

Orange County

**Master
Aging Plan**

2022-2027

Target Setting for Year 2: Community Support and Health Services Workgroup

TRAINING | October 9, 2023

AGENDA

Introduction (2 mins)

What is Target Setting? (20 mins)

Activity (30 mins)

Q2 Reporting (10mins)

About me

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- Geography PhD, University of North Carolina Chapel Hill
- Research Associate, Urban Institute
- Community Development Planning Analyst, City of Evanston, Illinois
- Masters, Urban Planning and Policy, University of Illinois at Chicago

At the end of this session, participants will...

- Understand how the MAP indicators relate to target setting
- Learn about why setting targets can be useful and what information one should consider when setting targets
- Understand how to discuss indicator/program/initiative performance in relation to targets
- Practice setting targets for key indicators



MAP Goals, Objectives, Strategies, and Indicators



Goal and Objectives

Goal 7 – Community Support & Health Services:
Ensure the community has accessible and affordable resources to support individual health and well-being goals throughout the aging process.

Objective 7.1: Develop supports and resources to promote mental/ behavioral health.

Objective 7.2: Expand enriching volunteer opportunities for older adults.

Objective 7.3: Coordinate local efforts to enhance affordable health care support.

Objective 7.4: Expand services to help older adults age in community.

Objective 7.5: Expand accessibility of available health and wellness resources.

Objective 7.6: Increase access to services to combat food insecurity.

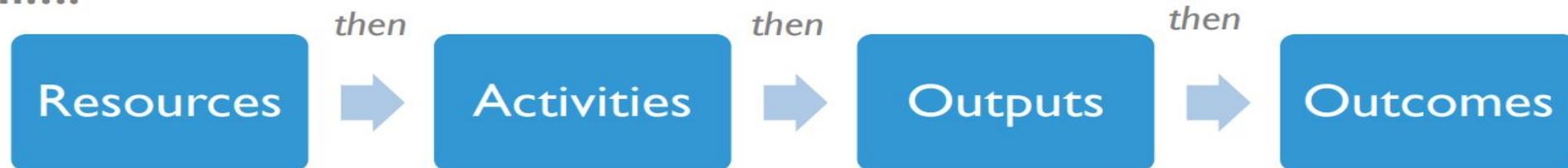
Objective 7.7: Support planning for and fulfillment of individual goals in all stages at the end of life.

Logic models and logical flows of work

SETTING PERFORMANCE TARGETS

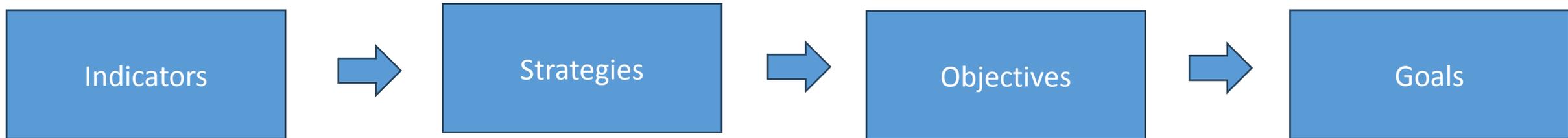
- A series of “if-then” relationships connect the components of the logic model

If....



Logic models and logical flows of work

SETTING PERFORMANCE TARGETS



- A series of “if-then” relationships connect the components of the logic model

If....



Outputs and Outcomes

OUTPUTS

The accomplishments, products or service units of program activities.

Outputs are expected to lead to desired results or outcomes, but they do not by themselves reveal anything about the results of the work produced.

OUTCOMES

The benefit or sustained change for intended beneficiaries or target groups.

General Principles for Indicator/Measure Selection

- Some outcomes are easy to measure, others are not (e.g., graduation rates versus health condition or well-being).
- There are usually multiple possible indicators for a single outcome.
- Sometimes you have to settle for an indicator that “best represents” the outcome – these are sometimes called “proxy” indicators.
- Indicator selection may need to take into account ease access or availability of data, cost to obtain, timeframe/lags.

SMART Measures

- **Specific:** The indicator should accurately describe what is intended to be measured, and should not include multiple measurements in one indicator.
- **Measurable:** Regardless of who uses the indicator, consistent results should be obtained and tracked under the same conditions.
- **Attainable:** Collecting data for the indicator should be simple, straightforward, and cost-effective.
- **Relevant:** The indicator should be closely connected with each respective input, output or outcome.
- **Time-bound:** The indicator should include a specific time frame.

Outputs vs. Output Indicators

OUTPUTS

Example 1:

Conduct Outreach

MEASURE

Indicator 1: # of flyers distributed.

Indicator 2: # of residents who attended the public meetings.

Outcomes vs. Outcome Indicators

OUTCOMES

Example 1:

7.4.3b. OCDOA Safety-net services are expanded

MEASURES

Indicator 1: #/% of new safety net policies created in OC

Indicator 2: #/% of draft legislation or pilot programs developed

Indicator 3: #/% of residents advocating for expanding services

Targets



What is a target?



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A target is **a goal to be achieved.**

Examples:

- 7.1.1a. At least **6 trainings** offered **quarterly**. [already set up]
- **25% increase** in financial assistance program attendance **from Year 1 #s**. [7.3.1b. Understanding of financial assistance programs is increased through coordination with partner agencies.]

Why set targets?



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Setting targets helps organizations hold themselves accountable for results.

Targets provide standards for measuring expected versus actual performance based on theory of change or logic model.

But what if we don't meet our target?



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Not achieving targets does not equate to “failure.” It’s an opportunity to reexamine assumptions and make adjustments.

How does target setting show up in the MAP workgroup right now?

Performance targets: outputs

OUTPUTS

Example 1:
Conduct
Outreach

Measures

Indicator 1: # of flyers distributed.

Indicator 2: # of residents who attended the public meetings.

TARGETS

Target 1: 200 flyers distributed

Target 2: 80% of clients attend or 50 clients

Performance targets: outcomes

OUTCOMES

MEASURES

TARGETS

Example 1:

7.4.3b. OCDOA
Safety-net
services are
expanded

Indicator 1: #/% of
new safety net policies
created in OC

Indicator 2: #/% of
draft legislation or pilot
programs developed

Indicator 3: #/% of
residents advocating
for expanding services

Target 1: 1 new policy
expansion in OC by 2027

Target 2: 1 SN pilot in
each town by 2024

Target 3: 30% of
workgroup participants
or partners' membership
attending SN advocacy
events

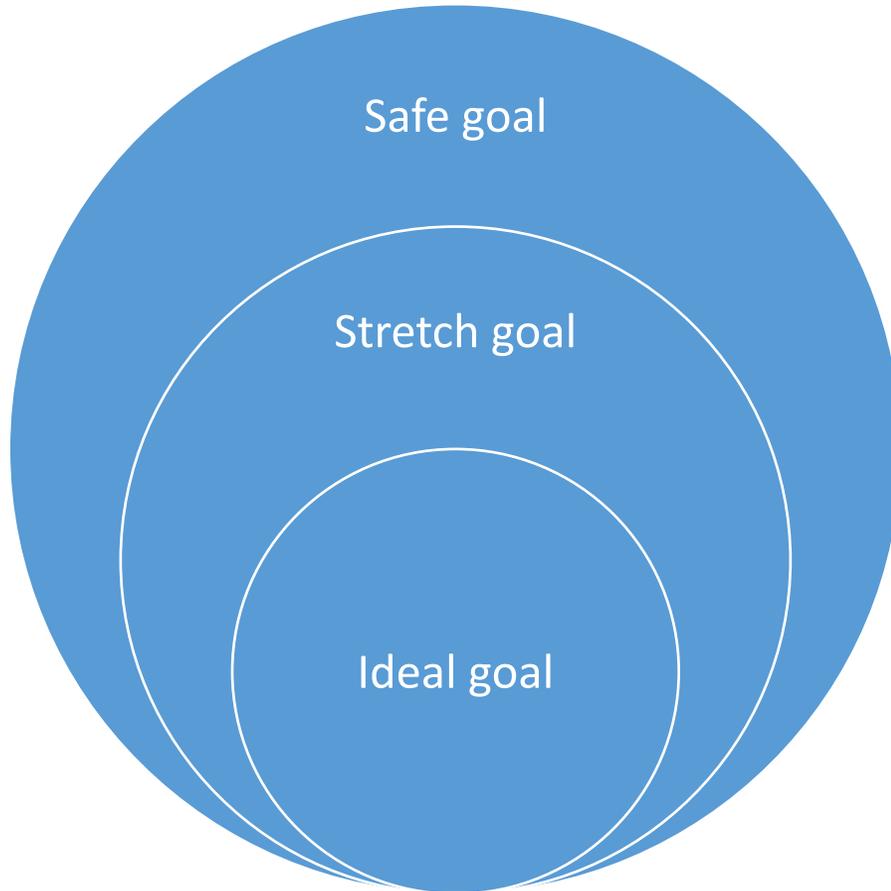


Setting targets

Things to consider when setting targets

- Previous performance, including outcomes for different populations and other communities
- Feasibility of achieving targets
 - Availability of funding and other resources
- New developments that may affect results
 - Economic, demographic, other trends
 - Legislative or regulatory changes
 - New policies, procedures, or technology

Target ranges



Safe goal: “90%” sure we can reach this.

Target Range

Stretch goal: If things go well with current resources, this is an achievable target for us.

Ideal goal: If we had everything we needed, this is where we could be.

Target setting steps

- Review current data on programs/population
- Estimate future program participation
 - Consider program budget and level of effort each year
- Estimate results of program
 - Program results may initially improve over time, but will likely level off

Target setting steps

- Be sure to involve program staff in target setting
 - Do your targets pass the sniff test?



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Reporting on targets

- Important to communicate clearly about targets.
- Share the process to create them:
 - What data did you use?
 - How did you apply it?
 - What assumptions that go with each target?
 - Did you take into account other factors (resources, changes over time)?
- If you're not hitting targets, understand why you're missing the mark.
- Think about updates to programming needs and contextual data



Resources and Q&A

Resources

- [Measure4Change website!](#)
- Continually Improving Promise Neighborhoods: The Role of Program Data
<https://www.urban.org/research/publication/continually-improving-promise-neighborhoods-role-case-management-data>
- Promise Neighborhood Target Setting Guidance
<https://www.urban.org/research/publication/promise-neighborhood-target-setting-guidance>
- Six Steps to Success <https://www.urban.org/research/publication/six-steps-success>
- Long-term change takes real-time data
<http://www.urban.org/urban-wire/long-term-change-takes-real-time-data>



Exercise: practice setting performance targets

Practice setting performance targets

Objective 7.3: Coordinate local efforts to enhance affordable health care support.

Objective 7.4: Expand services to help older adults age in community healthcare

	A Name	Workgroups (from O...)	Objectives	Strategy Description	Indicators
1	7.1.1 Mental Health Trainings	Health	Health: 7.1 Mental Health	Offer training to increase k...	7.1.1a 7.1.1b.
	+				

Q2 Reporting

Moving to airtable forms. Partners can add their updates in advance of the quarterly meeting