

Results Based Accountability at AHS



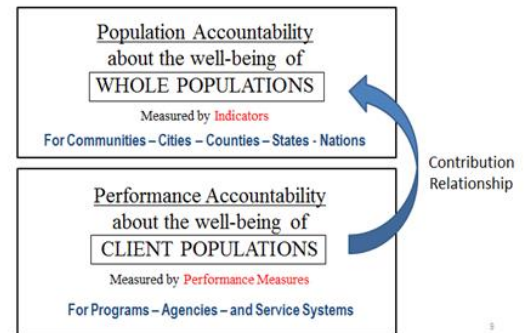
1. What is Results Based Accountability?

RBA is one tool in the AHS toolbox for strengthening the way we measure, monitor, and improve our programs, strategies, and operations to improve outcomes for the people we serve and building a culture of accountability across AHS.

RBA is a disciplined way of thinking and taking action used to improve the quality of life for whole populations in a geographic area, and to improve the performance of programs, agencies, and service systems. It starts with what we want to achieve, and works toward what to do to get there.

It has **2 components**:

1. Population accountability: a group of partners takes responsibility for the well-being of a population in a geographic area.
 - Measured by **indicators**
2. Performance accountability: a manager or group of managers takes responsibility for the performance of a program, agency, or system.
 - Measured by **performance measures**



It identifies **3 types of performance measures** to monitor and improve:

1. How much?
2. How well?
3. Is anyone better off?

It asks **7 questions** at the population and performance level to help groups of partners and organizations get from talk to action, to **“turn the curve”** on indicators and performance measures that quantify the outcomes we strive to achieve.



7 POPULATION ACCOUNTABILITY QUESTIONS

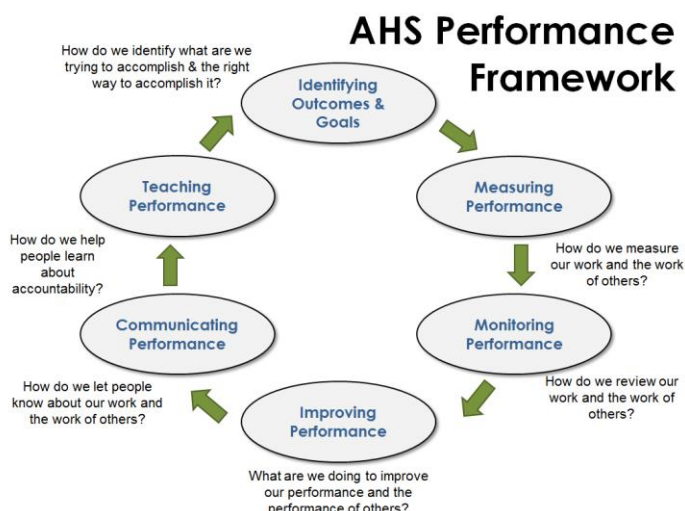
1. What are the conditions of well-being we want for the children, adults, and families who live in our community?
2. What would these conditions look like if we could see them?
3. How can we measure these conditions?
4. How are we doing on the most important of these measures?
5. Who are the partners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

7 PERFORMANCE ACCOUNTABILITY QUESTIONS

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 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?

2. What is the Agency doing to become more accountable?

AHS CO has been coordinating and managing efforts to develop performance accountability practice. Some of these strategies are below; all fall within the AHS Performance Framework.



Strategies

Within AHS

- Common Language
- Strategic Plan
- Performance Stat
- Scorecard
- Performance Accountability Committee
- Workforce Development
 - Results Based Accountability
 - Agency Improvement Model (AIM)

AHS as Partner

- Contracts/grants reform
- Act 186 (and Vantage Pilot)
- Vermont Accountability Group
- County-level or district-level data and community engagement

The Performance Framework outlines the key components of our continuous improvement strategy to improve outcomes for the people we serve. Each component encompasses a range of practices within each Department and across the Agency. In order to pursue our mission and accomplish our goals, we must continually measure our performance, monitor our progress, and improve our strategies at all levels. Results Based Accountability helps provide structure to this work.

3. What does RBA mean for your Department?

AHS and each Department have two responsibilities related to population and performance accountability. RBA helps us accomplish both:

Collaborate with partners to achieve population outcomes.

- Establish population *outcomes* of well being
- Establish *indicators* to measure progress
- Act as *one partner* in developing collaborative strategies – “turning the curve”

Manage performance internally to improve outcomes for those we serve.

- Measure performance more meaningfully
- Improve performance – “turning the curve”
- Measure and monitor performance of *contracts/grants*



How much did we do?		How well did we do it?	
# Clients/customers served	→	% Common measures <small>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</small>	
# Activities (by type of activity)		% Activity-specific measures <small>e.g. % timely, % clients completing activity, % correct and complete, % meeting standard</small>	
Is anyone better off?			
#	Point in Time vs. Point to Point Improvement	% Skills / Knowledge <small>(e.g. parenting skills)</small>	
#		% Attitude / Opinion <small>(e.g. toward drugs)</small>	
#		% Behavior <small>(e.g. school attendance)</small>	
#		% Circumstance <small>(e.g. working, in stable housing)</small>	

4. How is my Department using Results Based Accountability within the Performance Framework?

Every Department is contributing to strengthening the Agency foundation for performance accountability, and continues to grow and focus that commitment within their organization. Each Department is involved in the following ways:

- **Identifying Outcomes and Goals:** Strategic Planning founded in RBA.
- **Measuring Performance and Teaching Performance:** RBA Trainers and trained staff who work to incorporate RBA into measurement and improvement practice, internally and with community partners.
- **Monitoring and Communicating Performance:** Scorecard Champions who build Scorecards to monitor data internally and ensure data is available to the public.
- **Monitoring Performance:** Leadership and staff engaged in the Agency Stat process to monitor and direct system-wide improvements.
- **Improving Performance:** Departments are making meaningful improvement through the Agency Improvement Model (AIM), Performance Improvement Projects (PIPs), RBA, etc.
- **Steering the Framework:** A representative on the Performance Accountability Committee, which acts as a steering committee for guiding measurement, monitoring, and improvement best practices.

5. What can my Department do to advance a results-based approach to improving outcomes?

Consider how your Department measures your strategies and activities (“programs” and operations).

Ask staff at each level of the Department to participate in a performance measure exercise. Arrange performance measures that you collect in the grid. How do you know if anyone is better off? How do you know the quality of your services? What are the most important of these measures that matter to the whole Department?

Start a Data Development Agenda to prioritize where you need to begin collecting data and how.

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

Consider how your Department monitors data on a regular basis toward improving outcomes.



Use **Scorecards** to present trends over time to monitor performance, and review them regularly to hold staff accountable for improving.

Consider the story behind the curve for the most important of those measures. Ask the 7 questions to consider what to do next to do better.

Consider how your Department uses data to make decisions, and to collaborate with partners.

Program: _____

Performance Measure: _____

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

Sharp Edges

Are you monitoring data and information about your strategies and activities in a way that informs leadership about making decisions?

Or do leaders make decisions in a process that is separate from the process by which you monitor and improve performance?

Consider how, aligning your decision-making process with your performance monitoring process allows leaders at all levels to motivate staff and management toward the performance that matters most.