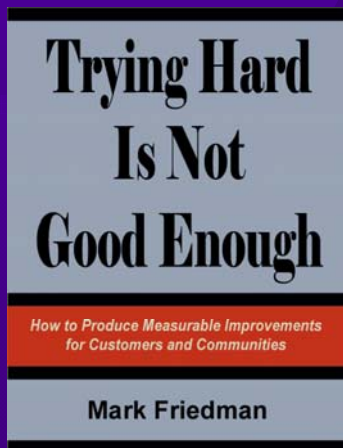


Results-Based Accountability™

The Fiscal Policy Studies Institute

www.raguide.org

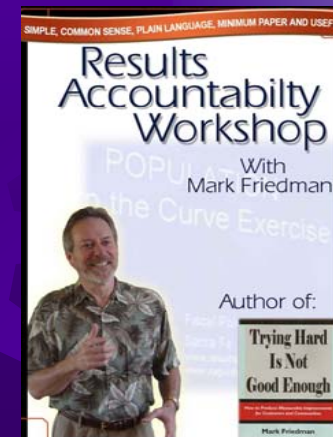
www.resultsaccountability.com



Book - DVD Orders

amazon.com

resultsleadership.org





Results Accountability

is made up of two parts:

Population Accountability

is about the well-being of

WHOLE POPULATIONS

for Communities – Cities – Counties – States - Nations

Performance Accountability

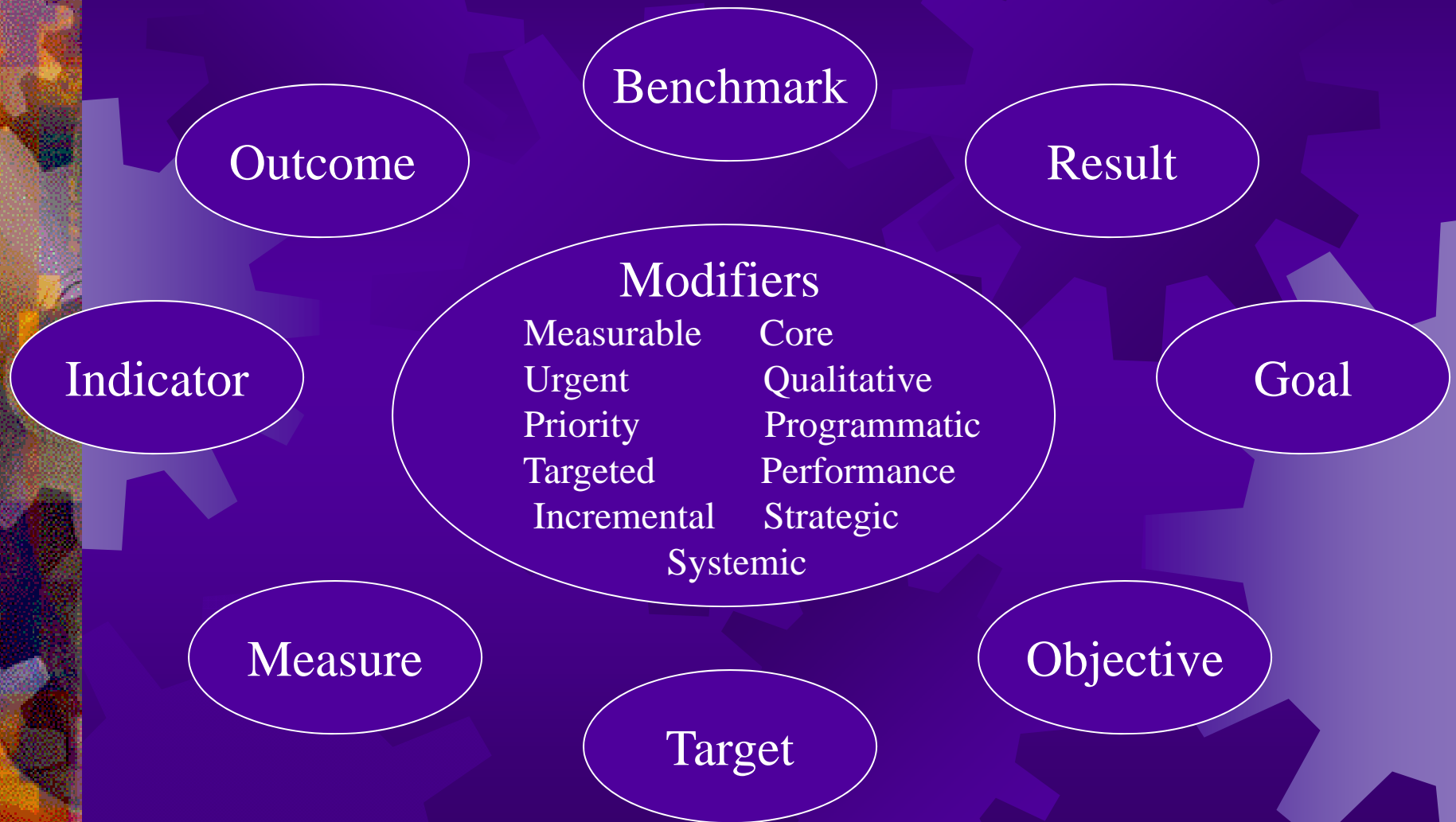
is about the well-being of

CUSTOMER POPULATIONS

for Programs – Agencies – Service Systems

THE LANGUAGE TRAP

Too many terms. Too few definitions. Too little discipline



DEFINITIONS

Population

RESULT or OUTCOME

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 or BENCHMARK

A measure which helps quantify the achievement of a result.

Rate of low-birthweight babies, Percent ready at K entry, (AEDI) crime rate, air quality index, unemployment rate

Performance

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? = Customer Results



POPULATION ACCOUNTABILITY

For Whole Populations
in a Geographic Area

Fiscal Policy Studies Institute
Santa Fe, New Mexico
www.resultsaccountability.com
www.raguide.org



Community Outcomes for Christchurch, NZ

1. A Safe City
2. A City of Inclusive and Diverse Communities
3. A City of People who Value and Protect the Natural Environment
4. A Well-Governed City
5. A Prosperous City
6. A Healthy City
7. A City for Recreation, Fun and Creativity
8. City of Lifelong Learning
9. An Attractive and Well-Designed City



Georgia Policy Council for Children and Families

RESULTS

- Healthy Children
- Children Ready for School
- Children Succeeding in School
- Strong Families
- Self Sufficient Families



FLORIDA

CHILDREN AND YOUTH CABINET


- Every Florida Child **DESERVES TO BE HEALTHY**
- Every Florida Child **DESERVES QUALITY EARLY LEARNING EXPERIENCES**
- Every Florida Child **DESERVES A STABLE AND NURTURING FAMILY**
- Every Florida Child **DESERVES TO LIVE IN A SAFE AND SUPPORTIVE COMMUNITY**



BROWARD COUNTY

Draft Suggested Population Results for Children, Families and Communities

- Children are **Physically and Mentally** Healthy.
- **Children are Safe.**
- Children are Ready to Succeed in School.
- **Children Succeed in School.**
- **Children Successfully Transition to Adulthood.**
- Families are Stable and Nurturing.
- **Families are Economically Secure.**
- Communities are Safe and Supportive.

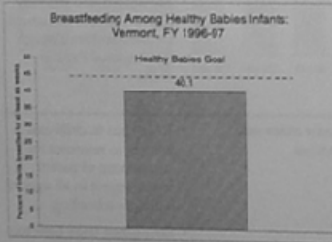
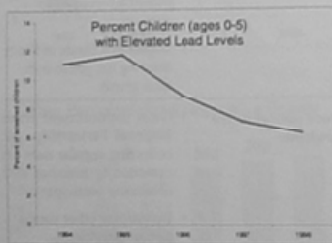
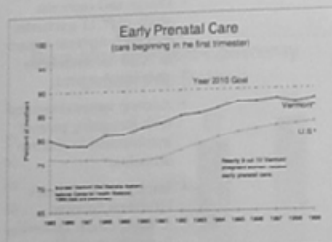


Insert Report Card Covers: Florida,
Miami-Dade, Broward, Duval,
Hillsborough

State Team Outcome # 2

Pregnant Women and Young Children Thrive

Heartening Indicators:



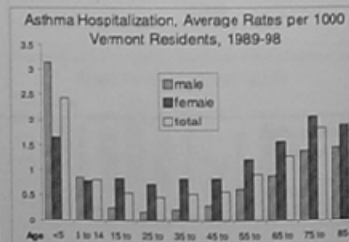
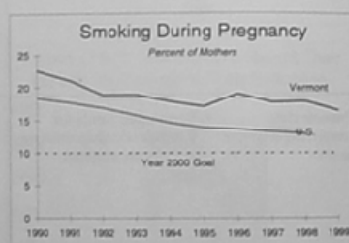
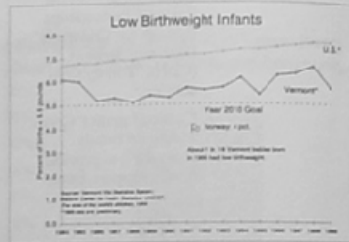
The Story Behind the Curve

In all three areas of improving indicators, success can be attributed to a system wide approach to address prenatal care, lead levels and breast-feeding.

Community leaders, home visitors, medical care providers and state agencies all working together have made the difference.

Vermont is a national leader in early childhood prevention supports.

Troublesome Indicators:



The Story Behind the Curve

Despite many factors that contribute to infant mortality and low birth weight, smoking cessation continues to be the prime areas for focus of prevention if we are to bend the curve on infant mortality and low birth weight.

Children at higher risk of developing asthma were more likely to be low birthweight babies, exposed to tobacco smoke *in utero* or in early life, sensitized to common allergens at an early age, or not breast-fed.

#2: Pregnant Women and Young Children Thrive

Recommendations	Accomplishments in 2000	Recommendations for 2001	Actions/Strategies 2001
<p><i>Community members have universal access to a comprehensive system of care</i></p>	<ul style="list-style-type: none"> Continued outreach through Healthy Babies with more than 7,400 pregnant women invited to receive home visits. Successfully obtained 3 year grant from the Common Wealth Fund and the National Association of State Health Policy which in partnership with Medicaid will look at other ways to engage new families that have been difficult to engage. 	<p><i>Concentrate particular focus on families who are difficult to engage</i></p>	<ul style="list-style-type: none"> Work with Department of Health (DOH) related to National Association of State Health Programs grant, especially as related to developing a seamless system for families. Work with DOH to develop one common Parent Information Project. Work through community tobacco grants to assure families have access to smoking cessation help. Develop a common parent information booklet to be used by all providers. Focus on ways all providers of care to pregnant women and their families access smoking cessation resources.
<p><i>Vermont babies are breast fed</i></p>	<ul style="list-style-type: none"> Established Breast-Feeding Work Group to address ways to reach out to the public and especially employers on benefits to breast-feeding and ways to support breast-feeding women in our communities. 	<p><i>Support establishment of a Statewide Breast-feeding Work Group to increase awareness of benefits of breast feeding and assist employers in supporting families as the mother returns to work</i></p>	<ul style="list-style-type: none"> Work with Department of Health Breast-Feeding Work Group to enhance public education and develop a helpline for breast-feeding women, their families and general public.
<p><i>Support proven interventions that work to improve outcomes</i></p>	<ul style="list-style-type: none"> Healthy Babies State Team focused on three objectives and provided specific training for home visits to take action to address infant mortality, immunization rates, and smoking cessation. 	<p><i>Consider other national models including Healthy Steps and Touchpoints</i></p>	<ul style="list-style-type: none"> Participate when possible with Touchpoint trainings to increase care providers awareness of the Brazelton approach in working with families.
<p><i>Children are not exposed to environmental toxins</i></p>	<ul style="list-style-type: none"> Creation of Children's Environmental Health Task Force. H.192, the Healthy Schools Air Quality Act, passed legislature. 	<p><i>Continue to increase knowledge of parents and health care providers on environmental health risk for children, especially those factors they can prevent or eliminate in all children</i></p>	<ul style="list-style-type: none"> Identify resources to invite Dr. Michael Shannon, pediatric environmental expert, to speak to community partners. Work with DOH initiative to eliminate children's exposure to environmental tobacco smoke.
<p><i>Parents and caregivers have the knowledge, skills and resources to promote positive child development</i></p>	<ul style="list-style-type: none"> Expansion of Parent and Community Leadership Trainings. Expanded Social and Rehabilitation Consumer Advisory Boards. 	<p><i>Work with parents, health care providers and child care providers to assure children have safe drinking water</i></p>	<ul style="list-style-type: none"> Increase awareness of issues related to nitrates in water. Increase testing of private well systems. Increase awareness of how to disinfect private water sources. Increase awareness of proper preparation of formula or juices with water.

Leaking Roof

(Results thinking in everyday life)

Experience

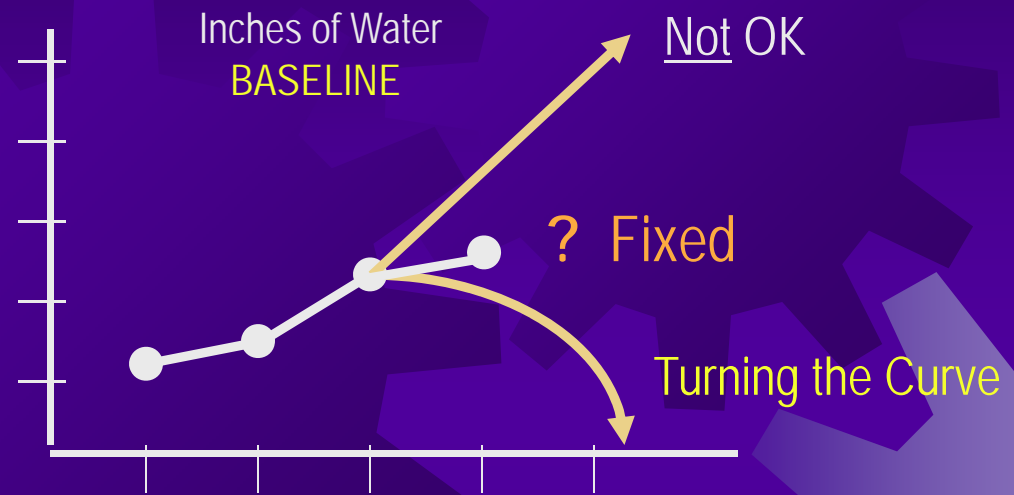
Measure

Story behind the baseline (causes)

Partners

What Works

Action Plan # 2

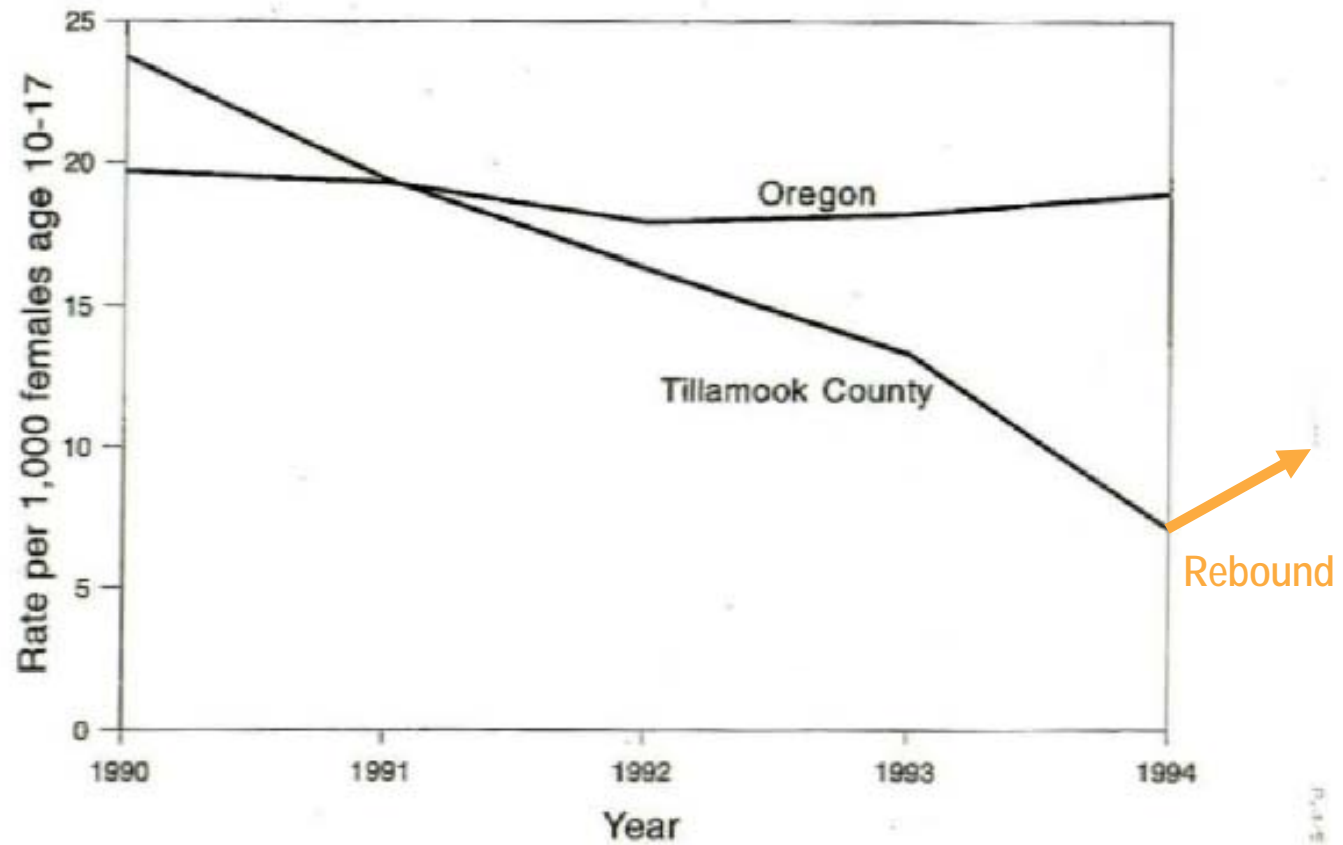




The 7 Population Accountability Questions

- 
1. What are the quality of life conditions we want for the children, adults and families who live in our community?
 2. What would these conditions look like if we could see them?
 3. How can we measure these conditions?
 4. How are we doing on the most important of these measures?
 5. Who are the partners that have a role to play in doing better?
 6. What works to do better, including no-cost and low-cost ideas?
 7. What do we propose to do?
- 

Teen Pregnancy Rates, 1990-1994

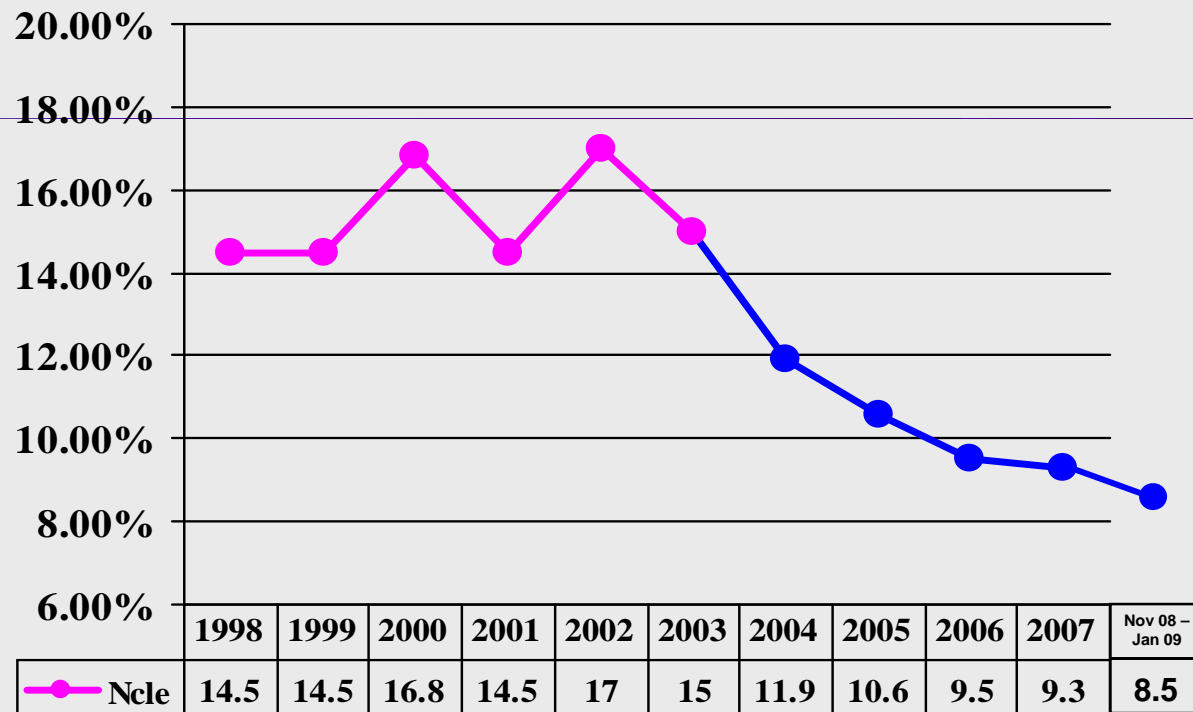


Source: Oregon Health Division, Center for Health Statistics

Newcastle, UK

connexions
TYNE AND WEAR

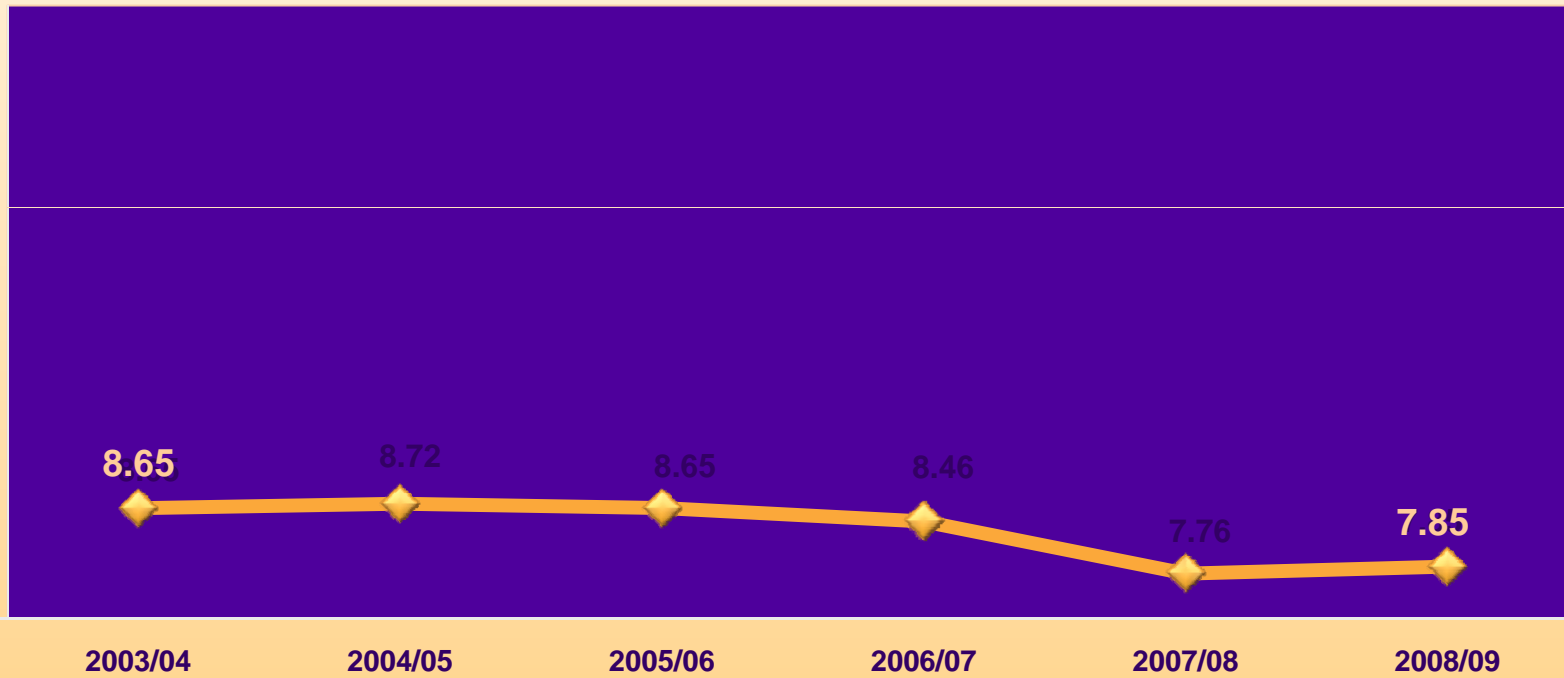
16-18 NEET.



Revised 9 Nov 2007

Source: Connexions Tyne and Wear, UK

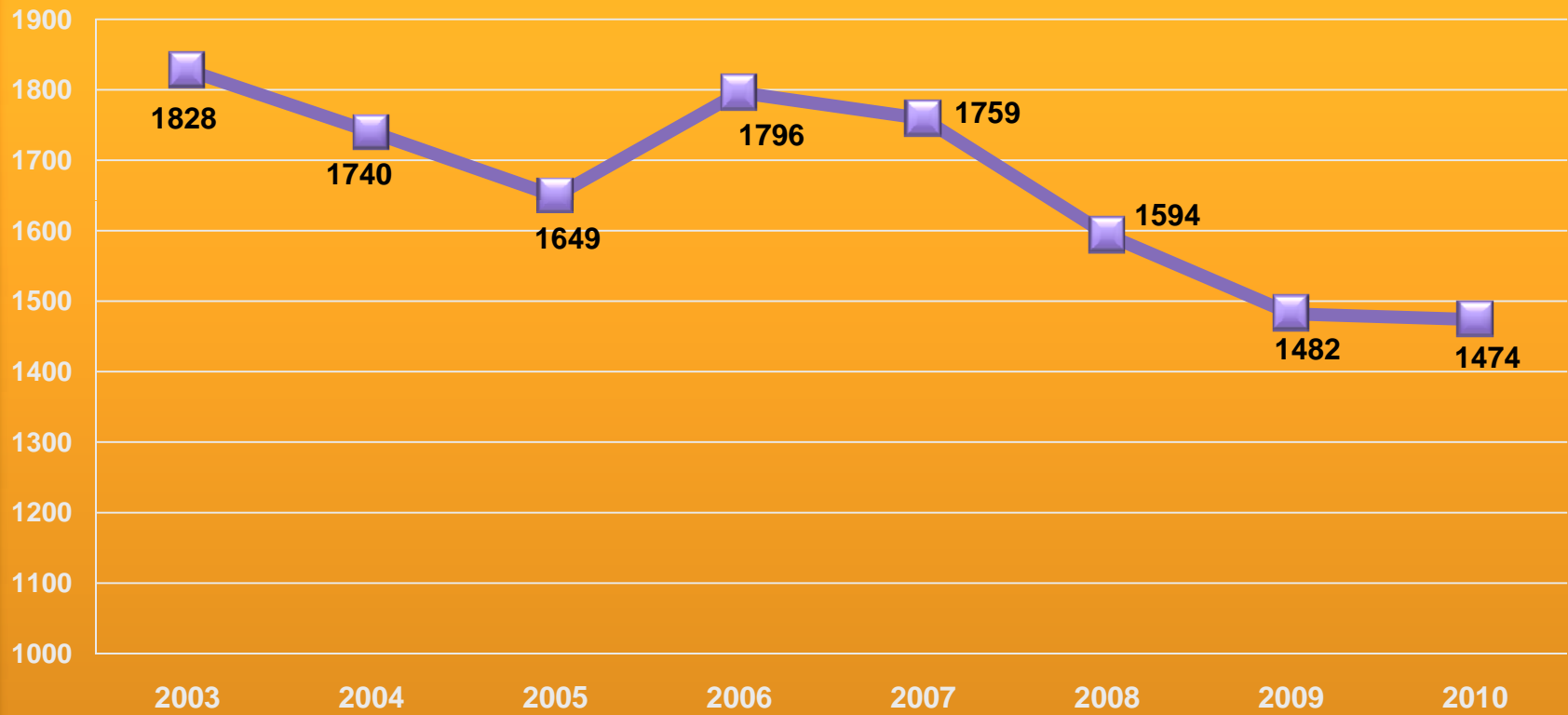
Rate of Child Abuse & Neglect




Rate of child abuse/neglect per 1,000 children with verified evidence (not including "some indication") of maltreatment - Source: FDCF

***Note: Methodology may have changed in 2007/08 and 2008/09 data is annualized based on partial year.**

of Children in Out of Home Care




Source: Florida Department of Children & Families



Performance Accountability

For Programs, Agencies and
Service Systems

Fiscal Policy Studies Institute
Santa Fe, New Mexico
www.resultsaccountability.com
www.raguide.org



“All performance measures
that have ever existed
for any program
in the history of the universe
involve answering two sets of
interlocking questions.”

Performance Measures

Quantity

**How
Much**

did we do?

(#)

Quality

**How
Well**

did we do it?

(%)

Performance Measures

Effort

How hard did we try?

Effect

Is anyone better off?

**Trying Hard
Is Not
Good Enough**

How to Produce Measurable Improvements
for Customers and Communities

Mark Friedman

Performance Measures

	Effort
How Much	How Well
	Effect

Performance Measures

Quantity

Quality

Input
Effort

How much
service did
we deliver?

How well
did we
deliver it?

Output
Effect

How much
change / effect
did we produce?

What quality of
change / effect
did we produce?

Performance Measures

Quantity

Quality

Effort

How much
did we do?

How well
did we do it?

Effect

Is anyone
better off?

#

%

Education

Quantity

Quality

How much did we do?

How well did we do it?

Effort

Number of
students

Student-teacher
ratio

Effect

Is anyone better off?

Number of
high school
graduates

Percent of
high school
graduates

Education

Quantity

Quality

How much did we do?

How well did we do it?

Effort

Number of
students

Student-teacher
ratio

Effect

Is anyone better off?

Number of
9th graders who
graduate on time
and enter college or
employment after
graduation

Percent of
9th graders who
graduate on time
and enter college or
employment after
graduation

Drug/Alcohol Treatment Program

Quantity

Quality

Effort

How much did we do?

Number of
persons
treated

How well did we do it?

Percent of
staff with
training/
certification

Effect

Is anyone better off?

Number of clients
off of alcohol &
drugs

- at exit
- 12 months after exit

Percent of clients
off of alcohol &
drugs

- at exit
- 12 months after exit

Fire Department

Quantity

Quality

How much did we do?

How well did we do it?

Effort

Number of
responses

Response
Time

Effect

Is anyone better off?

of fires
kept to
room of origin

% of fires
kept to
room of origin

General Motors

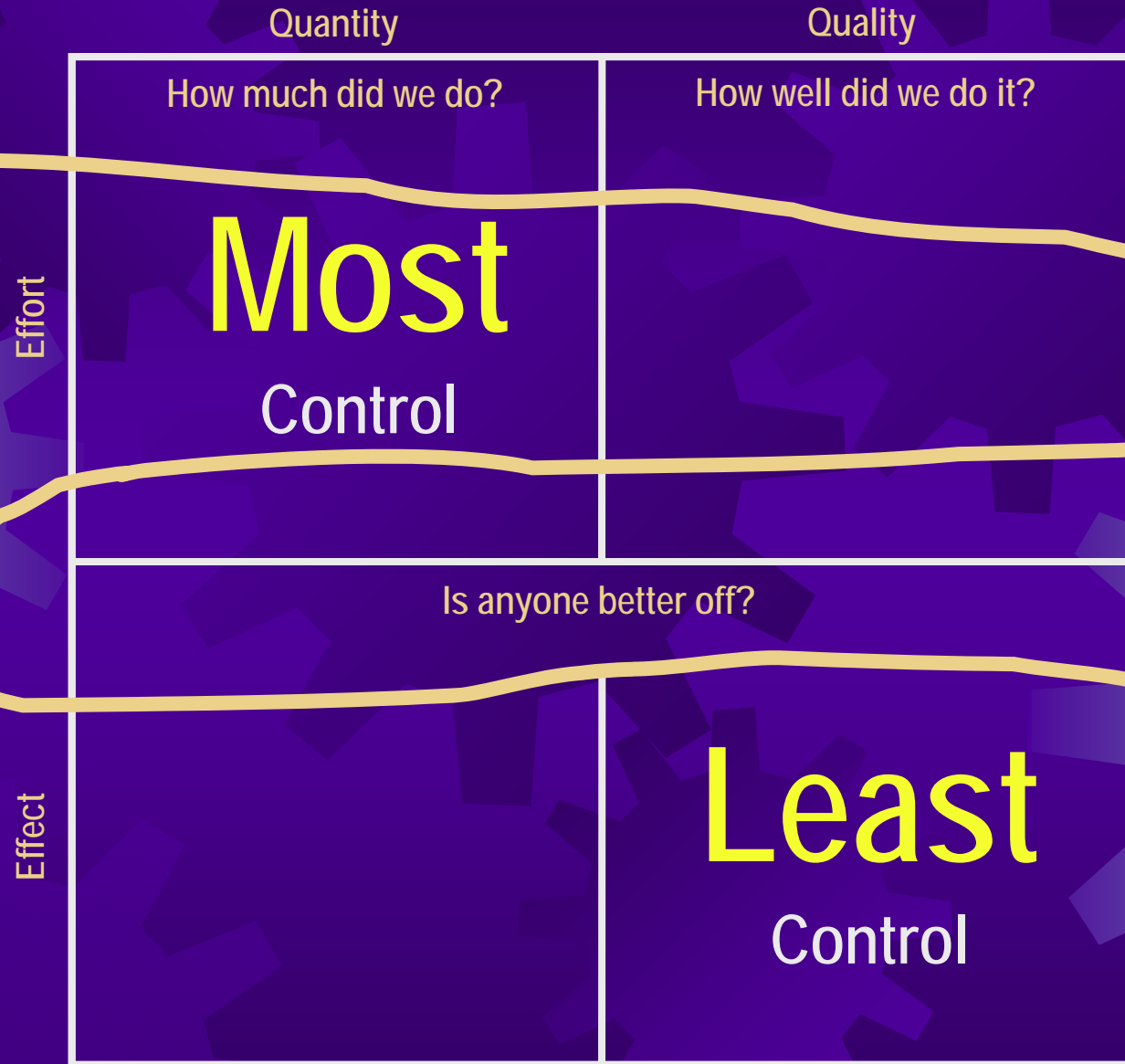
	Quantity	Quality
Effort	How much did we do? # of production hrs # tons of steel	How well did we do it? Employees per vehicle produced
Effect	Is anyone better off?	
	# of cars sold \$ Amount of Profit \$ Car value after 2 years	% Market share Profit per share % Car value after 2 years

Source: USA Today 9/28/98

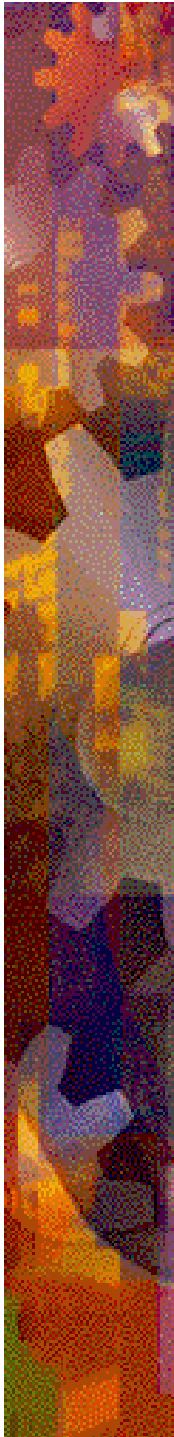
Not All Performance Measures Are Created Equal



The Matter of Control



PARTNERSHIPS



The 7 Performance Accountability Questions

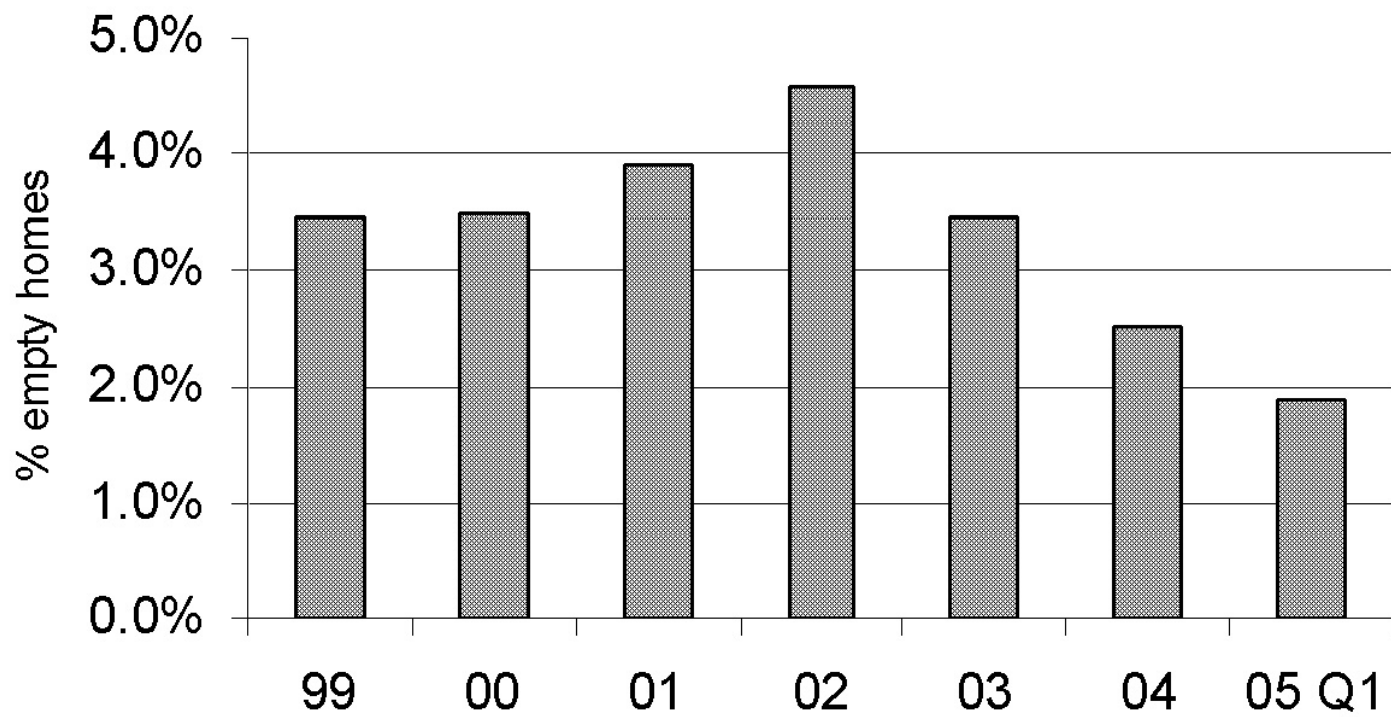
1. Who are our customers?
2. How can we measure if our customers are better off? ——— LR
3. How can we measure if we are delivering services well ? ——— UR
4. How are we doing on the most important of these measures? ——— **Baseline & Story**
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

**Primary v.
Secondary**

**Direct v.
Indirect**

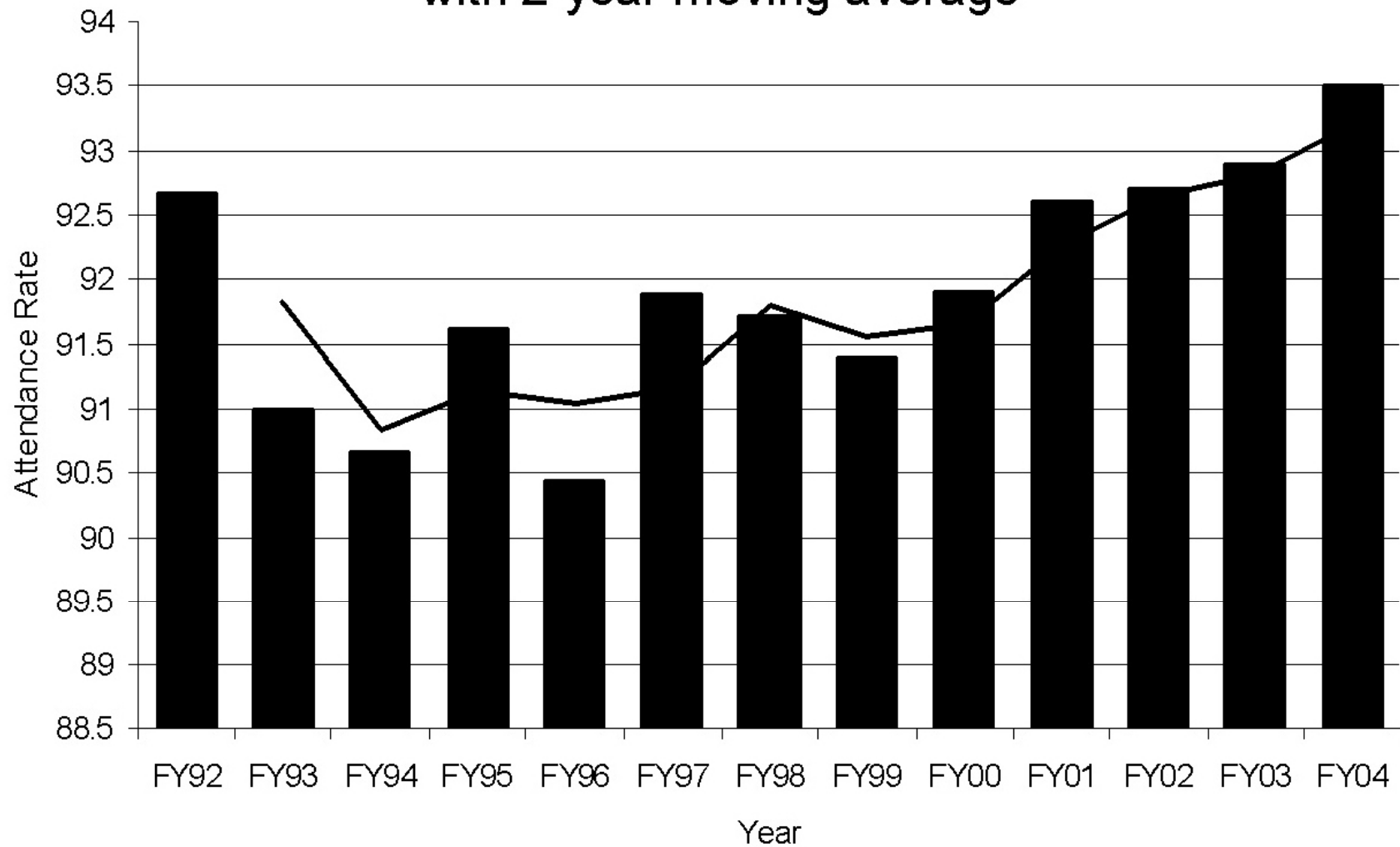
**Internal v.
External**

North Lincolnshire Public Sector Homes Percent Empty 1999 - 2005



Montgomery County, Ohio

K-12 Attendance Per Year with 2-year moving average





How
Population
&
Performance
Accountability
FIT TOGETHER

THE LINKAGE Between POPULATION and PERFORMANCE

POPULATION ACCOUNTABILITY

Healthy Births

Rate of low birth-weight babies

Stable Families

Rate of child abuse and neglect

Children Ready for School

Percent fully ready per K-entry assessment

POPULATION
RESULTS

PERFORMANCE ACCOUNTABILITY

Child Protective Services

# of investigations completed	% Initiated within 24 hrs of report
# repeat Abuse/Neglect	% repeat Abuse/Neglect CUSTOMER RESULTS

Contribution relationship

Alignment of measures

Appropriate responsibility

RBA in a Nutshell

2 – 3 – 7

2 - kinds of accountability plus language discipline

Population accountability	—	Results & Indicators
Performance accountability	—	Performance measures

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.



IN CLOSING



Never be afraid to try something new.
Remember that a lone amateur
built the Ark.

A large group
of professionals built the Titanic.

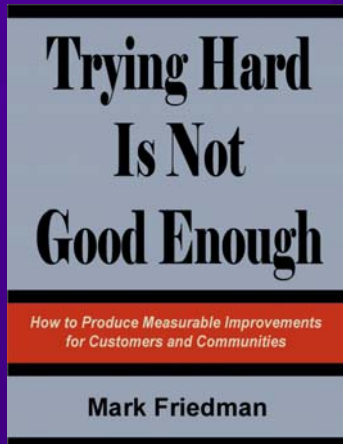
- Dave Barry

THANK YOU!

The Fiscal Policy Studies Institute

www.raguide.org

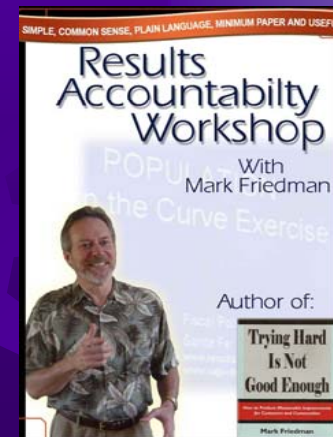
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Book - DVD Orders

amazon.com

resultsleadership.org






IN RESERVE



The Status of RBA

1. Estimated 30,000 to 40,000 RBA/OBA practitioners
2. Over 20,000 books & over 1,000 DVD's sold.
3. 2005 – 2009: 3.2 million website hits.
4. RBA used in over 40 states.
5. RBA used in at least 12 countries
(US, UK, Ireland, AU, NZ, Canada, Netherlands, Norway, Israel, Moldavia, Chile & India).



Every time
you present
your program,

Use a
two-part
approach.

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:

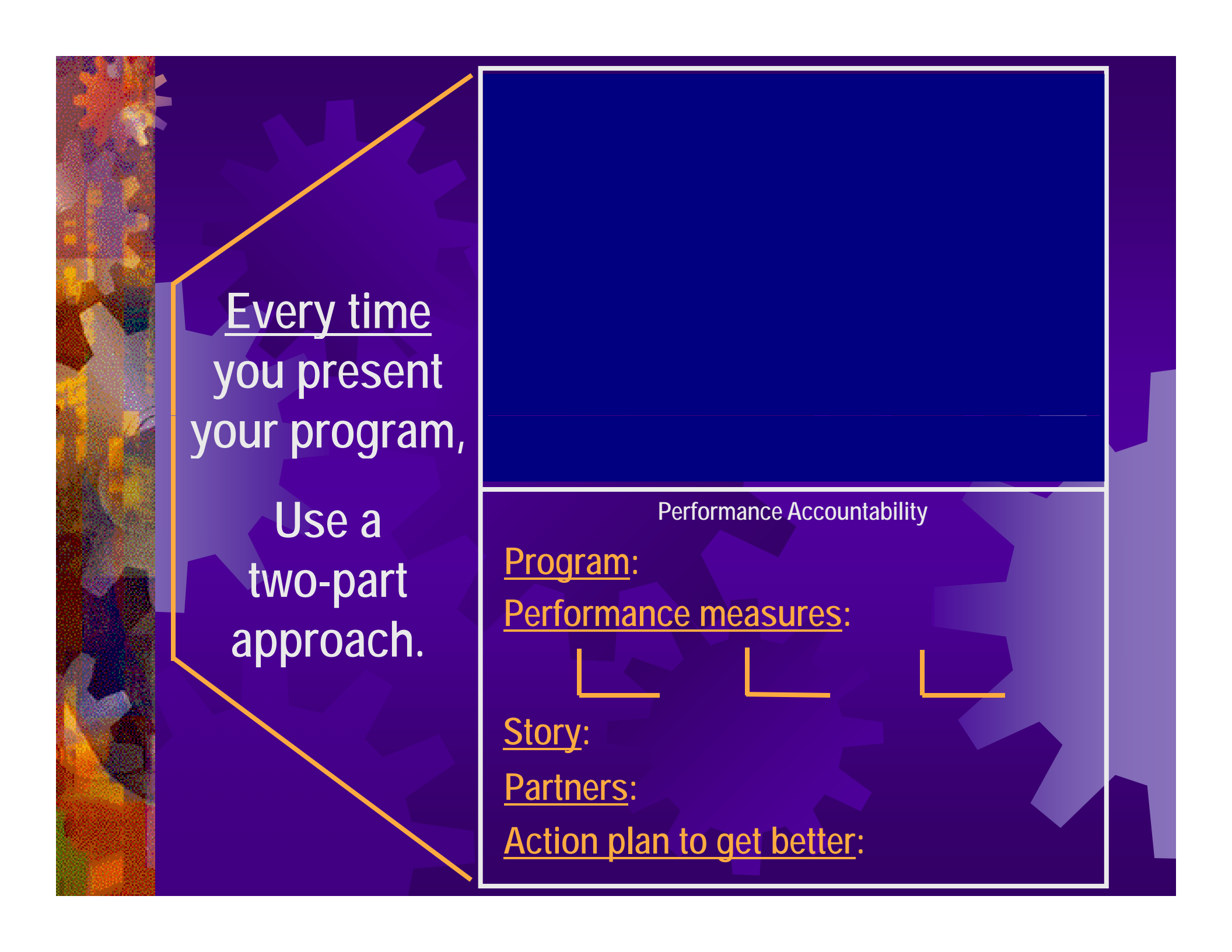
Performance measures:



Story:

Partners:

Action plan to get better:



Every time
you present
your program,

Use a
two-part
approach.

Performance Accountability

Program:

Performance measures:



Story:

Partners:

Action plan to get better:

An Advanced View of the Relationship Between Indicators and Performance Measures

