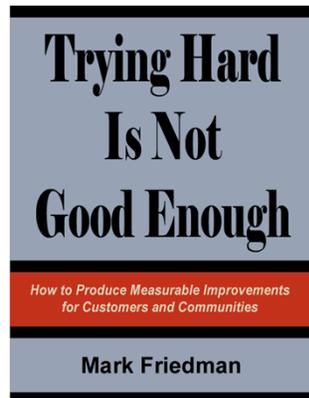




# Results Based Accountability (just the basics)

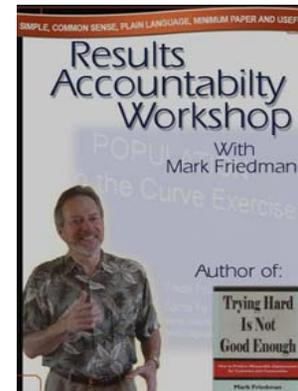
For State of Vermont internal training and reference use.  
Issued by: The Agency of Administration, Office of the Chief  
Performance Officer

**Contents based on material from the  
Fiscal Policy Studies Institute  
Santa Fe, New Mexico**



Websites

Book - DVD Orders  
**amazon.com**  
**resultsleadership.org**





**SIMPLE**

**COMMON SENSE**

**PLAIN LANGUAGE**

**MINIMUM PAPER**

**USEFUL**

# Framework Language

## DEFINITIONS

(Language Discipline)

### POPULATION ACCOUNTABILITY

#### RESULT

A condition of well-being for children, adults, families or communities.  
*Healthy children; Youth graduate on time; Families are economically stable.*

#### INDICATOR

A measure which helps quantify the achievement of a result.  
*Obesity rates; Graduation rates; Median family income.*

### PERFORMANCE ACCOUNTABILITY

#### STRATEGY

A coherent collection of actions often implemented as, programs, initiatives, systems, and services that have a reasonable chance of improving results.  
*Let's Move, Promise Neighborhoods, CHOICE Neighborhoods, Voluntary Income Tax Assistance*

#### PERFORMANCE MEASURE

A measure of how well a program, agency, service system or strategy is working.

*Three types:*

- 1. How much did we do?*
- 2. How well did we do it?*
- 3. Is anyone better off?*

= Customer Results

**Results-Based  
Accountability™**

# From Ends to Means From Talk to Action

**RESULT or OUTCOME**

**INDICATOR or BENCHMARK**

**PERFORMANCE MEASURE**

Customer result = Ends

Service delivery = Means

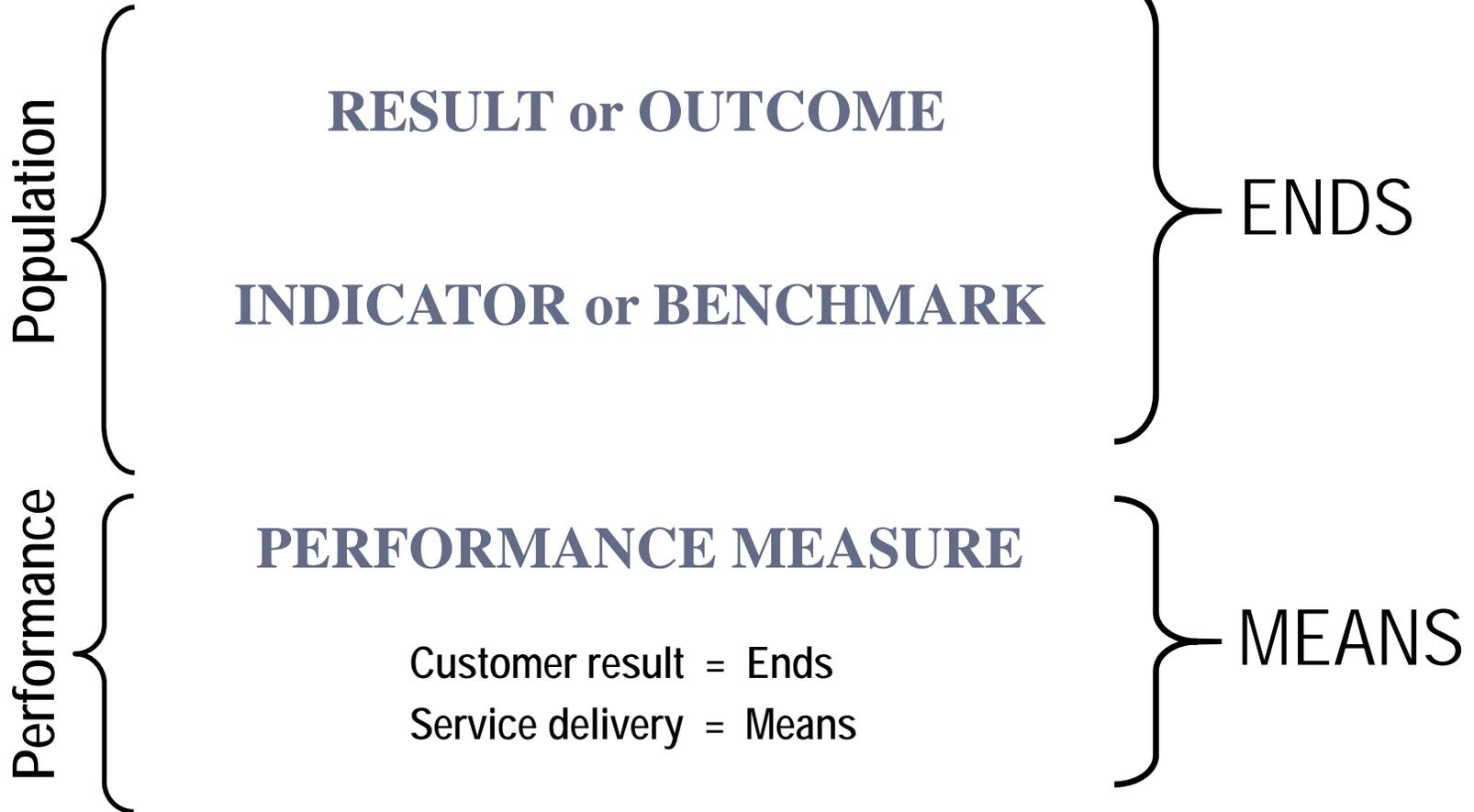
Population

Performance

ENDS

MEANS

# From Ends to Means From Talk to Action



MEANS not ENDS  
To Improving Results In Themselves

## ONE PAGE Turn the Curve Exercise

Program: \_\_\_\_\_

Performance  
Measure  
Baseline

Performance Measure  
(Lay definition)

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

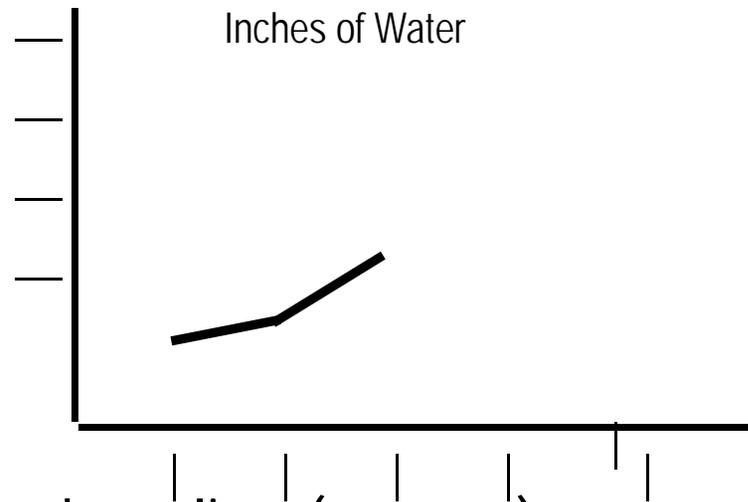
4. ----- **Off the Wall**

# Leaking Roof

(Results thinking in everyday life)

Experience:

Measure:



Story behind the baseline (causes):

Partners:

What Works:

Action Plan:

# Leaking Roof

(Results thinking in everyday life)



Experience:



Measure:



Story behind the baseline (causes):



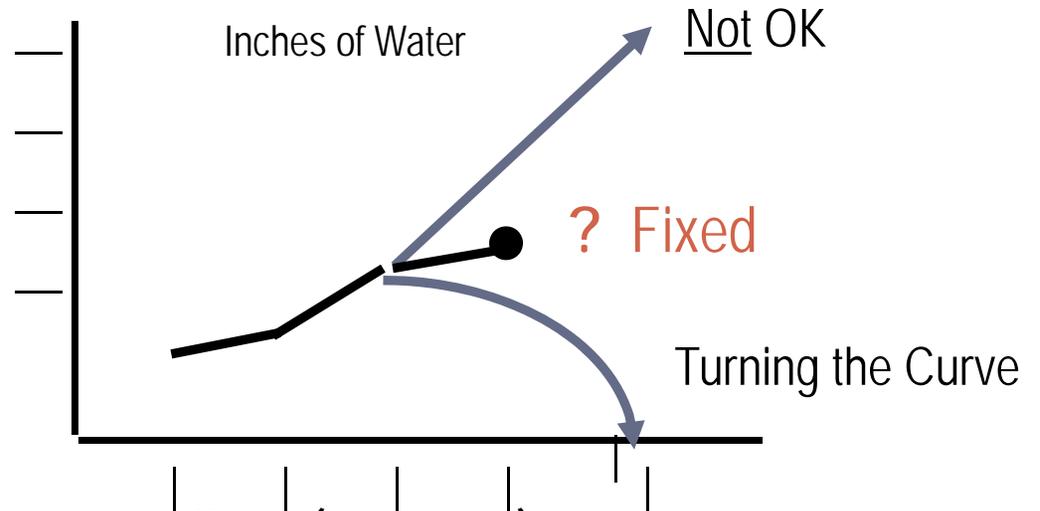
Partners:



What Works:



Action Plan:





# POPULATION ACCOUNTABILITY

For Whole Populations  
in a Geographic Area

Fiscal Policy Studies Institute

Santa Fe, New Mexico

[www.resultsaccountability.com](http://www.resultsaccountability.com)

[www.raguide.org](http://www.raguide.org)

# POPULATION ACCOUNTABILITY

about the well-being of

## WHOLE POPULATIONS

For Communities – Cities –  
Counties – States - Nations

### 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?



## IS IT A RESULT, INDICATOR OR PERFORMANCE MEASURE?

1. Safe Community
2. Crime Rate
3. Average Police Dept response time
4. An educated workforce
5. Adult literacy rate
6. People have living wage jobs and income
7. % of people with living wage jobs & income
8. % of participants in job training who get living wage jobs

# IS IT A RESULT, INDICATOR OR PERFORMANCE MEASURE?

RESULT/OUTCOME

1. Safe Community

INDICATOR

2. Crime Rate

PERF. MEASURE

3. Average Police Dept response time

RESULT/OUTCOME

4. An educated workforce

INDICATOR

5. Adult literacy rate

RESULT/OUTCOME

6. People have living wage jobs and income

INDICATOR

7. % of people with living wage jobs & income

PERF. MEASURE

8. % of participants in job training who get living wage jobs



Criteria for  
**Choosing Indicators**  
as Primary vs. Secondary Measures

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.



# Performance Accountability

For Programs, Agencies and  
Service Systems

Fiscal Policy Studies Institute

Santa Fe, New Mexico

[www.resultsaccountability.com](http://www.resultsaccountability.com)

[www.raguide.org](http://www.raguide.org)



# 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



Performance  
Measures

**PERFORMANCE**  
**ACCOUNTABILITY**  
about the well-being of  
**CLIENT**  
**POPULATIONS**

For Programs – Agencies –  
and Service Systems

## The 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 services 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?



**“All performance measures  
that have ever existed  
for any program  
in the history of the universe  
involve answering two sets of  
interlocking questions.”**

## Performance Measures

Quantity

Quality

**How  
Much**

did we do?

( # )

**How  
Well**

did we do it?

( % )



## Performance Measures

### **Effort**

How hard did we try?

### **Effect**

Is anyone better off?

Performance Measures

	<b>Effort</b>
<b>How</b>	<b>How</b>
<b>Much</b>	<b>Well</b>
	<b>Effect</b>

## Performance Measures

		Quantity	Quality
Input Effort		How much service did we deliver?	How well did we deliver it?
Output Effect		How much change / effect did we produce?	What quality of change / effect did we produce?

# Types of Measures Found in Each Quadrant



# Fire Department

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Number of responses</b></p>	<p>How well did we do it?</p> <p><b>Response Time</b></p>
Effect	<p>Is anyone better off?</p>	
	<p><b># of fires kept to room of origin</b></p>	<p><b>% of fires kept to room of origin</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> <table border="1"><tr><td><p><b>Number of high school graduates</b></p></td><td><p><b>Percent of high school graduates</b></p></td></tr></table>		<p><b>Number of high school graduates</b></p>	<p><b>Percent of high school graduates</b></p>
<p><b>Number of high school graduates</b></p>	<p><b>Percent of high school graduates</b></p>			

# Drug/Alcohol Treatment Program

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Number of persons treated</b></p>	<p>How well did we do it?</p> <p><b>Percent of staff with training/certification</b></p>
Effect	<p>Is anyone better off?</p> <p><b><u>Number</u> of clients off of alcohol &amp; drugs</b></p> <ul style="list-style-type: none"><li>- at exit</li><li>- 12 months after exit</li></ul>	<p><b><u>Percent</u> of clients off of alcohol &amp; drugs</b></p> <ul style="list-style-type: none"><li>- at exit</li><li>- 12 months after exit</li></ul>

# Bridge Inspection

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Number of Inspections</b></p>	<p>How well did we do it?</p> <p><b>Percent on schedule</b></p>
Effect	<p>Is anyone better off?</p>	
	<p><b># of bridge closings for non-scheduled maintenance</b></p>	<p><b>% of bridge closings for non-scheduled maintenance</b></p>

# Commerce/Tourism

	Quantity	Quality
Effort	<p>How much did we do?</p> <p>Number of info. packets sent to interested consumers</p>	<p>How well did we do it?</p> <p>Cost per inquiry delivered</p>
Effect	<p>Is anyone better off?</p> <p># of tourists</p> <p># tourist businesses</p>	<p>Tourism market share</p> <p>Growth in tourist industry</p>

# Environment: Water Quality

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Number of stream stations monitored</b></p>	<p>How well did we do it?</p> <p><b>Average sites monitored per month</b></p>
Effect	<p>Is anyone better off?</p> <p><b># of miles of healthy streams</b></p> <p><b>% miles of healthy streams</b></p>	

# Human Resources Department

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Number of applications processed</b></p>	<p>How well did we do it?</p> <p><b>Average recruitment period</b></p>
Effect	<p>Is anyone better off?</p> <p><b># workforce new hires</b></p>	<p><b>% workforce turnover rate</b> (non-promotion)</p> <p><b>Customer Satisfaction</b></p>

# Information Technology

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Number of IT service projects</b></p>	<p>How well did we do it?</p> <p><b>Average response time to service requests</b></p>
Effect	<p>Is anyone better off?</p> <p><b>Amount of unscheduled downtime</b></p>	<p><b>Rate of unscheduled downtime</b></p> <p><b>Customer Satisfaction</b></p>

# Banking & Insurance Regulation

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b># Bank Audits</b></p> <p><b># Insurance companies monitored</b></p>	<p>How well did we do it?</p> <p><b>% Bank audits on-time</b></p> <p><b>% staff with CPAs</b></p>
Effect	<p>Is anyone better off?</p> <p><b># Bank failures</b></p> <p><b># Incidents Insurance fraud</b></p>	<p><b>% Bank failures</b></p> <p><b>Rate of Insurance fraud</b></p>

# Corrections

	Quantity	Quality
Effort	How much did we do?  <b># Inmates</b>	How well did we do it?  <b>Rate of overcrowding</b>
Effect	Is anyone better off?	
	<b># Recidivism</b>	<b>% Recidivism</b>

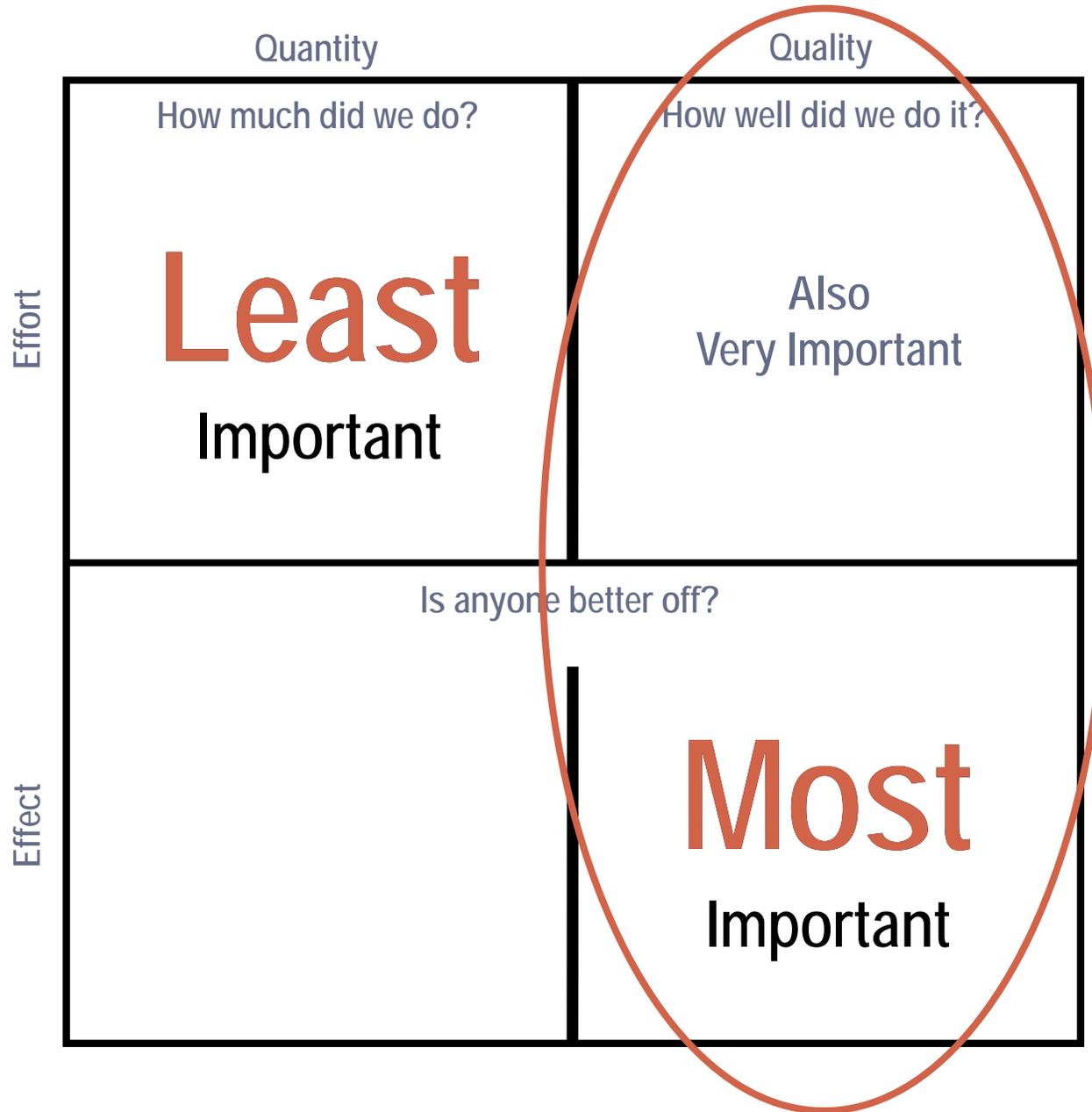
# Child Welfare

	Quantity	Quality
Effort	<p>How much did we do?</p> <p><b>Number of children in foster care</b></p>	<p>How well did we do it?</p> <p><b>Average number of changed foster care placements per child</b></p>
Effect	<p><b>Number of children in stable permanent plcmt after 6 months in care</b></p>	<p>Is anyone better off?</p> <p><b>Percent of children in stable permanent plcmt after 6 months in care</b></p>

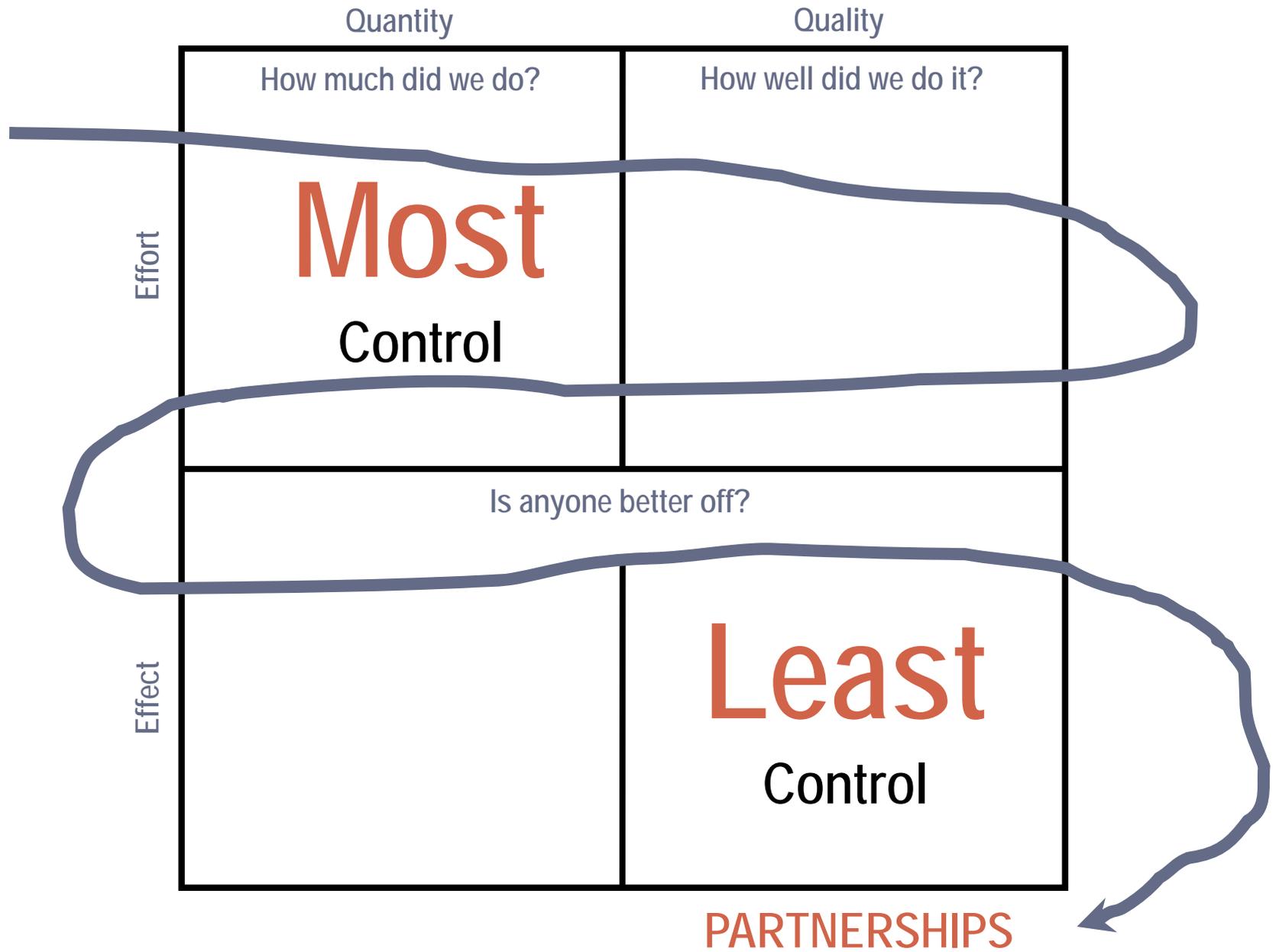
# Every Program (Financial Performance Measures)

	Quantity	Quality
Effort	How much did we do?  <b>Cost (total)</b>	How well did we do it?  <b>Unit Cost</b>
Effect	Is anyone better off?	
	<b>Benefit Value (total)</b>	<b>Cost-Benefit (ratio)</b>

# Not All Performance Measures Are Created Equal



# The Matter of Control



# 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

## PERFORMANCE ACCOUNTABILITY

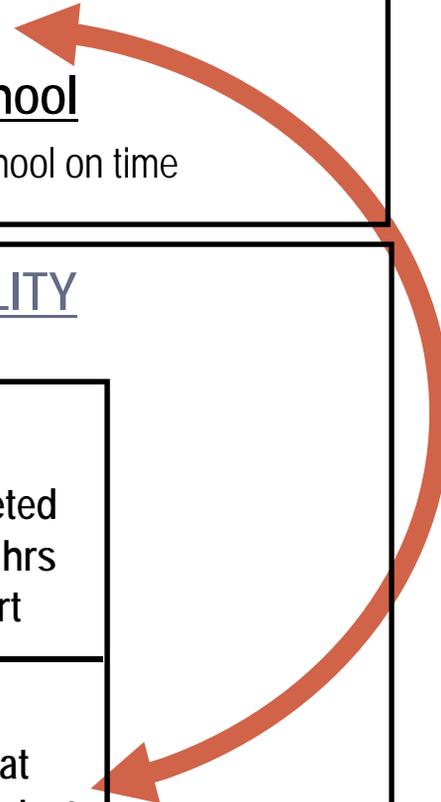
Child Welfare Program

# of investigations completed	% completed within 24 hrs of report
# repeat Abuse/Neglect	% repeat Abuse/Neglect

Contribution relationship

Alignment of measures

Appropriate responsibility



## Using Performance Measurement:

1. The first purpose of performance measurement is to improve performance.
2. Avoid the performance measurement equals punishment trap.
  - Create a healthy organizational environment.
  - Start small.
  - Build bottom-up and top-down simultaneously.

## Comparing Performance Measurement:

1. To Ourselves - Can we do better than our own history?
2. To Others – When it is a fair apples/apples comparison.
3. To Standards – When we know what good performance is.



# Performance Measure Puzzle

**N. Number of patients served**

**C. Average wait for non-emergency appt.**

**W. number who recover**

**R. Percent who fully recover**

**K. Percent with preventable illness**

**O. Number with preventable illness**

**E. Percent of staff with CPR training**

**I. Number of hours billed.**

Quantity

Quality

Effort

Effect

	Quantity	Quality
Effort	<p>How much did we do?</p> <p>_____</p>	<p>How well did we do it?</p> <p>_____</p>
Effect	<p>Is anyone better off (#)?</p> <p>_____</p>	<p>Is anyone better off (%)?</p> <p>_____</p>

# Performance Measure Puzzle

**N. Number of patients served**

**C. Average wait for non-emergency appt.**

**W. number who recover**

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**E. Percent of staff with CPR training**

**I. Number of hours billed.**

	Quantity	Quality
Effort	How much did we do?  _ N _ _ I _	How well did we do it?  _ C _ _ E _
Effect	Is anyone better off (#)?  _ W _ _ O _	Is anyone better off (%)?  _ R _ _ K _

# Performance Measure Puzzle

- G. Number of students served**
- E. Student teacher ratio.**
- T. Number at grade in reading**
- O. Percent at grade in reading**
- B. Percent who graduate on time**
- J. Number who graduate on time**
- A. Percent staff with advanced degrees**
- R. Hours of instruction**

	Quantity	Quality
Effort	<p>How much did we do?</p> <p>_____</p>	<p>How well did we do it?</p> <p>_____</p>
Effect	<p>Is anyone better off (#)?</p> <p>_____</p>	<p>Is anyone better off (%)?</p> <p>_____</p>

# Performance Measure Puzzle

- G.** Number of students served
- E.** Student teacher ratio.
- T.** Number at grade in reading
- O.** Percent at grade in reading
- B.** Percent who graduate on time
- J.** Number who graduate on time
- A.** Percent staff with advanced degrees
- R.** Hours of instruction

Quantity

Quality

Effort

How much did we do?

How well did we do it?

\_\_ G \_\_ \_\_ R \_\_

\_\_ E \_\_ \_\_ A \_\_

Effect

Is anyone better off (#)?

Is anyone better off (%)?

\_\_ T \_\_ \_\_ J \_\_

\_\_ O \_\_ \_\_ B \_\_

## ONE PAGE Turn the Curve Exercise

Program: \_\_\_\_\_

Performance  
Measure  
Baseline

Performance Measure  
(Lay definition)

Story behind the baseline

-----

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

Partners

-----

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

Three Best Ideas – What Works

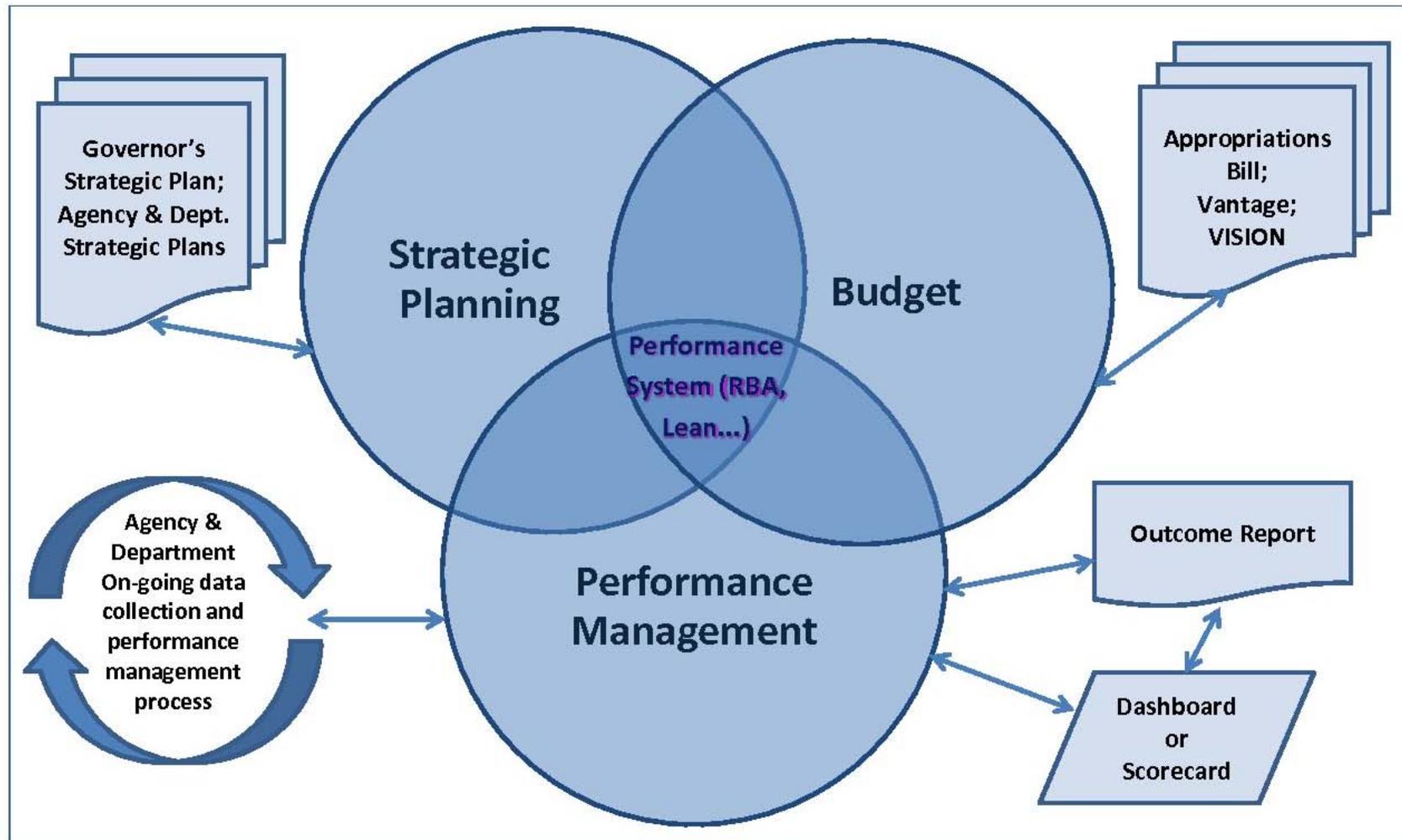
1. -----

2. -----

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

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

# POPULATION AND PERFORMANCE ACCOUNTABILITY; PLANNING & BUDGETING SYSTEM



## Vermont Population Outcomes 2014 - S.293

*(1) Vermont has a prosperous economy.*

*(2) Vermonters are healthy.*

*(3) Vermont's environment is clean and sustainable.*

*(4) Vermont's communities are safe and supportive.*

*(5) Vermont's families are safe, nurturing, stable, and supported.*

*(6) Vermont's children and young people achieve their potential, including:*

*(A) Pregnant women and young people thrive.*

*(B) Children are ready for school.*

*(C) Children succeed in school.*

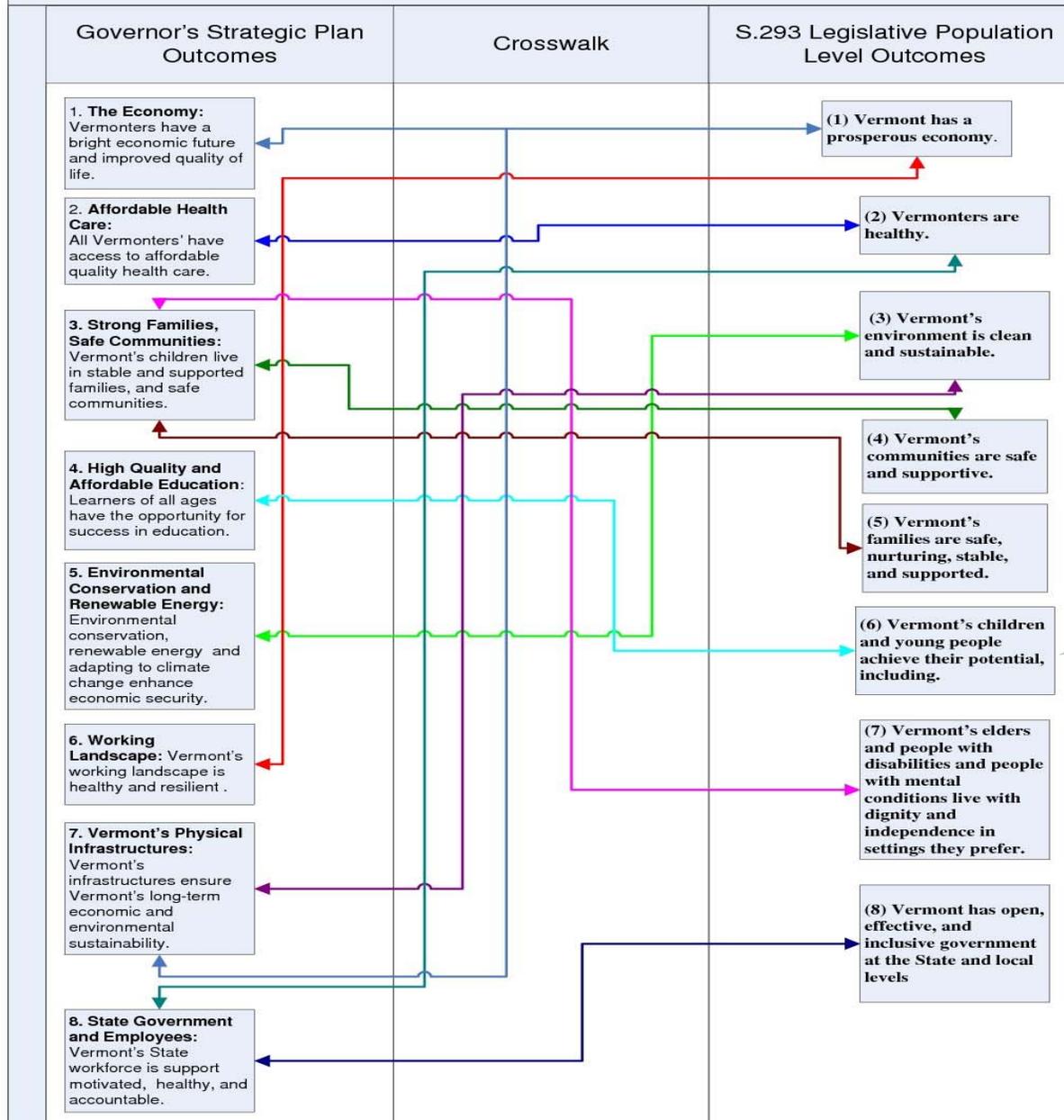
*(D) Youths choose healthy behaviors.*

*(E) Youths successfully transition to adulthood.*

*(7) Vermont's elders and people with disabilities and people with mental conditions live with dignity and independence in settings they prefer.*

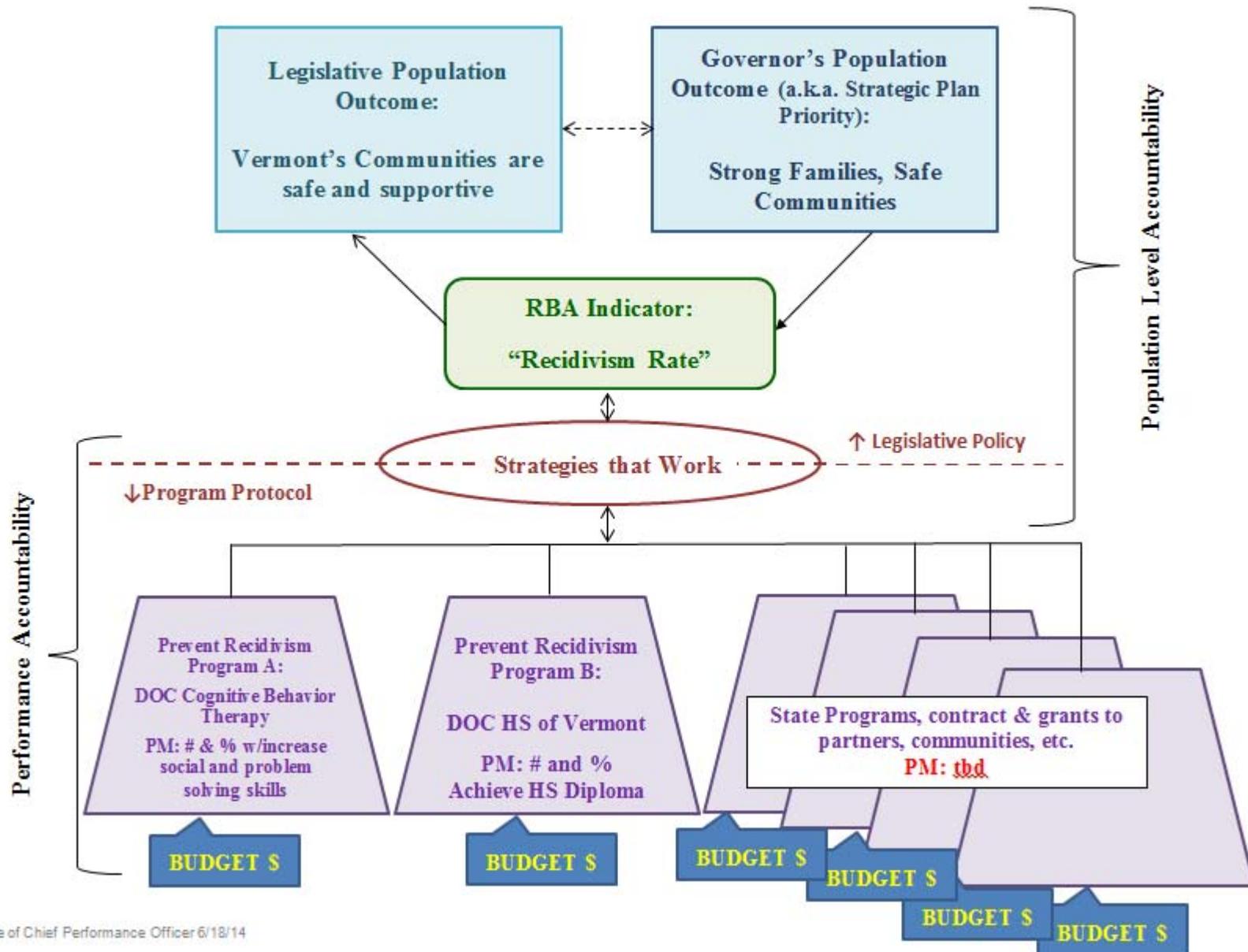
*(8) Vermont has open, effective, and inclusive government at the State and local levels*

**Crosswalk – Governor’s Strategic Plan vs. S.293 Population Outcomes**  
 (\*\*DRAFT\*\*)



#6 has 4 sub Outcomes

**POPULATION OUTCOMES & STRATEGIC PLAN → PERFORMANCE BUDGET PILOT**



- 
- **Introduce AHS – Performance Framework**
    - Dru Roessle – AHS Performance Improvement Manager and AHS Agency PAL
  - **ADAP Briefing**
    - Anne VanDosel - Dept. of Health PAL

- 
- Questions?