



# **LAO's Clinic Draft Performance Measures**

For Consultation



# Performance Measures Development

## What is a performance measure?

- A quantifiable description of the impact or results of an organization's work.

## Why are performance measures developed?

- Performance measures are a management tool
- Performance measure provide the data for organizations to gauge whether it is achieving its goals and objectives.

## The development of performance measures for the clinic system considers LAO's four strategic goals:

- Value for Clients
- Support for Service Providers
- Value for Taxpayers
- Institutional Enhancements

## The following guiding principles were used:

- Supports Legal Aid Ontario in meeting its legislative requirements (LASA and TPAD)
- Collecting data for performance measures should have minimal impacts on the end user.
- Reports should not take more time to generate than the value they add.



## Why do We Have Performance Measures?

Demonstrates whether the organization is meeting its mandate and strategic goals

Is a management tool that informs decisions and promotes continuous improvement

Fulfils obligations for accountability and transparency to the public

Are neutral and provide evidence, supporting information and insight to an organization's activities.



## These Draft Performance Measures will evolve

These PMs were created to meet LAO's legislative requirements.

All PMs are a work in progress and evolve over time.

LAO has implemented similar PMs for its own program areas and the clinics are one of the last to be implemented.

### Systemic measures:

- The ACLCO and LAO have discussed developing “systemic outcome” measures
- Input on how to approach developing systemic outcome measures will be subject to a separate discussions.



## Clinic Consultation Process

LAO is seeking input from clinics on the draft performance measures.

Each performance measure is followed by a series of consultation questions. The responses to these questions are valuable to LAO, but the questions are not meant to limit comments – all feedback is encouraged.

The consultation process will be supported through:

- Online responses using the Requirements Tracking Tool (RTT)
- In person meetings with clinics, board chairs, or a representative of the board, and Executive Directors
- Teleconferences

**Estimated timelines for consultations - July to November 2013.**



## CIMS & Clinic Performance Measures

The Clinic Information Management System (CIMS) and LAO's Clinic Performance Measures (PM) are two separate endeavours.

CIMS is the tool used to support the gathering of data required to produce the measures.

CIMS requirements include the details required to produce the PMs as presented in the consultation paper, dated March 2013 → The requirements will be updated to reflect the feedback received through this consultation.

Phase 3 of the CIMS project plan includes a training component which will highlight the fields that will support the final performance measures.



# Draft Performance Measures link to LAO's Strategic Goals

## Value for Clients

- Quality of services provided
- Timeliness of services provided
- Measurement of outcomes/success
- Access to justice for low-income Ontarians
- Reach as many clients as possible
- CIMS (Client Case Management)

## Value for Taxpayer

- Effective use of taxpayer dollars & public resources (cost-effectiveness)
- Efficiency of resources spent on programs
- Accountability for program expenditures
- Value for money
- CIMS (Client Case Management)

## Support for Service Providers

- CIMS (Client Case Management)
- Clinic Reporting Module
- Performance Measurement framework

## Institutional Enhancements

- Support for governance framework
- Oversee success of legal aid services
- Performance Measurement framework

Measure	Value for Taxpayers	Value for Clients	Support for Service Providers	Institutional Enhancements
1	X	X	X	X
2	X		X	X
3	X	X	X	X
4		X	X	X
5	X	X	X	X
6		X	X	X
7		X	X	X
8	X		X	X



## Common Measurement Tool Measures – An Overview

Measure Type	Factors to measure	Measure
Timeliness	<ul style="list-style-type: none"><li>• Satisfaction with amount of time it took to get service</li></ul>	3, 5, 7
Ease of Access	<ul style="list-style-type: none"><li>• Easy to find what client was looking for</li><li>• Process was easy to follow</li><li>• It was clear what I should do if I had a problem</li><li>• Instructions were easy to understand</li></ul>	2, 3, 4, 7
Staff Attributes	<ul style="list-style-type: none"><li>• Staff know and understand clients' needs</li><li>• Staff went above and beyond expectations to resolve problem</li><li>• Staff went the extra mile</li><li>• Staff demonstrated they care about what they do</li><li>• Staff were competent</li></ul>	3, 4, 6
Outcome	<ul style="list-style-type: none"><li>• In the end, the client got what he/she needed</li><li>• I got clear, accurate information</li><li>• I was treated fairly</li></ul>	3, 5, 6





## Common Measurement Tool (CMT): A Foundation in Research

A critical dimension that makes the use of the CMT so powerful is the use of drivers of satisfaction identified by ICCS research. Throughout all iterations of Citizens First, there has been little variation in key drivers by service type and channel. In almost all cases, the four primary drivers of satisfaction have been:

**Timeliness:** *I was satisfied with the amount of time it took to get the service*

**Ease of Access:** *It was easy to find what I was looking for*

**Outcome:** *In the end, I got what I needed*

**Staff Attributes:** *Staff went the extra mile to get me what I needed, etc.*

These drivers, accounting for nearly 80% of all variance in satisfaction ratings, form the basis of the *Core CMT Questions*.

### Primary drivers identified by Citizens First 6:



*Source: Institute for Citizen Centred Services*



## How can Clinics use the measures?

1. Supports Clinic Boards and Executive Directors decisions
2. Measures whether services offered meet clients' needs
3. Provides a means of tracking progress through year-to-year trends
4. Helps to analyze whether the services are being provided in the way clients want to be served
5. Helps to identify service gaps
6. Provides a means to benchmark against other clinics, other community organizations, or other similar service providers
7. Provides information to assist clinics with case selection
8. Helps to understand issues that result in complaints
9. Helps to identify ways to improve governance
10. Provide a foundation for discussions between LAO RVPs and the clinics.



## How will LAO use the measures?

Provide evidence to LAO's funders that it is meeting its legislative requirements and mandate around efficiency, effectiveness and quality.

To provide a foundation for discussions between LAO RVPs and the clinics.

To ensure high quality services are being provided in a efficient and effective manner

Demonstrate the effectiveness of the clinics.

- Provides data for direct cost comparisons to other programs, previous years, other clinics, various areas of law.

Measure	Efficiency	Effectiveness	Quality
1	X	X	
2	X	X	
3	X	X	X
4	X	X	X
5	X	X	X
6	X	X	X
7	X	X	X



## Standard Terms and Definitions

A list of performance measure related terms and definitions has been developed with defined events and triggers. The purpose of these definitions is to:

- Enable clinics and the system to know how to categorize work.
- Help ensure that all parties are using a consistent definition of key terms.
- Produce more reliable statistics and reports.

### General Definitions:

**Matter:** A client's concern/issue/questions

**File Work:** Legal or non-legal work relating to a Referral, Non Retained, Retained or Initiative File

**Case File:** Any group of services related to a matter

**Non Retained Services:** Services provided where a retainer is not in place for those services

**Retained Services:** Services provided to a client with a retainer in place for those services

**Initiative File:** Work completed or services provided in support of Public Legal Education, Community Development and Law Reform



## Measure #1

### Clients Served & Services Provided with Cost per Client and Case

#### Objectives

- Identify the number of clients served and services provided.
- Track the average cost per client and cost per case.

#### Why does LAO need this measure?

- Provides an understanding of the services provided to clients, the cost of the services and the public resources being expended on cases and clients at a high level and by area of law.
- Provides a holistic view of the client's legal needs and the ability to determine whether changes could be made to the service delivery model to better meet these needs.
- Costs per assist are known for all LAO programs except for the clinic law program (other LAO programs where costs are being captured include the certificate program, Duty Counsel program and staff and Per Diem Duty Counsel program).
- Provides data for case cost comparisons to other programs, previous years, other clinics and various areas of law.
- The date of oldest case help ensure cases are closed and the number of active cases reported are accurate.



## Measure #2

### Resource Allocation

#### Objective

- To determine the percentage of time and funds used to deliver direct legal services vs. administrative tasks and other functions.

#### Why does LAO need this measure?

- Allows LAO to understand the proportion of staff resources providing direct legal services vs. administrative and other functions.
- Identify areas where administrative burdens exist and seek ways to reduce these burdens.
- Provides a measure of the costs of direct legal services (file related) compared to total costs, including administrative costs.
- Provides data for case cost comparisons to other programs, previous years, other clinics and various areas of law.



## Measure #3

### Service Outcomes & Client Satisfaction

#### Objective

- Identify the results achieved/benefits to the client or the public & average case cost to obtain these results.
- Provides an indicator of the quality of services provided to clients.

#### Why does LAO need this measure?

- Measures quality of service provided by the primary drivers of client satisfaction: timeliness, ease of access, satisfaction with staff attributes, and outcome of services.
- Identifies the results being achieved for the funds being provided.
- To identify if there have been improvements in client satisfaction and quality services over time.
- Provides overall measure of success of the services to the client.
- Provides data for analysis of successful/unsuccessful/withdrawn cases and effectiveness of clinic's triage process and case merit evaluation to ensure public funds are directed to cases with merit.



## **Measure #4**

### **Clients Served vs. Denied service (Eligibility)**

#### **Objective**

- Identify the number of clients served and not served.

#### **Why does LAO need this measure?**

- Provides data for identification of service gaps, in order to address capacity issues, eligibility criteria issues and other reasons for denial of services.
- Provides LAO with a means of identifying the number of clients serviced and the amount of services being provided.
- Helps ensure that all communities across Ontario have similar access to services and that unique services are available for specific communities.





## Measure #5

Stage when case file outcomes are achieved with clinic involvement

### Objective

- Identify the stage at which a client's issues are resolved.

### Why does LAO need this measure?

- Ability to understand when cases are being resolved and to determine whether the impacts of early resolution of matters includes increased cost effectiveness and improved client satisfaction.
- Early resolution of matters improves efficiency of the justice system. This measure will help support LAO's efforts to identify opportunities for systemic change in the justice system to help improve efficiency, effectiveness and quality of service.
- The earlier a case is resolved the less the overall cost and impact for the justice system and is better for the client which can result in increased client satisfaction.



## **Measure #6**

### **Complaints Filed and Founded**

#### **Objective**

- Identify unmet client needs and concerns.

#### **Why does LAO need this measure?**

- Provides an understanding of the number and types of complaints that the clinics are receiving and the level and timeliness of the resolution of these complaints.
- Provides a picture of where issues are with respect to program delivery.
- Complaints are a good management tool to identify areas for improvements.
- Ensure complaints are resolved within LAO's service standards.



## **Measure #7**

### **Initial File Evaluation Response Time**

#### **Objective**

- Identify the wait time for a client to receive triage from the clinic regarding advice on a course of action to be taken by the clinic and/or a referral.

#### **Why does LAO need this measure?**

- Provides an indicator of the timeliness of response to the client's request for service(s) and clients' accessibility to clinic services.
- Standard wait times = driver of quality.
- Ensure triage is completed within set service standards.



## **Measure #8**

### **Governance Scorecard**

#### **Objective**

- Evaluates the effectiveness of the clinic board in their oversight of the clinic.

#### **Why does LAO need this measure?**

- Provides indication of the strength of the clinic board and governance structure.
- Clinic boards are responsible and accountable for the oversight of the funding provided by LAO and for the clinic's overall operations.
- LAO is accountable to ensure that public funds are used effectively and that clinics have a strong governance structure.