

Results-Based Accountability™ and Collective Impact

Health Policy Institute of Ohio

Deitre Epps & Phil Lee
Results Leadership Group
www.resultsleadership.org



MEASURABLE RESULTS
FOR CLIENTS AND COMMUNITIES



Health Care

Housing



Child Welfare

**Social
Services**

**Domestic
Violence**

**School
Readiness**

**Behavioral
Health**

Health Disparities

**Safe
Communities**

K – 12

Juvenile Justice

Transportation

**Environmental
Protection**

**Educational
Disparities**

Economic

Trade

Self-Sufficiency

Corrections

**Emergency
Preparedness**

Intelligence

**Senior
Citizens**

**Community
Development**

**Biomedical
Research**

New Zealand



Canada



Netherlands



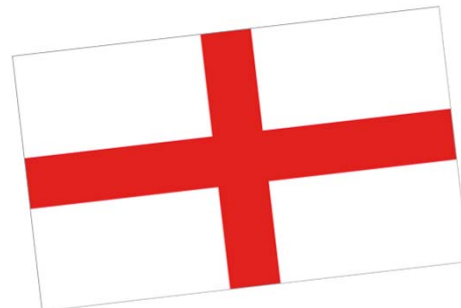
United States



Australia



England



Wales





MINISTRY OF SOCIAL DEVELOPMENT

Te Manatū Whakahiato Ora

“Because this allows people to look at the bigger picture, they go beyond their own organisation’s viewpoint to see their community’s needs more objectively...”



HRSA, USDHHS Community Health Centers

% of patients' newborns with low birth weight

% of hypertensive patients with blood pressure \leq 140/90

% of diabetic patients HbA1c $< 7\%$, $< 8\%$, $\leq 9\%$, $> 9\%$

GETTING TO RESULTS

BUILDING A PROTOTYPE FOR PUBLIC ACCOUNTABILITY IN MARYLAND

An excerpt from "The Maryland Accountability Handbook" published by Advocates for Children of Maryland Foundation

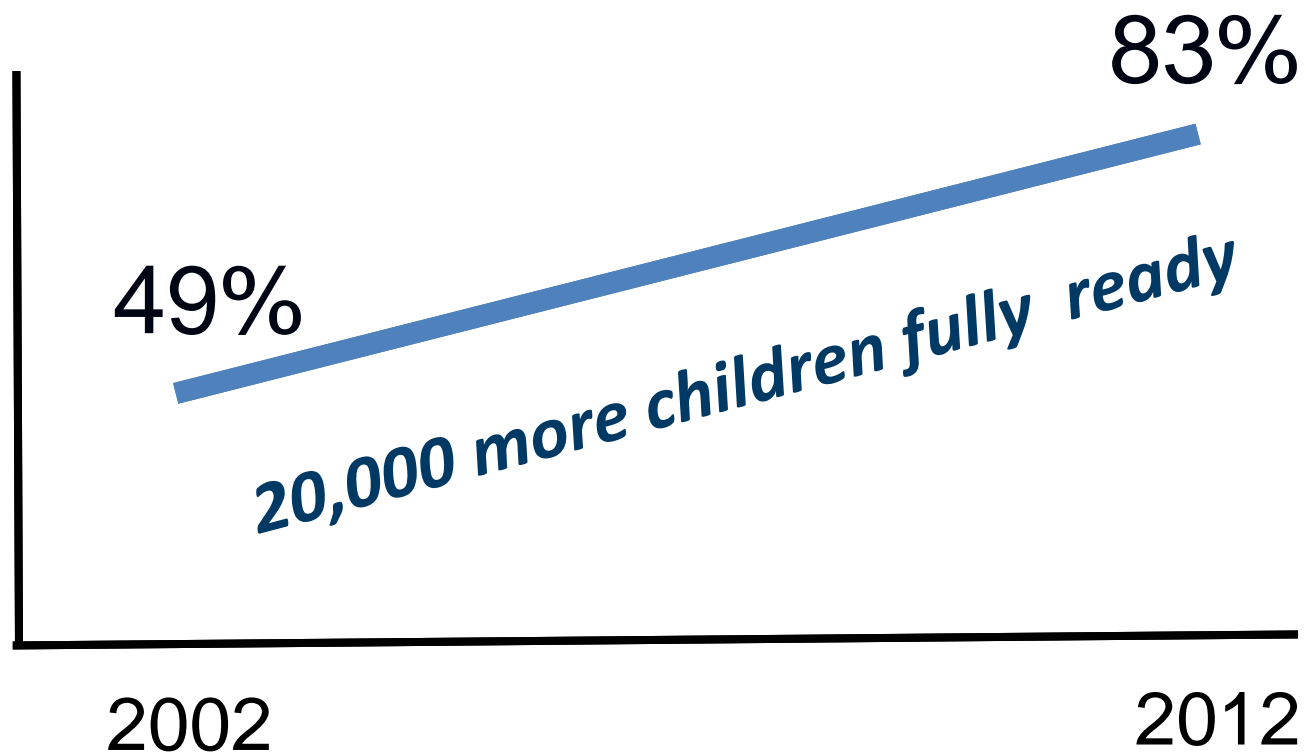
"We had not confronted the fact that a **system that does not measure and report whether its children are entering school ready to learn is **inherently unaccountable**."**

Delegate Mark K. Shriver
Presiding Chair
Joint Committee on Children,
Youth and Families

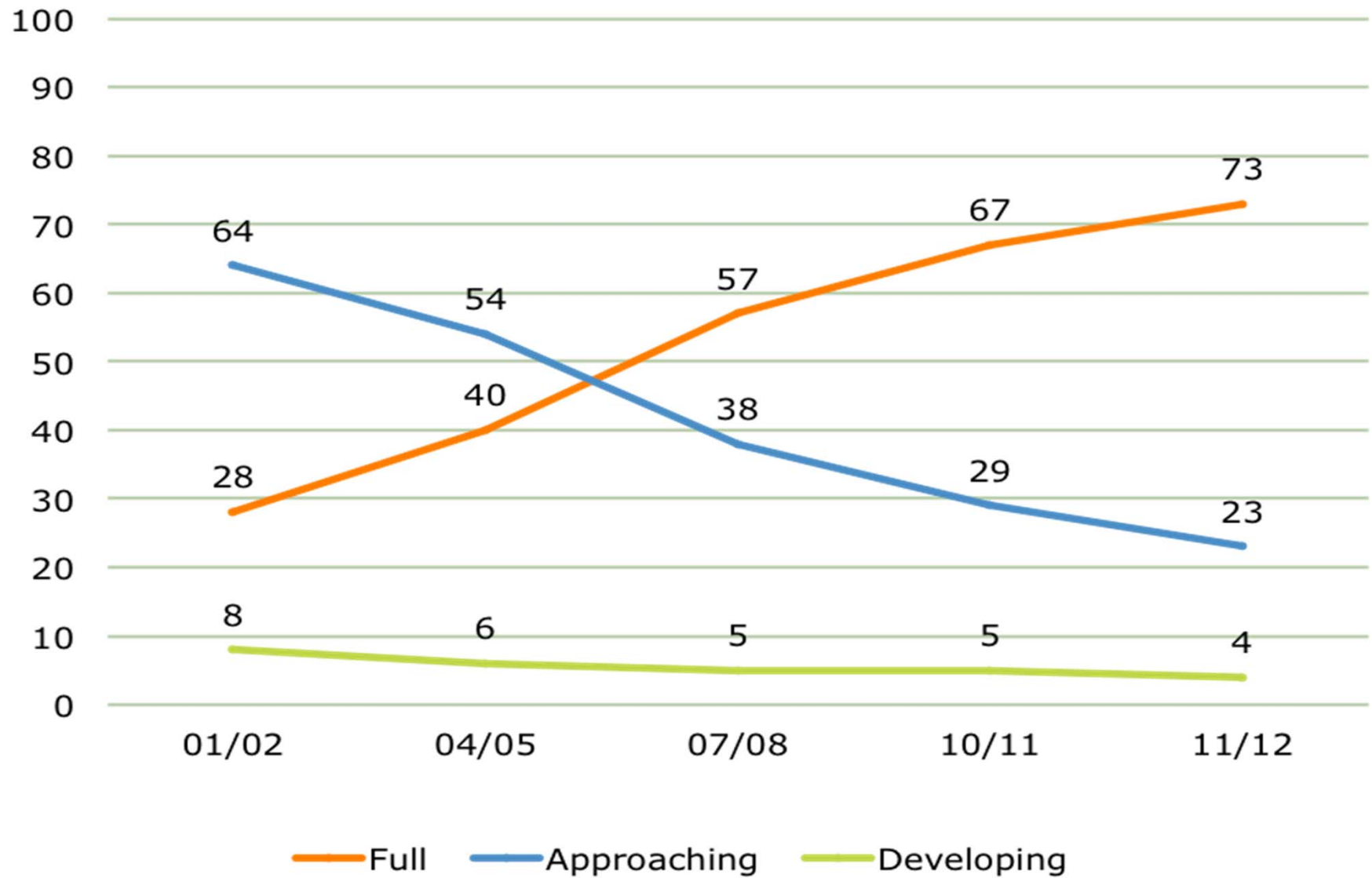
"This **joint budget hearing is unprecedented in Maryland and, as far as we can tell, in this country. "**

Sen. Barbara Hoffman,
Chair, Senate Budget and
Tax Committee
February 26, 2001

Percent of Children in Maryland Entering School Fully Ready



Baltimore City School Readiness



**Governing Magazine
2010 Public Officials
of the Year**

The Performance Artist

Diana Urban

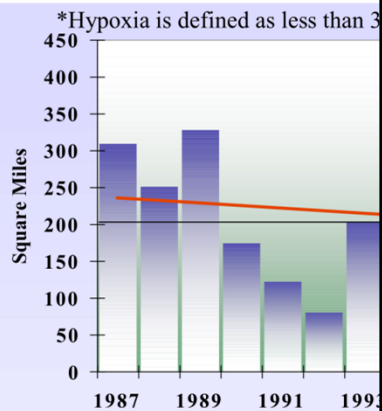
Representative,
State of Connecticut



*... [I]n 2001, she saw a broken system
that would never achieve accountable,
transparent and efficient government.
She also saw the answer in RBA...*

Square Miles Unacceptable

Area and trend of Hypoxia

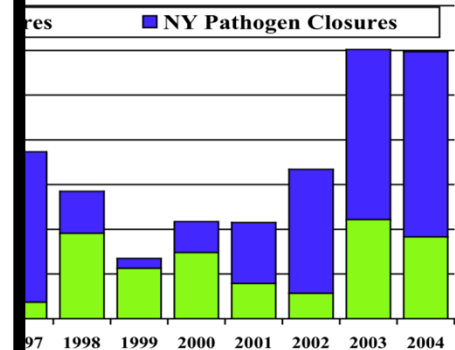


Connecticut General Assembly OFFICE OF FISCAL ANALYSIS



**Implementing Results-Based
Accountability in the Connecticut
General Assembly
August 7, 2007**

Beach Closings



RBA Appropriations Subcommittee

... The role of the subcommittee is to determine how RBA will be incorporated into the appropriations process ...




Connecticut Children are Healthy

Connecticut Children are Safe

Connecticut Children Grow Up in a Stable Environment

Connecticut Children are Ready to Succeed



Name		Prior Period	Current Value	Change
	FUTURE SUCCESS: Connecticut Children are Ready to Succeed			
	FUTURE SUCCESS: % of CT 3rd Graders at or above reading level	57.1%	58.3%	 3

Welcome to the Results Scorecard for Place Based Solutions



Transparent, Collaborative, & Data-Driven Decision Making

Scoreboard



Hayward PN: Graduation
District Wide

50



Hayward PN: # of young children who have a medical home

N/A



Hayward PN: % of young children who participate in early learning programs

17.50%



Hayward PN: % of 3rd grade students at proficient or above in ELA STAR Test

N/A

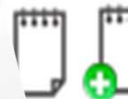


Hayward PN: Attendance rate of students in 8th grade

77.60%

69.6%

Projects



National Collaborative Learning & Measurement Platform

A collaborative effort among a group of national intermediaries and networks to build a national results-based infrastructure

- United Way Worldwide
- Campaign for Grade-Level Reading
- Strive National Partnership
- Promise Neighborhoods Institute
- Elev8
- National League of Cities
- Coalition for Community Schools
- BCT Partners for Choice Neighborhoods
- Literacy Powerline
- Results Leadership Group

✓ **Results-Based Accountability™**

✓ **Results Scorecard™**

Two Key Principles for Achieving Measurable Results and Collective Impact

1. Starting with ends, working backwards to means
2. Data-driven,
transparent decision making

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

RBA in a Nutshell



2-3-7

2 - Kinds of Accountability

- Population accountability
- Performance accountability

3 - Kinds of Performance Measures.

- How much did we do?
- How well did we do it?
- Is anyone better off?

7 - Questions from ends to means in less than an hour (aka. Turn-the-Curve Thinking™)

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Results-Based Accountability
is made up of two parts:



Population Accountability

about the well-being of

WHOLE POPULATIONS

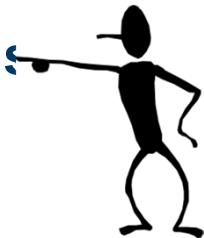
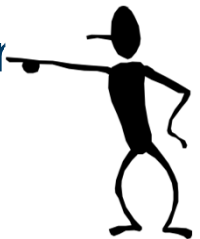
For Communities – Cities – Counties – States - Nation

Performance Accountability

about the well-being of

CLIENT POPULATIONS

For Programs – Agencies – and Service Systems



MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

DEFINITIONS [Language Discipline]



POPULATION
ACCOUNTABILITY

RESULT

A condition of well-being for children, adults, families or communities.

Healthy Babies, Safe communities, Clean environment, Healthy People

INDICATOR

A measure which helps quantify the achievement of a result.

*Infant Mortality rate, Air quality index,
% of adults who smoke*

PERFORMANCE
ACCOUNTABILITY

PERFORMANCE MEASURE

A measure of how well a program, agency or health service system is working.

Three types: 1. *How much did we do?*
2. *How well did we do it?*
3. *Is anyone better off?* = Customer Results

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

The alternative to using data to
stay on course?

Flying
Blind?



END

Healthy Ohioans

Indicator

**1. Doing the
right things?**

Comprehensive Strategy/Partners

MEANS

Program A

Collective Impact
Partners**2. Doing those things right?**Agency/Program
Performance MeasuresCollective Impact - Interagency
Performance Measures**MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES**

The Leader's Paradox

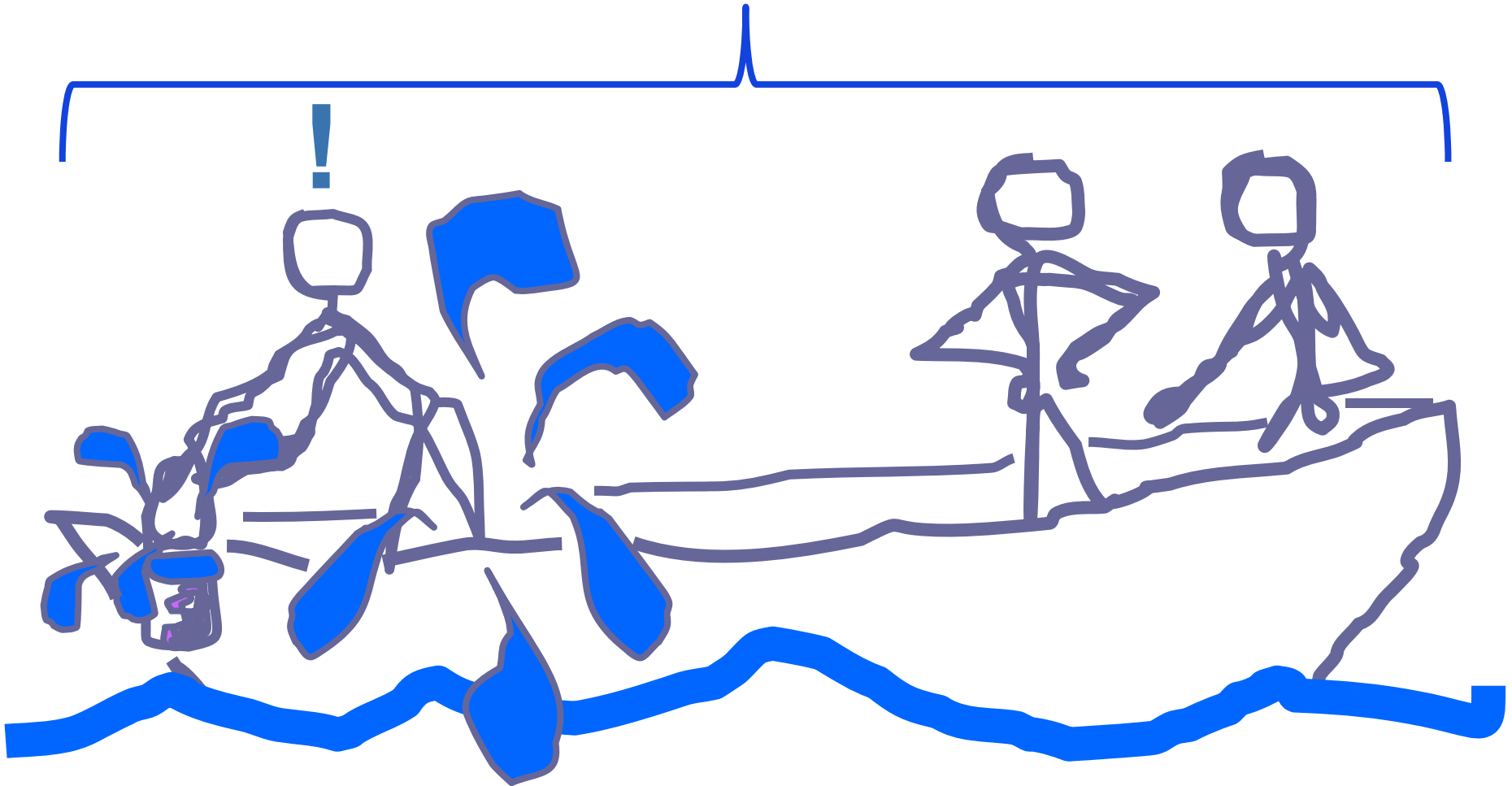


MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

*I sure am glad we don't
have that problem!*

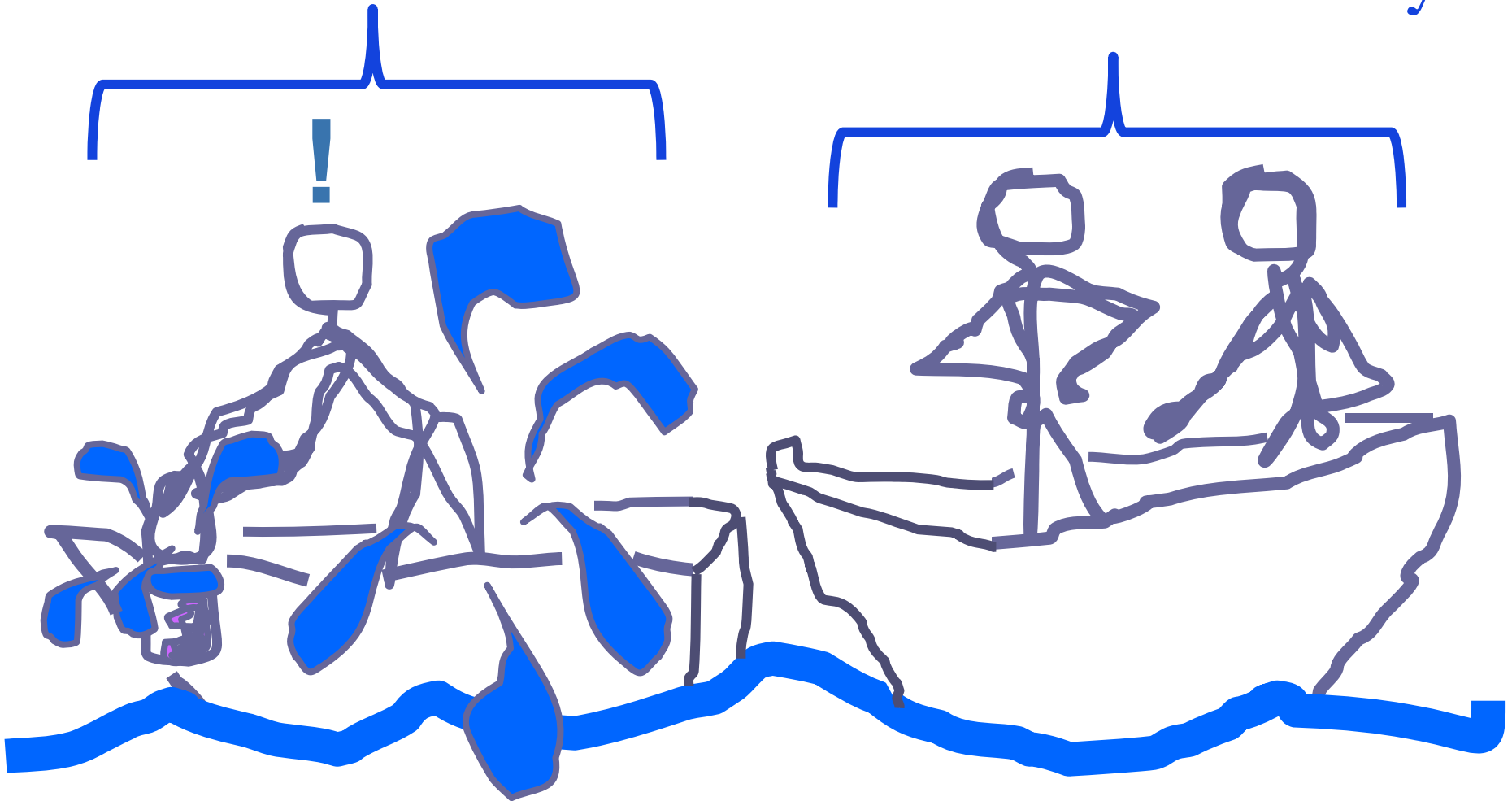


Joint Accountability



Sole Accountability

Sole Accountability



Five Conditions of Collective Impact

- ✓ A common agenda
- ✓ Shared measurement systems
- ✓ Mutually reinforcing activities
- ✓ Continuous communication
- ✓ A backbone support organization

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Five Conditions of Collective Impact



1.) A common agenda

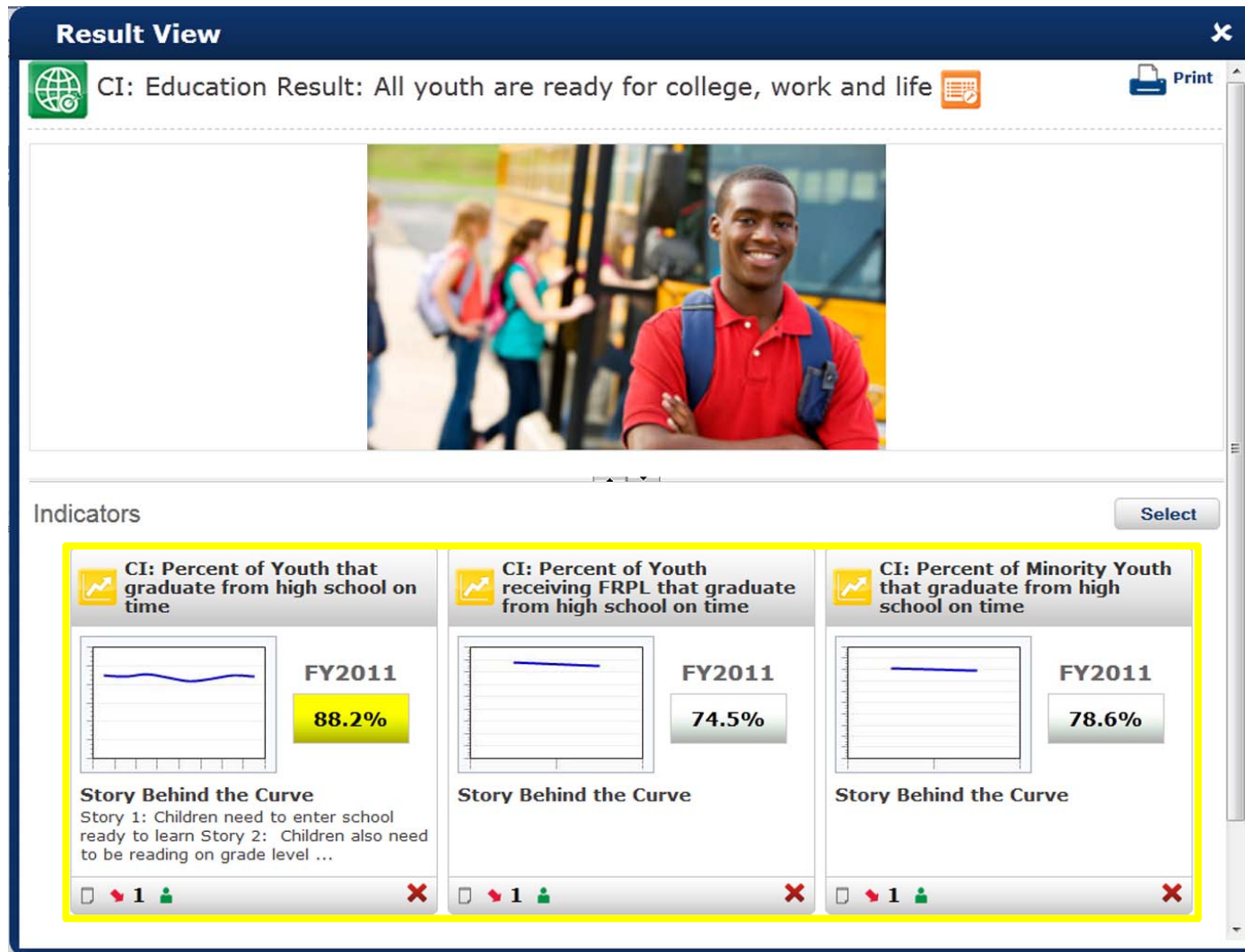
☒ Population Results

	Name
<input type="checkbox"/> 	CI: Education Result: All youth are ready for college, work and life
<input type="checkbox"/> 	CI: Health: All children & adults are healthy & avoid risky behavior
<input type="checkbox"/> 	CI: Income Result: All families are economically self sufficient

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Five Conditions of Collective Impact

2.) Shared measurement systems



MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Five Conditions of Collective Impact

3.) Mutually reinforcing activities

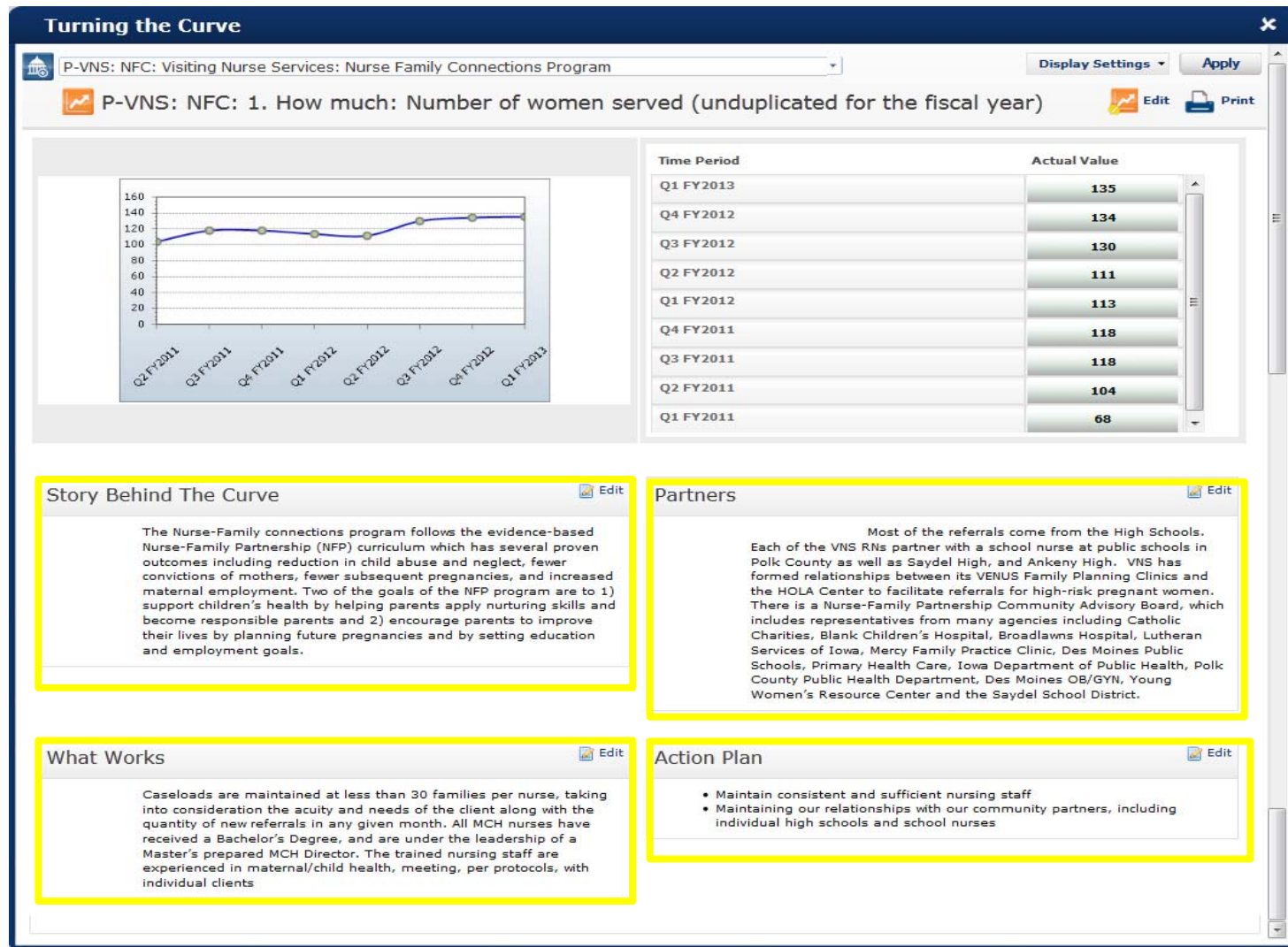


Program Performance						
Name	Prior Period	Current Value	Change	Most Recent Period	Year To Date	
BRE 1: Children are born healthy and develop on track (age 0-3)						
BRE 1: Number of participating families that improve or maintain healthy functioning, problem solving and communication (unduplicated)	126	100	↓ 1	FY2012	100	
BRE 1: Number of participating families that increase in knowledge about child development and parenting (unduplicated)	126	103	↓ 1	FY2012	103	
BRE 1: Number of participating families that improve nurturing and attachment between parent(s) and child(ren) (unduplicated)	88	61	↓ 1	FY2012	61	
ER 1: Children enter school developmentally on track (age 0-5)						
ER 1: Number of children served (unduplicated)	N/A	215	● 0	H2 FY2012	215	
ER 1: Number of children screened using ASQ (unduplicated)	469	167	↓ 1	H2 FY2012	636	
ER 1: Number of children referred for follow-up/intervention services based upon results of ASQ (unduplicated)	102	35	↓ 1	H2 FY2012	137	
ER 1: Number of children who received a follow-up/intervention based upon the ASQ referral (unduplicated)	N/A	74	● 0	H1 FY2012	74	
ER 1: Number of children demonstrating age appropriate skills as assessed by the Gold Assessment (unduplicated)	N/A	317	● 0	FY2012	317	
ER 1: Percent of children demonstrating age appropriate skills as assessed by the Gold Assessment (unduplicated)	N/A	N/A	N/A	N/A	N/A	
ER 2: Early Grade Success						
ER 2: Number of students participating in after- and out-of-school activities (unduplicated)	10032	11525	↑ 1	Q4 FY2012	11049	
ER 2: Percent of students who attend after-school programs 3 days or more a week (unduplicated)	82.0%	79.4%	↓ 2	Q4 FY2012	83.5%	
ER 2: Number of students who improve their attendance in school (unduplicated)	N/A	981	● 0	H1 FY2012	981	
ER 2: Percent of student attending After-School activities who improve their school attendance (unduplicated)	N/A	88.7%	● 0	H1 FY2012	88.7%	

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Five Conditions of Collective Impact

4.) Continuous communication



MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Five Conditions of Collective Impact

5.) A backbone support organization



MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Population Accountability:

Common Agenda and Shared Measurement System

Population
+ Geographic Area
+ Condition of Well Being
= Result

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Populations?



- All Residents of Ohio
- All Ohio Youth
- All Children Prenatal to 8 Years Old
- People with Developmental Disabilities

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Geographic Area?

- City
- County
- _____ Neighborhood
- Elementary School Catchment Area

Conditions of Well Being?

- Healthy
- Safe
- Living with Dignity
- Economically Secure
- Succeeding in School

Selecting Indicators

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Criteria for Selecting Indicators

✓ Communication Power

Does the indicator communicate to a broad range of audiences?

✓ Proxy 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.

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Choosing Indicators



Worksheet

Result _____

Candidate Indicators	Communication Power	Proxy Power	Data Power
Measure 1	H M L	H M L	H M L
Measure 2			
Measure 3	H	H	H
Measure 4			
Measure 5	H	H	L
Measure 6			
Measure 7			
Measure 8			Data Development Agenda



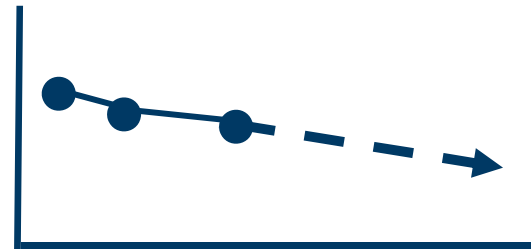
MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Turn the Curve Thinking™: Continuous Communication led by a Backbone Organization

Turn-the-Curve Thinking™ Talk to Action

Result or Program:

Data
Baseline



Story behind the baseline

Partners *(with a role to play in turning the curve)*

What Works

Strategy (w/ Budget)

How are
we doing?

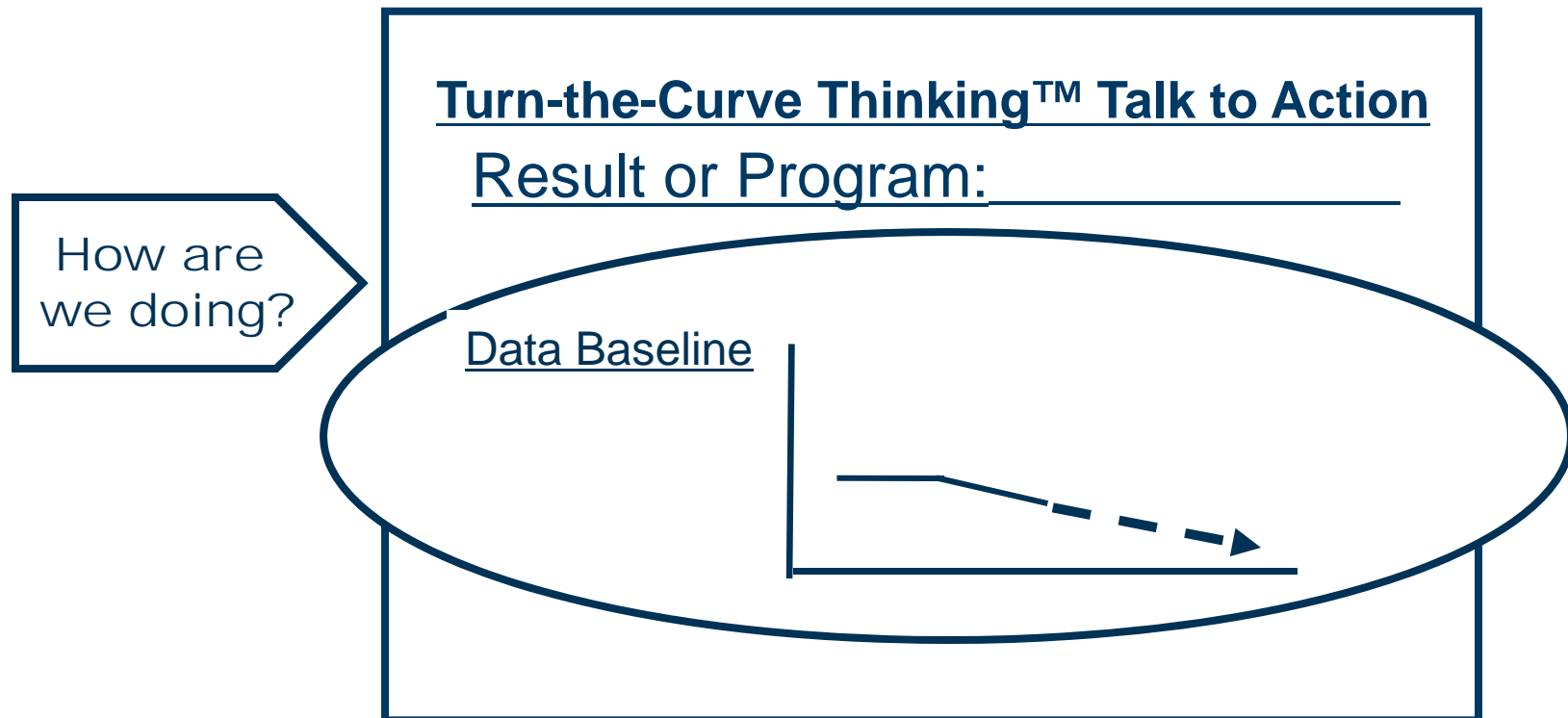
Why?

Help?

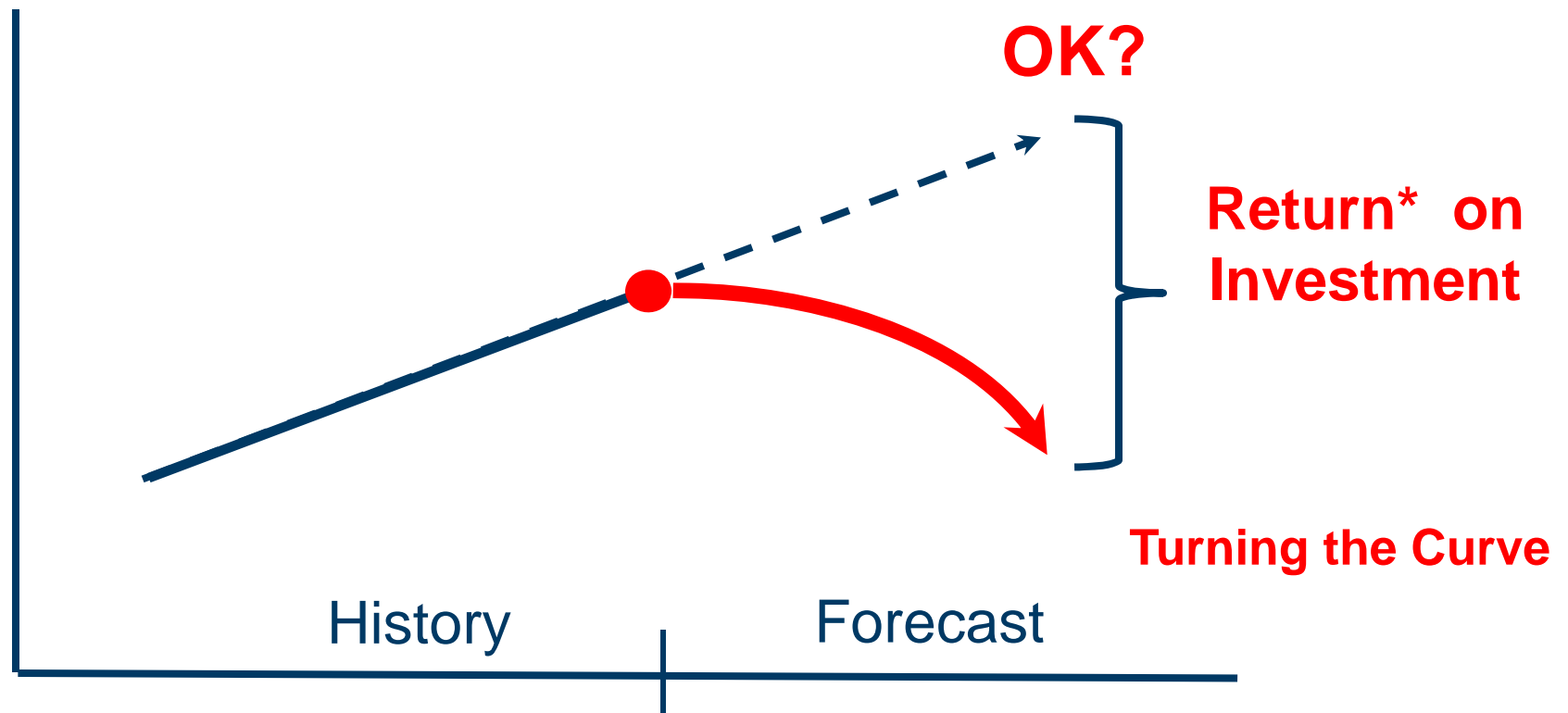
Options?

Propose
to do?



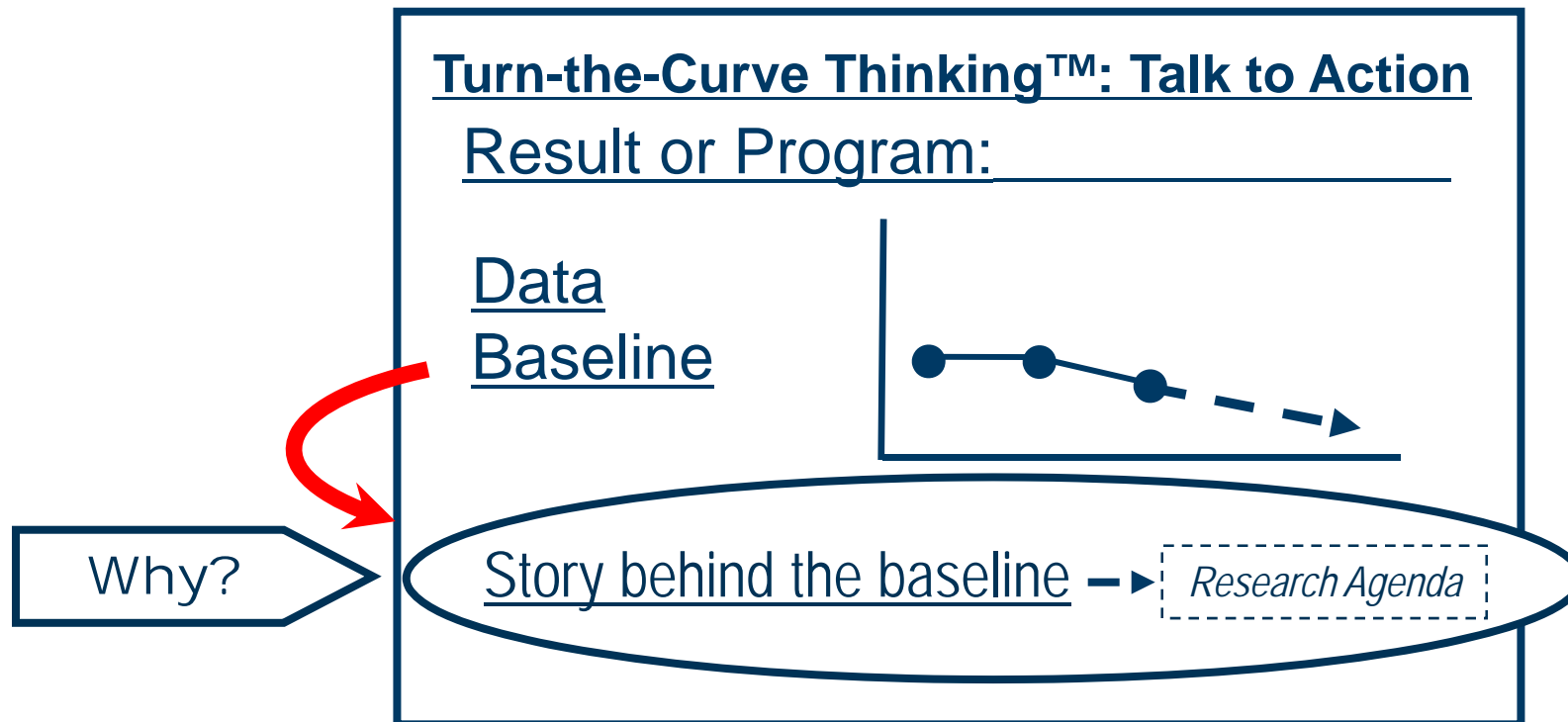


The Matter of Baselines

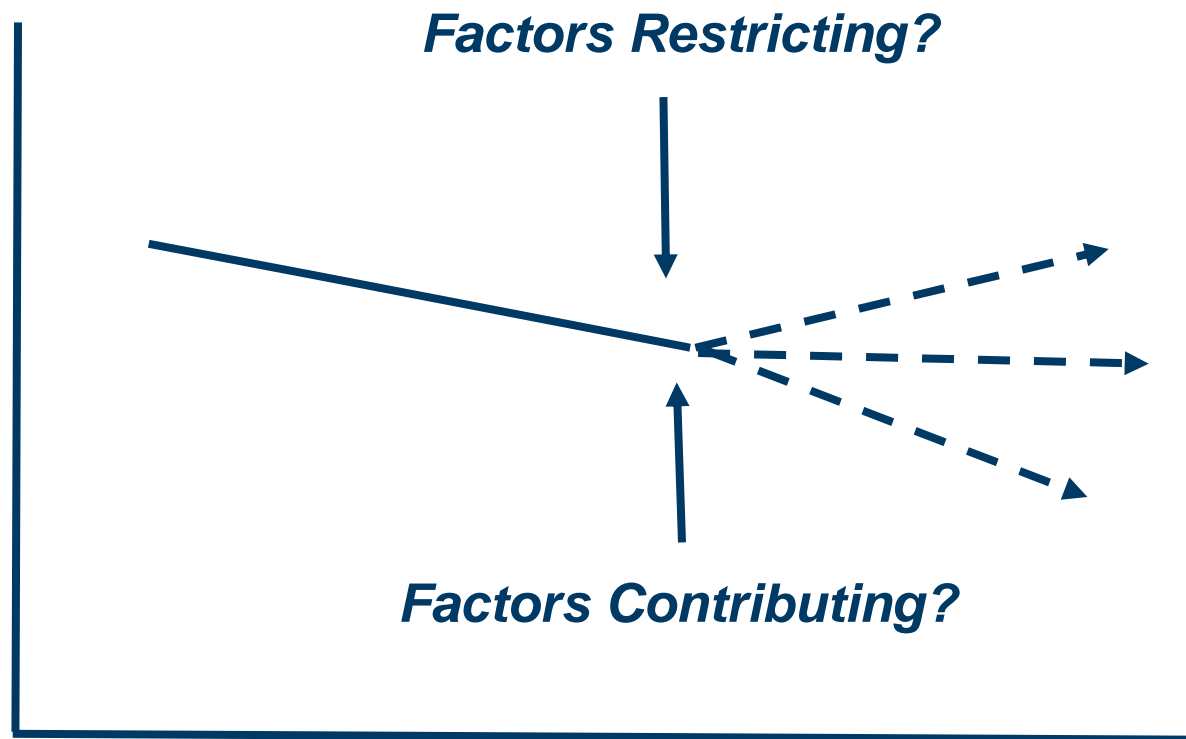


Baselines have two parts: history and forecast

* The "ROI" is not just financial, it is Results



Force Field Analysis



MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

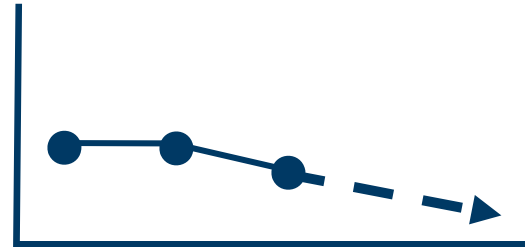
The Story Behind the Baseline

- ***Root Causes (ask “Why?” five times)***
- ***Positive and negative***
- ***Prioritize – which are the most important to address to “turn the curve” of the baseline?***
- ***Research agenda?***

Turn-the-Curve Thinking™ Talk to Action

Result or Program: _____

Data
Baseline



Story behind the baseline → *Research Agenda*

Help?

Partners *(with a role to play in turning the curve)*

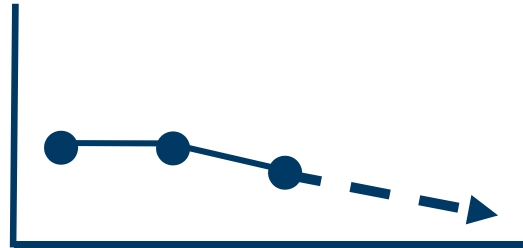
Partners

- *Who are partners who may have a role to play in turning the curve?*
- *Does the story behind the curve suggest any new partners?*

Turn-the-Curve Thinking™: Talk to Action

Result or Program: _____

Data Baseline



Story behind the baseline → *Research Agenda*

Partners *(with a role to play in turning the curve)*

Options?

What Works - - - - - → *Research Agenda*

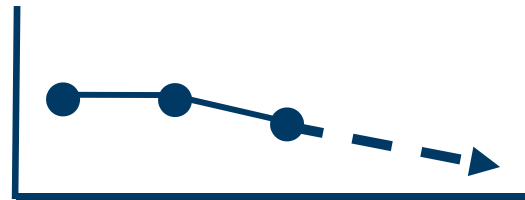
What Works

- *Options for actions to “turn the curve”?*
- *Research-based?*
- *Low-cost/no-cost?*
- *Off-the-wall ideas?*
- *Research agenda?*

Turn-the-Curve Thinking™: Talk to Action

Result or Program: _____

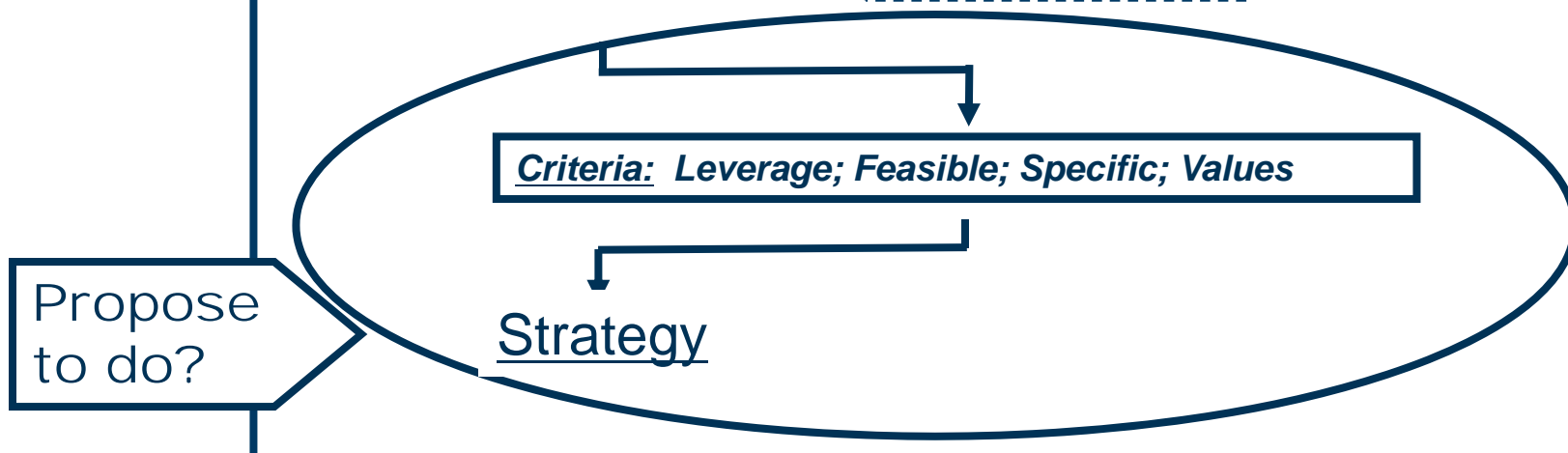
Data Baseline



Story behind the baseline → *Research Agenda*

Partners (*with a role to play in turning the curve*)

What Works → *Research Agenda*



Action Plan

- ***Leverage: will turn the curve of the baseline?***
- ***Feasible (a.k.a. “reach”)?***
- ***Specific: who, what, when, where, how?***
- ***Consistent with values?***

Performance Accountability

Selecting Performance Measures: Mutually Reinforcing Activities

The Three Kinds of Program Performance Measures

	Quantity	Quality
Effort	How much did we do?	How well did we do it?
Effect	Is anyone better off? # %	

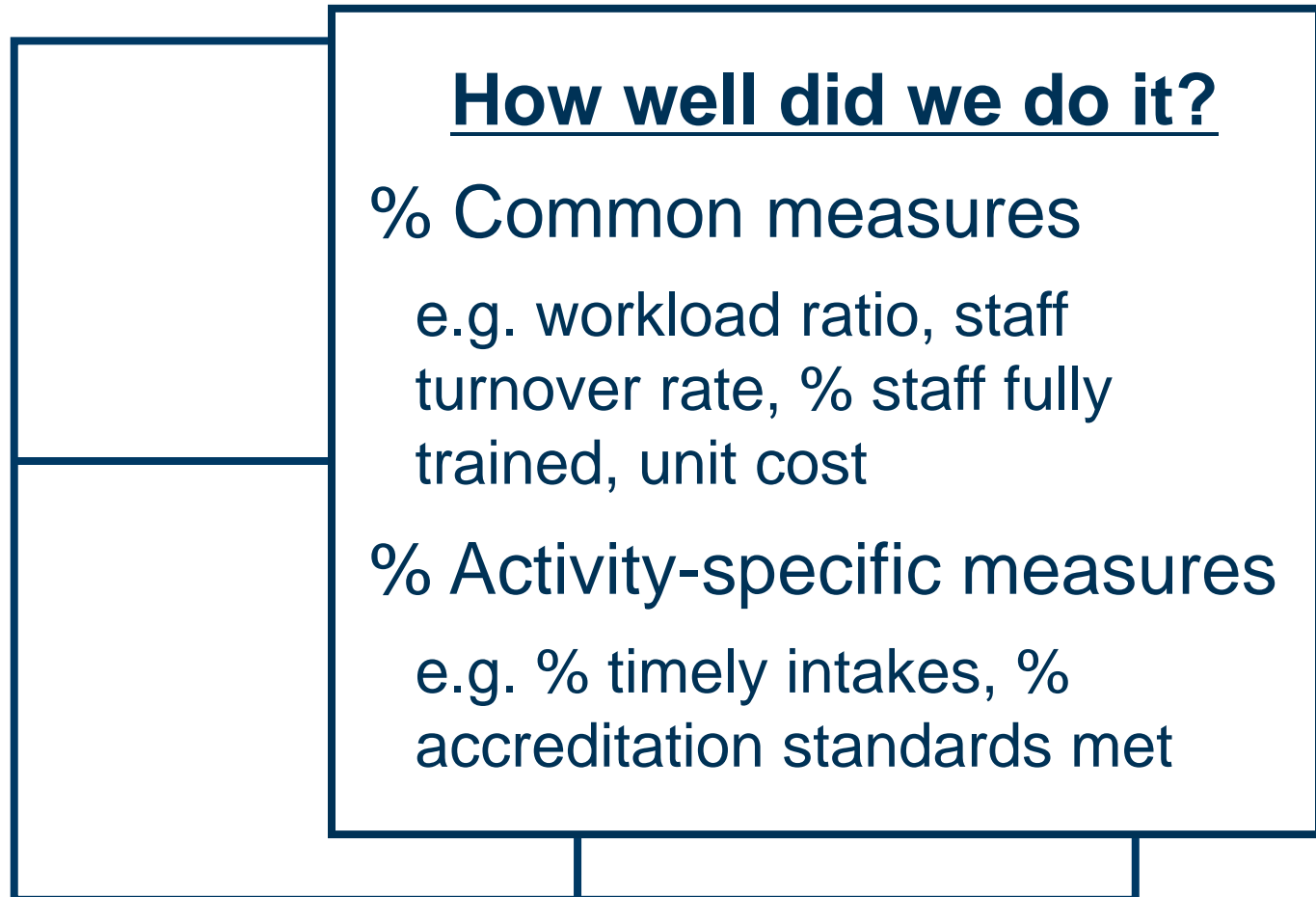
MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Selecting Headline Performance Measures

<p><u>How much did we do?</u></p> <p># Clients/customers served</p> <p># Activities (by type of activity)</p>	

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Selecting Headline Performance Measures



MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Selecting Headline Performance Measures

<u>How much did we do?</u>	<u>How well did we do it?</u>
	<p><u>Is anyone better off?</u></p> <p>#/% Skills / Knowledge (e.g. cognitive, social, physical)</p> <p>#/% Attitude (e.g. toward language, parenting)</p> <p>#/% Behavior (e.g. reading to child at home)</p> <p>#/% Circumstances (e.g. child care, transportation)</p>

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

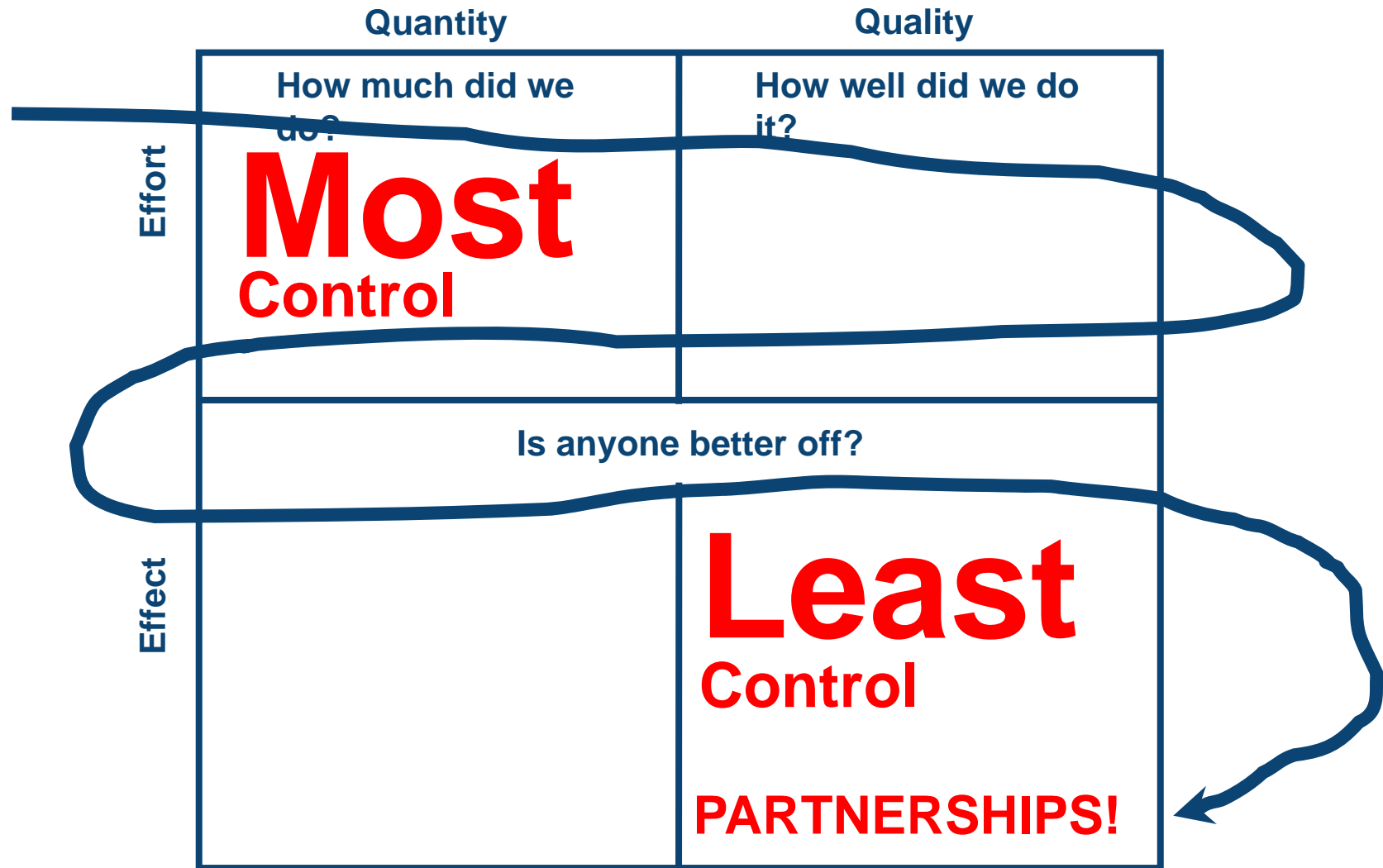
Health Plan or Practice



	Quantity	Quality
Effort	<p>How much did we do?</p> <p>Number of patients treated</p>	<p>How well did we do it?</p> <p>Percent of patients treated in less than 1 hour</p>
Effect	<p>Is anyone better off?</p> <p># children fully immunized</p>	<p>% children fully immunized</p>

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

The Matter of Control



MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Population and Performance Accountability

Results and
Indicators

Service Systems,
Agencies, Divisions,
Programs and
Performance
Measures

Population Accountability

Result: to which you contribute to most directly.

Indicators:

┌ ┌ ┌

Story:

Partners:

What would it take?:

Your Role: as part of a larger strategy.

Performance Accountability

Program:

Performance measures:

┌ ┌ ┌

Story:

Partners:

Action plan to get better:

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Population and Performance Accountability: Agency



Management, Budgeting, Strategic Planning

**Population
Accountability**

Management

Monthly or quarterly performance assessment and action planning using the framework./steps.

Use framework / steps at all levels of implementation in the agency.

Budgeting

Use the Performance Report format for budget hearings and budget submissions to present current performance and what will be done next year to improve.

Budget priorities informed by the Strategic Plan

Strategic Planning

Population Level Results & Indicators, comprehensive strategy among and all stakeholders

Agency Level

Each department's role in comprehensive strategy.
Agency's multi-year priorities.

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Management, Budgeting & Strategic Planning

Management

Monthly or quarterly performance assessment and action planning using the framework./steps.

Use framework / steps at all levels of implementation in the agency.

Budgeting

Use the Performance Report format for budget hearings and budget submissions to present current performance and what will be done next year to improve.

Budget priorities informed by the Strategic Plan

**Program
Accountability**

**Program
Accountability**

**Program
Accountability**

Agency's role in comprehensive strategy.
Agency's multi-year priorities.

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

HPIO/Agency/Division/Program RBA AGENDA

1. New data
2. New story behind the curve
3. New partners
4. New information on what works.
5. Changes to action plan/ budget
6. Adjourn

Acknowledgement

Portions of these materials draw upon the work of:



1. Mark Friedman, Founder of the Fiscal Policy Studies Institute and author of: Trying Hard Is Not Good Enough (Trafford, 2005)
www.resultsaccountability.com; www.raguide.org
2. Peter Senge, The Fifth Discipline: The Art and Practice of the Learning Organization (Doubleday 1990); Fifth Discipline Fieldbook (Doubleday)
3. Doug Krug and Ed Oakley, Leadership Made Simple (Enlightened Leadership Publications,) and Enlightened Leadership: Getting to the Heart of Change (Simon and Schuster Canada, 1994)
4. Roger Fisher and William Ury, Getting to Yes (Penguin, 1981, 1991; Random House Business Books, 2003)

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES

Additional Readings on Accountability and Leadership

- *Rethinking Democratic Accountability*, Robert D. Behn (Brookings, 2001)
- *Leadership on the Line: Staying Alive through the Dangers of Leading*, Ronald A. Heifetz and Marty Linsky (Harvard Business School Press, 2002)
- *Common Purpose: Strengthening Families and Neighborhoods to Rebuild America*, Lisbeth B. Schorr (Doubleday, 1997)