Managing Performance with Results-Based Accountability™

Fairfax County Health and Human Services
System Planning
2016

Defining Results-Based Accountability

What is Results-Based Accountability?

- It is an approach to measuring performance that emphasizes customer end **results**

- It shifts how we work and measure our performance

  from … measuring only outputs and efficiencies (process measures)

  to … measuring whether our customers benefit in the long-term (are better off) from receiving services

Performance Measures

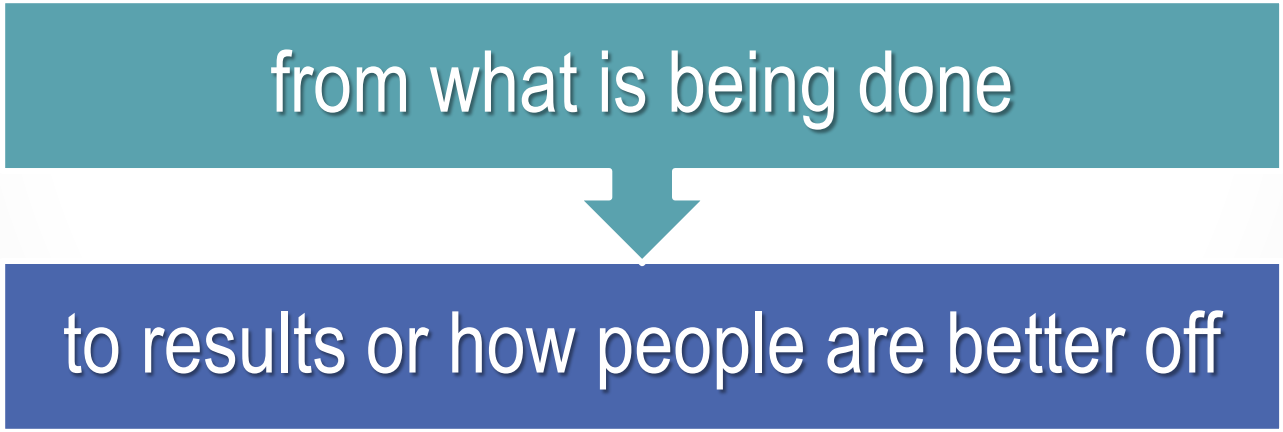
There are three "types" of performance measures that programs or service areas identify using the RBA approach …

- How **much** did we do? *e.g., # of customers served, # of activities held*
- How **well** did we do our work? *e.g., customer satisfaction, cost per customer, percent of actions timely and correct*
- Is anyone **better off**? *e.g., has there been a change in customer skills/knowledge after receiving services? Change in customer attitudes or opinions after receiving services? Change in customer behaviors or circumstances after receiving services?*

The most important measures are those that indicate whether customers are "better off"

A Shift in How We Measure and Manage

With a focus on whether our customers are truly "better off," there comes a shift in how we **measure** our work and **manage** our daily activities to improve customer end results



Examples of our Shift in Focus

From: # of unemployed individuals who receive employment services

To: % of unemployed individuals who receive employment services and remain employed nine months after job placement

From: # of individuals who complete English language instruction

To: % of individuals who complete English language instruction with improved basic English skills

Data Alone Does Not Give the Complete Picture …

- Behind each set of data there is a "story" which provides context about the factors that contribute to or restrict performance

- Data and the "story behind the numbers" (i.e., narrative explanation about the data) must be reviewed <u>together</u> in order to improve our work and ultimately customer results

How Do We Use RBA?

- Create performance measures that show customer results linked to the purpose of the program.
  - For example, in addition to measuring the number of days on a waiting list for intervention services, measure the % of clients who demonstrate healthy behaviors 90 days after program completion.

- Use these measures to manage programs. Managers will routinely ask their staff …
  - How are our customers better off?
  - What factors contribute to or restrict progress on results?
  - What is the investment needed to change specific results? (e.g., financial, personnel, technology)
  - Who are our partners and how can we work together better?

Partners…

- Are those who have a role and could contribute to improving outcomes
- Should be considered based on how they could contribute, not on how likely they are to contribute to improving outcomes
- Examples are:
  - Other Fairfax County agencies
  - Organizations that…
    - Share in the delivery of human services, but do not receive county resources for those services
    - Provide financial/in-kind resources for the delivery of human services

Action Plan…

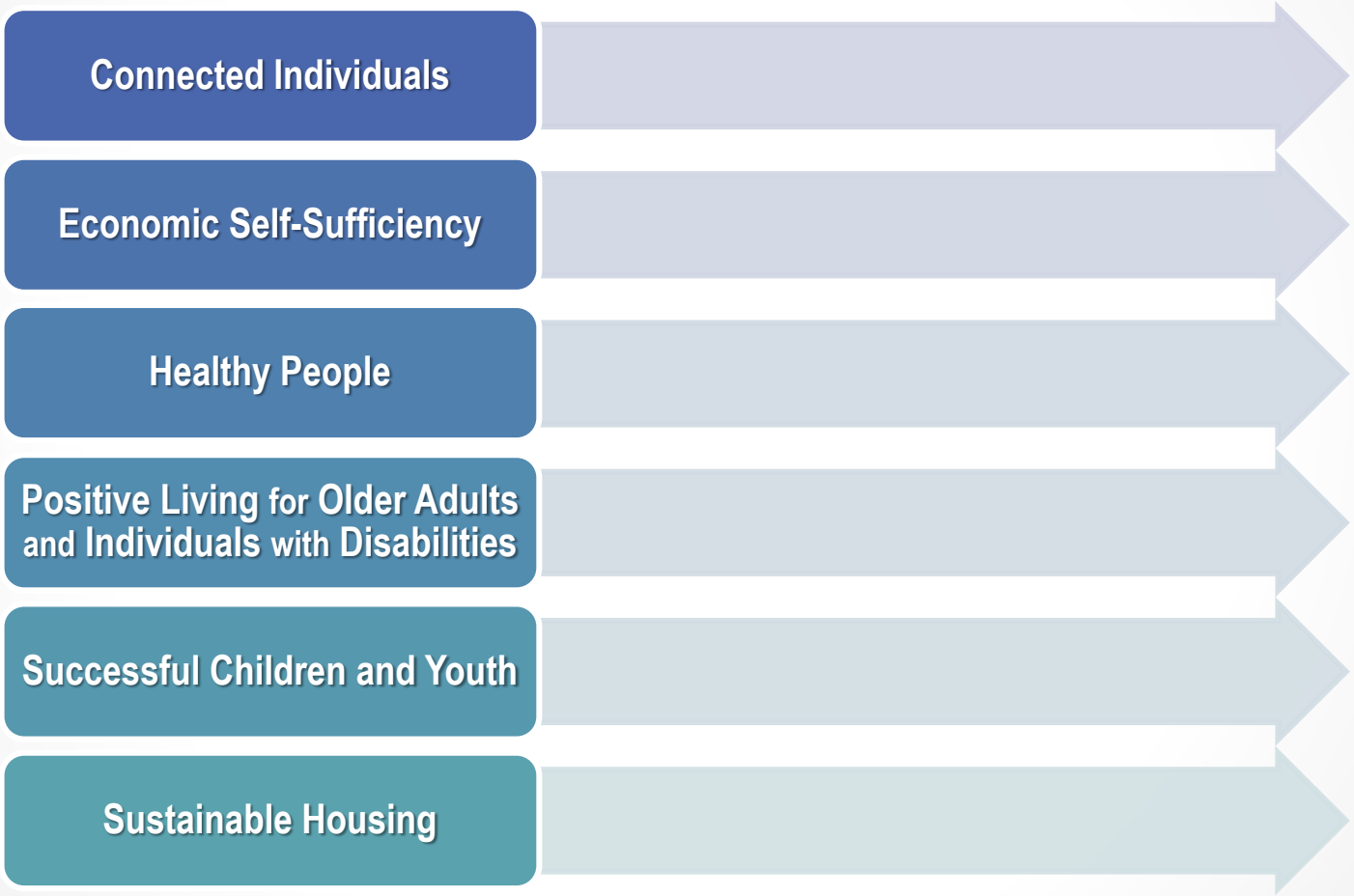
- An action plan is a collection of proposed actions that has a reasoned chance for improving a condition or achieving a result

- An action plan includes the contributions of partners

Enhancing Performance Management in Fairfax County Health and Human Services

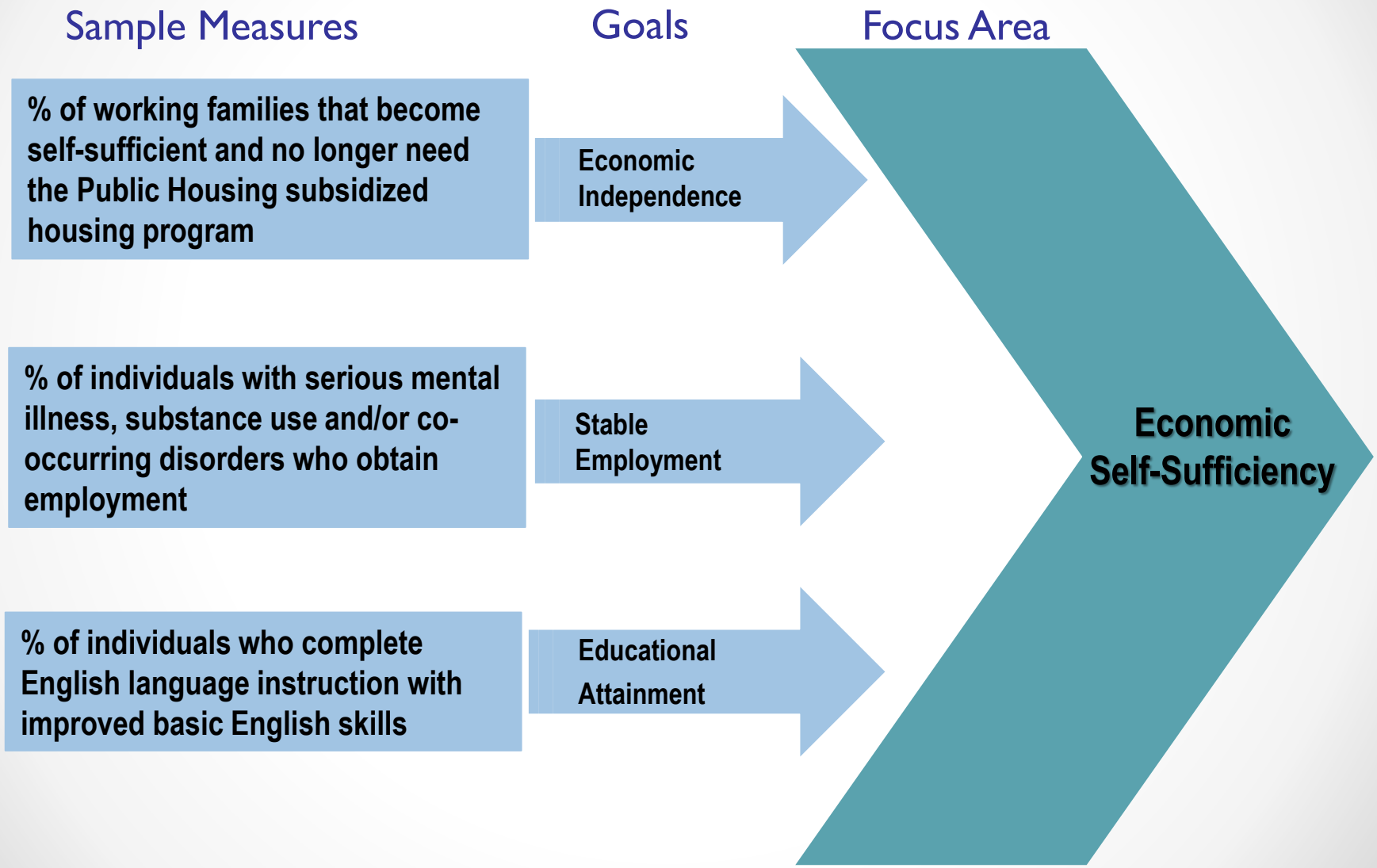
How Did We Build the Framework?

- Identified six focus areas or results



- Developed and adopted strategic goals

How Do Program Measures Roll-up to the Health and Human Services Focus Areas?



How is Information Being Used to Inform the System?

System*STAT* Pilots and Soft Launch	• Pilot review of system performance measures by each of the six focus areas • Soft launch provided a baseline of system performance across all six focus areas	2012 thru 2013
Development of Goals and Report Card	• Goals sharpen the focus on targeted outcomes within the focus areas • Health and Human Services Report Card organized by focus area help to guide systemic efforts toward achieving the strategic goals	Current
System*STAT*	• Official launch of a strategic goal-focused review of system performance	November 2016

Key Items to Remember …

- Performance plans are not intended to measure individual staff performance – plans are about *program* performance that benefit customers

- All levels of staff need to be involved in the process; it is not just agency directors and/or managers

- As managers, your support is critical to promote the culture change that will help us communicate how customers are better off

Information on Performance Management in Fairfax County Health and Human Services

http://bit.ly/hs-performance