

# RESULTS-BASED ACCOUNTABILITY AGENCY OF HUMAN SERVICES

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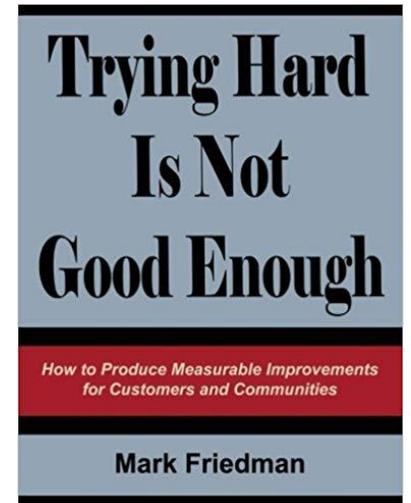
# INTENTION

- ❁ Provide high-level introduction to Results-Based Accountability
- ❁ Convey AHS approach to utilizing RBA
- ❁ Demonstrate RBA-informed practice at AHS, including:
  - ❁ Performance Scorecards
  - ❁ Community Profiles
  - ❁ Continuous Improvement
- ❁ Discuss successes, opportunities, and persistent challenges in embedding use of the framework

# RESULTS-BASED ACCOUNTABILITY

RBA is a **data-driven and decision-making framework** for *learning, planning, and taking action* across communities and within organizations.

RBA originated in the 1990s by Mark Friedman in his book [Trying Hard is Not Good Enough](#), and is now used in every state and in more than a dozen countries around the world.



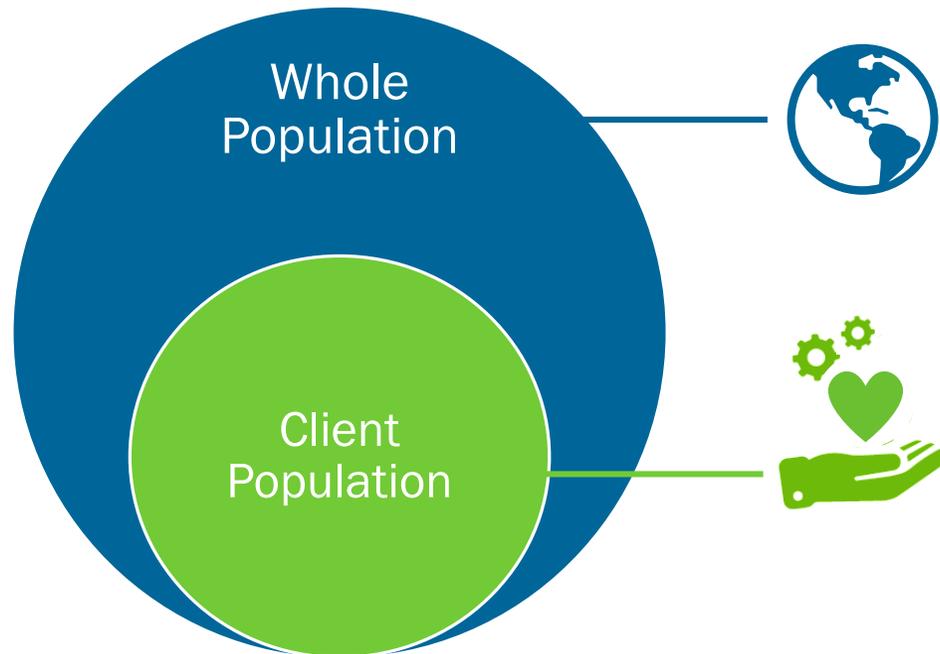
🌸 Purpose    🌸 Concepts    🌸 Language    🌸 Tools    🌸 Principles of Use

# RESULTS-BASED ACCOUNTABILITY

RBA is applied in two major ways:

1. Collaboration framework for organizations and communities to work together to collectively improve the quality of life for whole communities,
2. Performance management framework for specific programs, agencies, and service systems to improve performance and outcomes for their clients.

# RESULTS-BASED ACCOUNTABILITY



## Population Accountability:

The well-being of Whole Populations  
(communities, cities, counties, states, nations)  
Responsibility of partnerships and collective work



## Performance Accountability:

The well-being of Client Populations  
(served by programs, organizations, agencies, service systems)  
Responsibility of managers and leaders

 Language

# RESULTS-BASED ACCOUNTABILITY



## Population Accountability:

The well-being of Whole Populations

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

**Indicator:** Measure of a whole population that helps quantify the achievement of an outcome/result.

**Story Behind the Baseline:** Root causes and forces at work behind the baseline trend.

**Strategy/Action:** What we commit to do in order to make a measurable difference

# RESULTS-BASED ACCOUNTABILITY



## Performance Accountability:

The well-being of Client Populations

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

1. What and how much are we doing?
2. How well are we doing it?
3. Is anyone better off? Are we making a difference? (“Customer Outcome”)

**Story Behind the Baseline:** Root causes and forces at work behind the baseline trends.

**Strategy/Action:** What we commit to do in order to make a measurable difference

# RESULTS-BASED ACCOUNTABILITY

There are two major tools promoted by Results-Based Accountability:

1. *Identifying Performance Measures* for a strategy, program, organization, or service system
2. *Turning the Curve* to improve whole community outcomes or the performance of a program toward improved client outcomes

# RESULTS-BASED ACCOUNTABILITY

Identifying Performance Measures:

Criteria:

- **Communication Power:** communicates to a broad audience
- **Proxy Power:** says something of central importance to the desired ends
- **Data Power:** quality data available on a regular basis

<p><u>How much did we do?</u></p> <p># Clients/customers served</p> <p># Activities (by type of activity)</p>	<p><u>How well did we do it?</u></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="1498 1039 1786 1239" style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 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>

# RESULTS-BASED ACCOUNTABILITY



Turning the Curve:

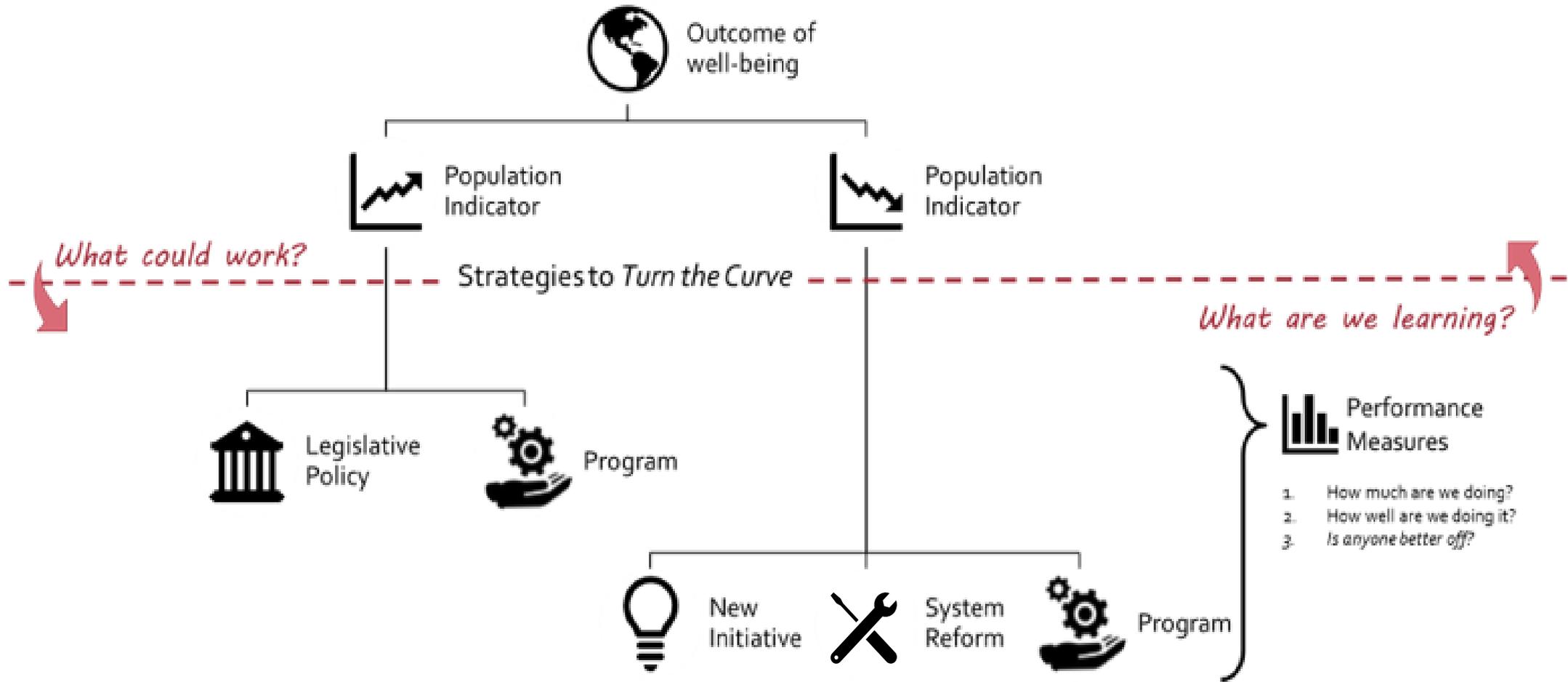


1. What are the quality of life conditions we want for children, adults, families, and communities? (*outcomes*)
2. How would we experience and recognize that?
3. How could we measure that? (*indicators*)
4. How are we doing on the most important of those measures? What are the causes and forces at work behind the baseline?
5. Who are the partners with a role to play?
6. What would it take to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

1. Who do we serve? What do we do?
2. How can we measure if the people we serve are better off/if we are making a difference? (*performance measures*)
3. How can we measure if we are delivering services well? (*performance measures*)
4. How are we doing on the most important of those measures? What are the causes and forces at work behind the baseline?
5. Who are the partners with a role to play?
6. What would it take to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

🌸 Concepts: The Whole Picture

# RESULTS-BASED ACCOUNTABILITY



# RESULTS-BASED ACCOUNTABILITY

1. **Ends to Means Thinking.** What do we want? How will we recognize it? What will it take to get there?
2. **Common Language.** Be clear and disciplined about language, and be plain and inclusive (not jargon-y).
3. **Appropriate Accountability.** Keep accountability for populations separate from accountability for programs and agencies.
4. **Measure what Matters.** Use data to gauge progress against a baseline.
5. **Turn the Curve.** Use data to drive a disciplined business-like decision making process to get better.
6. **Work Together.** Involve a broad set of partners.
7. **Talk to Action.** Get from talk to action as quickly as possible.

# PRACTICE & CULTURE

- Ends to Means Thinking.
- Common Language.
- Appropriate Accountability.
- Measure what Matters.
- Turn the Curve.
- Work Together.
- Talk to Action.

1. Train, facilitate, and workshop use of RBA tools across the organization
2. Track and assess population indicators to understand how Vermonters are doing
3. Collaborate with partners to innovate and augment our impact
4. Administer funds to community partners toward improving community impact
5. Measure and assess all of our programs and services to continuously improve:
  - How much are we doing?
  - How well are we doing it?
  - Is anyone better off?

# AHS VISION

AHS is dedicated to a future in which all Vermonters achieve their potential in resilient communities.

The following statements represent outcomes of well-being that we work to achieve:

- Vermont has a prosperous economy
- Vermonters are healthy
- Vermont is a safe place to live
- Vermont's families are safe, nurturing, stable, and supported
- Vermont's children and young people achieve their potential
- Vermont's elders live with dignity and in settings they prefer
- Vermonters with disabilities live with dignity and in settings they prefer

These outcomes of well-being are drawn from the statutorily established State of Vermont Outcomes of Well-being. Read the 2014 law known as "[Act 186: The Outcomes Bill](#)." Read the updated list of [2018 Outcomes and Indicators](#) (population-level measures of progress).

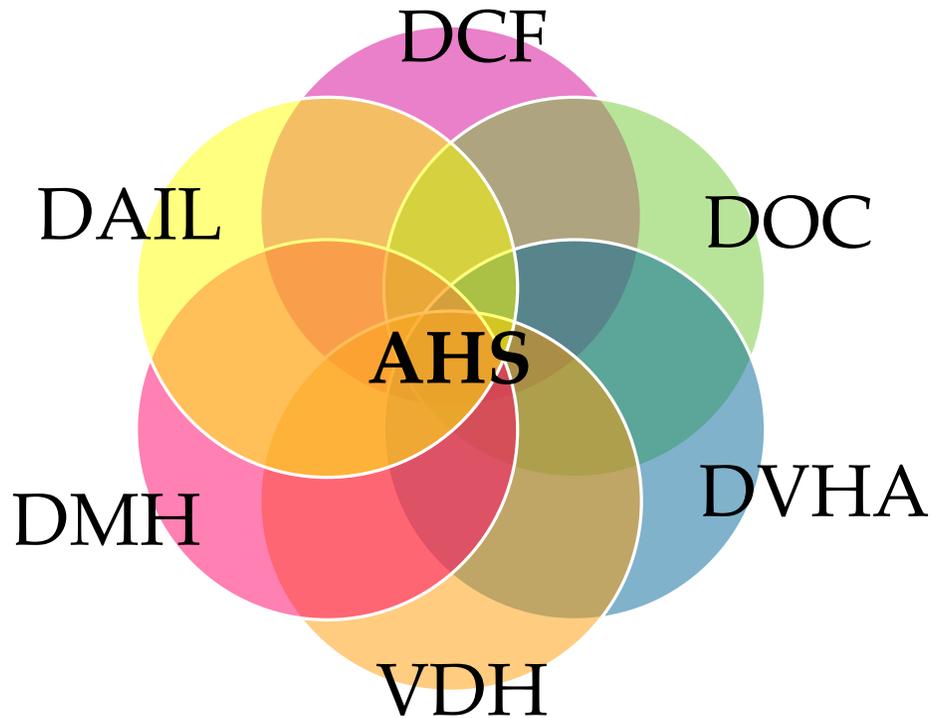
# AHS MISSION

*The mission of AHS is to improve the conditions and well-being of Vermonters and protect those who cannot protect themselves.*

AHS, in partnership with community organizations and providers, administers a broad array of programs and services that shape and respond to conditions of well-being and the particular needs of Vermonters.



# ORGANIZATION



 Child & Youth Development	 Disability & Aging Supports	 Family Support Services
 Financial & Employment Security	 General Health Care Services	 Housing Stability
 Mental Health & Substance Use Services	 Public Health Services	 Risk Reduction & Community Justice Services

# 4 KEY PRACTICES

These four key practices guide our work in alignment with our mission and values, whether the focus is on services, employees, or the Vermonters we serve:

1. **Customer Service.** Respect and empower individuals, families, and our workforce across our systems
2. **Holistic Service.** Meet the needs of individuals and families through coordination and systems thinking
3. **Strengths-based.** Reinforce assets, strengths, and what we know works in our systems, workforce, and in working with Vermonters
4. **Results-oriented.** Continuously learn and improve our services to make measurable impact, and support Vermonters to achieve their goals



**AGENCY OF HUMAN SERVICES**  
**Our Four Key Practices**

*Customer Service...doesn't stop at rules and regulations.*

Individuals & Families	Workforce	Service System
We look beyond program eligibility to find ways to support individuals and families. People feel listened to and understood, feel that we are responding to their needs, and receive respectful and clear answers.	Staff feel listened to and respected, supported in their efforts to be creative and flexible in finding solutions, and are routinely asked to provide input for system and service improvements.	Human service policies and practices encourage deep listening, flexibility, creativity, and respect in all aspects of the work.

*Holistic Service...is about looking past discrete individual needs to the whole person.*

Individuals & Families	Workforce	Service System
We consider the whole context of people's lives beyond the boundaries of a particular program.	Mutual respect, teamwork and cooperation are the norm. Staff get the support and resources they need to work holistically with people participating in services, and are supported during life events and transitions.	Human service policies forge connections among programs and the natural supports in the community, and promote crisis prevention and support during transitions.

*Strength-Based Relationships...are more effective than talking about what's wrong with someone.*

Individuals & Families	Workforce	Service System
We identify and build on the assets and strengths of individuals and families.	We value the skills and expertise of our staff, routinely recognize and reward positive practices, and provide opportunities to learn and grow professionally.	Human service policies reinforce and reward AHS staff and community partners as they apply strength-based practices while working with individuals and families participating in services.

*Results Oriented...means more than how much we did and how well we did it, it's about people's lives being better.*

Individuals & Families	Workforce	Service System
We look for opportunities to offer prevention and early interventions that support healthy individuals and families. We commit to helping one another make gains in our lives.	We have a work environment that furthers continuous improvement, encourages professional growth, and the development of best practices, and acknowledges the valuable contributions of staff in improving the lives of Vermonters.	Human service efforts are focused on results that relate to the health and well-being of communities. Policy, evaluation, and decision-making reinforces the attainment of measurable results rather than delivering units of service.

# COMMUNITY PROFILES



## AHS Community Profiles of Health and Well-being:

- Tool to show **population indicator data** about conditions experienced by Vermonters
- Drive local insights, **cross-sector collaboration**, and action to make a measurable difference.
- Contains a set of indicators at the county, AHS District, and Hospital Service Area level
- Viewers can compare trends over time, by geography, and in relation to state averages

# COMMUNITY PROFILES



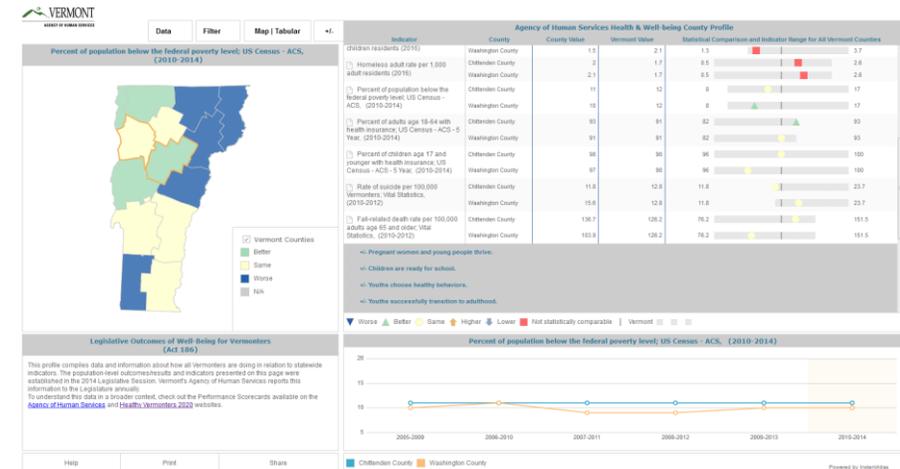
**Equitable Access:** Vermonters have access to programs, services, and supports in healthcare, childcare, nutrition, housing, and transportation



**Resilient Communities:** Vermonters live in safe communities with the capacity to respond to disease, disability, and times of vulnerability



**Economic Opportunity:** Vermonters are supported in pursuing economic prosperity and are free from poverty

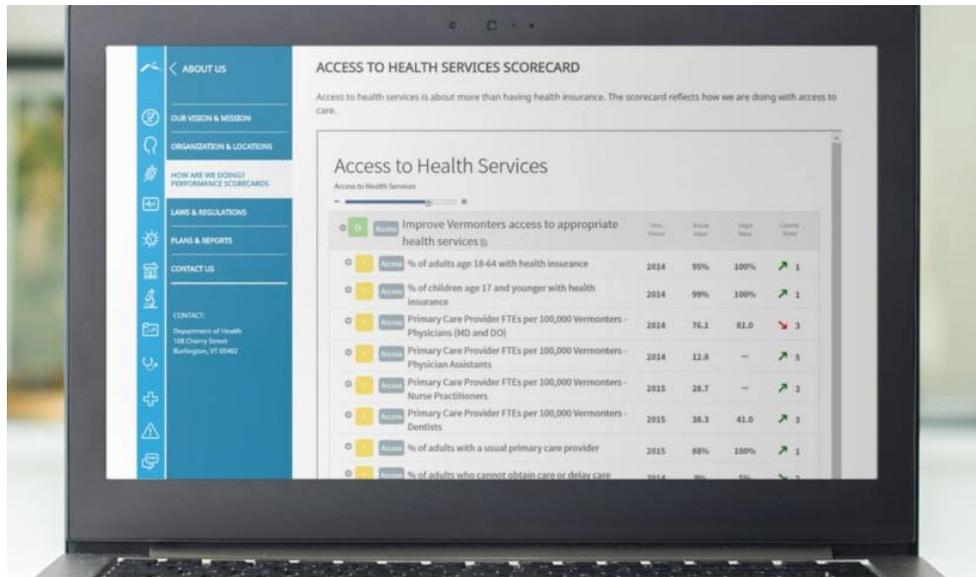


[http://humanservices.vermont.gov/ahs\\_community-profiles](http://humanservices.vermont.gov/ahs_community-profiles)

# PERFORMANCE SCORECARDS



The **Scorecard tool** is built according to the Results Based Accountability (RBA) framework, and helps us demonstrate our commitment to driving and supporting outcomes-oriented and data-driven strategies at the state and local level.

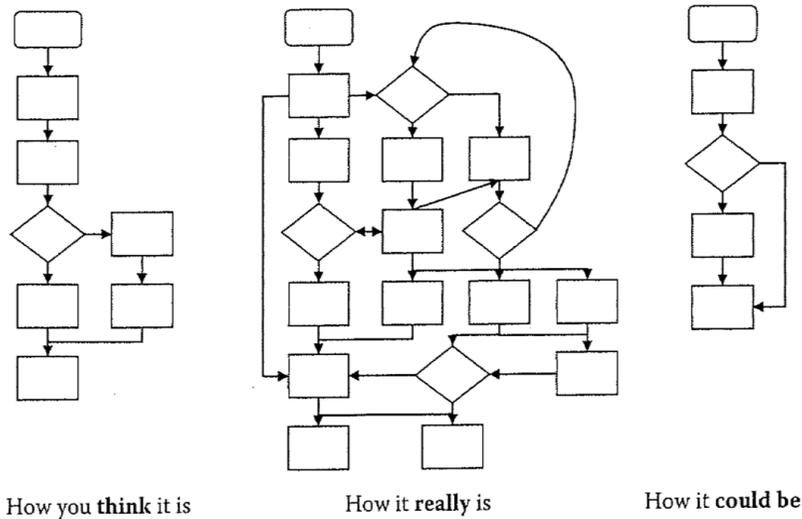


 <b>Child &amp; Youth Development</b>	 <b>Disability &amp; Aging Supports</b>	 <b>Family Support Services</b>
 <b>Financial &amp; Employment Security</b>	 <b>General Health Care Services</b>	 <b>Housing Stability</b>
 <b>Mental Health &amp; Substance Use Services</b>	 <b>Public Health Services</b>	 <b>Risk Reduction &amp; Community Justice Services</b>

# PERFORMANCE IMPROVEMENT



AHS is aligned with the SOV PIVOT (Program to Improve Vermont Outcomes Together) Initiative in aligning RBA and Lean methodologies to improve our “how well are we doing it?” measures by analyzing and improving our processes.



 <p><b>Defects</b></p> <p>Efforts caused by rework, scrap, and incorrect information.</p>	 <p><b>Overproduction</b></p> <p>Production that is more than needed or before it is needed.</p>	 <p><b>Waiting</b></p> <p>Wasted time waiting for the next step in a process.</p>	 <p><b>Non-Utilized Talent</b></p> <p>Underutilizing people's talents, skills, &amp; knowledge.</p>
 <p><b>Transportation</b></p> <p>Unnecessary movements of products &amp; materials.</p>	 <p><b>Inventory</b></p> <p>Excess products and materials not being processed.</p>	 <p><b>Motion</b></p> <p>Unnecessary movements by people (e.g., walking).</p>	 <p><b>Extra-Processing</b></p> <p>More work or higher quality than is required by the customer.</p>

## 🌸 Successes, Opportunities, Challenges

# SUCCESSSES

- ★ RBA language is saturated across the Agency of Human Services Central and District Offices
- ★ Community partners and other funders are using the language and principles of RBA to improve grants management and story-telling
- ★ Every AHS Department has numerous Scorecards demonstrating performance in their major service and business areas
- ★ The re-introduction of Community Profiles is demonstrating an agency-wide commitment to community engagement and collaborative action planning
- ★ AHS has invested in more than 317 employees being trained in continuous improvement concepts and tools in the last year and half
- ★ AHS has stood up a Governance and Planning process to ensure that change initiatives are aligned with our vision, and maximizing resources across the system to improve outcomes

🌸 Successes, Opportunities, Challenges

# OPPORTUNITIES

- ☀️ AHS is initiating a system-wide Improving Grants Management process improvement in 2019 and will be employing RBA principles
- ☀️ Defining best practice in Scorecard utilization across the Departments
- ☀️ Engaging a statewide Community Profile Community of Practice to advance community governance of Community Profile changes over time
- ☀️ Shifting RBA and continuous improvement training, facilitation, and workshop focus from AHS central offices to district office staff
- ☀️ Supporting cross-agency process improvement initiatives in each district office

## Successes, Opportunities, Challenges

# PERSISTENT CHALLENGES

-  Data collection, analysis, presentation, and use require resources and expertise
-  Many “is anyone better off” measures are very difficult or resource intensive to collect
-  Over-focusing on one framework misses the point, creating pushback and resistance
-  Attempts to standardize use frameworks often leads to loss of fidelity, adaptability, and general efficacy
-  Managing cross-agency and statewide alignment requires reporting and participation beyond the immediate scope of many employees’ roles
-  Pressure to report in a certain way without support for change in process creates perverse incentive
-  Training, facilitation, and workshops are useful, but it is the more resource-intensive and individual mentoring, coaching, and consultation that begins to embed new practice

# THANK YOU!



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