MANAGING FOR RESULTS

BUDGET SUBMISSION REQUIREMENTS

Managing For Results (MFR) is a planning, performance measurement, and budgeting process that emphasizes use of resources to achieve measurable results, accountability, efficiency, and continuous improvement in State government programs. MFR and strategic budgeting orient program management toward achievement of improved outcomes for the citizens of Maryland. The agency strategic plans developed through the MFR process and MFR performance data provide a frame of reference for the strategic budgeting process.

Collaboration among agencies with shared areas of responsibility is necessary to achieve key outcomes in these areas. Examples of areas of responsibility that are shared by more than one agency are environmental protection, regulatory functions, services to children and families, and services to the disabled. Agencies with shared responsibilities should work together in their strategic planning efforts to identify shared outcomes, and to develop and report key measures of progress toward achieving shared outcomes.

The State Finance and Procurement Article (Section 3 Subtitle 10, Managing for Results) defines the Managing for Results program and establishes requirements for agencies and DBM. Agencies should ensure compliance with both statutory and DBM requirements.

NEW MFR REQUIREMENTS BEGINNING WITH FISCAL YEAR 2008

Change #1:

The only changes that may be made to the electronic Budget Book pages received from DBM (FY 2007 print pages) are:

- **to update actual and estimated fiscal years and data, and**
- **to include necessary explanatory notes.**

Agencies are not to re-insert goals, objectives, or performance measures that were edited out of the FY 2007 budget book pages by DBM. The only exceptions under which agencies may add goals, objectives and performance measures to the prior year MFR Budget Book pages are:

- new budgeted programs or initiatives were not in existence for the FY 2007 submission,
- a goal or objective has been achieved and replaced by a new, key goal and/or objective,
- data is no longer available for a particular performance measure.

Agencies must include explanatory notes in the Budget Book pages in the following instances:

- a performance target in an objective has changed,
- underlying data for a measure has changed,
- estimated data is reported, or
- data is from a third party.

Contact your assigned DBM Budget Analyst if there are questions about revisions to the MFR submission.

Change #2:

Agencies may submit a more comprehensive set of goals, objectives, performance measures, and explanatory notes in a SEPARATE Word document. This document would be in addition to goals, objectives, and measures included in the MFR Word document used for budget book print pages. This supplemental document is optional, unless an agency's assigned Budget Analyst requests specific information in addition to what is included in the Word document for MFR budget book print pages. DBM has not prescribed a format for this supplemental Word document, but budget book format is preferred.

Change #3:

Agencies must submit SEPARATE Word files for each of the following components of the MFR submission:

- MFR budget book pages for print;
- Supplemental document that includes a more comprehensive set of goals, objectives, performance measures, and explanatory notes (optional);
- Strategies for each objective (include budget code and associated goals and objectives);
- Program performance discussions (include budget code, and associated goals and objectives as applicable); and
- Data definitions and control procedures (include budget code, and associated goals and objectives as applicable).

New graphs of performance data should be submitted separately as Excel files. Do not include a new graph in the Word document. If the agency had a graph included in the electronic budget book pages received from DBM (FY 2007 print pages), the agency should update the graph that is imbedded in the Word file.

If an agency submits a single Word document that includes MFR components other than the print pages or submits a Word file for MFR print pages that includes components edited out of the print pages for FY 2007, DBM may return the file to the agency for correction.

DBM will continue to work with agencies to produce focused presentations of key MFR goals, objectives, and measures to be printed in the budget books. Agencies should streamline the presentation by excluding goals, objectives, and measures that merely tabulate agency activities (outputs). However, agencies should not exclude input and output measures that are crucial to understanding how outcome, quality, or efficiency objectives will be achieved. **Agencies are to comply with the limits on the number of goals, objectives and measures to be printed, as shown in the table on page 13.** Agencies may submit a supplemental MFR document to DBM that includes additional MFR information that will not be printed in the budget books, but that will be used by the DBM analyst and the DLS analyst.

Change #4:

Agencies with measures in the State Comprehensive Plan must submit graphs and performance discussions for the measures.

Change #5:

Some agencies are required (as part of strategic budgeting for FY 2008) to submit a discussion of outcomes where the agency has had the most and least success in achieving performance improvement. Those agencies may submit a synopsis of that discussion or use it as a basis for preparing the FY 2008 discussion of program performance.

Change #6:

Agencies that report data for measures included in the State Comprehensive Plan are strongly encouraged to conduct internal audits of the reported data for those measures every two years. DBM may request copies of those internal audit results in future years.

USE OF MFR IN STRATEGIC BUDGETING

The agency MFR submissions are an integral part of the strategic budgeting process and budgetary decision-making by both the agencies and DBM. Agencies should review existing MFR Plans to ensure that the missions, key outcome goals and objectives are aligned with the Five Pillars of the Ehrlich-Steele Administration where applicable. The Pillars are expressed in the MFR State Comprehensive Plan which may be reviewed at:

http://www.dbm.maryland.gov/dbm_publishing/public_content/dbm_taxonomy/budget/publications/2005stateplan.pdf

Program missions and key goals should also be linked to the agency-level MFR plan.

One focus of fiscal year 2008 strategic budgeting is process improvement for more efficient and effective achievement of outcomes. DBM will be closely reviewing where agencies have had the most and least success in achieving outcomes. The CY 2006-2007 MFR curriculum at University of Baltimore includes a new course on Process Improvement to Achieve Outcomes which agencies may find helpful.

DBM will use Managing for Results submissions in the strategic budgeting process to:

1. Analyze what the reported performance data indicates about effectiveness of strategies, agency and program performance, and the justification for continued, increased, or decreased funding;

2. Set priorities to facilitate necessary budget reductions and efficiencies; and

3. Discuss MFR goals, strategies, and results data in analyses of agency budgets and in budget hearings.

FY 2008 MFR SUBMISSION REQUIREMENTS

The requirements for mission, goals, objectives, and performance measures apply to preparing the Word document submitted for print in the budget books. E-mail the FY 2008 MFR Word files and other required MFR documents no later than August 31, 2006 to:

Delterese George, dgeorge@dbm.state.md.us;
DBM Budget Analyst assigned to the agency; and
Rachel Monks, rachelm@dbm.state.md.us

Use the following as a checklist to ensure all required information is submitted by August 31.

MFR COMPONENTS	AGENCY	PROGRAM (Mandatory items apply to each appropriated 8 digit program)	CONDITIONS
Mission	**Mandatory**	**Mandatory**	
Vision	Optional	Optional	
Key Goals	**Mandatory** Maximum of **6** at the agency-level	**Mandatory** Maximum of **3** per appropriated program	Agencies with multiple budgeted programs should submit both agency-level and program-level goals, objectives, and measures
Key Objectives	Optional Maximum of **2** for each agency-level key goal; maximum of **12** agency-level objectives.	**Mandatory** Maximum of **2** for each key goal presented	List objectives under goals in the MFR presentation, using the numbering system outlined in the MFR Guidebook
Key Strategies	**Mandatory** Agencies that are responsible for reporting data for measures included in the State Comprehensive Plan must submit strategies that support achievement of related goals and objectives.	Optional Unless requested by the agency's Budget Analyst	Include with strategies the goals and objectives that the strategies pertain to, and number them as shown in the Word document for MFR budget book pages **Submit strategies in a separate Word document.** Strategies will not be printed in the budget books.
Key Performance Measures	**Mandatory** Focus on outcomes and efficiency measures. Maximum of **25** key agency-level measures	**Mandatory** Focus on outcomes and efficiency, but also may include input, output, and quality measures	Include only measures associated with key goals and objectives, and those that are crucial to understanding how objectives will be achieved

MFR COMPONENTS	AGENCY	PROGRAM (Mandatory items apply to each appropriated 8 digit program)	CONDITIONS
Data for **Key** Measures	**Mandatory**	**Mandatory**	Submit actual statistics for the two most recently completed fiscal years (2005 & 2006), estimates for current appropriation year (FY 2007) and budget request year (FY 2008) for both agency-level and program measures.
Graphs and/or charts of performance data for **significant outcome measures**	**Mandatory** Minimum of **1** new chart or graph in addition to updated graphs/charts submitted in prior years **New: Agencies with measures in the State Comprehensive Plan must submit graphs for those measures**	**Optional** Minimum of **1** new chart or graph in addition to graphs/charts submitted in prior years	Display in the graph at least three (but preferably five or more) years of actual performance data as well as the estimates for FY 2007 and FY 2008. Submit new graphs in Excel files only. Graphs included in the FY 2007 Budget Book should be updated within the Word document.
Certification of the Reliability of the MFR Data	**Mandatory**		Written certification by agency head or designee. Designees are either Deputy or Assistant Secretaries in departments or Deputy Directors in independent agencies.
Data Definitions and Descriptions of Control Procedures	**Mandatory** Submit documentation for at least **10** agency-level measures for which data definitions and control procedures were not submitted in prior years. Submit this documentation for outcome and efficiency measures before other types of measures.	**Mandatory as part of documentation for all agency-level measures**. Submit this documentation for outcome and efficiency measures before other types of measures.	Submit updates as necessary to definitions and control procedures that were submitted for prior years, and submit definitions and controls for an additional 10 performance measures. **Submit in a separate Word document.** Will not be printed in the budget books.

MFR COMPONENTS	AGENCY	PROGRAM (Mandatory items apply to each appropriated 8 digit program)	CONDITIONS
Program Description	Not Applicable	**Mandatory** Describe major on-going activities.	Include appropriate section from the Annotated Code if applicable
Discussion of Program Performance	**Mandatory** Agencies with measures in the State Plan must report on performance for those specific measures and associated objectives.	**Mandatory**	Discussions may aggregate performance for the entire agency or highlight a specific appropriated program. **Submit in a separate Word document.** Will not be printed in the budget books.
Full Agency MFR Strategic Plan	Optional	Optional	Provide a copy if agency has published a full strategic plan.

Definitions and guidance about developing the MFR components may be found in the **Managing for Results Guidebook**. Agencies may obtain training in MFR and Strategic Budgeting from the University of Baltimore. Please refer to the DBM website about training at the University of Baltimore.

GENERAL FORMAT

DBM has provided to all agencies the final electronic Word files that were used to print the FY 2007 MFR budget book pages. To ensure correct format and content, agencies must use the FY 2007 Word files to prepare the FY 2008 MFR budget book pages. Agencies are to update the actual and estimated fiscal year data, and comply with instructions regarding changes to the content described on pages 10-12. **Agencies are <u>not</u> to re-insert goals, objectives, and/or performance measures that were edited out of the FY 2007 budget book pages by DBM.** The format prescribed in these instructions must be used unless the agency's assigned DBM Budget Analyst agrees to a change. The attachments are as follows:

Attachment A – Formatting Guidelines
Attachment B – Sample Format
Attachment C – Margins
Attachment D – Headers – 1
Attachment E – Headers – 2
Attachment F – Headers – 3
Attachment G – Body of MFR Presentation
Attachment H – Performance Measures
Attachment I - Guidelines and Sample Templates for Data Definitions and Control Procedures

To shorten the length of the MFR presentation, agencies are not to begin a new page for each program. If space allows, agencies may include MFR information for more than one program on a page.

Prior to submission to DBM, agencies must proofread completed budget book pages to:

- ✓ Ensure that the agency submission is in compliance with the prescribed format and content;
- ✓ Ensure that capitalization criteria have been met; and
- ✓ Correct spelling and word spacing errors.

DBM may return MFR submissions to agencies for correction if the format is incorrect or the submission is not in compliance with requirements in these instructions.

PROGRAMS WITH SHARED MISSION, GOALS, OBJECTIVES, AND MEASURES

If an agency has programs that share the same mission, goals, objectives, and performance measures, it is not necessary to repeat these items for each program. The agency should include a reference to the program where these items may be found. For example, an agency could include a statement such as, "The mission, goals, objectives, and performance measures for this program are the same as for the Property Tax Program."

PERFORMANCE MEASURES

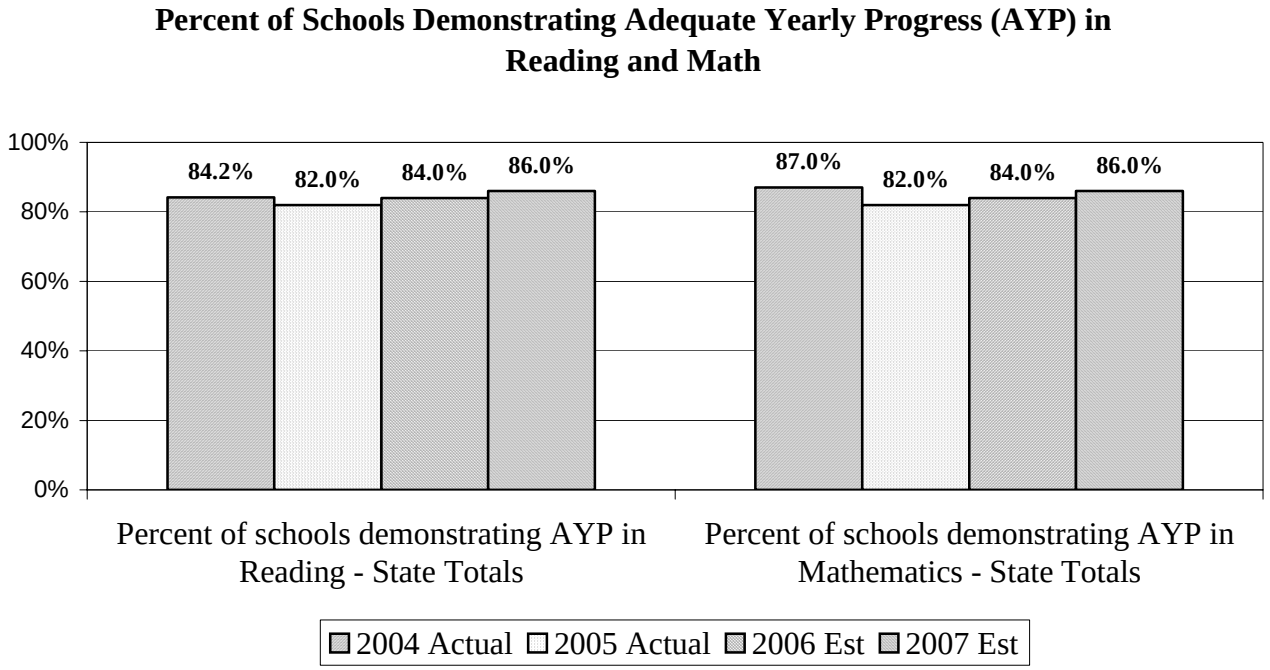
Agencies should only include in the Word document for the MFR budget book pages performance measures that illustrate the key activities and desired outcomes of the agency as a whole, and for each appropriated (8 digit) program. The measures selected should provide budget decision-makers with data to evaluate progress toward achieving agency performance objectives, and justification for the expenditure of funds. Additional performance measures may be submitted in a supplemental Word document.

Agencies should list performance measures under the objective to which they pertain using the format shown in **Attachment B** (sample Budget Book page). Other types of Performance Measures may be grouped together following all other objectives. Footnotes may be provided to clarify measures and reported data. **If the data is reported for a calendar year instead of a fiscal year, the heading may be changed to indicate the appropriate reporting period.**

If a program did not receive an appropriation in the current fiscal year (FY 2007) but an appropriation is being requested for the coming fiscal year (FY 2008), please note that in the performance measures section.

It is important that consistent information be presented over the four-year time frame for performance measures previously reported. If a change is made to actual data previously reported, include an explanatory note. Actual data may not yet be available if an agency has revised its performance measures. In that case agencies should include estimates for FY 2007 and FY 2008 related to the targets in MFR objectives.

Graphical presentation of data should display at least three (but preferably five or more) years of actual performance data as well as the estimates for FY 2007 and FY 2008. All new graphs should be created in an Excel format. Graphs that were previously included in the 2007 print pages should be updated within the Word document. **All agencies with measures in the State Comprehensive Plan must submit updated graphs for those measures.** Graphs should be formatted in black and white; using patterns to differentiate data. Font should be Times New Roman, size 10. Below is an example graph.



DOCUMENTATION OF DATA RELIABILITY, DATA DEFINITIONS, AND CONTROL PROCEDURES

Certification of the reliability of the reported data:

Data integrity has been an on-going issue as exemplified by performance measurement audits by the Office of Legislative Audits. Since performance data is an element in budgetary decision making, it is important for reported data to be accurate, reliable, and valid. Each agency must submit a certification signed by the agency head or his/her designee of the reliability of the MFR data submitted for the FY 2008 budget. Designees may be either Deputy Secretaries or Assistant Secretaries in Cabinet departments or Deputy Directors in independent agencies. Following is an example of this certification statement:

> *I hereby certify that I have reviewed all data presented in the FY 2008 MFR submission of the Maryland Department of XXX and believe that data to be an accurate reflection of information maintained in our files and/or provided to us by other agencies as indicated in the submission.*

Data definitions and control procedures:

For the last two years, agencies have been required to submit data definitions and control procedures. For the FY 2008 MFR submission, agencies must include data definitions and control procedures for an additional 10 key measures. Agencies should first submit the data definitions and control procedures for the outcome and efficiency measures contained in the agency-level MFR. After all of the data definitions and control procedures for agency-level outcome and efficiency measures have been submitted, definitions and control procedures should be submitted for program-level outcome and efficiency measures. Agencies that have updates to data definitions and control procedures submitted over the last 2 years should submit those updates with a note indicating an update to previously submitted information. Although DBM does not prescribe a format for data definition and control procedures documents, Attachment I provides several examples of templates (page 31-37).

When developing a performance measure, agencies must accurately reflect the performance concept in the related goal and objective. **The reported measure must be consistent with what is being measured in the objective.** For example, if the objective were measuring the percent of Maryland children fully immunized, it would be incorrect to report the number of children fully immunized. Terms used in performance measures must be precisely defined so that the measures are correctly understood and calculated. Formulas for calculation of the measures should be specified in data definitions.

The legal requirement for agencies to maintain documentation of internal controls is included in the State Finance and Procurement Article, Section 3-1002 (d). When establishing performance measurement systems, agencies should ensure that documentation of data definition and control procedures is complete, accurate, and consistent. The data collection, maintenance, and processing systems must be designed to avoid significant error and bias. Agencies should provide sufficient information on verification and validation procedures to allow a third party to

assess whether those procedures and the reported data are credible. Control procedures should include periodic review of data collection, maintenance, and processing procedures; periodic sampling and review of data; independent audits; or other established procedures for verifying and validating data. Data supplied from an external source should be indicated and verified where possible. Verification of third party data may include obtaining from the data sources its procedure for ensuring data integrity. Agencies should periodically update definitions and control procedures as necessary.

Agencies that report data for measures included in the State Comprehensive Plan are strongly encouraged to conduct internal audits of the reported data for those measures every two years. The Office of Legislative Audits plans to resume performance measurement audits this year. Measures included in the State Comprehensive Plan will be audited first.

DISCUSSION OF PROGRAM PERFORMANCE

Each agency must submit a written discussion of program performance that describes what MFR performance data reveals about agency performance during the past fiscal year. Discussions may aggregate performance for the entire agency or highlight a specific appropriated program. **Agencies with measures in the State Plan must discuss performance for those specific measures and associated objectives**. The State Comprehensive Plan may be found at the following Web address:
http://www.dbm.maryland.gov/dbm_publishing/public_content/dbm_taxonomy/budget/publications/2005stateplan.pdf.

The discussion of program performance will not be published in the budget books, but will be used by budget decision-makers as part of the strategic budgeting process to assess program performance.

Agencies should include the following in the discussions of program performance:

- Concise statement of overall program performance including what the reported outcome and efficiency measures and other units of measure show about the effectiveness and efficiency of the program;

- Outcomes attained, and explanations for performance that surpasses, meets, or fails to achieve program targets for outcomes and service delivery; and

- Comparison of program performance to similar programs in other jurisdictions using performance information obtained from benchmarking, national standards, the experience of other similar states, or published articles, research, audits, or management evaluations.

Some agencies are required as part of strategic budgeting for FY 2008 to submit a discussion of outcomes where the agency has had the most and least success in achieving performance improvement. Those agencies may submit a synopsis of that discussion or use it as a basis for preparing the FY 2008 discussion of program performance.

STRATEGIES

Agencies that are responsible for reporting data for measures included in the State Comprehensive Plan must submit strategies that support achievement of related goals and objectives. Otherwise, submission of strategies is optional unless the agency's Budget Analyst requests that the agency submit strategies.

DBM REVIEW AND ASSESSMENT OF FY 2008 MFR SUBMISSIONS

The Department of Budget and Management will apply the following questions when assessing agency Managing for Results submissions. Agencies should also apply these questions when developing a strategic plan and performance measures, and should refer to the **Managing for Results Guidebook** for additional guidance.

MISSION

- Who are the customers/stakeholders that the agency is serving?
- What are the intended results that meet stakeholder/customer needs?
- What services/activities are used to achieve the mission?

VISION

- What would Maryland be like if the agency's Vision (or outcome goals) were achieved?

GOALS

- What outcomes are sought by the goal?
- What strategic issue is being addressed by the goal?
- What concept in the goal is measurable?
- Do the current or proposed program activities relate to the goals?
- Is the number of goals within the specified number?

OBJECTIVES

- How do the goals and objectives support the agency's Mission and Vision that have been submitted?
- Are the objectives "**SMART**"?
    - **Specific**: What specific aspects of the outcomes are sought after in the objective?

- **Measurable**: What is being measured? What targeted level of performance is specified by the objective for the desired outcomes?

- **Attainable:** Do the agency's performance targets seem aggressive enough considering baseline performance and other factors?

- **Results-Based**: What outcome is sought in the objective?

- **Time Bound:** When can you expect to see results?

PERFORMANCE MEASURES

- Is the performance concept in the goal measured?

- Is the reported measure consistent with the associated objective, i.e. are the objective and measure formulated in the same way?

- Are the performance measures valid? If not, describe the aspects that are not valid.

- Are the performance measures clear? If not, describe what is unclear.

- What has been the agency's baseline performance?

- What benchmarks (internal or external) exist that relate to the performance?

- What outcomes and results has the program produced?

STRATEGIES

- How does the strategy influence attainment of goals and objectives?

The OBA Budget Analysts will take the following actions as appropriate following assessment of components of the agency MFR submissions:

1. Contact the agency to discuss agency and program performance as indicated by reported performance data;

2. Consult with the agency regarding editorial revisions to the MFR submission, as time permits;

3. Return the submission to the agency for revision and resubmission as needed; and

4. Approve the MFR submission for print in the Budget Book.

Attachment A

FORMATTING GUIDELINES FOR MANAGING FOR RESULTS SUBMISSION

MARGINS	Top and bottom should be 1”	Right and left should be 0.5”.	Gutter 0	Header/Footer 0.5”	
FONT	All text: **Times New Roman**	Header: **14 Point**	Program name and R*STARS Code: **12 Point**	Program Description, Mission, and Key Goals: **12 point on** Agency-level page **10 Point** on program-level pages	All other text: **10 Point**
JUSTIFICATION & PAGE BREAKS	Multiple line text in program description, mission, vision, goals, objectives should be **fully** justified.	Performance measures are not justified.			
HEADERS	Headers include the department / agency name and appear at the top of every page.	There should be a line across the page under each header. (See the Budget Books)	**To create header:** Select **view-headers.** Select **format-borders-shading.** Select 2¼ pt in **Width.** Select solid line in **Style.** Select bottom line in **Preview.**	Correct headers if there have been changes in agency names.	
PROGRAM CODE AND NAME	Use the eight-digit R*STARS code. Do not use a dash between the code and name.	Program names should be the same as in Budget Books and HOBO files. Inform OBA if a program name has changed.	Include division or administration that program is part of. (See Budget Books). Indent additional lines under first letter of text on the first line.	Repeat only program code and name when sections carry over to next page. Do not repeat section title (Goals, Objectives, Performance Measures).	

Attachment A

FORMATTING GUIDELINES FOR MANAGING FOR RESULTS SUBMISSION

ACRONYMS	The first time an acronym is used, it should be noted in parentheses after the words the acronym stands for. Thereafter, use only the acronym.				
SPELL OUT	**fiscal year** (do not use FY)	**Percent** (rather than %) in performance measure descriptions. The % symbol can be used in data tables.	**General Funds** (do not use GF)	**Federal Funds** (do not use FF)	
CAPITALIZE	**State** when it refers to the State of Maryland	**Federal**	**General Funds**	**Department** when it refers to a specific department.	**First letter of first word** for each performance measure
MEASURES WITHOUT DATA	Enter an * in the Actual column.	Include a note in bold, 10 font, and 2 lines below last measure, i.e. Note: * New measure for which data is not available.	If data is not applicable: Enter N/A in the Actual column.		
CAPITAL PROGRAMS	Do not include in MFR submission				

ATTACHMENT B-SAMPLE FORMAT

DEPARTMENT OF NATURAL RESOURCES

K00A04.01 STATE-WIDE OPERATION- STATE FOREST AND PARK SERVICE

PROGRAM DESCRIPTION

The State Forest and Park Service manages and operates Maryland's state parks, scenic preserves, historic monuments, natural environment areas and recreation areas.

MISSION

To manage the natural, cultural, historical, and recreational resources to provide the best use for the benefit of people.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Natural resources stewardship opportunities for Maryland's urban and rural citizens.

Objective 1.1 Promote stewardship ethics to 25,000 state park visitors to ensure the responsible use of public lands; and monitor recreational impacts to protect these state lands, as set forth in the environmental ethics goals of the Department of Natural Resources.

Performance Measures	2004 Actual	2005 Actual	2006 Estimated	2007 Estimated
Inputs: Miles of boundaries*	1,500	1,500	800	800
Outputs: Additional miles of boundaries marked	50	50	0	0
Miles of boundaries marked	400	450	490	490

Note: * Responsibility for State Forests has been transferred to Forestry in FY 2006

Goal 2. Diverse outdoor recreation opportunities for Maryland's citizens and visitors.

Objective 2.1 Provide outdoor recreational experiences for at least 10,993,129 visitors to State Parks during fiscal year 2007.

Performance Measures	2004 Actual	2005 Actual	2006 Estimated	2007 Estimated
Outputs: Number of land units available to the public	94	94	89	89
Number of acres available to the public	268,316	268,316	199,000	199,000
Outcome: Number of visitors using forests and parks (millions)	10.7	11.0	11.2	11.4

K00A04.06 REVENUE OPERATIONS – STATE FOREST AND PARK SERVICE

PROGRAM DESCRIPTION

The Revenue Operations program includes camp stores, snack bars, beach concessions, boat rental areas, gift shops, windsurfing areas and marinas.

MISSION

To manage the natural, cultural, historical, and recreational resources to provide the best use for the benefit of people.

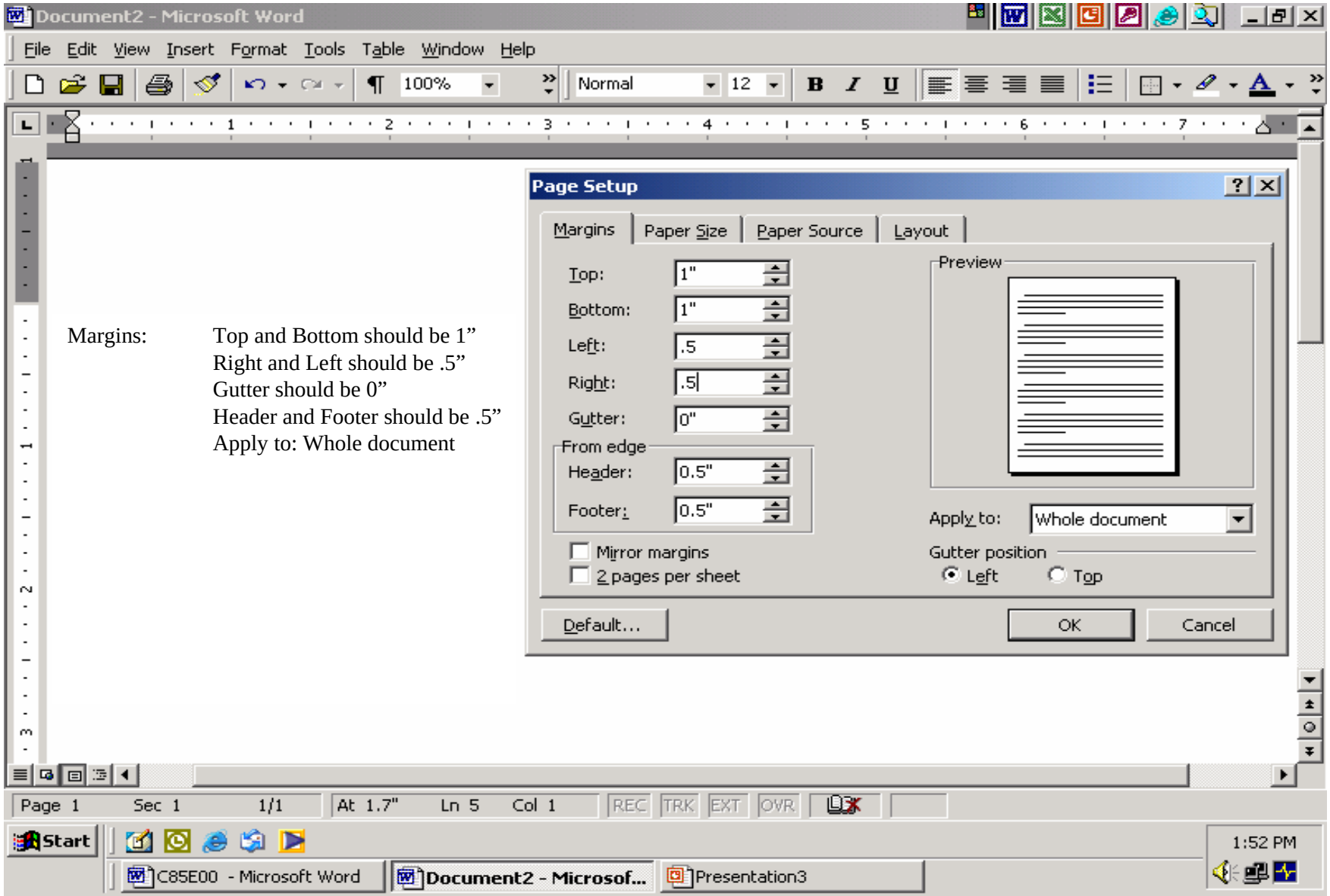
KEY GOALS, OBJECTIVES AND PERFORMANCE MEASURES

The key goals and objectives are the same as program KA04.01, Statewide Operations.

MARGINS

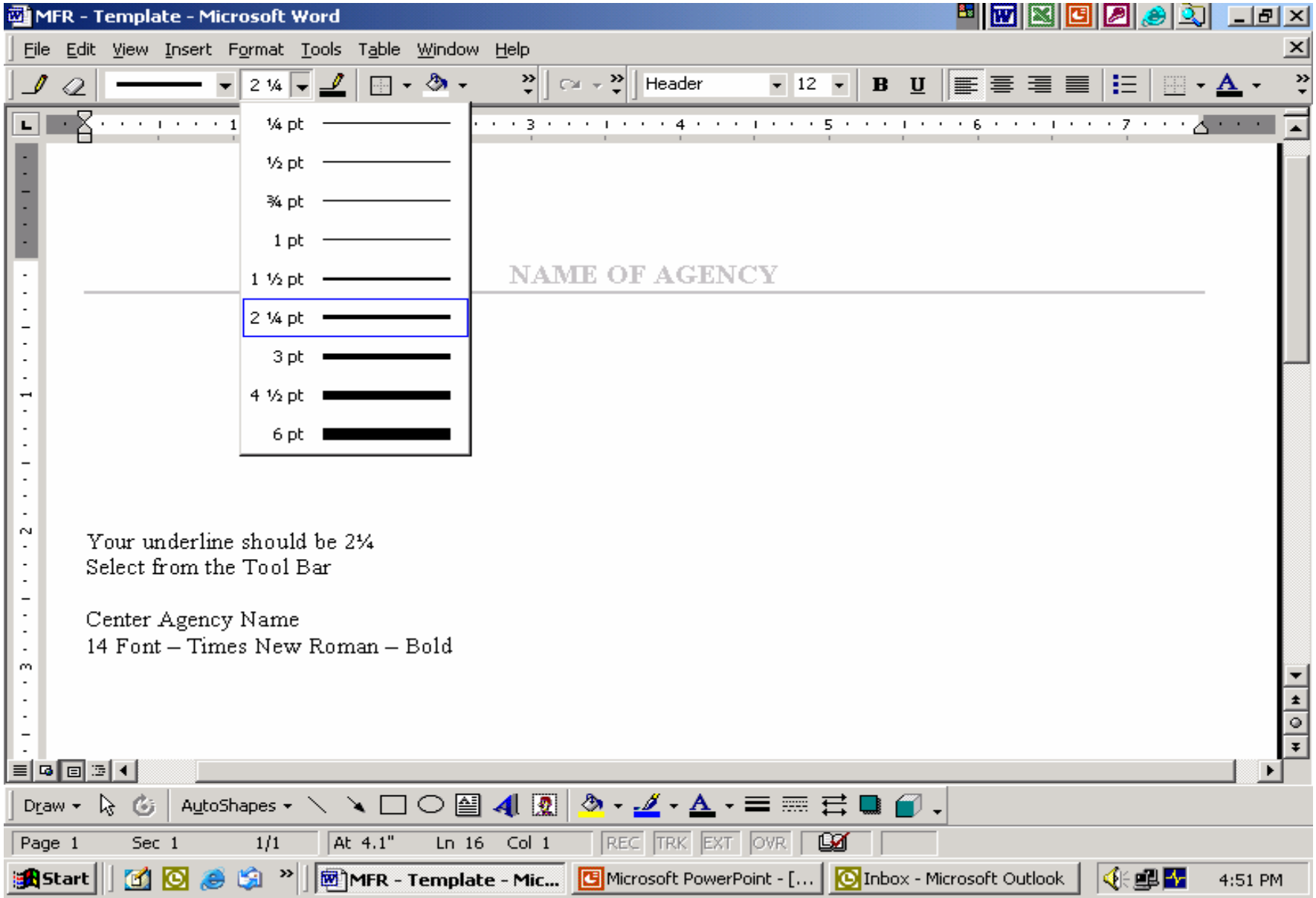
Margins:

Top and Bottom should be 1”
Right and Left should be .5”
Gutter should be 0”
Header and Footer should be .5”
Apply to: Whole document



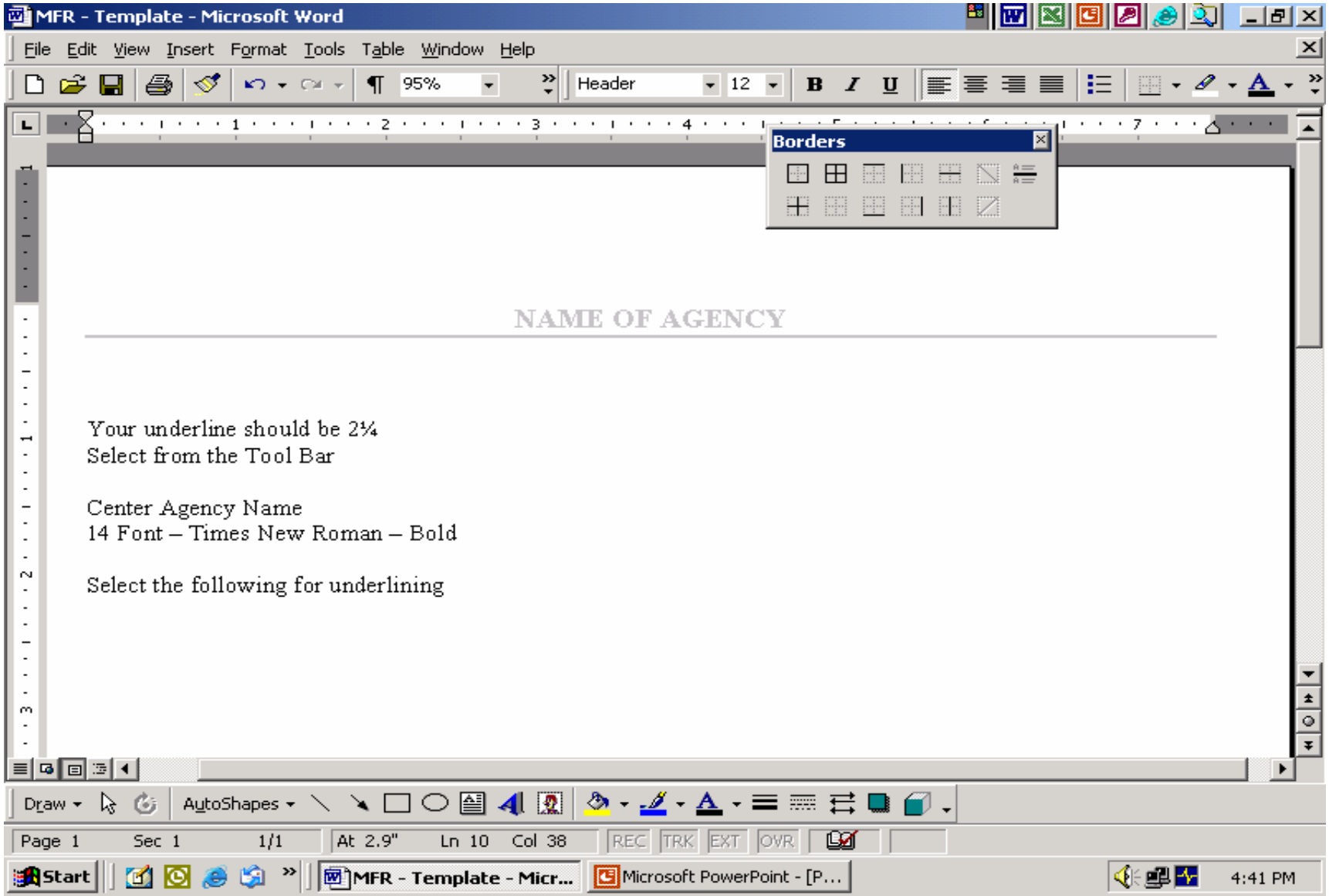
HEADER - 1

Attachment D



Attachment E

HEADER - 2



Attachment F

HEADERS - 3

MFR - Template - Microsoft Word

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DEPARTMENT OF HEALTH AND MENTAL HYGIENE

(1' MARGIN – NAME OF AGENCY – BOLD, 14 FONT, TIMES NEW ROMAN – UNDERLINED USING 21/4 LINE)

M00Q01.04 MEDICAL CARE POLICY ADMINISTRATION

(PROGRAM CODE AND NAME – 12 Font, Times New Roman, Bold)

K00A05.07 ENGINEERING AND CONSTRUCTION PROGRAM – LAND AND WATER CONSERVATION SERVICE

(LINE YOUR TITLE UP WHEN APPROPRIATE)

CONTINUTION ONTO THE 2ND OR 3RD PAGE ADD THE WORD (Continued)

K00A05.07 ENGINEERING AND CONSTRUCTION PROGRAM – LAND AND WATER CONSERVATION SERVICE (Continued)

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Attachment G

BODY OF PRESENTATION

MFR - Template5 - Microsoft Word

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PROGRAM DESCRIPTION

The Medical Care Policy Administration interprets existing policy and develops, implements, and maintains regulations, policies and procedures. The Administration also develops new methods for delivering health services; regulates provider fees; and negotiates, enforces, and reviews all contracts with providers.

MISSION

The mission of the Medical Care Policy Administration is to provide easy access to medically necessary and appropriate health care services for uninsured Marylanders. It strives to meet its obligations to both its customers and the taxpayers by assuring that quality services are provided in a cost-effective and timely manner.

VISION

The Medical Care Policy Administration's vision is to provide quality health care services to Maryland's indigent population through a delivery system, which will serve as a model in the health care industry.

Justification:

- Multiple line text in program description, mission, vision, goals, and objectives should be fully justified
- Performance measures are not fully justified
- Begin a new page for the start of each program.
- Headers for the program description, mission, vision, and key goals, objectives and performance measures should be 10 font, times roman and bold - text following under the header should be 10 font with an indent of 5, and full justification.

Draw AutoShapes

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PERFORMANCE MEASURES

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KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Improve the health of Maryland's children.

Objective 1.1 For Calendar Year 2005, increase by 1 percentage point annually the proportion of HealthChoice child respondents[1] who report[2] that the medical care they have received in the last six months has improved their health.

Performance Measures[3]	CY 2003 Actual	CY 2004 Estimated	CY 2005 Estimated	CY 2006 Estimated
Input: Number of HealthChoice child respondents	3,263	3,300	3,300	3,300
Output: Number of HealthChoice child respondents who reported that the medical care they received in the last six months has improved their health	2,720	2,772	2,805	2,838
Outcome: Percent of HealthChoice children surveyed reporting the medical care received in the last six months has improved their health	83%	84%	85%	86%

Page 1 Sec 1 1/2 At 2.5" Ln 11 Col 60 REC TRK EXT OVR

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ATTACHMENT I

GUIDELINES AND SAMPLE TEMPLATES FOR DATA DEFINITIONS AND CONTROL PROCEDURES

GUIDELINES:

A Data definition should include both conceptual and operational components. It should contain the necessary information to clearly understand the measure and include a detailed description of its calculation to allow for replication. Additionally, a complete data definition should fulfill the following criteria:

- Describes the primary source(s) of information, its method of collection and storage.
- Identifies any data limitations, including factors beyond the agency's control.
- Identifies whether the data is cumulative or non-cumulative.

Control procedures create a system to ensure the collection and reporting of performance measures are reliable and accurate. A statement of control procedures should include detailed information regarding data collection and review and list responsible parties. Examples of three types of control procedures follow:

Input controls are processes developed by an agency to provide reasonable assurance that data collection is accurate. Examples include:

- Data-entry training, including how the information will be used and the importance of accuracy.
- Written and established guidelines and procedures for data entry that are used consistently.
- Information received through the mail or by telephone that is date stamped or logged when received.
- Supervisory review of information entered into the computer system for accuracy.
- Obtain written documentation of the control structure from third-party data providers.
- Documentation of the third-party provider’s operations to ensure that the information received is accurate.

Process controls are mechanisms to provide reasonable assurance that performance measurement systems use the appropriate information and follow procedures established for data gathering and calculation of each measure. Examples include:

- Review computer programs used to calculate or store performance data to ensure the correct information is being captured and the desired functions are being performed.

- Databases should have all of the basic computer controls such as edit checks, logic checks, edit totals, and access controls.

- Personnel should understand the origin of the information and stay current with any changes in its form.

- Written procedures for collecting and calculating measures should exist and personnel should be trained in this area.

Review controls are procedures to verify that an activity occurred and was correctly calculated to provide reasonable assurance that accurate data is reported.

- Communicate with executive management to ensure that the desired information is being measured or is capable of being measured.

- Review calculation of the performance data to ensure that the calculation is consistent with the measure definition and to check for mathematical errors.

- Conduct internal audits of performance measures.

- Review MFR submission for accuracy and any typographical errors.

Source: Texas State Auditor's Office. "Guide to Performance Measurement Management 2000 Edition" http://www.sao.state.tx.us/Resources/Manuals/prfmguide/default.html

ATTACHMENT I (Continued)

SAMPLE TEMPLATE #1

Program Name

Goal

Goal 1.

Objective

Objective 1.1

Performance Measure

Outcome:

Operational Definitions

Reported Performance

Year	Original Target/Revised	Actual	Achieved
FY 2001			
FY 2002	/		
FY 2003	/		
FY 2004	/		
FY 2005	/		
FY 2006	/		

Responsible Office

Office of
, Title, Phone

Data Sources

Method-Data Collection/Data Verification *Required

Strategies

1.1.1
1.1.2

Frequency

Issues/Action Items

FY 2006 Performance – *Required

Source: Maryland Dept. of Transportation, MdTA, December 2005

ATTACHMENT I (Continued)

SAMPLE TEMPLATE #2

Program name:

GOAL

INDICATOR

Short name:	Indicator Type:	Balanced Scorecard perspective:
Complete written description of the indicator:		
Definitions:		

SOURCES OF DATA

From automated data base reporting systems		
Data base name:	Data element name:	Data element code:
From documents in hard copy or on personal computer		
Document name / file location:	Data element name:	Location in the document:
Contact person's name and phone number:		

DATA COLLECTION

COMPUTATION OF MEASURE(S)

BENCHMARKS

DATA ACCURACY / RELIABILITY

ISSUES

Source: Dept. of Human Resources, November 2005

ATTACHMENT I (Continued)

SAMPLE TEMPLATE #3

M00F04.01 AIDS ADMINISTRATION

DATA DEFINITION AND CONTROL PROCEDURES

Goal 2. Reduce the incidence of HIV/AIDS in Maryland.
Objective 2.1 During CY 2006, HIV cases will continue to decline from the CY 2003 level.

Performance Measures	2003 Estimated	2004 Estimated	2005 Estimated	2006 Estimated
Input: Number of new HIV cases	2,222	2,172	2,123	2,074
Outcome: Percent change	N/A	-2.25%	-2.26%	-2.31%

Data Definition

Data used: HIV cases reported through December 31, 2003.

Program used: SAS program.

Steps taken:

1) Calculate the annual number of HIV cases diagnosed each year, 1994-2002, regardless of later AIDS diagnosis. The weighting variable is used to adjust the raw number of cases in four ways: First, adjusting upwards for unusable lab reports (the number of HIV+ lab reports used each year divided by the total number of HIV+ lab reports). Second, distributing cases, which are reported by ZIP code, to counties (multiplying by the distribution of AIDS cases in each ZIP code across county lines). Third, annualizing cases from 1994, the first year of reporting (the number of cases reported June through December 1994 divided by 7 and multiplied by 12. And fourth, increasing the most recent quarter to account for delays in reporting (the number of cases reported in the last quarter divided by 2.5 and multiplied by 3).
2) Plot a linear regression line through the annual number of HIV cases, 1995-2002. The independent variable is the year and the dependent variable is the number of HIV cases. The beta coefficient provides the annual increase in cases per year.
3) Estimate the expected number of HIV cases for the years 2003-2006. Add the annual increase to the expected value for the current year to get the estimate for the following year. Note that the expected value for the current year is not necessarily the same as the observed value for the current year. Repeat for each successive year.
4) Calculate the percent decline from the prior year by subtracting the number of HIV cases for the current year from the number of HIV cases from the prior year, dividing that result by the number of HIV cases from the prior year and multiplying that result by 100.

ATTACHMENT I (Continued)

Control Procedures

HIV and AIDS cases are reported by physicians, health care facilities, laboratories, local health departments, and other state health departments to the AIDS Administration's Center for Surveillance. They are also reported as a result of fieldwork and other investigations of the Center for Surveillance and the Center for Epidemiology and Health Services Research. Information on cases is stored in file cabinets and on computers in a secure area at the AIDS Administration. This includes cumulative case reports dating back to 1981. Case reports may come in years after the actual event occurred. Therefore, the date of report is not the same as the date of diagnosis and the number of cases reported in a year is different from the number of cases diagnosed in the same year. In addition, new information may be reported at any time that changes either the status of the case (HIV, AIDS, or non-HIV/AIDS) or the date of diagnosis. To handle this, analyses are performed on "frozen" datasets that include all information as reported to the AIDS Administration through a specific date.

Source: Dept. of Health and Mental Hygiene, July 2005