Results-Based Accountability and Strategic Planning

Pre-Conference Workshop for 2018 Health and Results Conference, Asheville NC
Results for Workshop

• Clarify relationship between RBA and strategic planning (SP)
• Experience how to determine appropriate strategies using RBA
• Understand how RBA integrates SP and continuous quality improvement into a unified process
• Explore how this method can be integrated into existing workflows
Strategic Planning: A Definition

A set of processes carried out to identify the future desired by the organization and to develop guidelines for making the decisions leading to such a future. A means that the organization chooses in order to move from its current situation to a desired situation in the future.
Strategy: An RBA Definition

A set of cohesive actions with a reasonable chance to turn a curve or for improving a result and indicator.
Experiences with Strategic Planning

From your most recent Strategic Planning experience:

1. What was the objective?
2. What were the elements or tasks?
3. How long did the process take?
4. Who was involved in the process?
5. What were the highlights?
Typical Elements of an SP

- Vision
- Mission
- Values
- Objectives
- Logic Model
- Outputs
- STO
- MTO
- LTO
RBA in a Nutshell
**Population**

**Result**
A condition of well-being for children, adults, families or communities.
- Children Born Healthy
- Children Ready for School
- Safe Communities
- Clean Environment
- Prosperous Economy

**Indicator**
A measure which helps quantify the achievement of a result.
- Rate of low-birth weight babies
- Percent ready at K entry
- Crime rate
- Air quality index
- Unemployment rate

**Definitions**

**Performance**

**Program**
A program, organization, or service system
- Department of Public Health
- Foundation
- Non-Profit
- Grantee
- Early Education Program

**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?
## Five Core Turn the Curve Questions

**Getting from Talk to Action**

<table>
<thead>
<tr>
<th>Population</th>
<th>Five Questions</th>
<th>Performance</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>01</td>
<td>How Are We Doing?</td>
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<td>02</td>
<td>What is the Story Behind the Curve?</td>
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<td>03</td>
<td>Who are the Partners who have a role to Turn the Curve?</td>
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<td>04</td>
<td>What Works to Turn the Curve?</td>
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<td>05</td>
<td>What is our Action Plan to Turn the Curve?</td>
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### Population
- **01** How Are We Doing?
  - What are the quality of life conditions we want for the children, adults, and families in our community?
  - How can we measure these conditions?

### Performance
- **02** What is the Story Behind the Curve?
- **03** Who are the Partners who have a role to Turn the Curve?
- **04** What Works to Turn the Curve?
- **05** What is our Action Plan to Turn the Curve?

- **P** What program, agency, or service system?
- **PM** How can we measure if the customers are better off?
The Linkage between Population and Performance

**Population Accountability**
The well-being of Whole Populations Communities, Cities, Counties, States, Nations

**Performance Accountability**
The well-being of Client Populations Programs, Organizations, Agencies, Service Systems

*Children in Buncombe County are Born Healthy*

Clients served by local nonprofit(s)

Clients served by municipal agency(ies)

Clients served by a health care clinic(s)

Clients served by education sector
The Linkage between Population and Performance

• It takes many aligned programs & strategies to change outcomes at the population level
  • Direct service efforts
  • Policy and systems change
  • Partnership and collaboration

• The relationship between population accountability and performance accountability is one of contribution, not cause and effect
RBA and Strategic Planning
All living animals are free from cruelty

% of animals that are abused

Elevate public awareness through programs about animal cruelty

Pets Alive Awareness Program (SPCA)

# of residents who watch training video in mobile van

% of residents who sign cruelty free pledge

# of Twitter impressions using #crueltyislame campaign

# of letters to city council that cite #crueltyislame campaign

Institutionalize animal anti-cruelty at a community and organizational level

# of people who write to City Council members

# of dogs killed in shelter after bill has passed

Pet adoptions to qualified homes

# of pet foster households

Living Example of an RBA Framework
Determining Strategy
RBA and Strategic Planning

- Start with the end in mind, work backwards to the means
- Data and Turn the Curve thinking drive the strategies
- Use clear set of criteria to determine the right strategies
- Iterative process, recalibrate when new data comes online
RBA Criteria for Determining Strategy

**Leverage**
- How much difference will it make on results, indicators, or turning a curve?
- Most important of the criteria

**Specificity**
- Is the idea specific enough to be implemented?
- Can it actually be accomplished?

**Feasibility**
- Is it feasible and affordable?
- Rank no and low cost solutions higher, since they will likely be easier to implement

**Value**
- Is it consistent with our personal and community values?
Determining Strategy

• 45 minutes for the exercise
• Engage in Turn the Curve thinking
• Select the Indicator OR the Performance Measure
• Objective is to get to solutions/strategy
### Turn the Curve Exercise

#### Indicator
Rate of confirmed victims of child abuse and neglect per 1,000 children

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<th>Pop.</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<td>Anglo</td>
<td>4.81</td>
<td>5.53</td>
<td>5.04</td>
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<td>Black</td>
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<td>0.63</td>
<td>0.63</td>
<td>1.02</td>
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<tr>
<td>Latino</td>
<td>8.88</td>
<td>9.95</td>
<td>6.96</td>
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#### Performance Measure
% of adults in Just Do It obesity prevention program that improved their BMI by more than five percent

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<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tr>
<td>Anglo</td>
<td>45.4</td>
<td>43.6</td>
<td>42.9</td>
<td>46.1</td>
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## Prioritizing Strategies

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<tr>
<th>Strategy</th>
<th>Specificity</th>
<th>Leverage</th>
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<th>Reach</th>
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Indicator or Performance Measure: ____________________________________________________________________________
Reflection
Questions for the Reflection

1. What excites you about this approach?

2. Where are you struggling? Where did you turn off?

3. How can this strengthen your approach to strategic planning?

4. What elements of this thinking can be integrated into your existing workflows?

5. What support, resources, or actions do you need to move forward?
Conclusion
“If you do what you always did, you will get what you always got.”

- Kenneth W. Jenkins
  President, Yonkers NY NAACP