Results-Based Accountability

101 - Introduction
OUTCOMES MATTER

https://www.youtube.com/watch?v=7-1XoUB7iXo&feature=youtu.be
Results-Based Accountability
In a Nutshell

2 Kinds of Accountability
Population and Performance

3 Kinds of Performance Measures
How Much, How Well, Better Off

5 Core Questions to Turn the Curve
Baseline, Story Behind the Curve, Partners, What Works, Action Plan

Used by communities to improve quality of life and by organizations to improve program performance

5 core questions based on the 7 population and performance questions developed by Mark Friedman.
The Big Picture: The Intersection of Population Results and Organizational Outcomes
The Linkage between Population and Performance

**Population Accountability**
The well-being of Whole Populations
Communities, Cities, Counties, States, Nations

**Performance Accountability**
The well-being of Client Populations
Programs, Organizations, Agencies, Service Systems

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Child Abuse in Bexar County

- Clients served by Health Care Clinic’s clients
- Clients served by a church network
- Clients served by local nonprofit
- Clients served by ???

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Clients served by a church network

Clients served by local nonprofit

Clients served by ???

Health Care Clinic’s clients
The Linkage between Population and Performance

- It takes many aligned programs & strategies to change outcomes at the population level
  - Direct service efforts
  - Policy and systems change
  - Partnership and collaboration
- The relationship between population accountability and performance accountability is one of contribution, not cause and effect
Results-Based Accountability

Is made up of two parts

Population Accountability
The well-being of Whole Populations
Communities, Cities, Counties, States, Nations

Performance Accountability
The well-being of Client Populations
Programs, Organizations, Agencies, Service Systems
From Ends to Means

From Talk Action

Whole Population

E nds
Results and Indicators

Client Population

Means
Programs and Performance Measures
Customer Result = Ends
Service Delivery = Means
Definitions

Population

Result
A condition of well-being for children, adults, families or communities.
- Children Born Healthy
- Children Ready for School
- Safe Communities
- Clean Environment
- Prosperous Economy

Indicator
A measure which helps quantify the achievement of a result.
- Rate of low-birth weight babies
- Percent ready at K entry
- Crime rate
- Air quality index
- Unemployment rate

Definitions

Performance

Program
A program, organization, or service system
- Department of Public Health
- Foundation
- Non-Profit
- Grantee
- Early Education Program

Performance Measure
A measure of how well a program, agency or service system is working.
Three Types
1. How much did we do?
2. How well did we do it?
3. Is anyone better off?
## What Are These?
Result, Indicator, Program, or Performance Measure?

<table>
<thead>
<tr>
<th>Result</th>
<th>Indicator</th>
<th>Perf. Measure</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe Community</td>
<td>Crime Rate</td>
<td>Average Police Dept. Response Time</td>
<td>People Have Living Wage Jobs and Income</td>
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<tr>
<td>1</td>
<td>2</td>
<td>3</td>
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<table>
<thead>
<tr>
<th>Indicator</th>
<th>Program</th>
<th>Indicator</th>
<th>Perf. Measure</th>
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</thead>
<tbody>
<tr>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Adult Literacy Rate</td>
<td>Social Services Department</td>
<td>% of People with Living Wage Jobs and Income</td>
<td>% of Participants in Job Training Who Get Living Wage Jobs</td>
</tr>
</tbody>
</table>
Population Accountability

The well-being of Whole Populations, Communities, Cities, Counties, States, Nations

Example Conditions of Well Being:

- Residents with Good Jobs
- Children Ready for School
- A Safe and Clean Neighborhood
Whole Populations

Think about your neighborhood, town, city, county or state and complete the following sentences (no more than two words):

We want children to be...

We want families that are...

We want communities that are...
Community Results
Christchurch, New Zealand

A City of People who Value and Protect Nature
A City of Inclusion and Diverse Communities
Safe City
A Well-Governed City
A Healthy City
A Prosperous City
A City for Recreation, Fun and Creativity
City of Lifelong Learning
An Attractive and Well-Designed City
Sources of Indicator Data

Populations Level Indicators are collected from community level data sources:

- Census
- State Department of Education
- State Health Department
- County Health Department
- Other Sources?

Indicators are not collected from agency/program/client data
Criteria for Choosing Indicators

Headline vs. Secondary Measures

- **Communication Power**: Does the indicator communicate to a broad range of audiences?
- **Importance Power**: Does the indicator say something of central importance about the result? Does the indicator bring along the data herd?
- **Data Power**: Quality data available on a timely basis?

Indicator 1  
Indicator 2  
Indicator 3
Choosing Indicators Worksheet

<table>
<thead>
<tr>
<th>Candidate Indicators</th>
<th>Communication Power</th>
<th>Proxy Power (aka &quot;Importance Power&quot;)</th>
<th>Data Power</th>
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<tbody>
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<td>Measure 8</td>
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Result __________________________

[Diagram showing the relative importance of measures across different dimensions]
Three Part Indicator List

**Headline Indicators**
- 3 to 5 “Headline” Indicators
- What this result “means” to the community
- Meets the Public Square Test

**Secondary Indicators**
- Everything else that’s any good
- Used later in the Story Behind the Curve

**Data Development Agenda**
- New Data
- Data in need of repair (quality/timeliness)
Performance Accountability
Performance Accountability

The well-being of Client Populations Programs, Organizations, Agencies, Service Systems
# Performance Measures

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Quality</th>
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<tbody>
<tr>
<td>How much did we do?</td>
<td>How well did we do it?</td>
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<tr>
<td>How much service did we deliver?</td>
<td>How well did we deliver it?</td>
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<tr>
<td>How much change did we produce?</td>
<td>What quality of change did we produce?</td>
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</table>

Is anyone better off?
Typical Performance Measures

**Quantity**
- How much did we do?
  - # clients served
  - # activities conducted
  - $ amount spent

**Quality**
- How well did we do it?
  - Timeliness
  - Standardization
  - Completion rates
  - Cost per unit

**Behavior**
- Behavior
- Attitude
- Circumstances
- Knowledge
- Skills

**Impact**
- Is anyone better off?
Education

**Quantity**
- **How much did we do?**
  - **Number of students**

**Quality**
- **How well did we do it?**
  - **Student-teacher ratio**
  - **Percent of high school graduates**

**Impact**
- **Is anyone better off?**
  - **Number of high school graduates**

**Effort**
- **Quantity**
- **Quality**
## Drug/Alcohol Treatment Program

### Quantity
- **Number of persons treated**
- **Number of clients off of alcohol & drugs**

### Quality
- **Percent of staff with training/certification**
- **Percent of clients off of alcohol & drugs**

**How much did we do?**

**How well did we do it?**

**Is anyone better off?**
Performance Measure Development for Henri’s Pet Shelter

Quantities

How much did we do?

• Overwrite example here

Quality

How well did we do it?

• Overwrite example here

Effort

• Overwrite example here

Impact

• Overwrite example here

*Who are the clients?

Is anyone better off?

• Overwrite example here
Turn the Curve Thinking
Five Core Turn the Curve Questions
Getting from Talk to Action

Population

01 How Are We Doing?
What are the quality of life conditions we want for the children, adults, and families in our community?
How can we measure these conditions?

02 What is the Story Behind the Curve?

03 Who are the Partners who have a role to Turn the Curve?

Performance

04 What Works to Turn the Curve?

05 What is our Action Plan to Turn the Curve?

What program, agency, or service system?
How can we measure if the customers are better off?
How Are We Doing?

Goal: Turn the Curve
Story Behind the Curve

Identify Root Causes
- Disaggregated Data
- Demographic Factors
- Cyclical Factors

Force Field Analysis
- Consider the Restricting and Contributing Factors
- Bullet Point
- Prioritize the top 3-5
Partners
Who Has a Role to Play in Improving Progress?

- Funders
- Government Entities
- Community Partners
- Businesses
- Education
- Neighbors and Families
What Works
What would work to Turn the Curve?

Promising Practices
Our best guess about what will work here in our community

Low Cost/No Cost
• This line of questioning can surface outdated assumptions.
• What is the role of clients and community residents?

Off the Wall
Suggest “off the wall” and outrageous ideas as well as researched best practices.

Multi-Faceted
Does the proposed solution address multiple root causes or just one?
# Action Plan

What do we propose to do to **Turn the Curve?**

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Be specific: Who, What, by When?
The Turn the Curve Process
Getting from Talk to Action

01. How Are We Doing?
02. What is the Story Behind the Curve?
03. Who are the Partners who have a role to Turn the Curve?
04. What Works to Turn the Curve?
05. What is our Action Plan to Turn the Curve?
Conclusion
Tips for RBA Implementation

Train and Sustain

• Invest in the early adopters
• Train early, train often
• Provide ongoing technical support

Learning Culture

• Embrace spirit of continuous improvement
• Don’t be afraid to make mistakes
• Don’t be afraid to make changes
Implementation Tips

Respect the Data

• Respect the processes of data collection and measurement
• Disaggregate the data
• Share the data (even when ugly)

Structure the Effort

• Set deadlines and lean into them
• Build schedules to maximize time and effort
• Simplify structures for decision-making and implementation
“If you do what you always did, you will get what you always got.”

- Kenneth W. Jenkins
President, Yonkers NY NAACP