector PMM Systems and Benchmarks</td>
<td>Journal 4 Due</td>
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<td>7</td>
<td>Apr 22</td>
<td>Benchmarking Final Team Project Presentations</td>
<td>Journal 5 Due Team Presentations</td>
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<td><strong>Sunday, April 30\textsuperscript{th} by midnight</strong></td>
<td><strong>Team Paper Due</strong></td>
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## Journal Assignments

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<th>#</th>
<th>Title</th>
<th>Question</th>
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<tr>
<td>1</td>
<td>Why Performance Management?</td>
<td>Watch the videos. Based on the comments of government and nonprofit leaders, and what you have learned already, why is performance management necessary? Why do you think this class is a required course for Management students at Wagner?</td>
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<td>2</td>
<td>Developing a logic model</td>
<td>Create a basic logic model with inputs, activities, outputs, short-term outcomes and long-term outcomes for Jumpstart’s services to children.</td>
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<td>3</td>
<td>Creating Organizational Unity on Performance Measures</td>
<td>Watch the video. What were the challenges of aligning the performance measures of the Admissions Department of Year Up with rest of the organization? Based on what Cat discussed and what you have learned in class, what would you recommend Year Up do to develop more aligned measurements and to address some of the challenges you identified?</td>
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<td>4</td>
<td>BRC Quarterly Performance Review Meeting</td>
<td>Watch the video. What are some of your reflections on the BRC Quarterly Performance Review Meeting from a performance management perspective? What do you like or not like about Muzzy Rosenblatt’s approach in the meeting? Given what you have learned this semester, if you were in his seat, what would you do the same or differently? Why?</td>
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| 5 | 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? |
Detailed Course Schedule and Assignments

| Class 1 | Jan 28 | Introduction: Performance Measurement, Logic Models, and Nonprofit Strategy |

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.

- **E-Book**: Morino, Mario. Leap of Reason: Chapters 1, Chapter 2, and supplemental essay “First, Do No Harm…Then Do More Good” By Isaac Castillo. available at [http://leapofreason.org/](http://leapofreason.org/)
- **Book**: Hatry Chapters 1, 2, and 5
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 Chapters 3, 4, and 6
- **Book**: Hatry Chapters 14 [note, this reading will support the team project]

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

- **Book**: Hatry Chapters 11 and 12
- **E-Book**: Morino Chapters 3
- **E-Book**: Hunter Chapters 1, 2, and 3
PMM From a Funder’s Perspective: Performance-Based Contracting, Social Impact Bonds, and Foundations

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 13
- **NYU Classes**: Video: Robin Hood: Driving Mission through Relentless Monetization.
- **NYU Classes**: Video. SIB video: introduction and lecture by Megan Golden.
***MIDTERM DUE Tuesday, March 21 by midnight ***

| Class 5 | Mar 25 | PMM from a Healthcare Perspective |

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
- **NYU Classes**: Gawande, A., (January 24, 2011) The Hot Spotters - Can we lower medical costs by giving the neediest patients better care? *The New Yorker.*
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<tr>
<th>Class 6</th>
<th>Apr 8</th>
<th>Collective Impact</th>
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<td>Public Sector Systems</td>
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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)
- **Online**: [https://compstat.nypdonline.org/](https://compstat.nypdonline.org/)
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

***TEAM PAPER DUE Sunday, April 30th by midnight ***