

Fairfax County Prevention System

Results Accountability: Getting from Talk to Action Together

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The Results Leadership Group

www.resultsleadership.org

Materials from or adapted from Fiscal Policy Studies Institute, Santa Fe, New Mexico
(www.resultsaccountability.com & www.raguide.org)
and Trying Hard is Not Good Enough, by Mark Friedman (Trafford 2005)

**How we are going to
work together to
get results for
children and families
in
Fairfax County?**

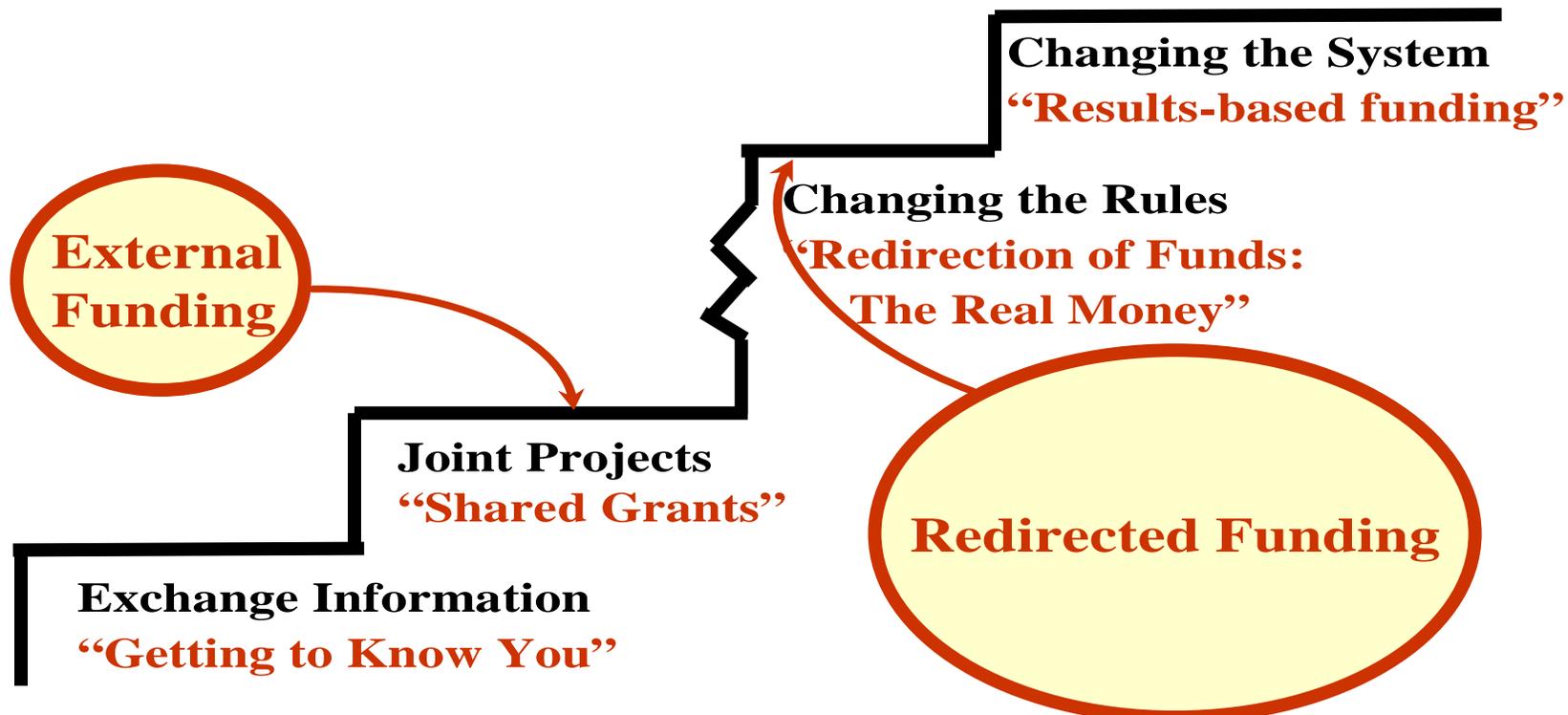
- ✓ Make priorities clear
- ✓ Greater effectiveness
- ✓ Defund weak programs
- ✓ Pick partners with needed resources
- ✓ Agree on how to measure progress
- ✓ Use grant \$ to leverage existing \$
- ✓ Add citizen energy to fiscal resources

✓ **Leadership of a coalition**

✓ **Resources flow from
*results or the hope of
results***

✓ Systemic Change: “Results-based funding”

Four Levels of Collaboration



Some Criteria

SIMPLE

COMMON SENSE

PLAIN LANGUAGE

MINIMUM PAPER

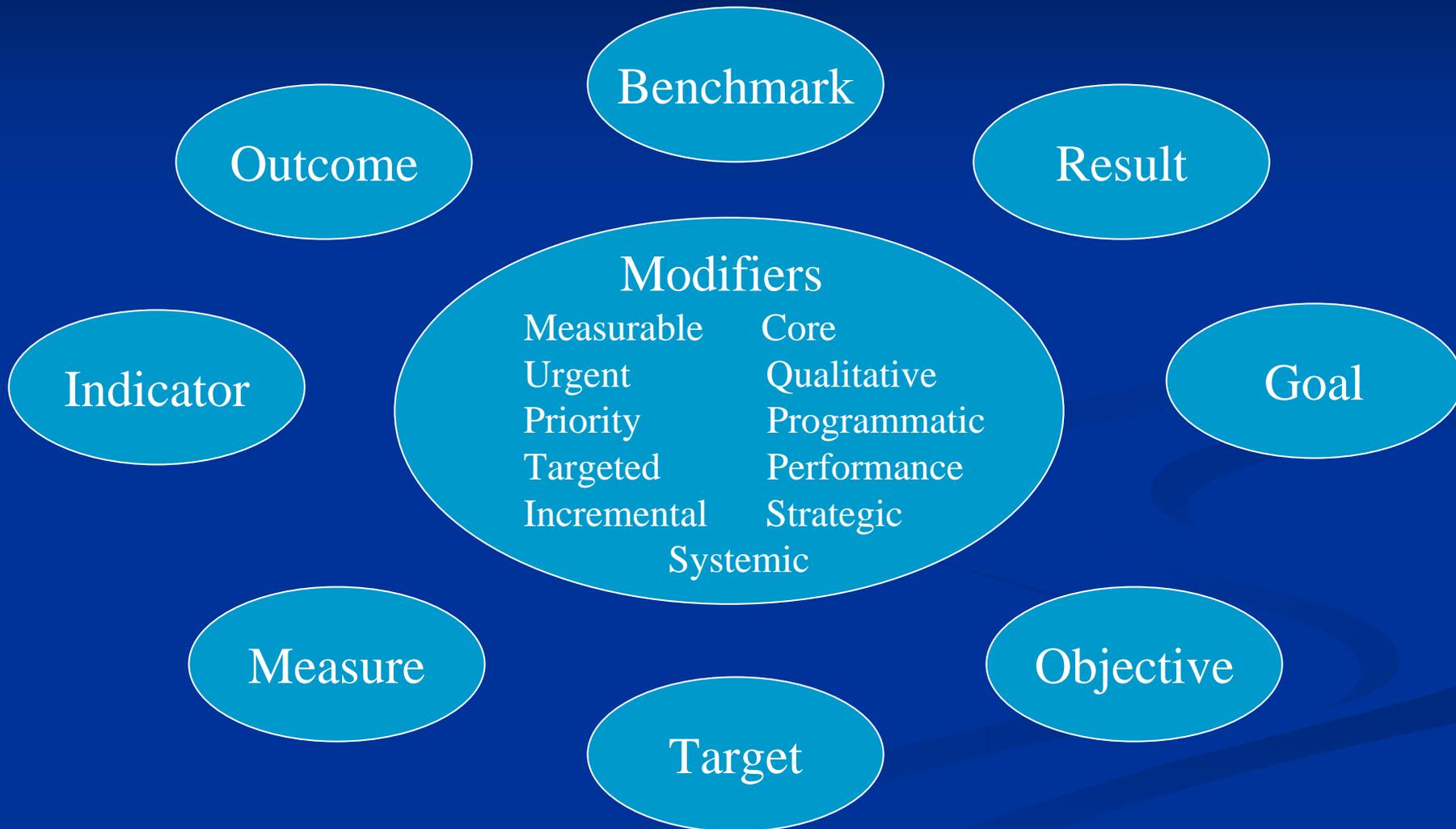
USEFUL

Key Principles

1. Language Discipline
2. Population vs. Performance Accountability
3. Starting with ends,
working backwards to means
 - 1st → *What do we want?*
 - 2nd → *How will we recognize it?*
 - 3rd → *What will it take to get there?*
4. Using data
To gauge progress and inform decision making
5. Getting from talk to action quickly

THE LANGUAGE TRAP

Too many terms. Too few definitions. Too little discipline.



Results Accountability

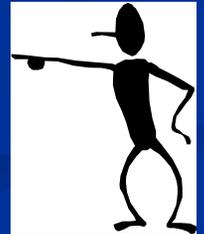
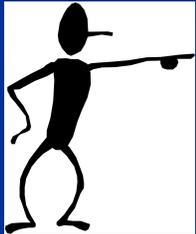
is made up of two parts:

Population Accountability

about the well-being of

WHOLE POPULATIONS

For Communities – Cities – Counties – States - Nations

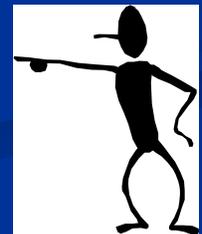
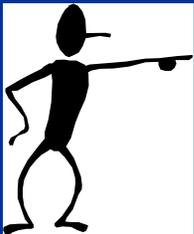


Performance Accountability

about the well-being of

CLIENT POPULATIONS

For Programs – Agencies – and Service Systems



DEFINITIONS [LANGUAGE DISCIPLINE]

RESULT

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

Children succeeding in school, Safe communities, Clean environment

INDICATOR

A measure which helps quantify the achievement of a result.

Rate of high school graduation, Crime rate, Air quality index

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

IS IT A RESULT, INDICATOR OR PERFORMANCE MEASURE?

1. Safe Community
2. Crime Rate
3. Average Police Dept response time
4. A community without graffiti
5. % of surveyed buildings without graffiti
6. People have living wage jobs and income
7. % of families with living wage jobs and income
8. % of participants in job training who get living wage jobs

Translation Guide/Rosetta Stone

Not the Language Police

Ideas	Group 1	Group 2	Group 3 etc.
1. A condition of well-being for children, adults, families & communities	RESULT	OUTCOME	GOAL
2.		TRANSLATION	
3.		Back to the Idea	
etc.			



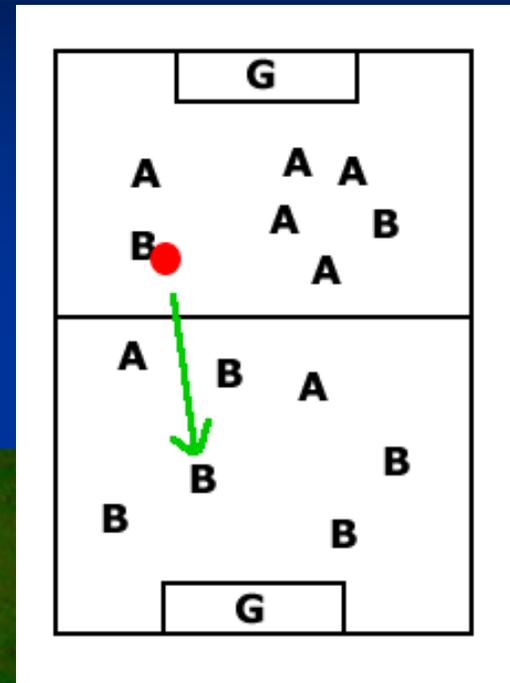
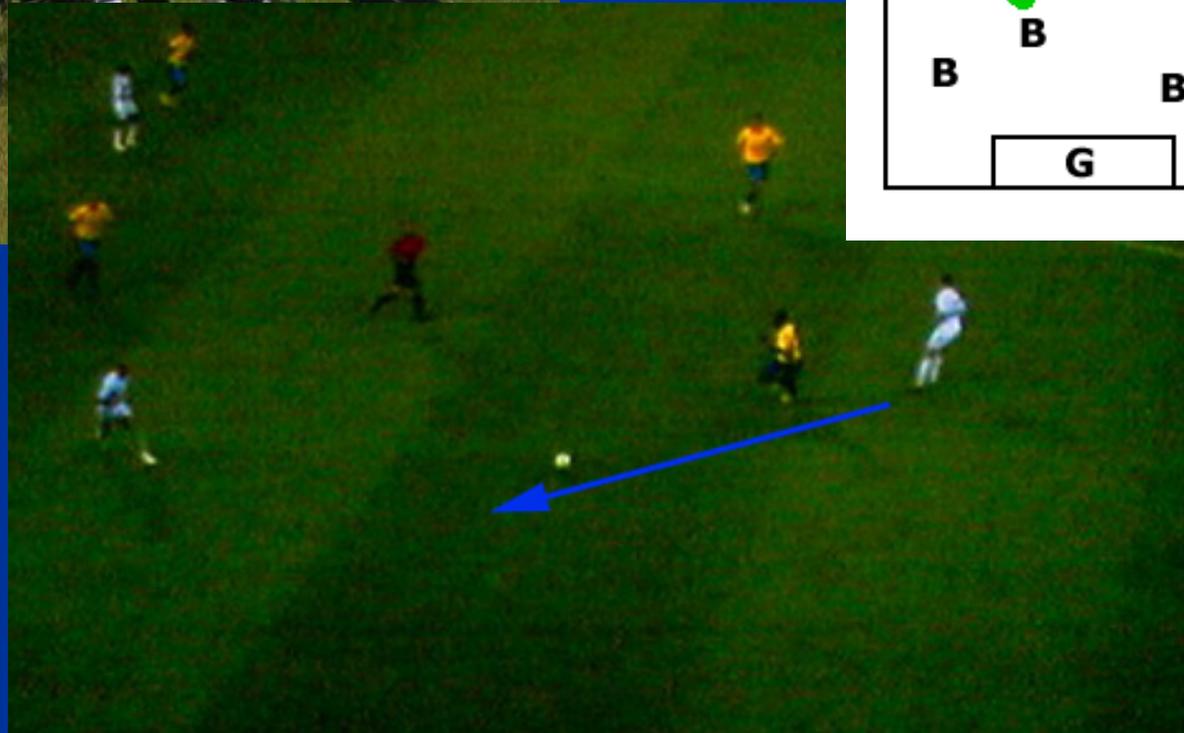
Why Distinguish Population from Performance Accountability?



Right Strategy: Tools?



Right Strategy: Roles?



Right Implementation?



Goal and Indicator (baseline)

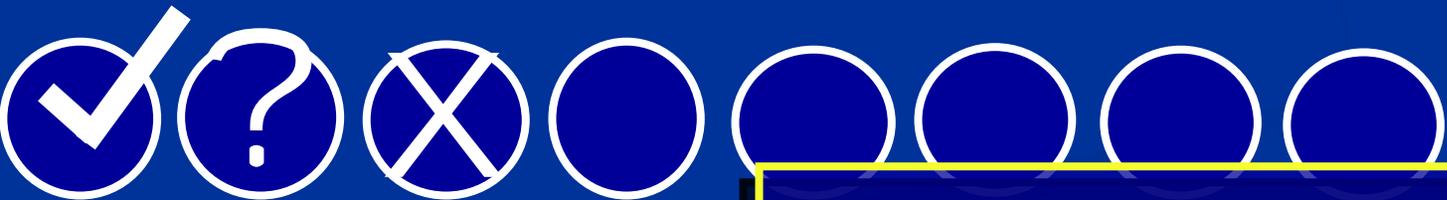
END

Population
Accountability



**1. Right
“Strategy?”**

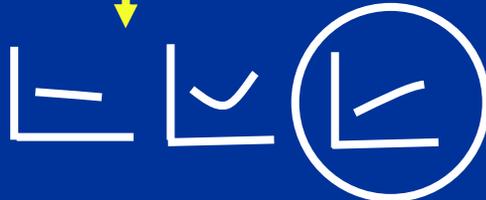
Community-Wide Strategy/Partners



MEANS

Performance
Accountability

**2. Right
Implementation?**



Client Result } END

Program
Performance Measures
(baselines)

All Children Enter School Ready to Learn

END

Work Sampling System:



Population Accountability

Community-Wide Strategy/Partners



MEAS

Performance Accountability



Judy Center Performance Measures

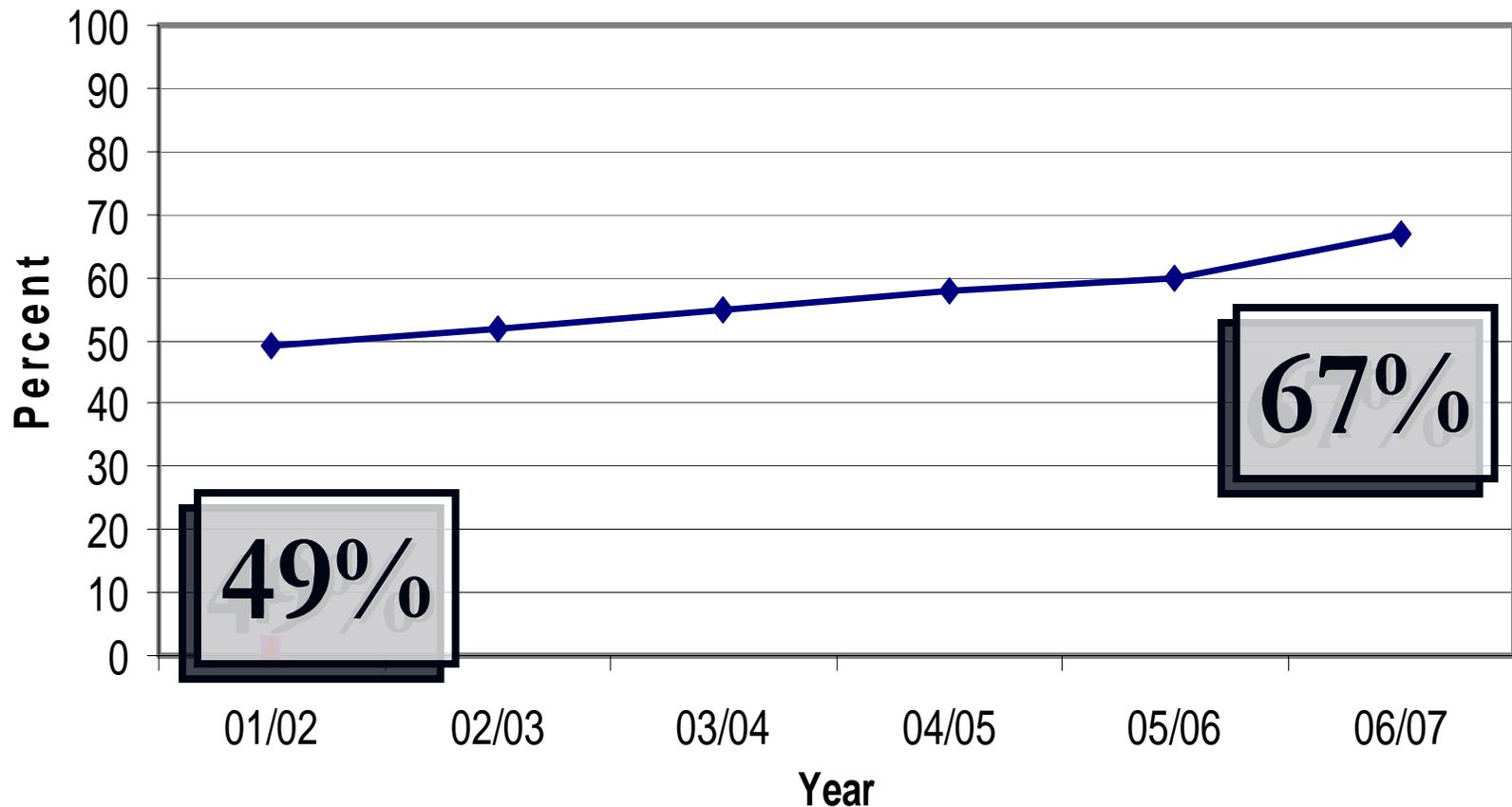


Judy Center Partnership Performance Measures

Performance Accountability

Client Results

Percent of Children in Maryland Entering Kindergarten Fully Ready



<http://www.readyatfive.org//images/ppts/maryland%202007.ppt#275,11,Maryland Model for School Readiness>

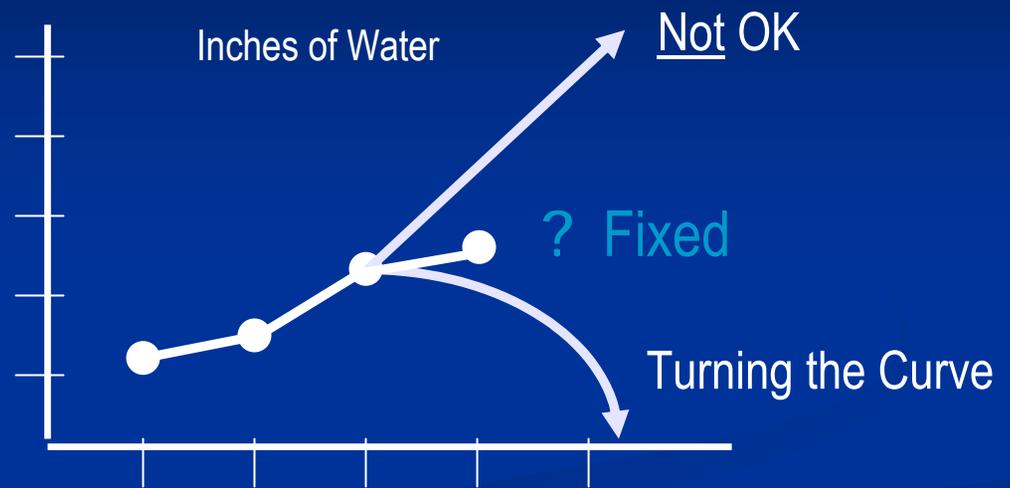
“Results Thinking” in Everyday Life: The Leaking Roof



Experience:



Measure:



Story behind the baseline (causes):



Partners:



What Works:

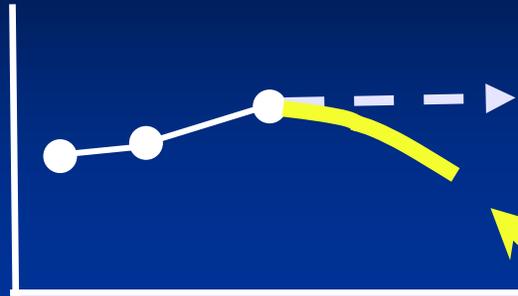


Action Plan:

Population Accountability **Talk to Action**

Population & Goal:

Indicator



Story behind the baseline

Partners

What Works

Strategy

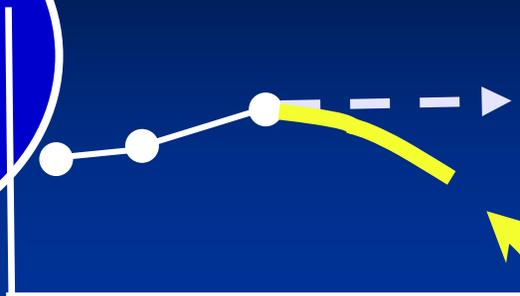
Start at the End

Work Backwards to Means

Performance Accountability: Talk to Action

Program:

Performance Measure



Story behind the baseline

Partners

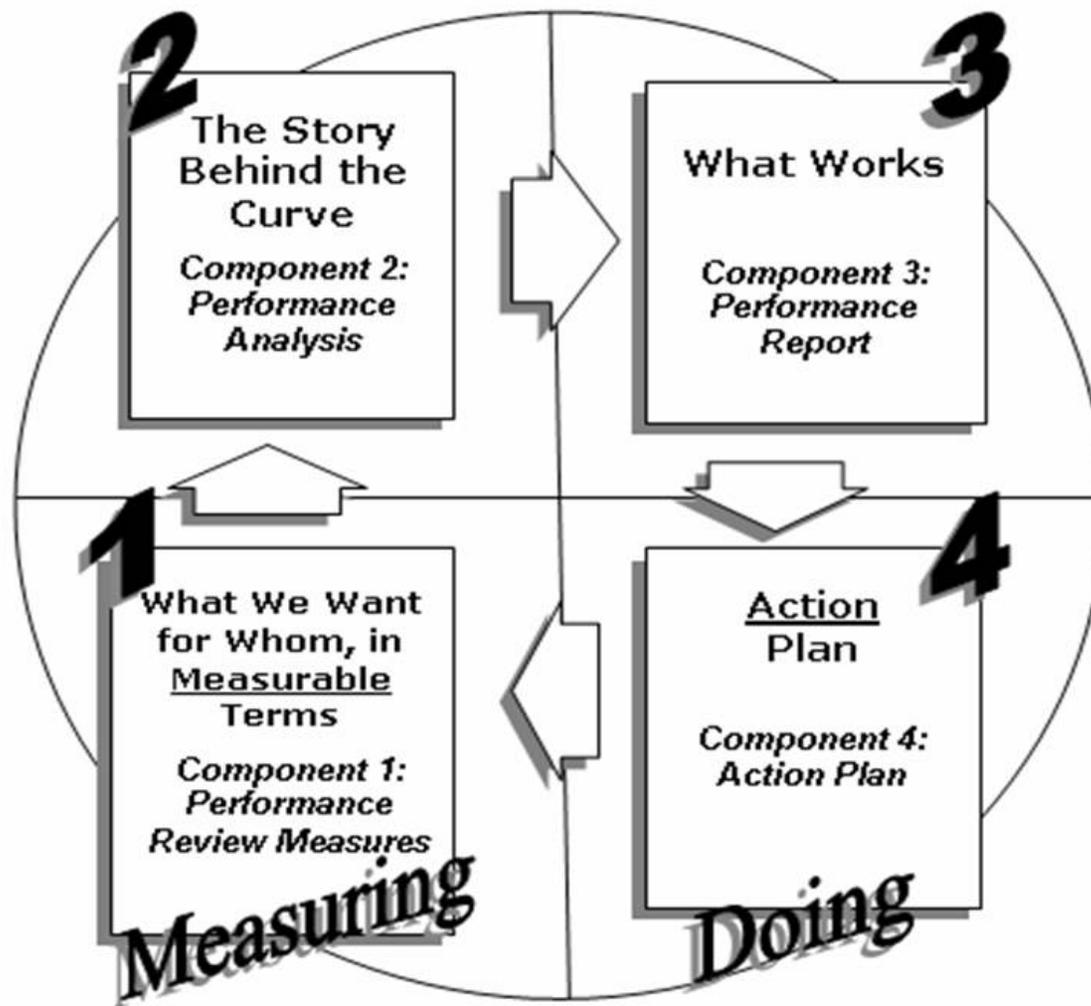
What Works

Action Plan

Start at the End

Work Backwards to Means

Four Components of the Protocol and the Ends-to-Means Circle Chart



www.hrsa.gov/performance/protocolguide.htm

Collaborative Decision Making: The Ladder of Inference



Those of us who focus
on issues of fairness too often

effect

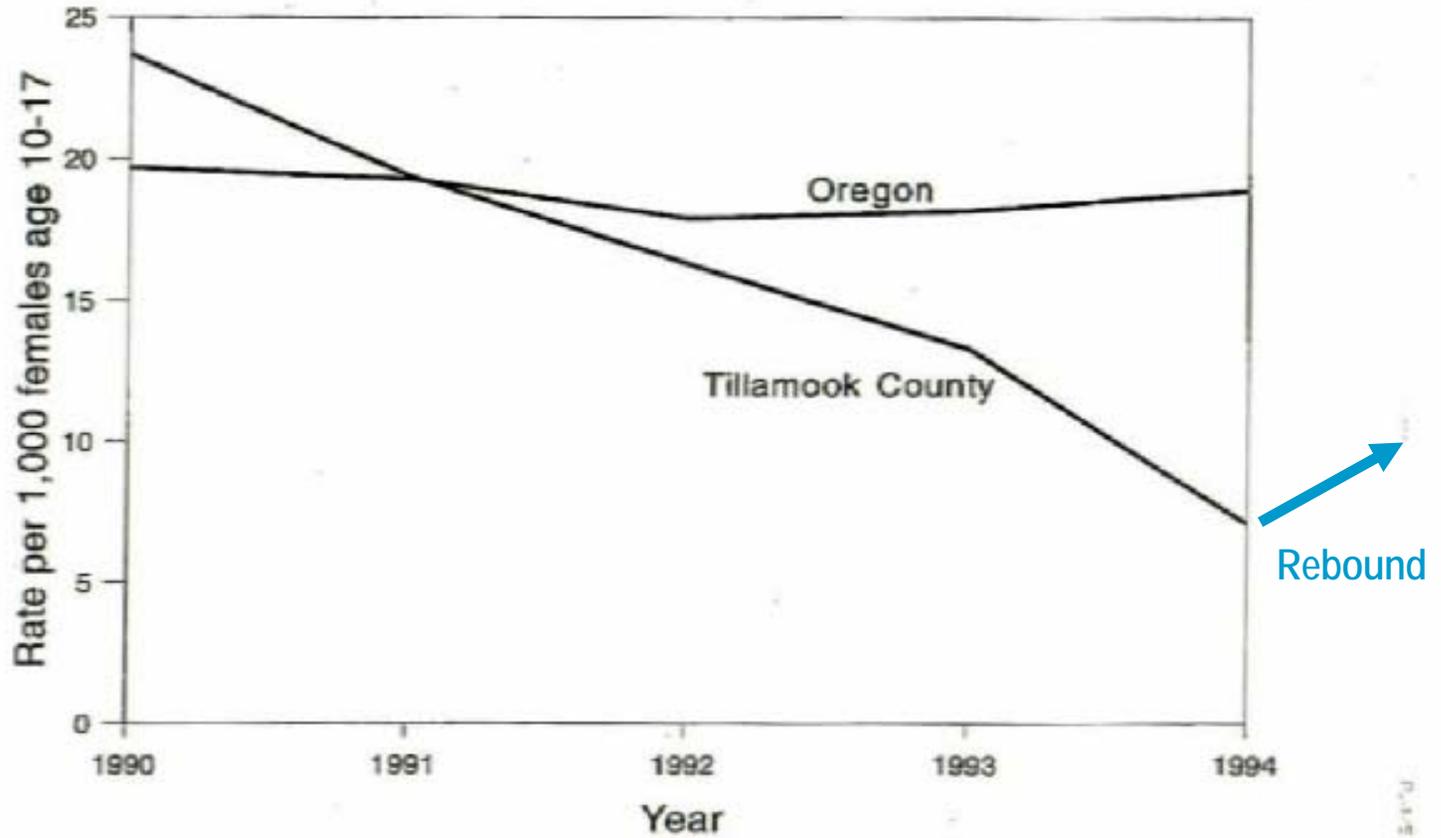
agreement by giving in
instead of first using our
powers of persuasion to

affect

a fair outcome that will
fully satisfy all of our
legitimate interests.

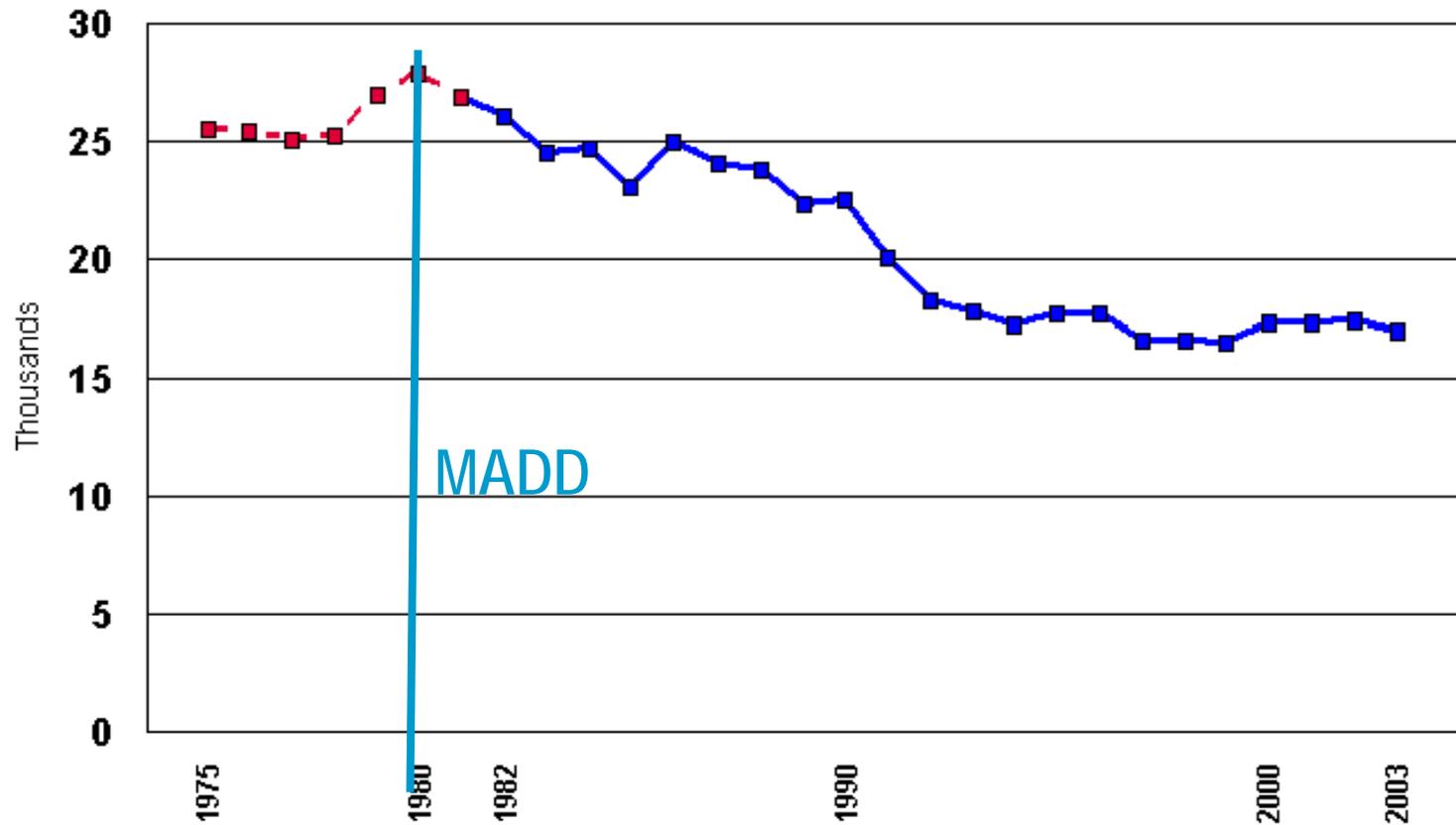


Teen Pregnancy Rates, 1990-1994



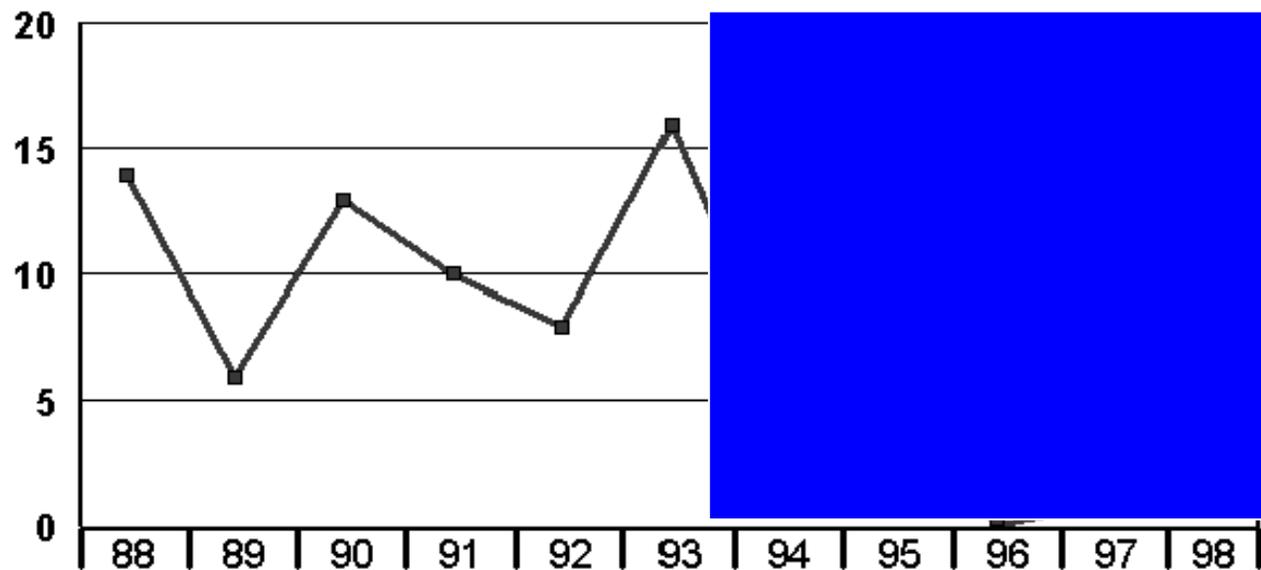
Source: Oregon Health Division, Center for Health Statistics

Alcohol-Related Traffic Fatalities U.S. Total



Source 1982 to 2003: Actual data from the NHTSA Fatality Analysis Reporting System (FARS)
Source 1975 to 1981: Estimate based on NHTSA data provided to VT AHS

Boston Juvenile Homicides 1988 to 1998



Note: Juvenile is less than age 17.

Data Source: Boston Police Department

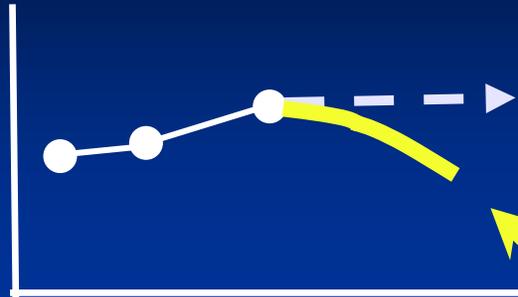
Turn the Curve Exercise: Population Accountability

1. Starting Point: identify the Population and Goal
2. Indicator baseline
 - ✎ choose and estimate the baseline for 1 Indicator
 - ✎ estimated forecast – OK or not OK?
3. Story behind the baseline
 - ✎ forces/root causes at work
4. Partners
 - ✎ partners with a role to play in turning the curve
5. What works? (What would it take?)
 - ✎ what could work to do better?
 - ✎ each partner's contribution
6. Strategy
 - ✎ 3 best ideas (using criteria)

Population Accountability **Talk to Action**

Population & Goal:

Indicator



Story behind the baseline

Partners

What Works

Strategy

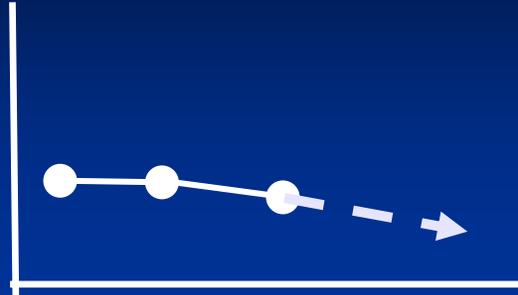
Start at the End

Work Backwards to Means

Population Turn-the-Curve Report

Population & Result: _____

Indicator
Baseline



Story behind the baseline

Partners

Strategy (3 best ideas)

(To be completed by the Governor's Planning Department)

→	Quality of Life Result: Eg. A Clean Environment, A Prosperous Economy, Strong Stable Families, Children Ready to read Succeeding in School, etc.
→	Why is this important? Briefly explain, so a taxpayer could understand, why this quality of life condition is important to the people of Wyoming.
→	How are we doing? Show the 3 to 5 most important indicators in the form of baselines with at least 3 years of actual history. Optional provide a 2 year forecast at current effort level. <div style="text-align: center; margin: 10px 0;">  </div> <u>The story behind the baselines:</u> Explain, so a taxpayer could understand, the causes behind the indicator baselines above. Use additional data as necessary to tell this story.
→	What it will take to do better and the role of state government: Include no-cost and low-cost ideas and the role of the state's partners.
	Appendix A: Data development Agenda: List priorities for new or better indicator data

Department/Division/Program:

Contribution to Wyoming Quality of Life:

Briefly explain, so a taxpayer could understand, how your (Dep/Div/Prog), in conjunction with other public and private partners, contributes to the quality of life of the people of Wyoming.

Basic Facts:

Show total number of staff and size of budget in total and general funds.
List the 5 most important programs or functions and show annual number served.

Performance:

Show the 3 to 5 most important performance measures in the form of baselines with at least 13 years of actual history. Optional: provide a 2 year forecast for performance, all current or future.

Performance measures must be those that best answer the questions:

- How well are we delivering service?
- Are our customers better off? (CUSTOMER RESULTS)



Story behind (last 3 years of) performance:

Briefly explain, so a taxpayer could understand, the causes behind your performance for the last few years, including an explanation of the picture of performance shown in the baselines above. Reference your accomplishments where they have contributed. Use additional performance data as necessary to tell this story. Best formating is short paragraphs with first sentence underlined.

What do you propose to do to improve performance in the next 2 yrs?

Include no-cost and low-cost ideas and the contribution of partners. Best formating is short paragraphs with action item underlined.

Appendix A: Data development Agenda: List priorities for new or better data on performance

Appendix B: Link to Budget: Provide detail on priorities identified above which show in the current or proposed budget.

1

Choosing Goals

- ✓ (1) A population (or subpopulation), (2) in a geographic area, and (3) a condition of well being.
- ✓ Start by completing the sentence: “We want _____ [a population in a geographic area] who are ...”
- ✓ Use simple, plain language.
- ✓ Avoid referencing data or “improvement.”
- ✓ Generally, avoid referencing services. Think of services as a means to an end.

Goals for Children, Families and Communities

A Working List

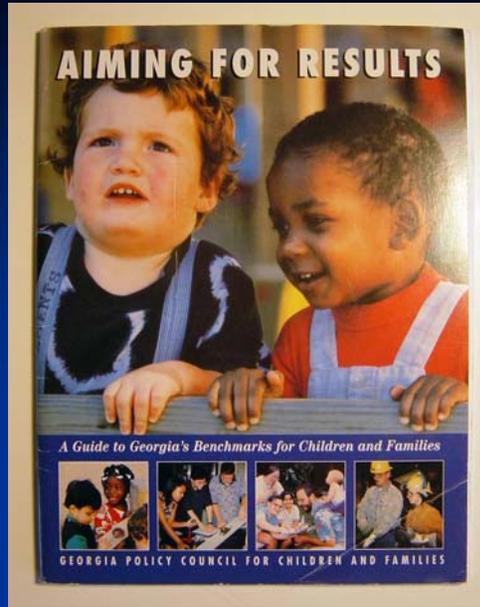
- Healthy Births
- Healthy Children and Adults
- Children Ready for School
- Children Succeeding in School
- Young People Staying Out of Trouble
- Stable Families
- Families with Adequate Income
- Safe and Supportive Communities

Georgia Policy Council for Children and Families

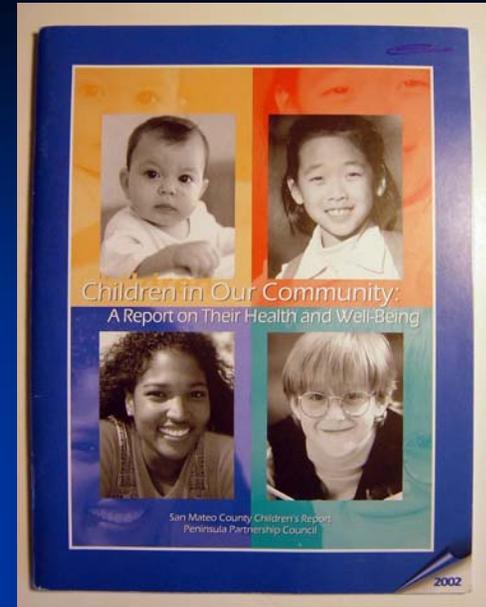
RESULTS

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

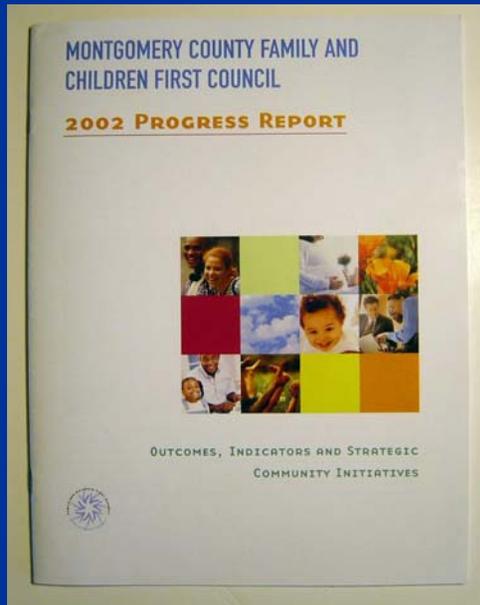
REPORT CARDS



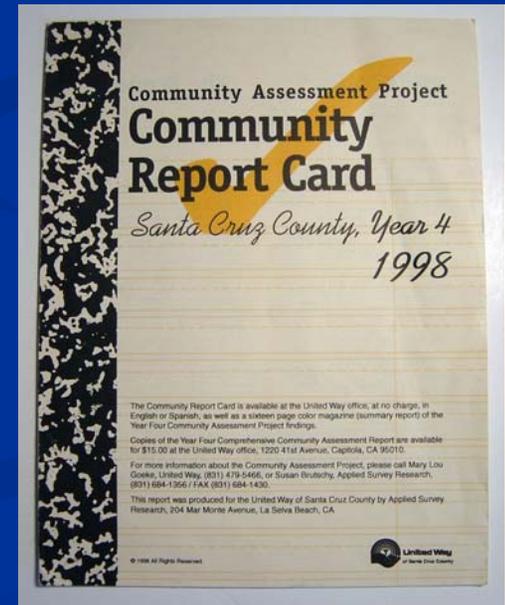
Georgia



San Mateo, CA



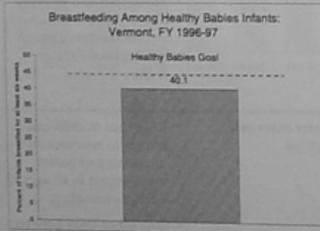
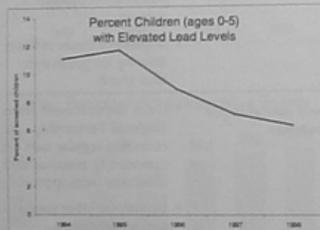
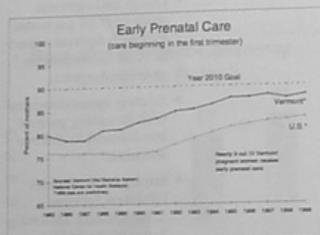
Dayton, OH



Santa Cruz, CA

Pregnant Women and Young Children Thrive

Heartening Indicators:



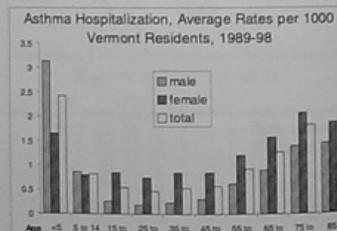
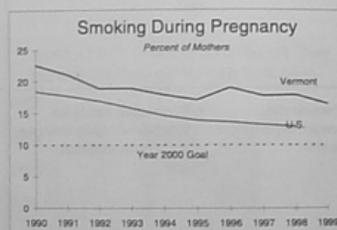
The Story Behind the Curve

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

**Building a System of
Prevention:
*A Foundation for the Future***

GOALS



Criteria for

Choosing Indicators

✓ Communication Power

Does the indicator communicate to a broad range of audiences?

✓ Proxy Power

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

Does the indicator bring along the data HERD?

✓ Data Power

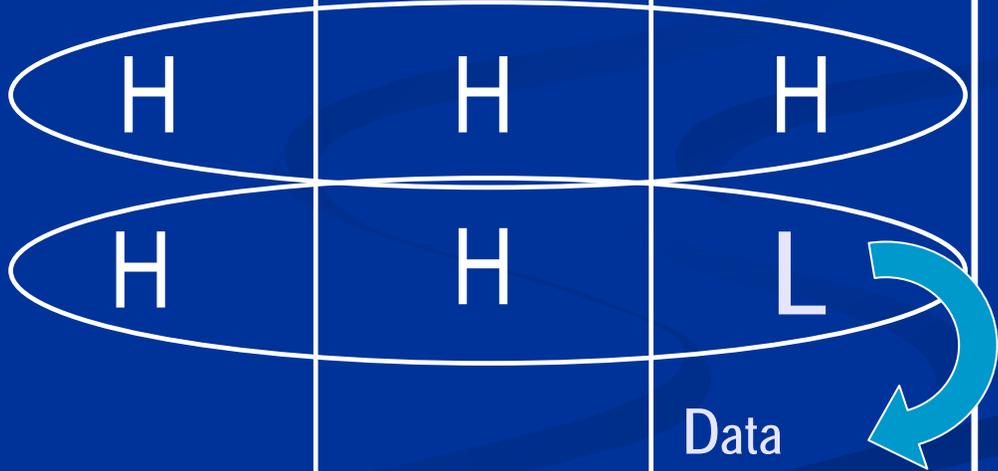
Quality data available on a timely basis.

Choosing Indicators

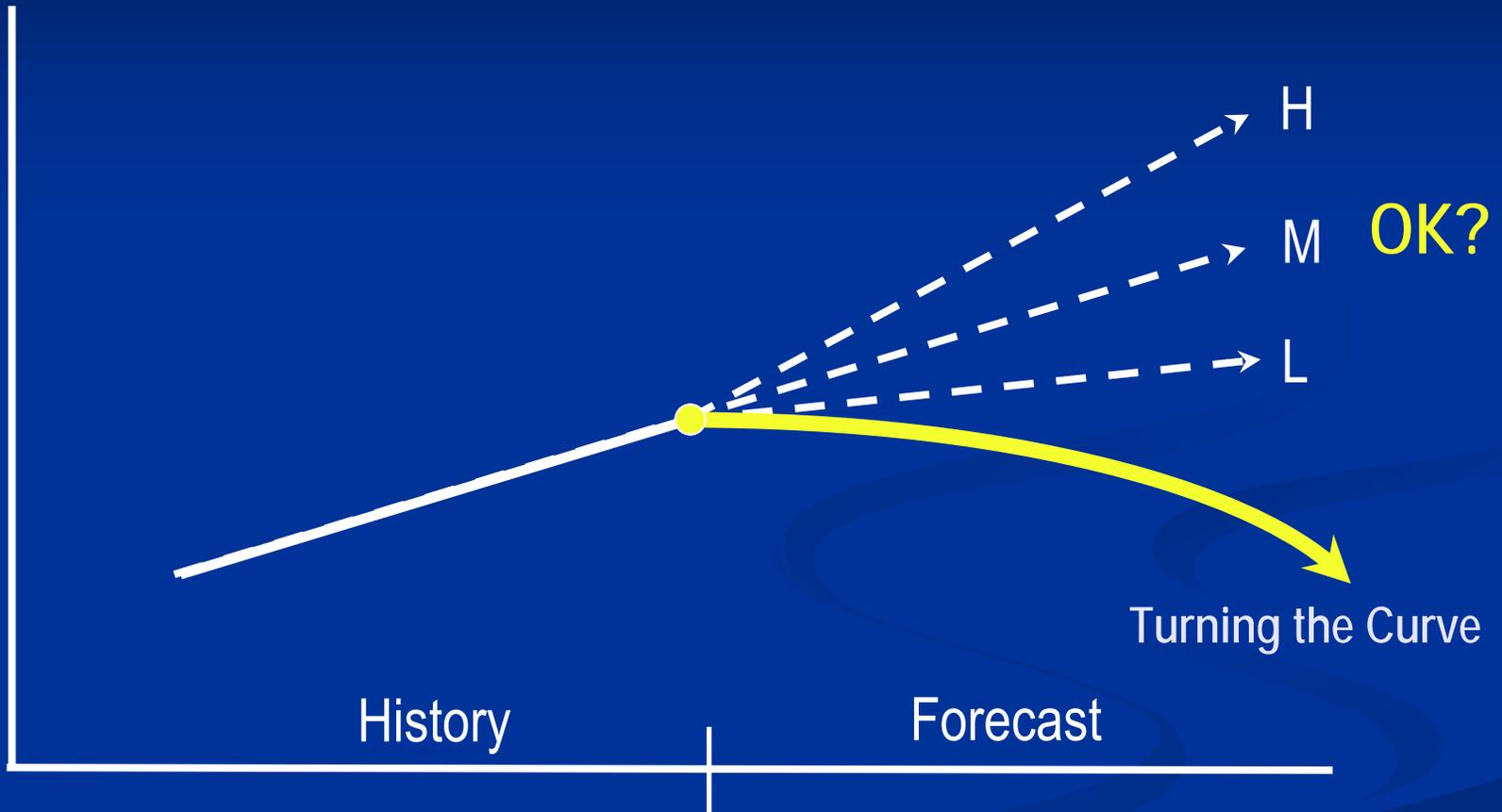
Worksheet

Result _____

Candidate Indicators	Communication Power	Proxy Power	Data Power
Measure 1	H M L	H M L	H M L
Measure 2			
Measure 3	H	H	H
Measure 4			
Measure 5	H	H	L
Measure 6			
Measure 7			
Measure 8			Data Development Agenda



The Matter of Baselines



Baselines have two parts: history and forecast

Results-Based Decision Making: Talk to Action

Population: _____

Goal: _____

Indicator
Baseline



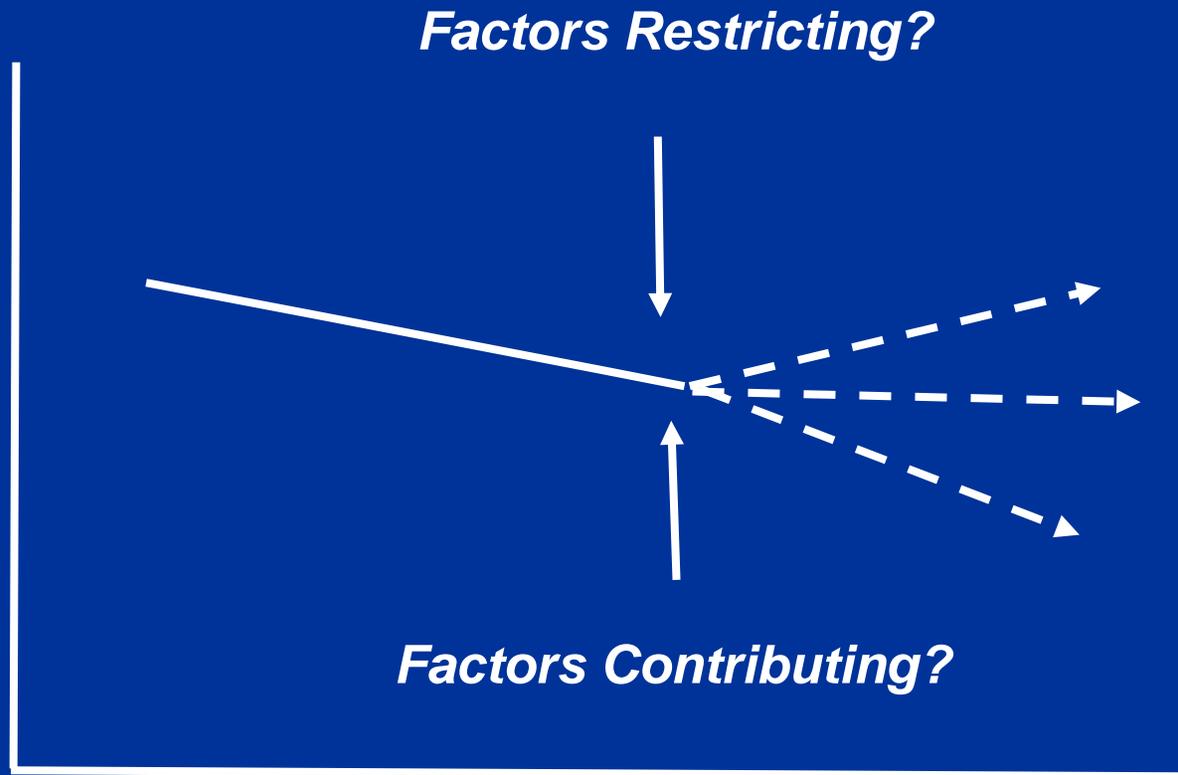
Story behind the baseline → *Research Agenda*



The Story Behind the Curve

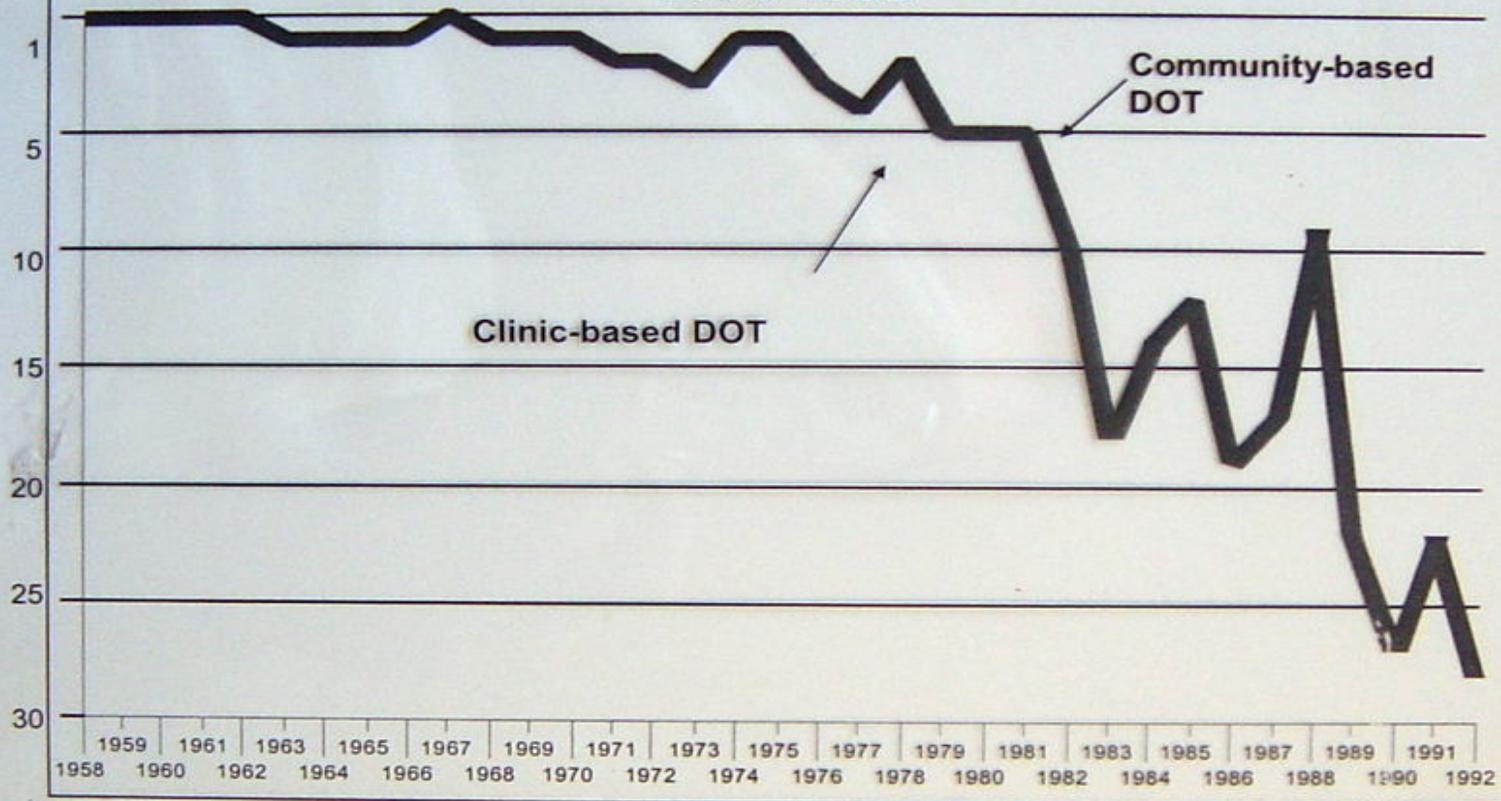
- *Key Factors/Causes?*
- *Root Causes (Ask “Why?”
5 times)*
- *Prioritize – which are the
most important to address
to “turn the curve” of the
trendline?*
- *Research agenda?*

Force Field Analysis



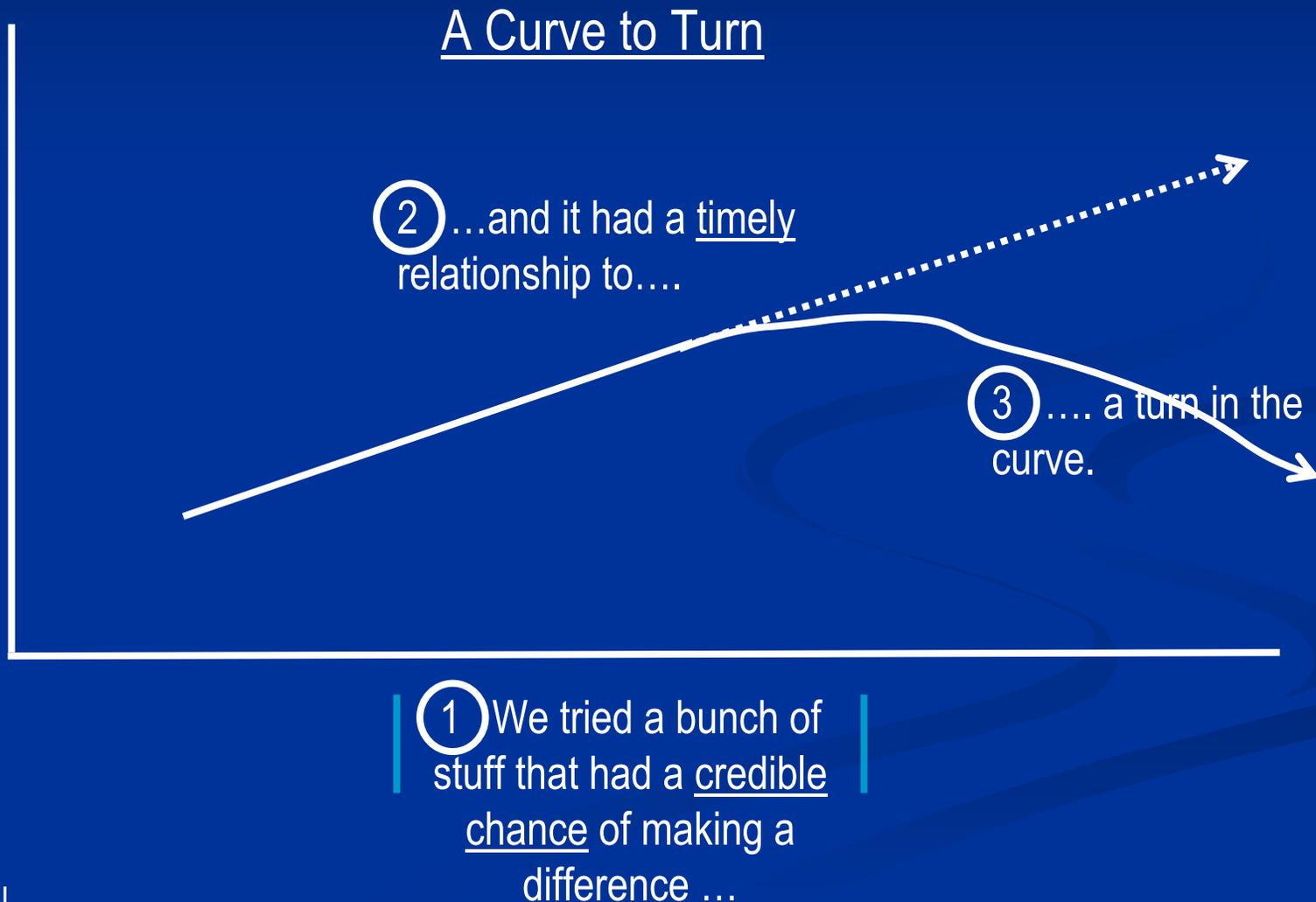
Baltimore's Ranking For Pulmonary TB

1958-1992



In Directly Observed Therapy, a health care worker watches the patient swallow his prescribed TB medications. This leads to reductions in treatment failure, relapse and drug resistance.

Alternative to Traditional Evaluation Methods: DEMONSTRATING a CONTRIBUTION to complex change efforts... requires 3 elements:

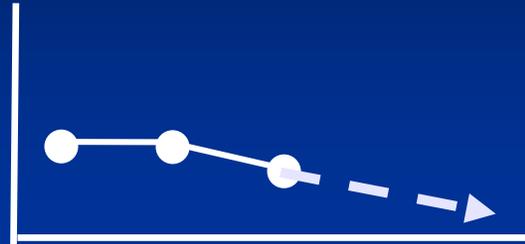


Results-Based Decision Making: **Talk to Action**

Population: _____

Result: _____

Indicator
Baseline



Story behind the baseline

Research Agenda

Partners *(with a role to play in turning the curve)*



Partners

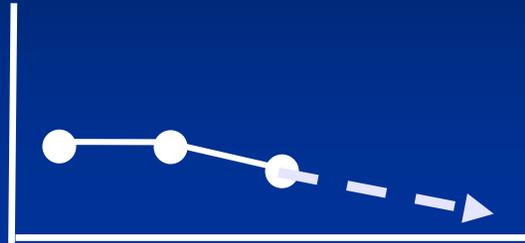
- *Who are partners who may have a role to play in turning the curve?*
- *Does the story behind the curve suggest any new partners?*

Results-Based Decision Making: **Talk to Action**

Population: _____

Result: _____

Indicator
Baseline



Story behind the baseline → *Research Agenda*

Partners *(with a role to play in turning the curve)*

What Works - - - - - → *Research Agenda*



What Works

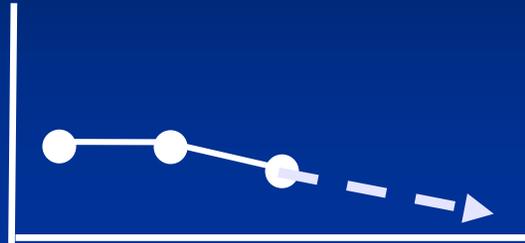
- *Options for actions to “turn the curve”?*
- *Research-based?*
- *Low-cost/no-cost?*
- *Off-the-wall ideas?*
- *Research agenda?*

Results-Based Decision Making: **Talk to Action**

Population: _____

Result: _____

Indicator
Baseline



Story behind the baseline → *Research Agenda*

Partners *(with a role to play in turning the curve)*

What Works → *Research Agenda*

Criteria: *Leverage; Feasible; Specific; Values*

Strategy



Strategy

- *Leverage: will turn the curve of the trendline?*
- *Feasible?*
- *Specific: who, what, when, where, how?*
- *Consistent with values?*

Leverage

Feasibility

	High	Low
High		
Low		

Population Turn-the-Curve Report

Population & Result: _____

Indicator
Baseline



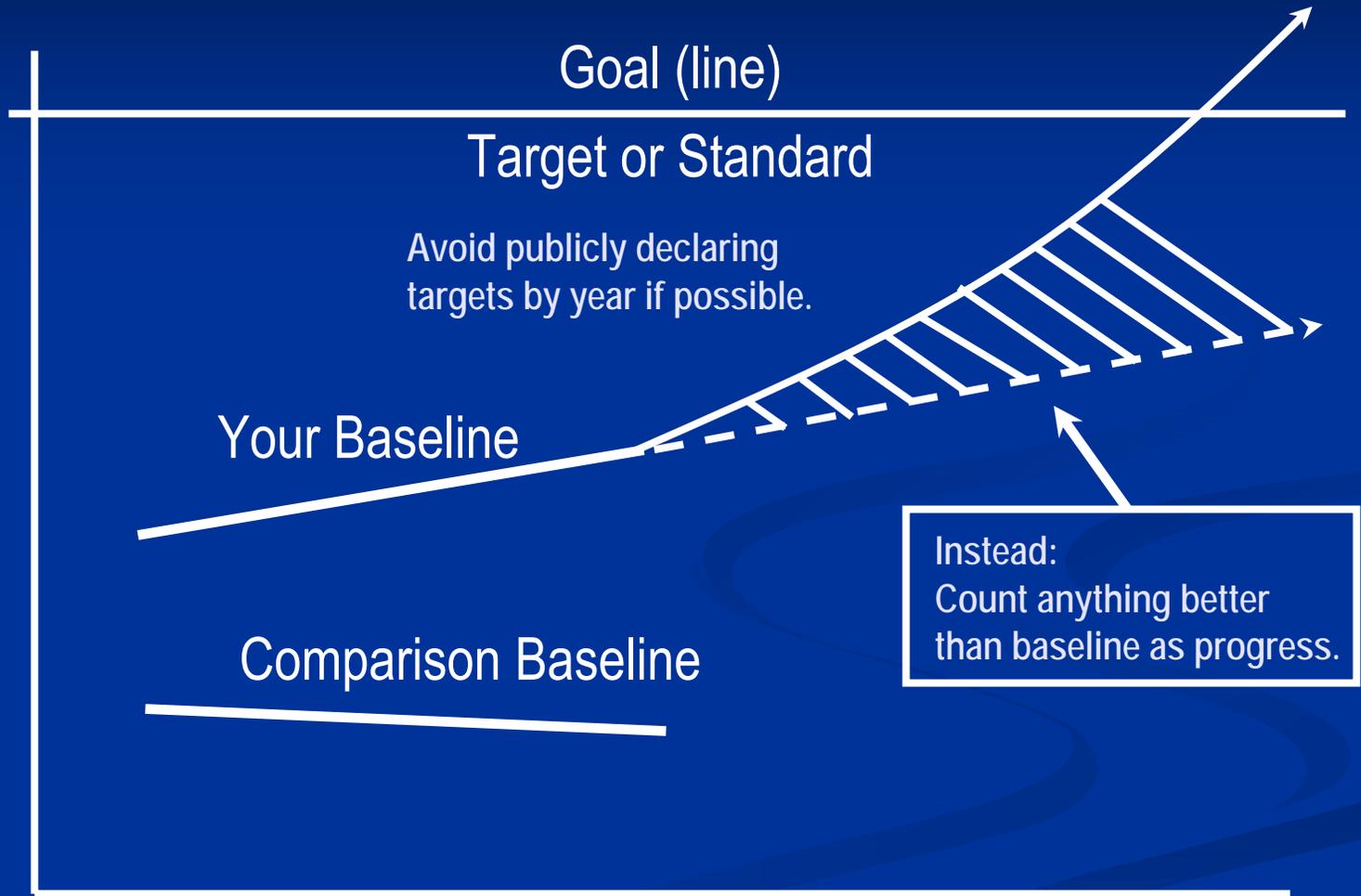
Story behind the baseline

Partners

Strategy (3 best ideas)

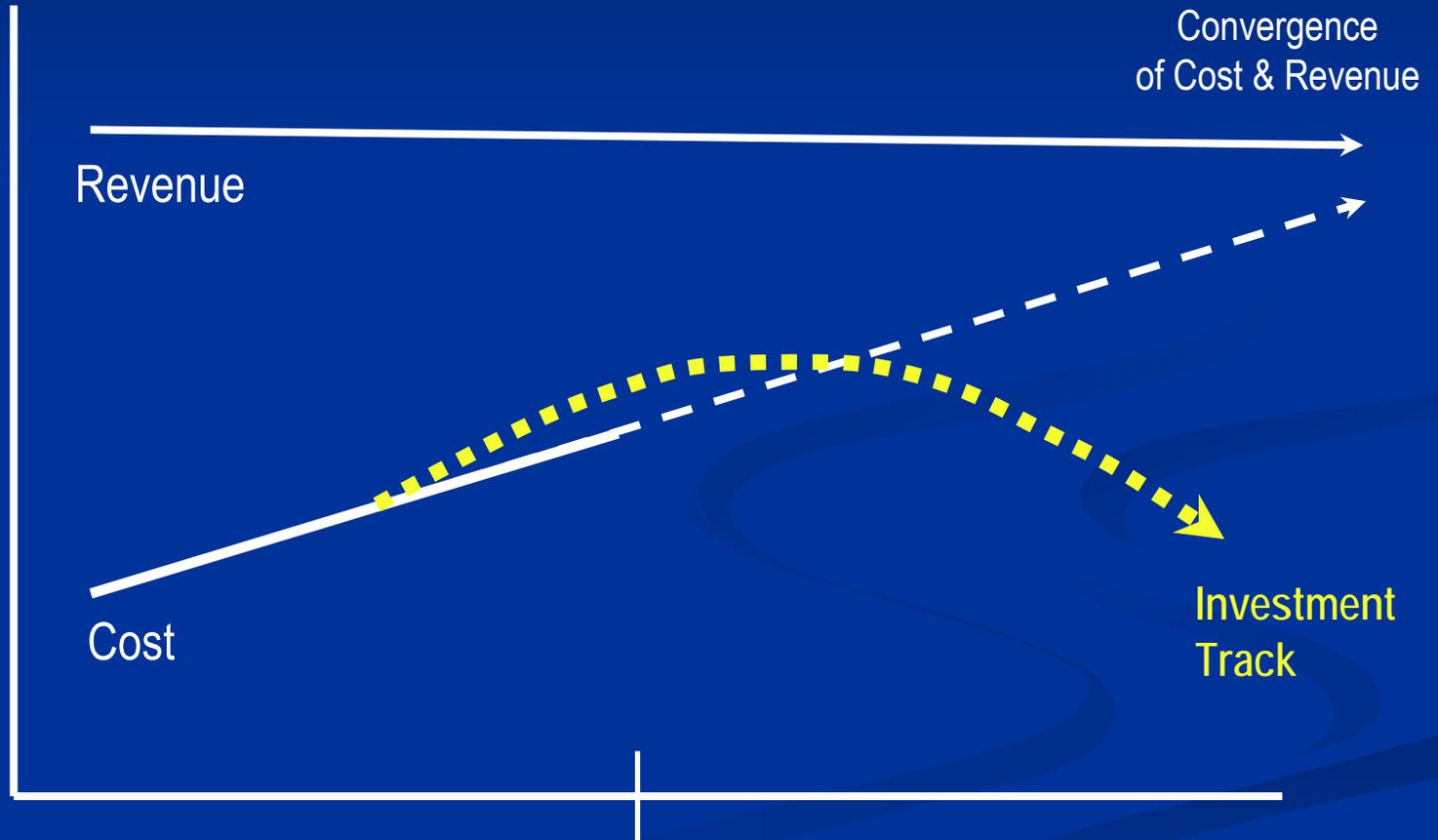
Some Additional Points

Advanced Baseline Display



The Cost of Bad Results

The costs of remediating problems after they occur



Invest in prevention to reduce or avoid out-year costs.

Coalition Meeting SAMPLE AGENDA

1. New data
2. New story behind the curves
3. New partners
4. New information on what works.
5. New information on financing
6. Changes to action plan and budget
7. Adjourn

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 Succeeding in School

Percent graduating from high school on time

POPULATION
RESULTS

Contribution
relationship

PERFORMANCE ACCOUNTABILITY

Child Welfare Program

# Foster Children Served	% with Multiple Placements
# Repeat Abuse/Neglect	% Repeat Abuse/Neglect CUSTOMER RESULTS

Alignment
of measures

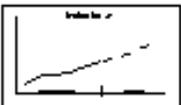
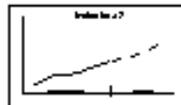
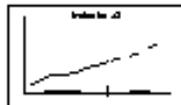
Appropriate
responsibility

A Results-Based Budget Schematic

Volume I: Results

Result #1:

Indicator Baselines

The Story Behind the Baselines:

What Works to Turn the Curve:

Our Strategy and Agenda:

Real Actions	Current Budget Year Proposals	2 - 10 Year Agenda
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Volume II: Departments

Department #1:

Our most important contributions to Cross Agency Results:

Program #1

Sub-program #1

Performance Measure Baselines





The Story Behind the Performance Baselines:

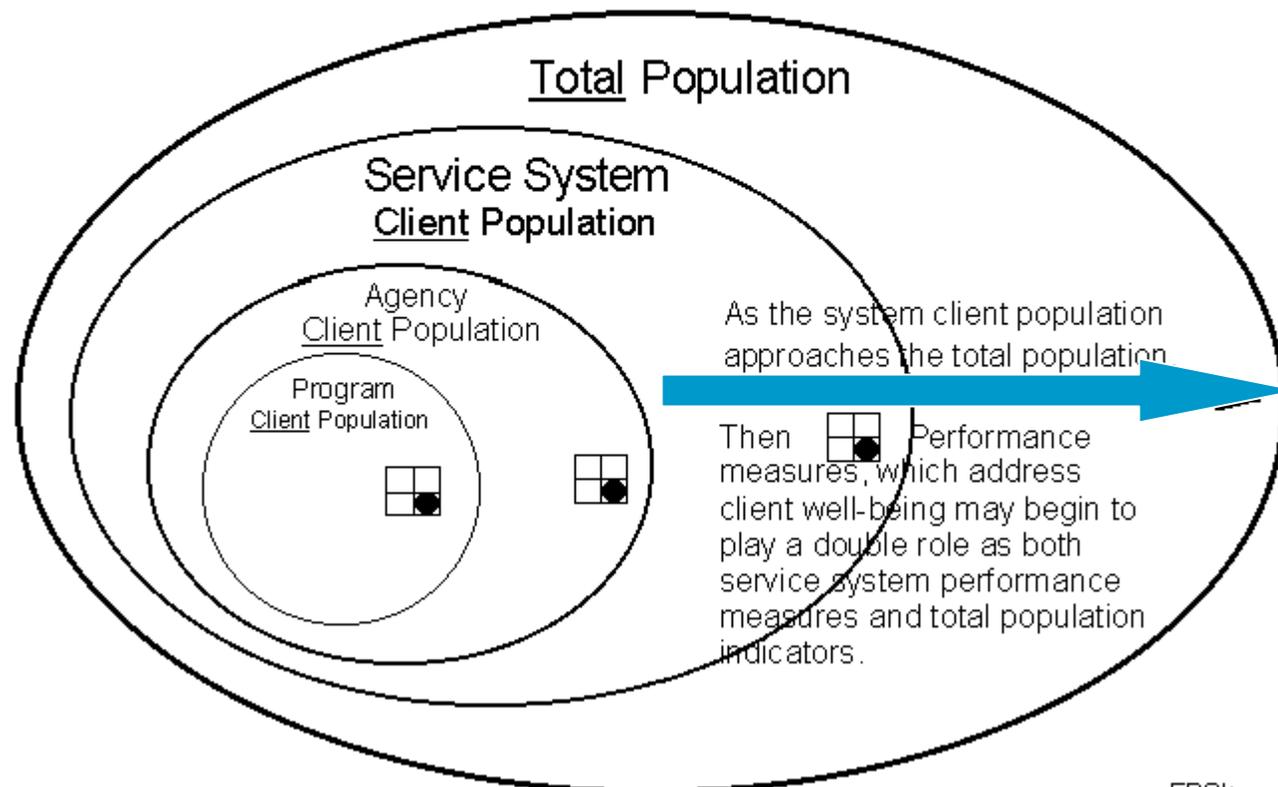
What Works to Improve Performance

Our Strategy and Agenda:

Real Actions	Current Budget Year Proposals	2 - 10 Year Agenda
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

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An Advanced View of the Relationship Between Indicators and Performance Measures



The Use (and Misuse) of Indicators and Performance Measures

1. To manage/improve results or performance
 - Collaboratively (transparent, best thinking)
 - ✓ Getting from Thinking to Action
2. Comparisons
 - To our own results or performance
 - ✓ Always tell the story behind the curve
 - To the results or performance of others: apple/orange
 - ✓ Always tell the story behind the curve
3. Standards
 - What is known?
 - ✓ Always tell the story behind the curve

Acknowledgement

These materials are from or largely draw upon the work of Mark Friedman, Founder of the Fiscal Policy Studies Institute and author of:

Trying Hard Is Not Good Enough
(Trafford, 2005)

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