



# Results-Based Accountability™ 101

May 3, 2016

THE ANNIE E. CASEY FOUNDATION

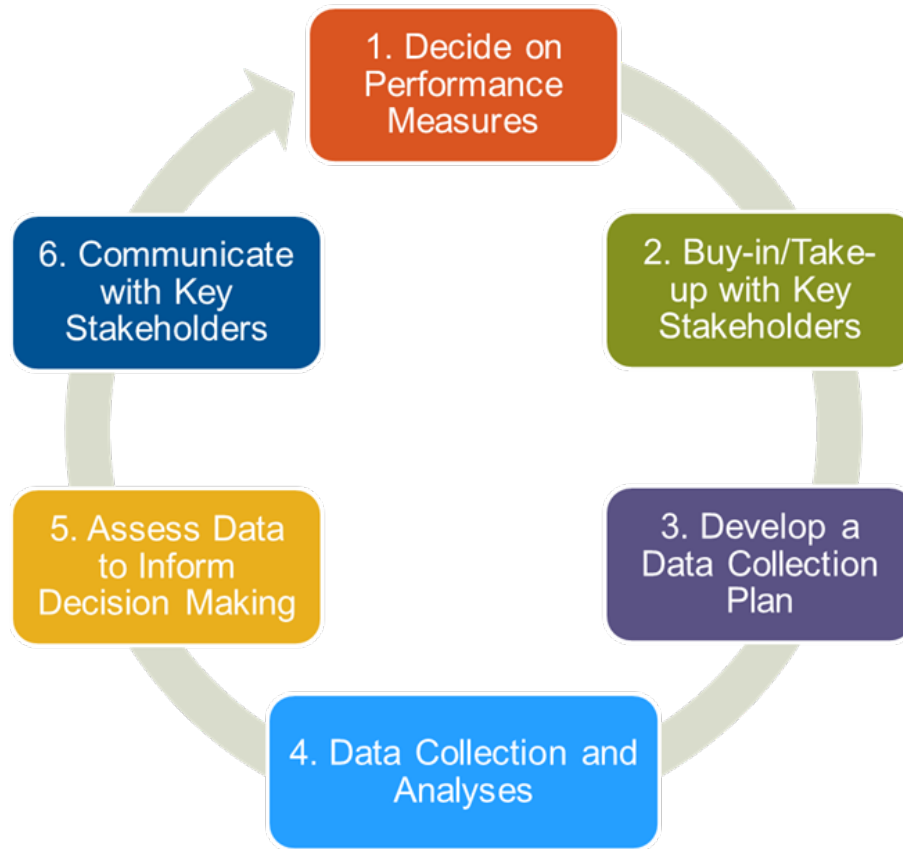
# Agenda

- Annie E. Casey Foundation and Results Based Accountability (RBA)
- Population Accountability
- Performance Accountability
- Turn the Curve Thinking
- Questions and Answers

# Annie E. Casey and Results-Based Accountability™(RBA)

- Consistent with the Casey culture
- Common sense, easy-to-use framework and approach
- Supports data-driven, transparent decision making
- Enhances accountability

# Performance Management (PM) Protocol



# RBA Overview



# What is RBA?

**A Process**

**A Culture**

**A Framework**

**A Way of Working  
Together**

## RBA is...

- Focused way of thinking and taking action
- Starts with ends and works backwards to the means
- Calls for data-driven, transparent decision making

# Why RBA?

Common Language

Common Sense

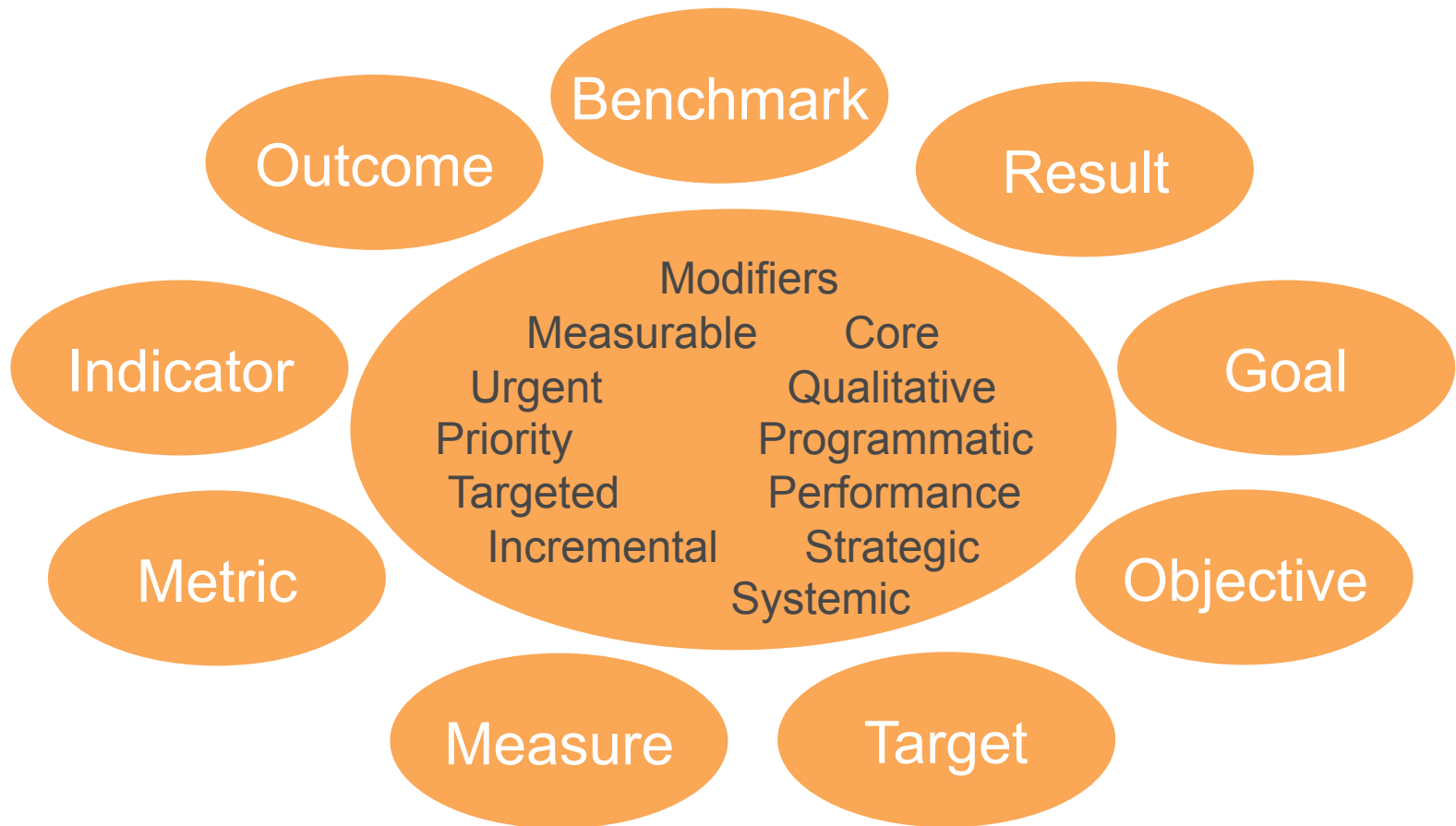
Common Ground

Action Focus

1. Simple and consistent terms to use
2. Step-by-step approach to improve the life conditions of families and communities
3. Dual Focus – population & program change/system change
4. Provides common framework for human services, government, funders and communities to take action



# The Language Trap



# Using RBA Common Language

**Result**: A condition of well-being for children, adults, families or communities.

*e.g. America's children have a lifelong connection to family*

**Indicator**: A measure which quantify the achievement of a result.

*e.g. Juvenile crime rate*

**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? = **Program Results or Outcomes**

# Result, Indicator, or Performance Measure?

- \_\_\_ 1. Safe Communities
- \_\_\_ 2. Crime rate
- \_\_\_ 3. Average police response time
- \_\_\_ 4. Healthy People
- \_\_\_ 5. Rate of diabetes
- \_\_\_ 6. People have living wage jobs and income
- \_\_\_ 7. % of people with living wage jobs and income
- \_\_\_ 8. % of participants in job training who get living wage jobs

# RBA Prime Numbers

## 2 – Kinds of Accountability

- Population accountability
- Performance accountability

## 3 – Kind 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

- AKA Turn the Curve Thinking

# Two Types of Accountability in RBA

## 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**

# What is Population Accountability?

About the well-being of  
**WHOLE POPULATIONS**

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

No one single organization, agency, or service system can be held responsible for Population Accountability.

## A Result Statement is...

Population

+ Geographic Area

+ Condition of Well  
Being

= Result

All children 0 to 5

+ Trenton, NJ

+ Safe

= All children 0 to 5 in  
Trenton, NJ are safe

# Examples of Result Statements

- All children in the US have a bright future
- All children in Georgia have a nurturing and supportive family
- All families in Maryland achieve financial stability
- What's your result statement?



# An Indicator is...

An Indicator – quantifies the result by a percent, rate or ratio

- % of babies born at a normal birth weight
- % of 4th graders who scored at or above proficient in Math
- High school graduation rate

# Criteria for selecting Indicators

## ✓ Communication Power

Does the indicator communicate to a broad range of audiences?

## ✓ Proxy (Relevance) Power

Does the indicator say something of central importance about the result?

Does the indicator bring along the data HERD?

## ✓ Data Power

Quality data available on a timely basis.

# Performance Accountability

## **Performance Accountability**

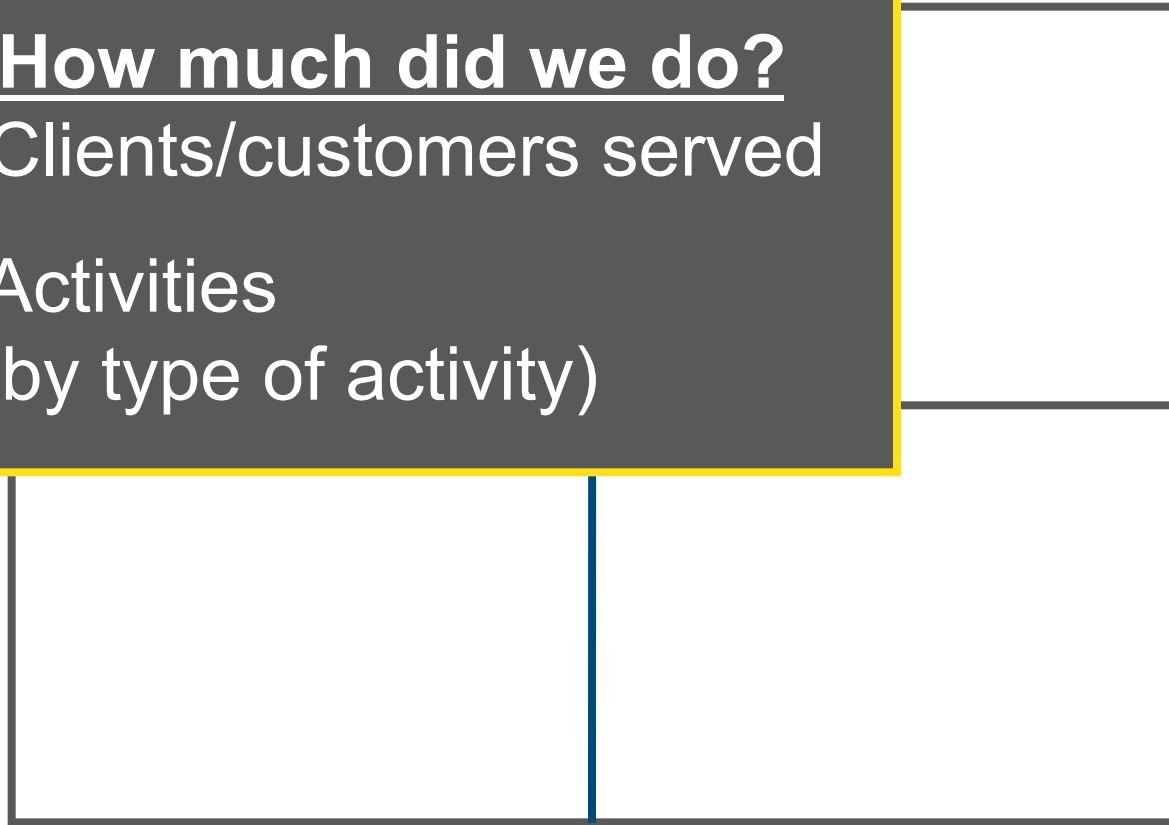
for organizations, agencies and service  
systems

# Three Kinds of Performance Measures

	Quantity	Quality
Effort	How much did we do?	How well did we do it?
Effect	Is anyone better off?	
	#	%

# Selecting Performance Measures (How Much)

How much did we do?  
# Clients/customers served  
# Activities  
(by type of activity)



# Selecting Performance Measures (How Well)

## How well did we do it?

% Common measures

e.g. workload ratio, staff turnover rate, % staff fully trained, unit cost

% Activity-specific measures

e.g. % timely intakes, % accreditation standards met

# Selecting Performance Measures (Better Off)

How much did we do?

How well did we do it?

## Is anyone better off?

#/% Knowledge/Skills (*e.g. cognitive, social, physical*)

#/% Attitude (*e.g. toward language, parenting*)

#/% Behavior (*e.g. reading to child at home*)

#/% Circumstances (*e.g. child care, transportation*)

# Health Plan or Practice

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Number of patients treated</b></p>	<p>How well did we do it?</p> <p><b>Percent of patients treated in less than 1 hour</b></p>
Effect	<p>Is anyone better off?</p> <p><b># children fully immunized</b></p>	<p>Is anyone better off?</p> <p><b>% children fully immunized</b></p>



# Education

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Number of students</b></p>	<p>How well did we do it?</p> <p><b>Student-teacher ratio</b></p>
Effect	<p>Is anyone better off?</p> <p><b>Number of high school graduates</b></p>	<p><b>Percent of high school graduates</b></p>

# Not All Performance Measures Are Created Equal

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Least</b> Important</p>	<p>How well did we do it?</p> <p><b>2<sup>nd</sup> Most</b> Important</p>
Effect	<p>Is anyone better off?</p> <p><b>3<sup>rd</sup> Most</b> Important</p>	<p><b>Most</b> Important</p>

# Performance Measure Sorting Exercise



# Links Between Population And Performance Accountability

## Population Accountability

**Result: All children have a lifelong connection to family**

Indicator: Re-Arrest Rate

**Contribution  
Relationship** ↑

**Alignment of  
Measures** ↑↓

**Appropriate  
Responsibility** ↑↓

## Performance Accountability

# of court staff receiving TA

% of court administrators  
satisfied with TA

# of court administrators who  
use decision making tool

% of court administrators who  
use decision making too

# Links Between Population And Performance Accountability

## Performance Accountability

Turning Curves in Agencies,  
Organizations, and Systems



Improve service quality and  
increasing client impacts

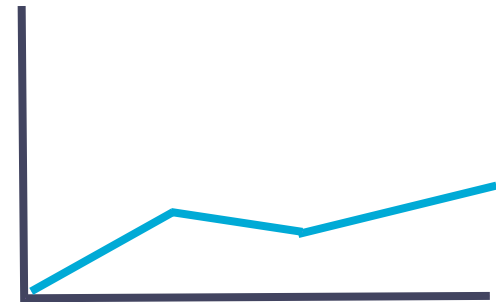
Contribution  
Relationship

Alignment of  
Measures

Appropriate  
Responsibility

## Population Accountability

Turning Curves for  
the Population



Improve population indicators to  
quantify achievement of Result

**Turn the Curve Thinking**

**The Seven  
Questions**

# 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 our 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?

# 7 Performance Accountability Questions

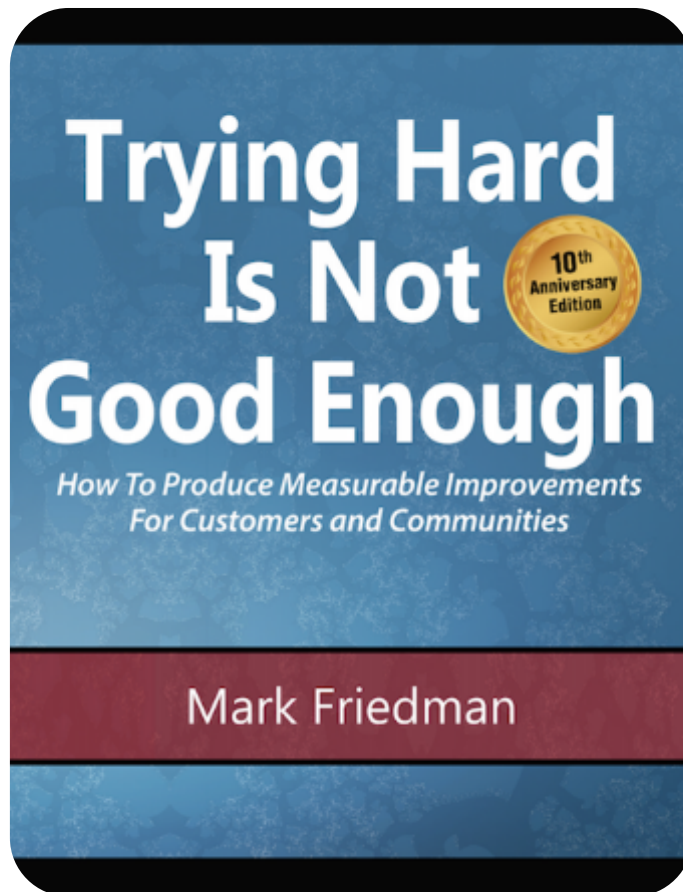
1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering service well?
4. How are we doing on these measures? And what is the story behind these measures?
5. Who are our partners with a role to play to help us do better?
6. What works to do better?
7. What do we propose to do?



# Turn the Curve Exercise



# Thank You!



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THE ANNIE E. CASEY FOUNDATION

*Developing solutions to build a brighter future for children, families and communities*

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