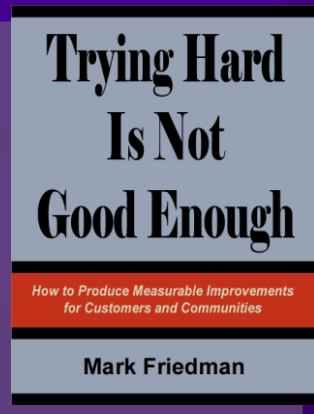


# Results-Based Accountability (RBA)

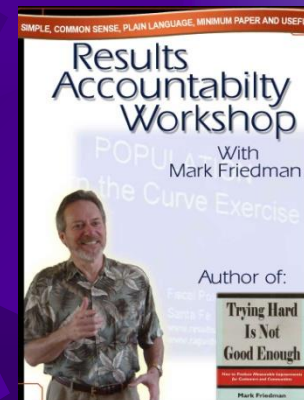
Patty Merk, Ph.D., Area Agent and Regional Specialist

Christopher Jones, M.S.,



[Websites](#)  
[raguide.org](http://raguide.org)  
[resultsaccountability.com](http://resultsaccountability.com)

[Book - DVD Orders](#)  
[amazon.com](http://amazon.com)  
[resultsleadership.org](http://resultsleadership.org)



# Results Based Accountability

is made up of two parts:

Population Accountability  
about the well-being of

**WHOLE POPULATIONS**

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

Performance Accountability

about the well-being of

**CUSTOMER POPULATIONS**

**For Programs – Agencies – and 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, 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**

# From Ends to Means From Talk to Action

Population

**RESULT or OUTCOME**

**ENDS**

**INDICATOR or BENCHMARK**

Performance

**PERFORMANCE  
MEASURE**

**MEANS**

Customer result = Ends

Service delivery = Means



# POPULATION ACCOUNTABILITY

For Whole Populations  
in a Geographic Area

# Community Outcomes for a City

- A Safe City
- A City of Inclusive and Diverse Communities
- A City of People who Value and Protect the Natural Environment
- A Well-Governed City
- A Prosperous City
- A Healthy City
- A City for Recreation, Fun and Creativity
- A City of Lifelong Learning
- An Attractive and Well-Designed City



# Outcomes for Children and Young People

**Being Healthy:** enjoying good physical and mental health and living a healthy lifestyle.

**Staying Safe:** being protected from harm and neglect and growing up able to look after themselves.

**Enjoying and Achieving:** getting the most out of life and developing broad skills for adulthood.

**Making a Positive Contribution:** to the community and to society and not engaging in anti-social or offending behaviour.

**Economic Well-being:** overcoming socio-economic disadvantages to achieve their full potential in life.



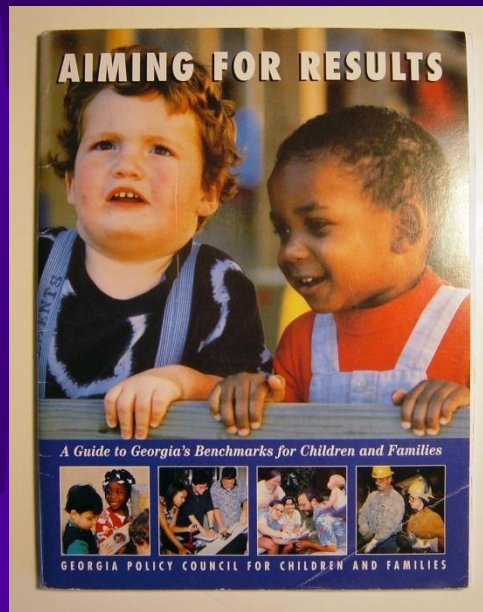


# One State's Policy Council for Children and Families

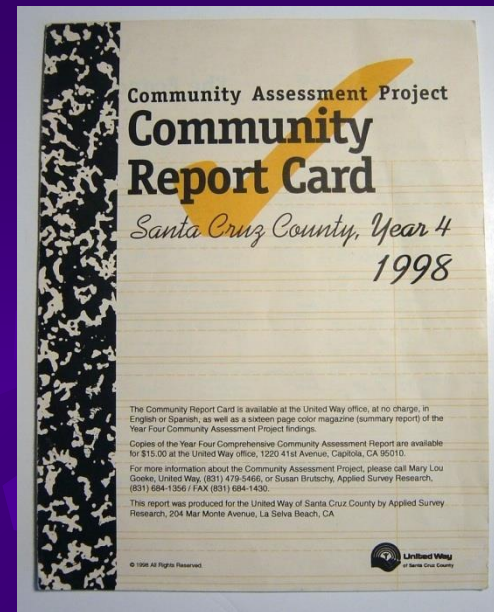
## RESULTS

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

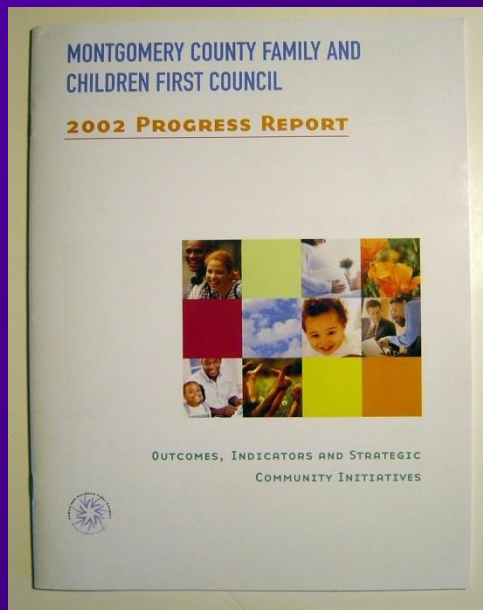
# REPORT CARDS



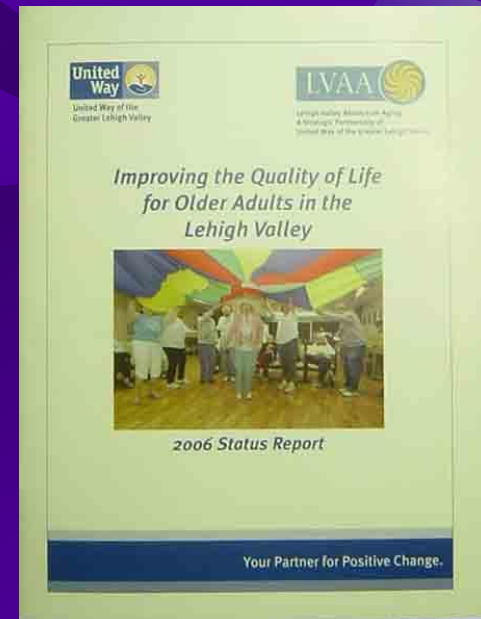
Georgia



Santa Cruz, CA

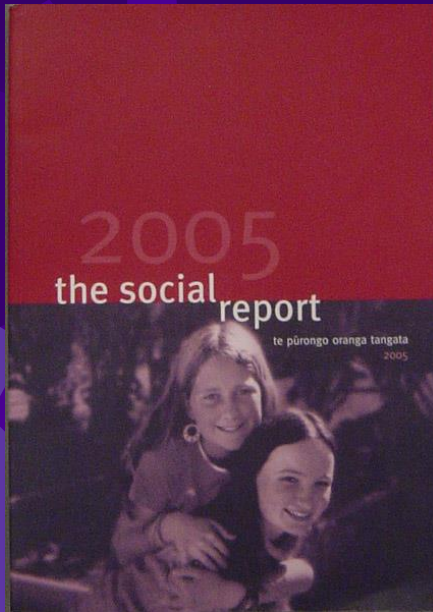


Dayton, OH



Lehigh Valley, PA

## Country



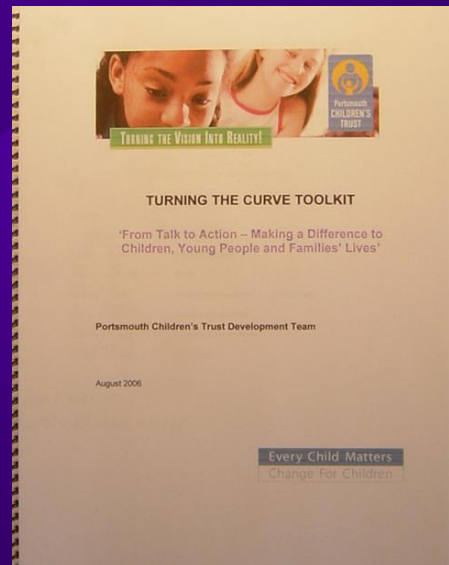
New Zealand

## Neighborhood



Kruidenbuurt  
Tilburg, Netherlands

## City

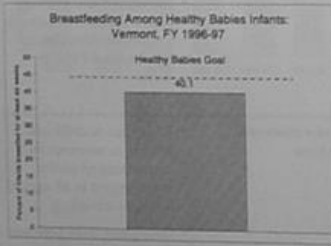
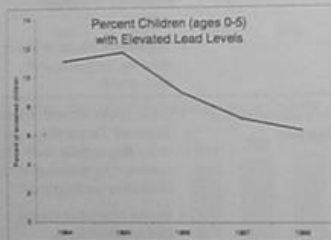


Portsmouth, UK



# Pregnant Women and Young Children Thrive

## Heartening Indicators:



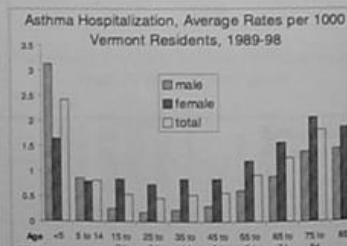
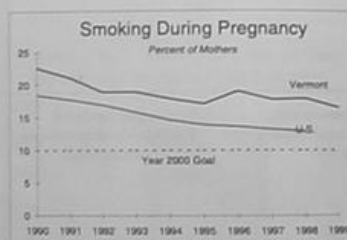
### The Story Behind the Curve

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.

Recommendations	Accomplishments in 2000	Recommendations for 2001	Action/Strategies 2001
<p><i>Community members have universal access to a comprehensive system of care</i></p>	<ul style="list-style-type: none"> <li>Continued outreach through Healthy Babies with more than 7,400 pregnant women invited to receive home visits.</li> <li>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.</li> </ul>	<p><i>Concentrate particular focus on families who are difficult to engage</i></p>	<ul style="list-style-type: none"> <li>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.</li> <li>Work with DOH to develop one common Parent Information Project.</li> <li>Work through community tobacco grants to assure families have access to smoking cessation help.</li> <li>Develop a common parent information booklet to be used by all providers.</li> <li>Focus on ways all providers of care to pregnant women and their families access smoking cessation resources.</li> </ul>
<p><i>Vermont babies are breast fed</i></p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<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"> <li>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.</li> </ul>
<p><i>Support proven interventions that work to improve outcomes</i></p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p><i>Consider other national models including Healthy Steps and Touchpoints</i></p>	<ul style="list-style-type: none"> <li>Participate when possible with Touchpoint trainings to increase care providers awareness of the Brazelton approach in working with families.</li> </ul>
<p><i>Children are not exposed to environmental toxins</i></p>	<ul style="list-style-type: none"> <li>Creation of Children's Environmental Health Task Force.</li> <li>H.192, the Healthy Schools Air Quality Act, passed legislature.</li> </ul>	<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"> <li>Identify resources to invite Dr. Michael Shannon, pediatric environmental expert, to speak to community partners.</li> <li>Work with DOH initiative to eliminate children's exposure to environmental tobacco smoke.</li> </ul>
<p><i>Parents and caregivers have the knowledge, skills and resources to promote positive child development</i></p>	<ul style="list-style-type: none"> <li>Expansion of Parent and Community Leadership Trainings.</li> <li>Expanded Social and Rehabilitation Consumer Advisory Boards.</li> </ul>	<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"> <li>Increase awareness of issues related to nitrates in water.</li> <li>Increase testing of private well systems.</li> <li>Increase awareness of how to disinfect private water sources.</li> <li>Increase awareness of proper preparation of formula or juices with water.</li> </ul>

# Leaking Roof

(Results thinking in everyday life)



Experience



Measure



Story behind the baseline (causes)



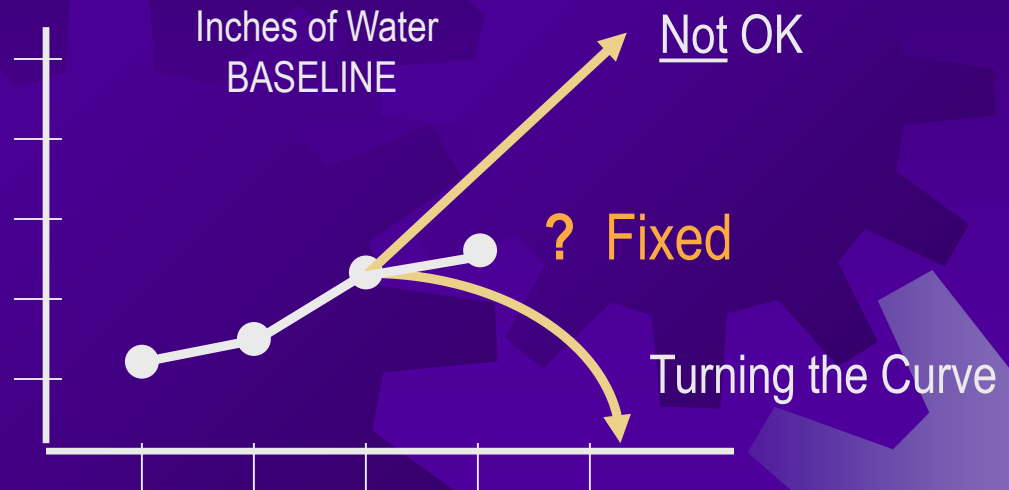
Partners



What Works



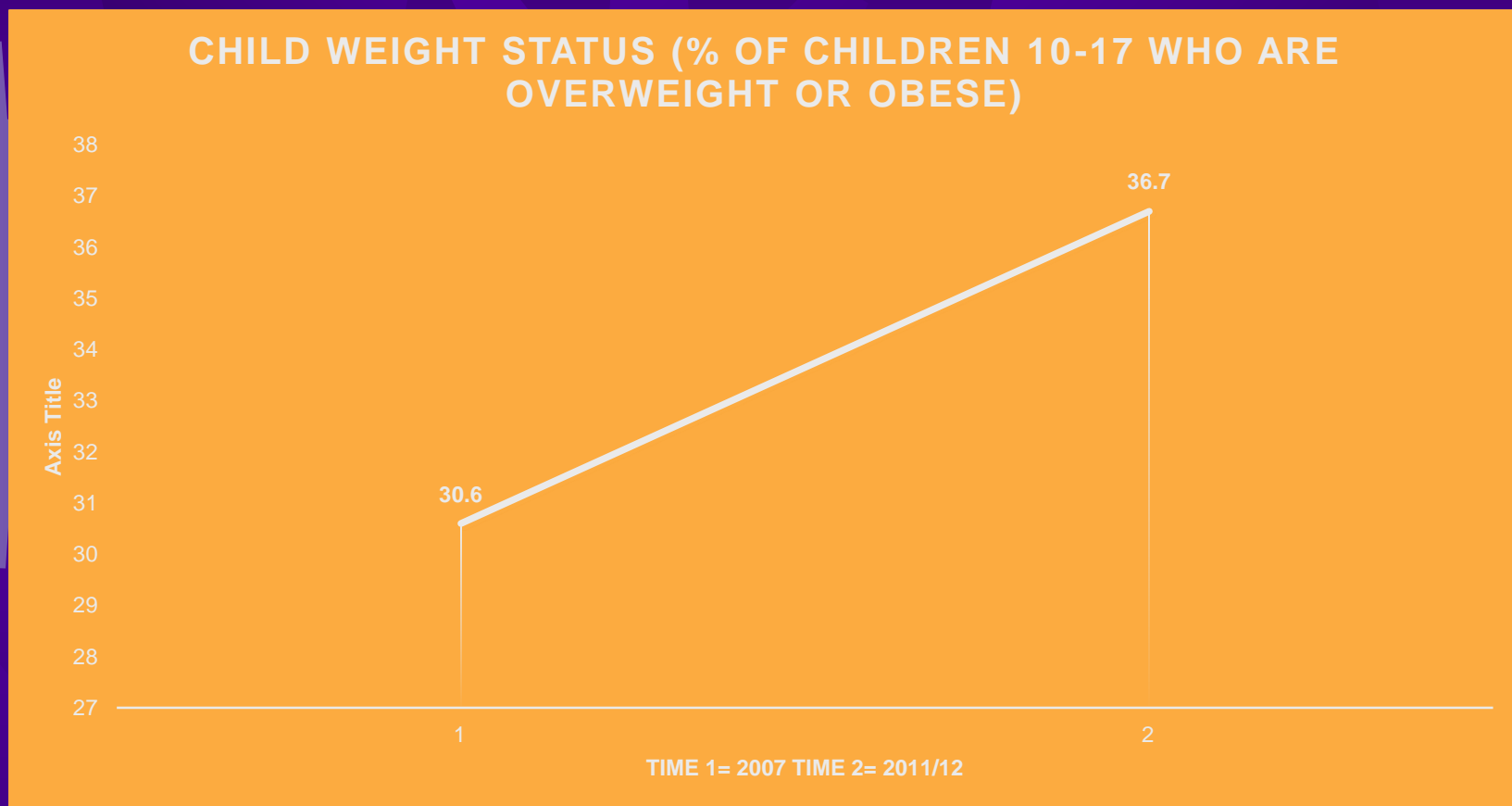
Action Plan #2



# 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?

# Child Weight Status-Arizona



Source: National Survey of Children's Health (Data Resource Center for Child & Adolescent Health)



# Performance Accountability

For Services, Agencies and  
Service Systems



# Program Performance Measures

Quantity

Quality

Effort

How much  
did we do?

How well  
did we do it?

Effect

Is anyone  
better off?

#

%

# Separating the Wheat from the Chaff

## Types of Measures Found in Each Quadrant

### How much did we do?

# Clients/customers served

# Activities (by type of activity) →

### How well did we do it?

% 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

% Activity-specific measures

e.g. % timely, % clients completing activity, % correct and complete, % meeting standard

### Is anyone better off?

#

#

#

#

Point in Time vs. Point to Point Improvement

% Skills / Knowledge

(e.g. parenting skills)

% Attitude / Opinion

(e.g. toward drugs)

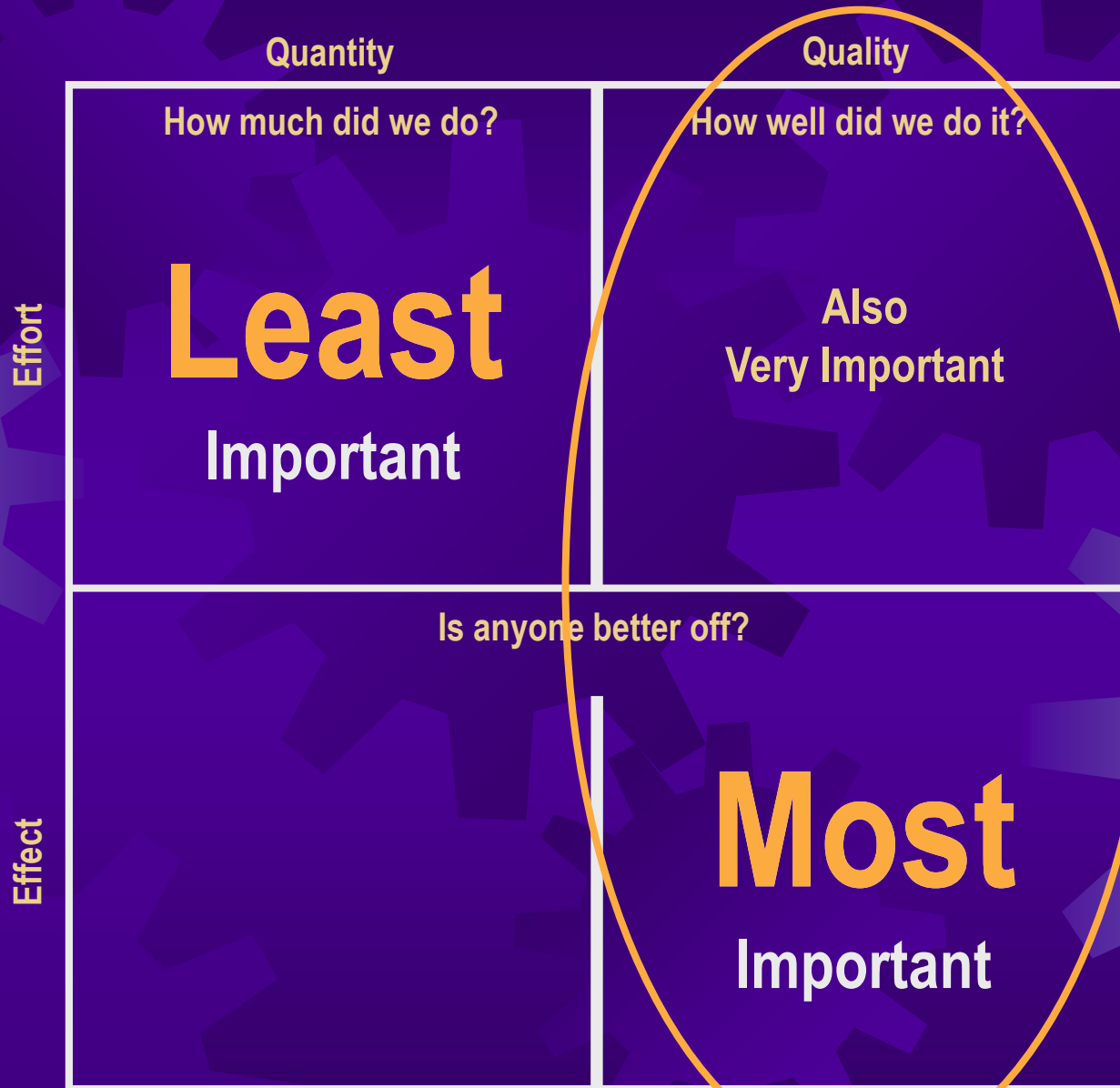
% Behavior

(e.g. school attendance)

% Circumstance

(e.g. working, in stable housing)

# Not All Performance Measures Are Created Equal



# What Kind of PERFORMANCE MEASURE?

- Upper Left ● # of people served
- Lower Right ● % participants who got jobs
- Upper Right ● staff turnover rate
- Lower Left ● # participants who got jobs
- Lower Right ● % of children reading at grade level
- Upper Right ● cost per unit of service
- Upper Left ● # applications processed
- Lower Right ● % patients who fully recover

# Brain Builders Program

How much did we do?

**Number of  
persons  
trained**

How well did we do it?

**Unit  
cost of  
training**

Is anyone better off?

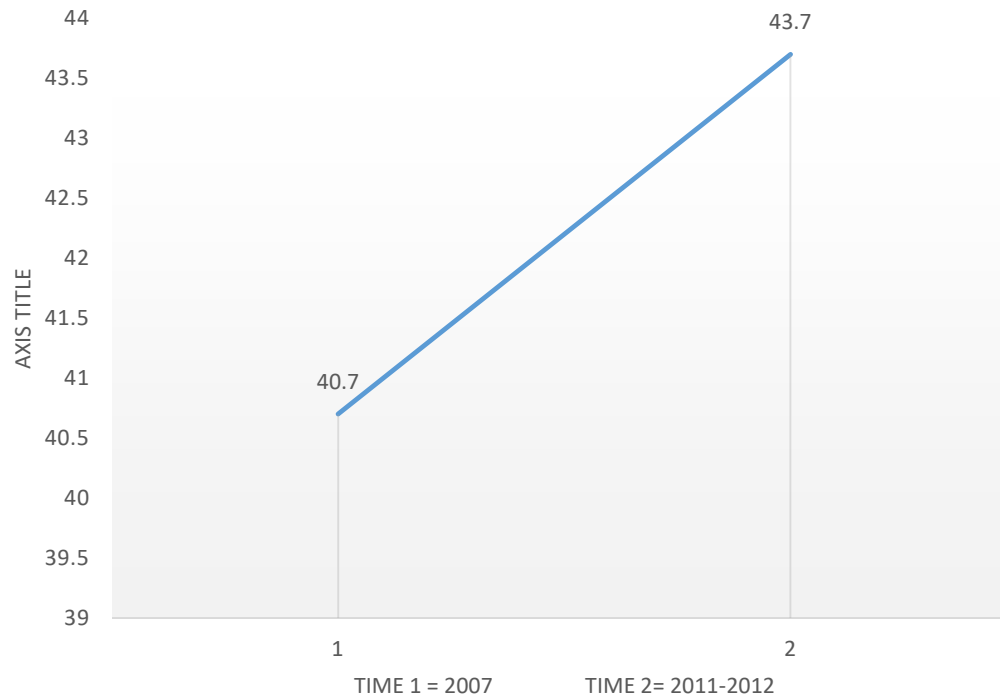
**Number of  
participants with  
an increase in  
knowledge/skills**

**Percent of  
participants with  
an increase in  
knowledge/skills**

# 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?
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?

% of children (0-5) being read to every day





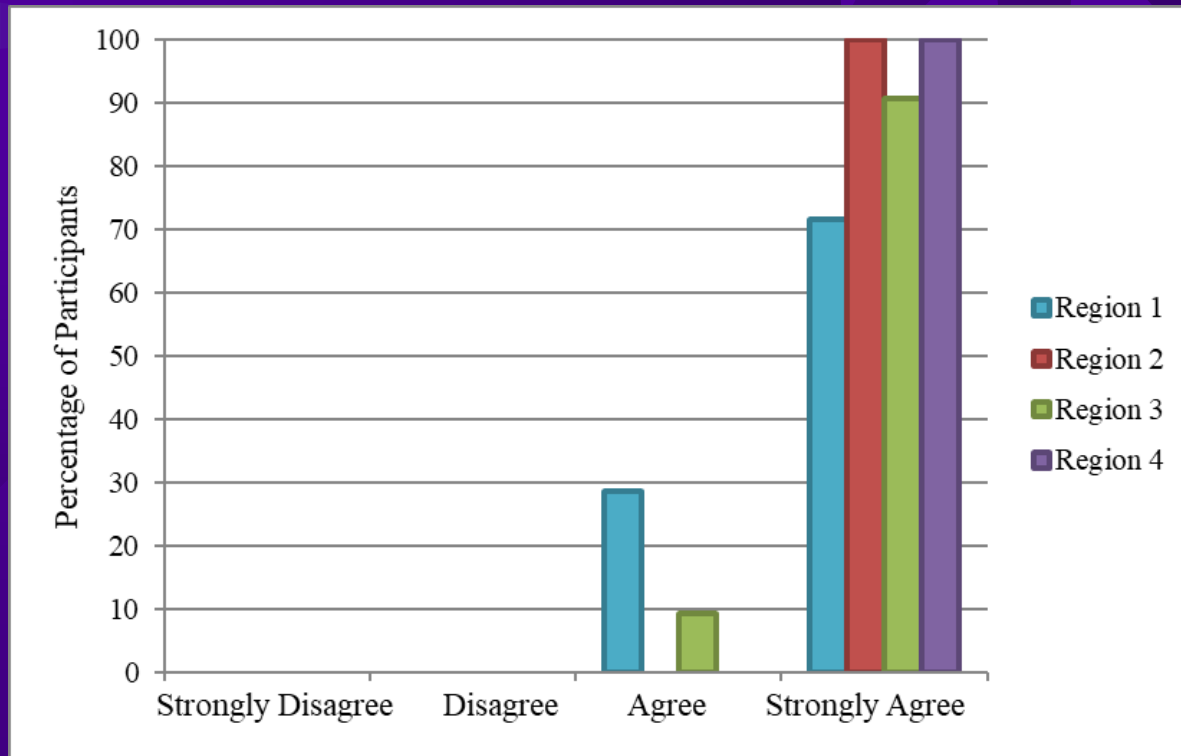
# Performance Measure Examples


- ✦ Brain Builders
- ✦ Others from your programs



# Brain Builders

- Figure 8. Percentage of participants from each region who responded to the statement, “I will use this information to better support the children and families I serve,” on a scale of “Strongly Disagree” to “Strongly Agree.”





# Applying the Principles of RBA

# 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?
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# The 7 Performance Accountability Questions

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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 Welfare Program

# of investigations completed	% initiated within 24 hrs of report
# repeat Abuse/Neglect	% repeat Abuse/Neglect <b>CUSTOMER RESULTS</b>

**Contribution relationship**

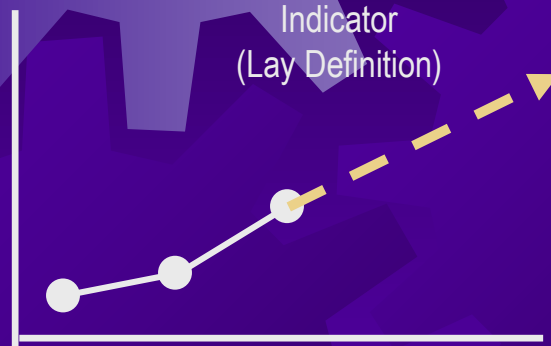
**Alignment of measures**

**Appropriate responsibility**

ONE PAGE Turn the Curve Report: Population

Result: \_\_\_\_\_

Indicator  
Baseline



Story behind the baseline

-----

----- (List as many as needed)

Partners

-----

----- (List as many as needed)

Three Best Ideas – What Works

1. -----

2. -----


3. ----- No-cost / low-cost

4. ----- **Off the Wall**



IN CLOSING






“If you do what you  
always did,

you will get what  
you always got.”

Kenneth W. Jenkins  
President, Yonkers NY NAACP



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 !

**Trying Hard  
Is Not  
Good Enough**

*How to Produce Measurable Improvements  
for Customers and Communities*

Mark Friedman

## Websites

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