

# Results-Based Accountability

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LEGISLATIVE COMMITTEE DISCUSSIONS

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# Results-Based Accountability

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RBA is a disciplined way of **thinking** and **taking action** that can be used to **improve the quality of life in cities, counties, states, and nations.**

RBA can also be used to **improve the performance of programs, agencies, and service systems.**

# Results-Based Accountability

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COMMON SENSE  
PLAIN LANGUAGE  
USEFUL  
INTUITIVE

COMMON LANGUAGE  
COMMON SENSE  
COMMON GROUND

# Results-Based Accountability

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Population Accountability

about the well-being of

**WHOLE POPULATIONS**

**For Communities – Cities – Counties – States - Nations**

Performance Accountability

about the well-being of

**CLIENT POPULATIONS**

**For Programs – Agencies – and Service Systems**

# (Language Matters)

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## Population Accountability

**OUTCOME/Result:** Desired condition of well-being for a whole population

ENDS

**INDICATOR:** Measure that helps quantify the achievement of an outcome

## Performance Accountability

MEANS

**PERFORMANCE MEASURE:** Measure of how well a program, agency, or service system is working.

1. How much are we doing it?

2. How well are we doing it?

means

ends

3. Is anyone better off?

= PROGRAM or CUSTOMER OUTCOME

# Example: Outcomes

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Vermont has a prosperous economy

Vermont's environment is clean and sustainable

Vermonters are healthy

Vermont communities are safe and supportive

Vermont families are safe, stable, nurturing, and supported

Pregnant women and young children thrive

Children are ready for school

Children succeed in school

Youth choose healthy behaviors

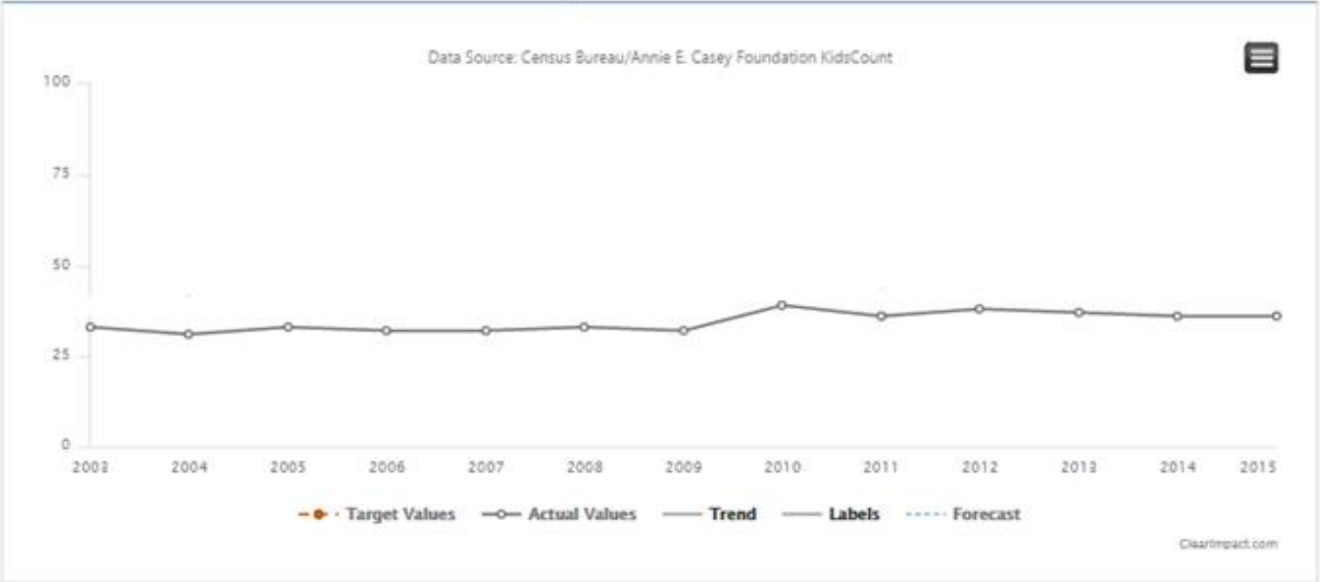
Youth successfully transition to adulthood

# Example: Indicators

Outcome: Vermont has a prosperous economy

Indicator: **Percent of children living at or below 200% of Federal Poverty Level**

36% 2015

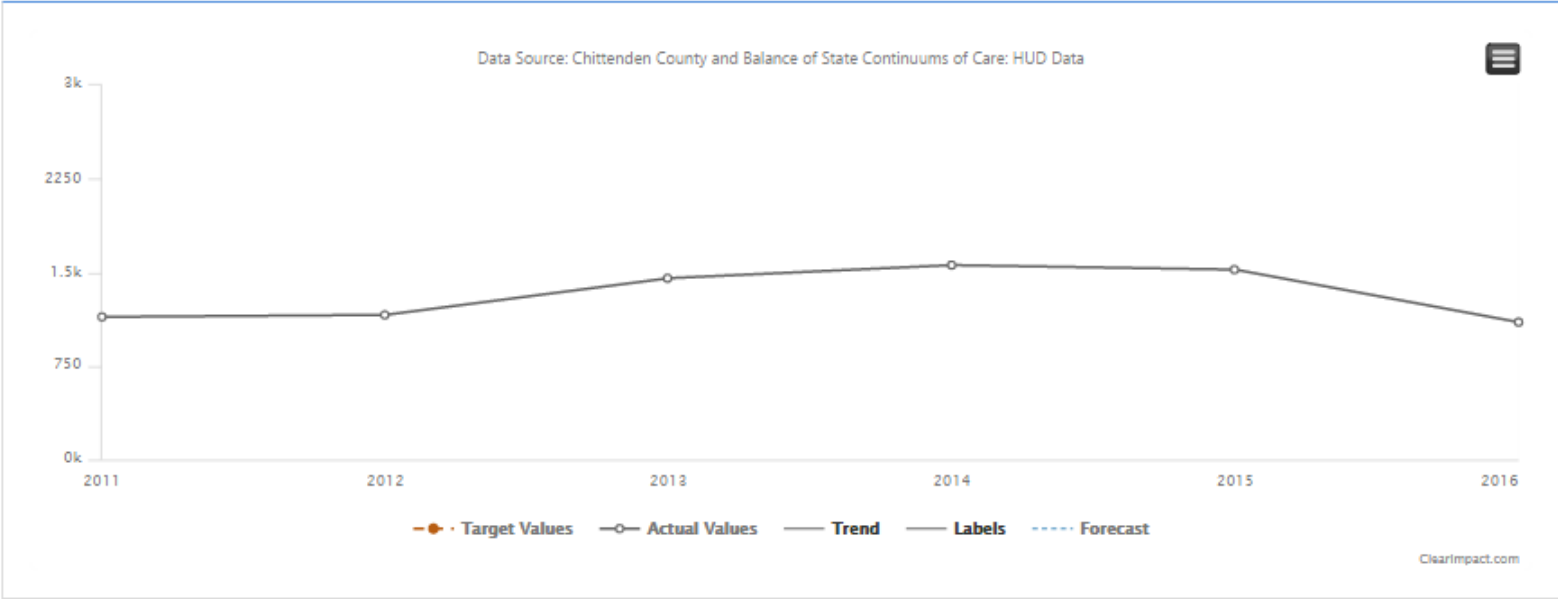


# Example: Indicators

Outcome: Vermonters are healthy

Indicator: **# of persons who are homeless (adults and children)**

1,102 2016





# Turning the Curve: All Children in VT

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1. What are the quality of life conditions we want for children in VT?
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 those conditions?
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?



# (Language Matters)

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## Population Accountability

**OUTCOME/Result:** Desired condition of well-being for a whole population

**INDICATOR:** Measure that helps quantify the achievement of an outcome

## Performance Accountability

**PERFORMANCE MEASURE:** Measure of how well a program, agency, or service system is working.

1. How much are we doing it?
2. How well are we doing it?
3. Is anyone better off? = PROGRAM or CUSTOMER RESULT

# Measuring Performance

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<b>How Much</b> did we do? ( # )	<b>How Well</b> did we do it? ( % )
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<b>Effort</b> How hard did we try?
<b>Effect</b> Is anyone better off?

How much service did we deliver?	How well did we deliver it?
How much change/ effect did we produce?	What quality of change/ effect did we produce?

# Example: Family Supportive Housing

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What do we do?  
Who do we serve?

<p>How much did we do?</p> <p><b>Number of families enrolled</b></p>	<p>How well did we do it?</p> <p><b>Percent of families regularly engaging in case management</b></p>
<p>Is anyone better off?</p> <p><b>Number of families remaining stably housed at 6 months</b></p>	<p><b>Percent of families remaining stably housed at 6 months</b></p> <p><b>Percent of families previously unemployed who secured employment after 1 year</b></p> <p><b>Percent of families who favorably resolve an open Family Services case within 1 year</b></p>

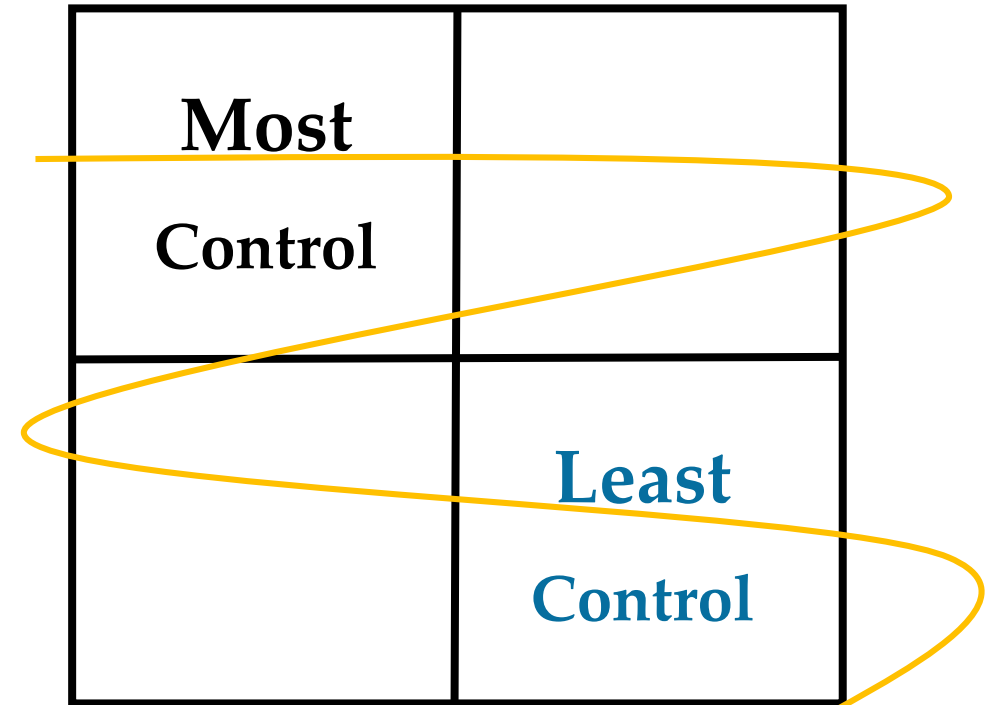
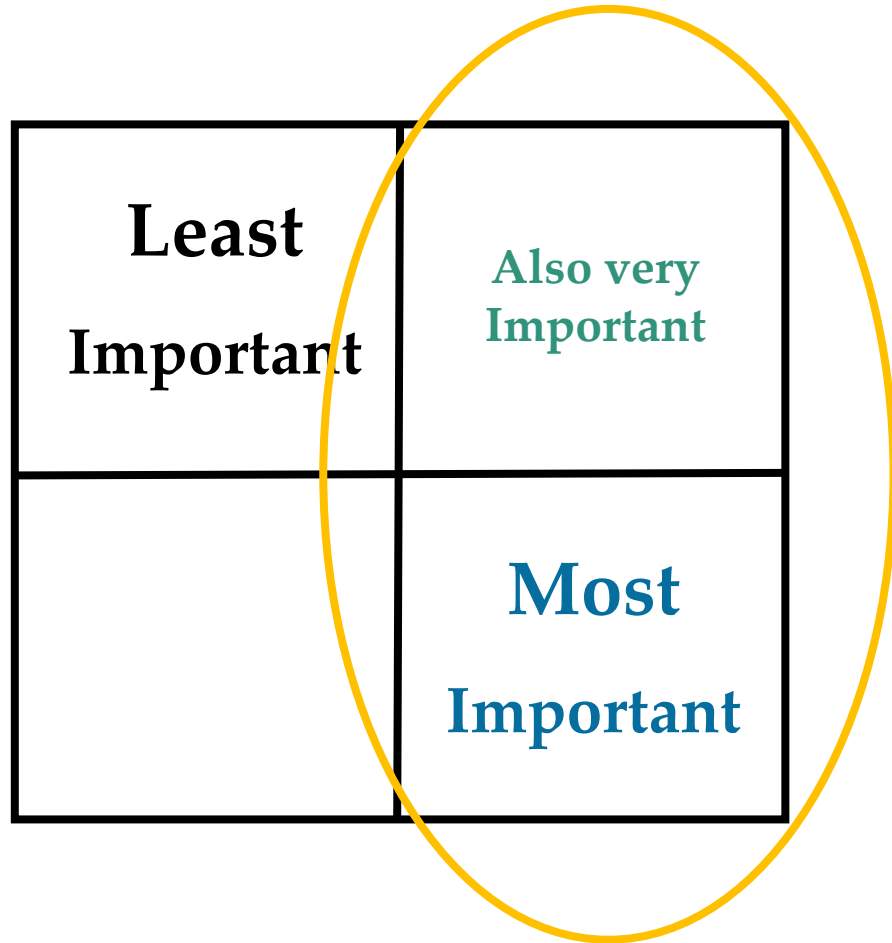
# Types of Performance Measures

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<u>How much did we do?</u>	<u>How well did we do it?</u>
<p># Clients/customers served</p> <p># Activities (by type of activity)</p>	<p>% Common measures e.g. client staff ratio, workload ratio, staff turnover rate, staff morale, % staff fully trained, % clients seen in their own language, worker safety, unit cost</p> <p>% Activity-specific measures e.g. % timely, % clients completing activity, % correct and complete, % meeting standard</p>
<p><u>Is anyone better off?</u></p>	
<p>#</p> <p>#</p> <p>#</p> <p>#</p> <div data-bbox="876 968 1144 1158" style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;">Point in Time vs. Point to Point Improvement</div>	<p>% Skills / Knowledge (e.g. parenting skills)</p> <p>% Attitude / Opinion (e.g. toward drugs)</p> <p>% Behavior (e.g. school attendance)</p> <p>% Circumstance (e.g. working, in stable housing)</p>

# Matter of Importance and Control

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**PARTNERSHIPS**

# Turning the Curve: Children receiving a service

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1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering service well?
4. How are we doing on the most important of those conditions?
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?



# The whole picture

**Population Accountability**

**OUTCOME:** Vermonters are healthy

**INDICATOR:** # of persons who are homeless (adults and children)

**Performance Accountability**

**Family Supportive Housing**

Working with: families with children under 18 that were homeless

How much did we do? Number of families enrolled	How well did we do it? Percent of families regularly engaging in case management
Is anyone better off?	
Number of families remaining stably housed at 6 months	Percent of families remaining stably housed at 6 months



Contribution relationship

Alignment of measures

Appropriate responsibility

CUSTOMER OUTCOME



# The WHOLE picture

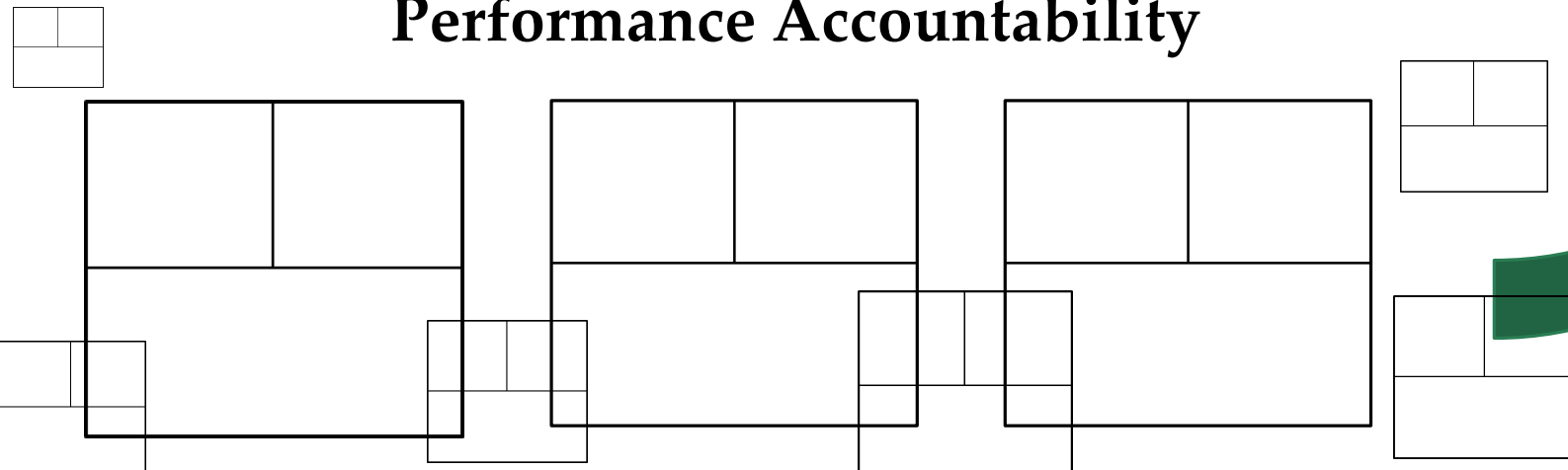
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**Population Accountability**

**OUTCOME:** Vermonters are healthy

**INDICATOR:** # of persons who are homeless (adults and children)

**Performance Accountability**



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# RBA in Committee Rooms

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## **Big Picture Questions related to a Common Agenda (Act 186):**

- Outcomes? (for a whole population in a geographic area; not responsibility of any one program)
- Indicators? (trend lines resulting from many diverse factors, not responsibility of any one program)
  - What does/would it take to do better in Vermont? Do we have a plan?

## **Organization/Program Questions about Contribution, What's Working, How to Improve:**

- What **role** does your organization play in what it would take to do better? Or in a plan?
- Who do you serve?
- What do you do?
- How do you know if your organization is delivering services well?
  - What are the most meaningful **measures of performance** to you, and how are you doing?
  - What is working well?
  - What would it take to improve?
- Who are the other partners with a role to play?

## **Additional Questions:**

- What else would you like the Committee to know about **what works** or what doesn't work?
- What else would you like the Committee to learn about **what it would take** to improve?

# Questions?

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# Resources

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## Explore:

- Fiscal Policy Studies Institute (home of RBA) - <http://resultsaccountability.com/>
- Trying Hard is Not Good Enough, by Mark Friedman (or the DVD)
- RBA Implementation Guide - <https://raguide.org/>
- Results Leadership Group - <http://resultsleadership.org/>
- RBA Facebook Page

## Contact:

- Sue Zeller, Chief Performance Officer, Agency of Administration ([sue.zeller@vermont.gov](mailto:sue.zeller@vermont.gov))
- Dru Roessle, Performance Improvement Manager, Agency of Human Services ([dru.roessle@vermont.gov](mailto:dru.roessle@vermont.gov))