

# Moving into Meaningful Action

## Results Based Accountability (RBA)

January 27, 2025



# Our Objectives:



1

Increase your confidence using RBA in your organization.

2

Recognize how RBA, collective impact, and your mission are all connected.

3

Be excited to continue the learning journey and give feedback on draft metrics.

# Results-Based Accountability and You



# Our Focus Areas in Florence County



**Home  
Rehabilitation**



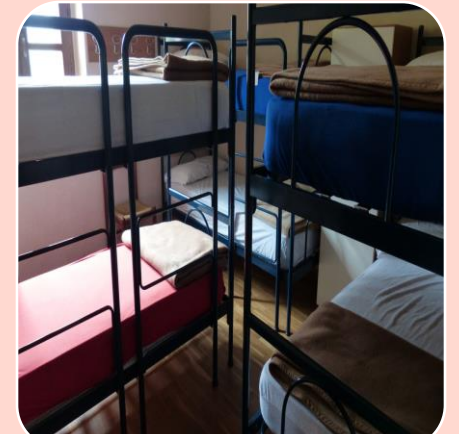
**Education  
(0-4)**



**Youth**

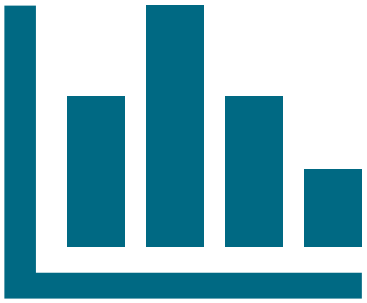


**Mental Health**



**Basic Needs**

# How do you get from ideas to action?



Use data  
as a  
catalyst at  
the  
beginning  
of the  
process



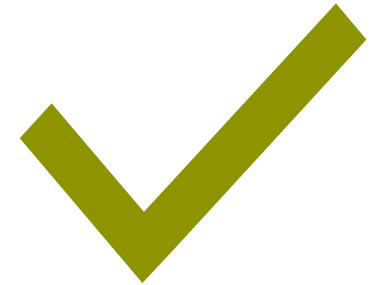
Work to  
understand  
the story  
behind the  
baselines



Bring  
together a  
diverse  
group of  
partners



Consider  
what  
works



Take  
action



**And...**

**You can go through the entire  
RBA framework in less than an  
hour in order to move onto  
action.**

**Then you repeat it again and again.**



**Key Difference:**

Programs and  
populations are  
different.

**A Foundation trying reduce violence rates in a large city...**



# **Seven Questions for the United Way of Florence County**



- 1. What quality of life conditions (results) do we seek to improve in Florence County where we make grants?**
- 2. What would these conditions (education, youth, mental health, home rehab and basic needs) look like if we could see them?**
- 3. How can we measure these conditions?**
- 4. Who are the communities doing important work connected to these measures?**
- 5. Who are the partners that have a role to play in doing better?**
- 6. What would it take to do better? What strategy should the community as a whole pursue?**
- 7. What is our role inside that strategy?**

# Objectives for RBA:

Gain a basic understanding of:



**Turn the Curve Thinking**



**Accountability for the Whole vs.  
Accountability for a Part**

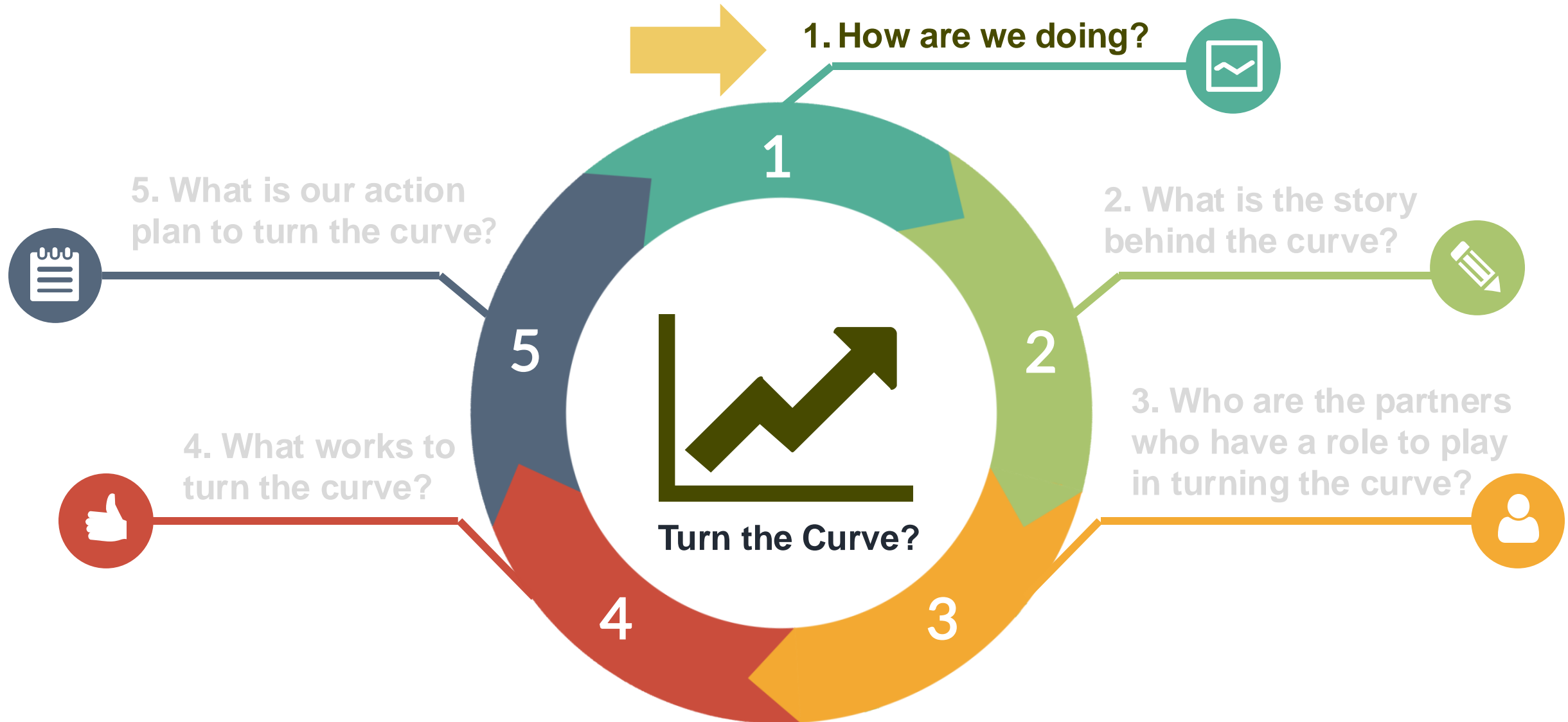


**Population Accountability vs.  
Performance Accountability**

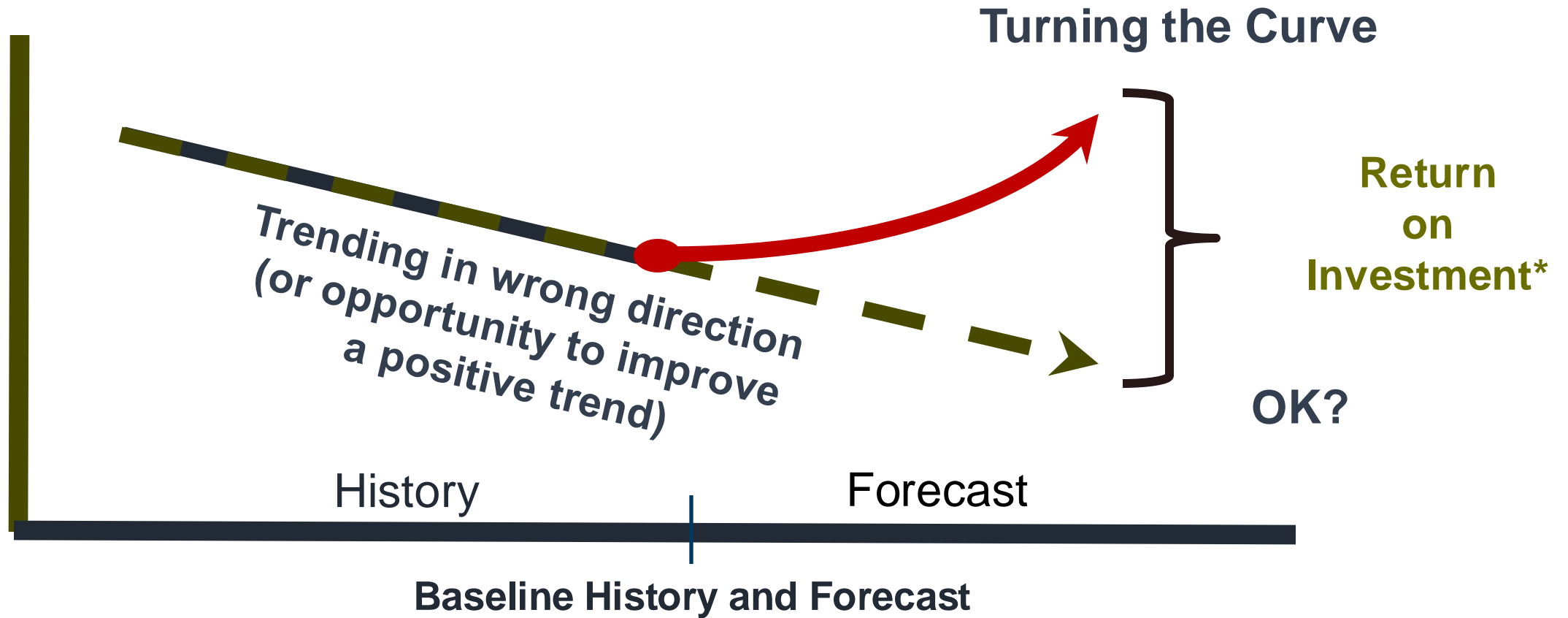


**Selecting Results, Indicators  
& Performance Measures**

# Turn the Curve Thinking: Five Core Questions

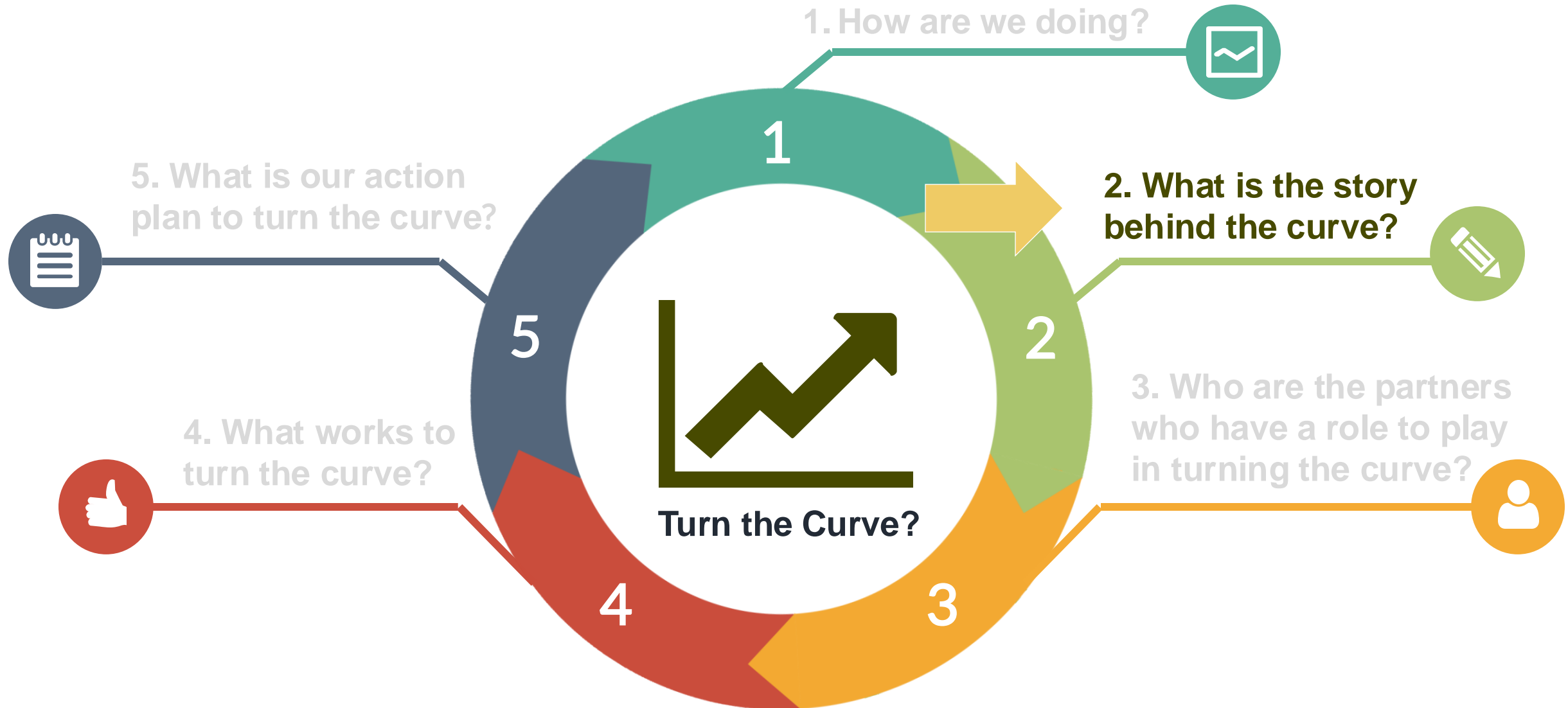


# How Are We Doing?



\* The "ROI" is the change in the trend line.

# Turn the Curve Thinking: Five Core Questions



# Story Behind the Curve

## Force Field Analysis

- Root Causes (ask “Why?” five times)



- positive and negative
- current and anticipated
- internal and external

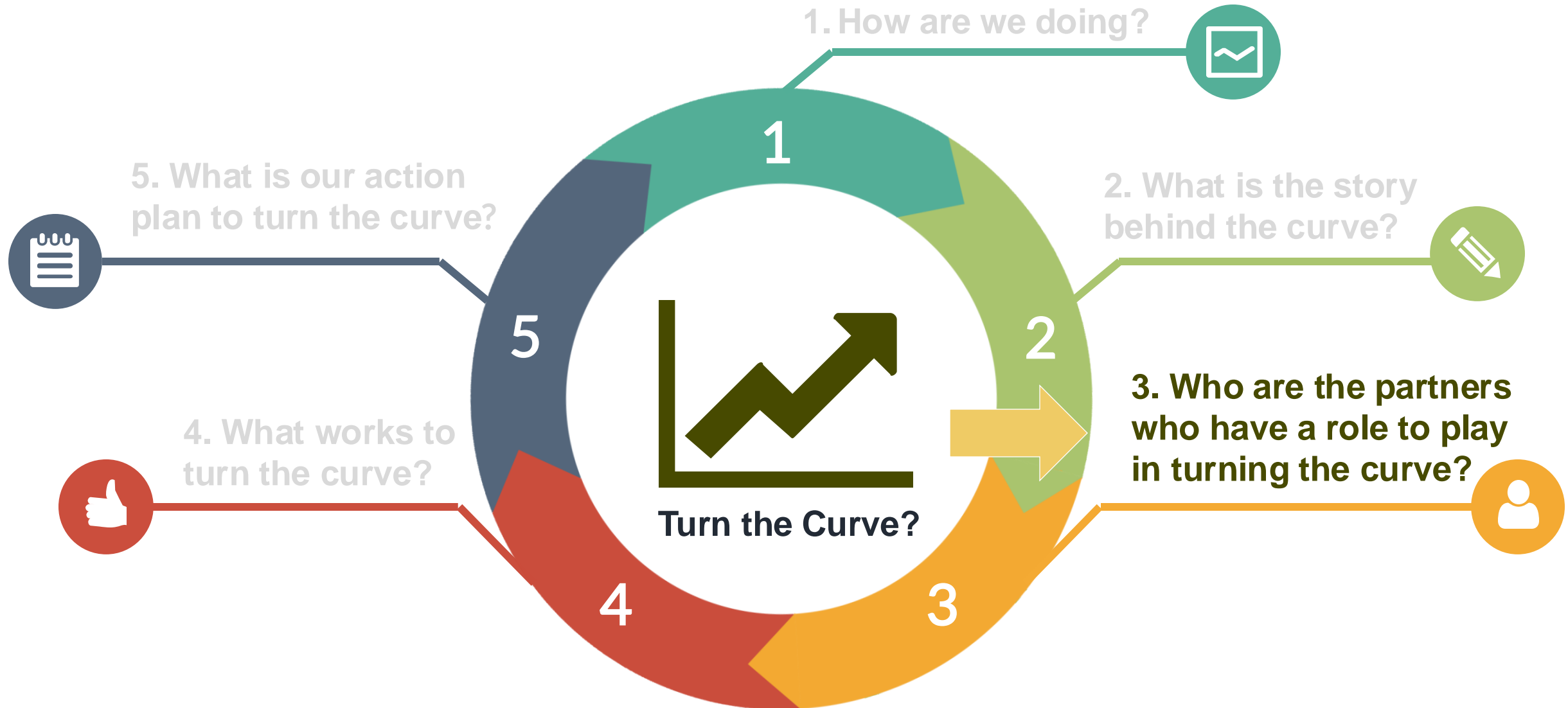
- Prioritize the root causes
- Do we need additional research?

### Tips

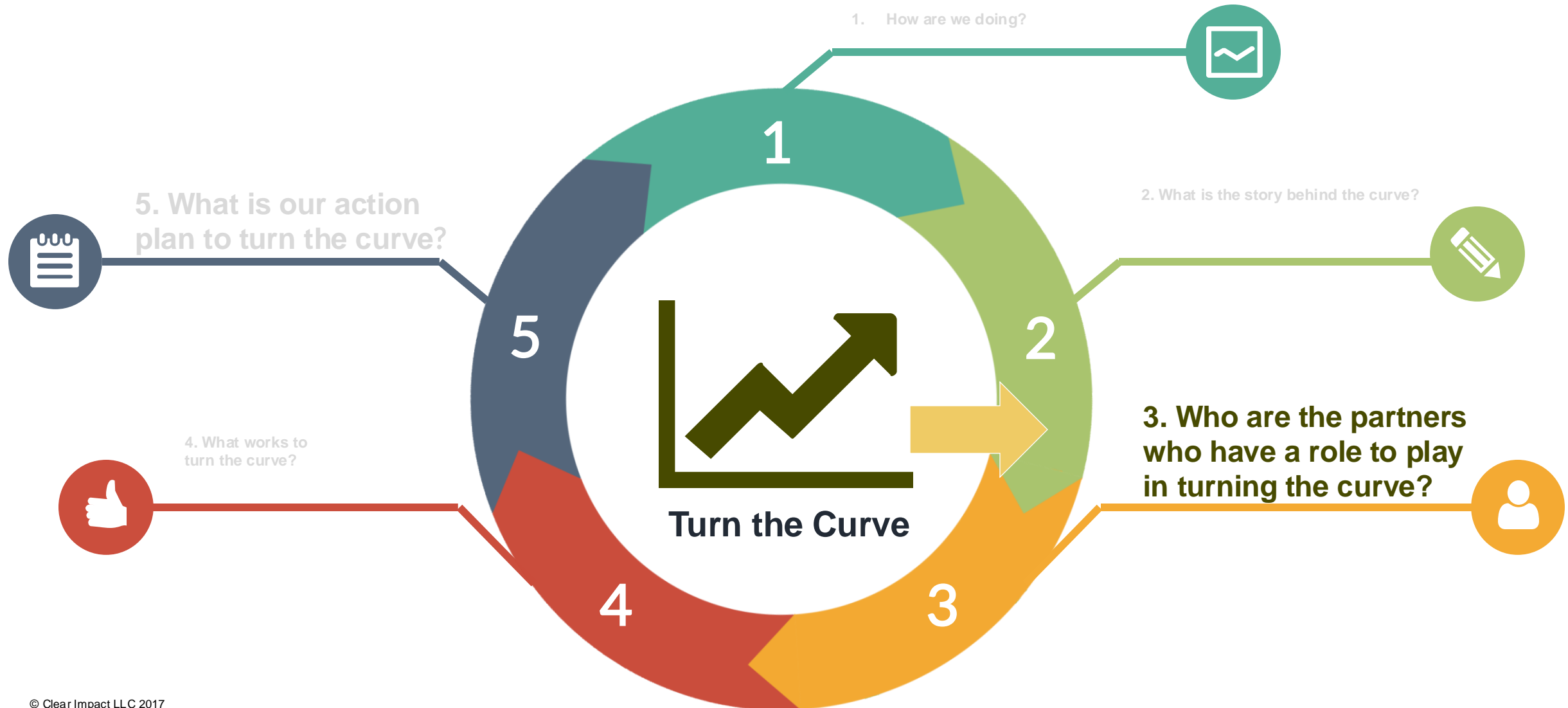
1. Focus on the story and do not jump to solutions.
2. Don't define root causes in terms of solutions.



# Turn the Curve Thinking: Five Core Questions

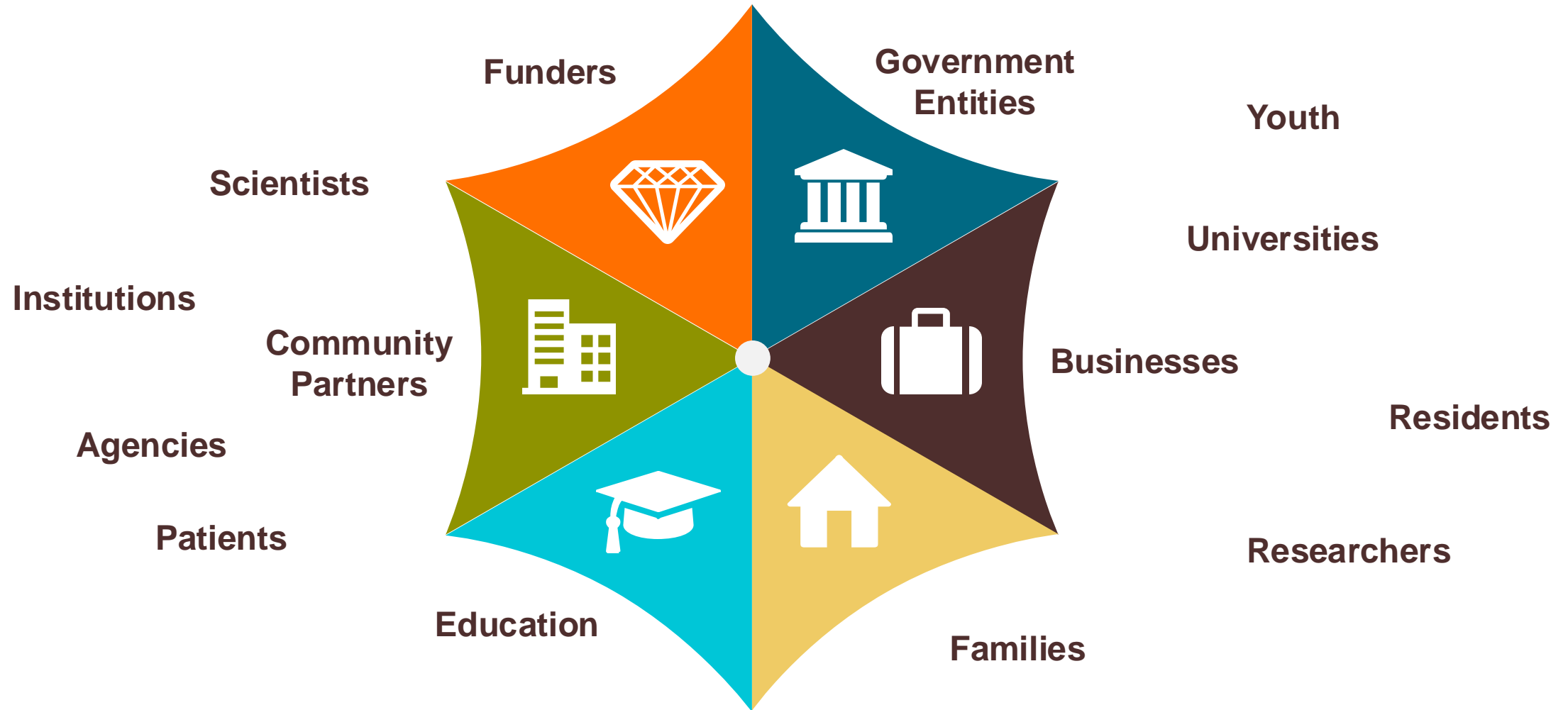


# Turn the Curve Thinking: Five Core Questions



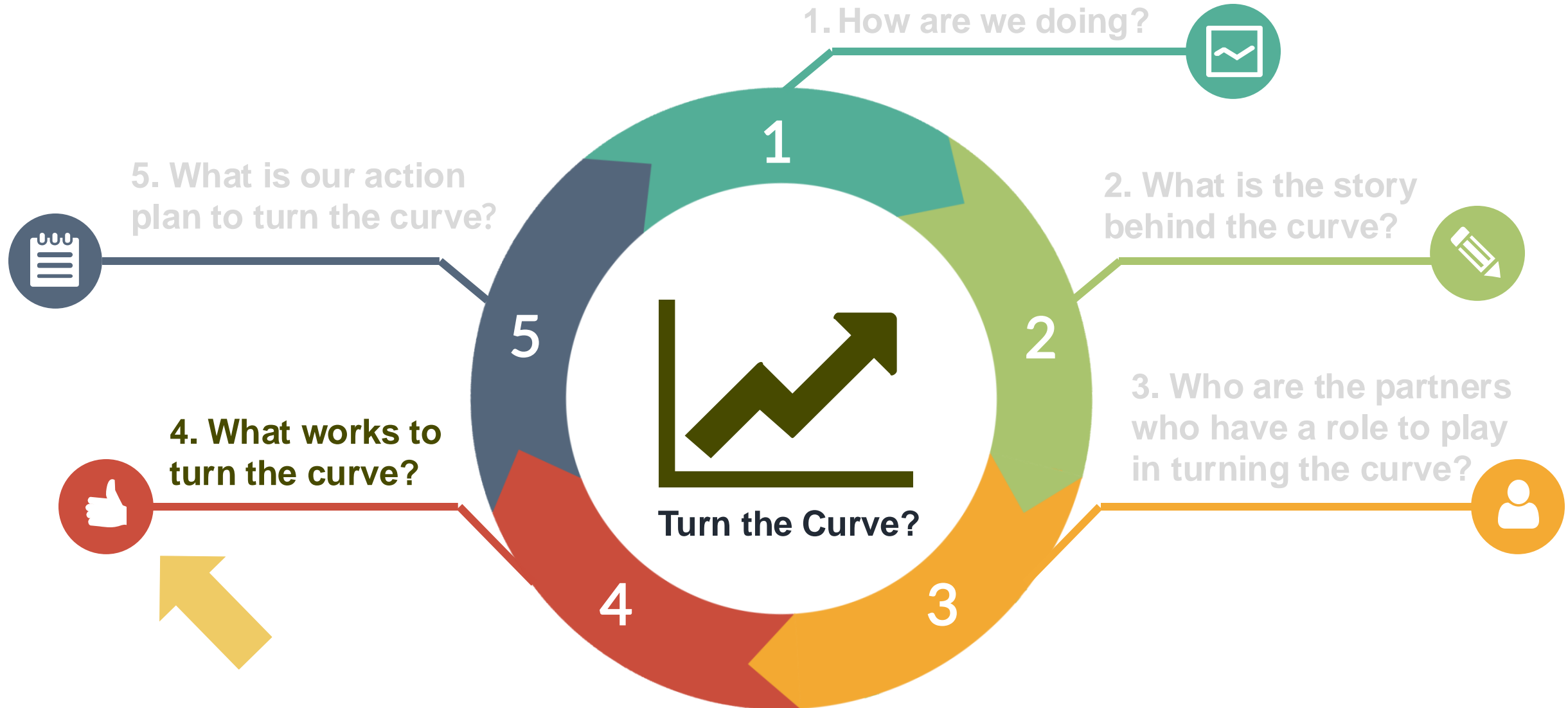
# Partners

Who are partners with a role to play in turning the curve?



Does the story behind the curve suggest any new partners?

# Turn the Curve Thinking: Five Core Questions



# What Works

Do we know what would work to turn the curve?

Research /  
Evidence-Based



Low Cost /  
No Cost

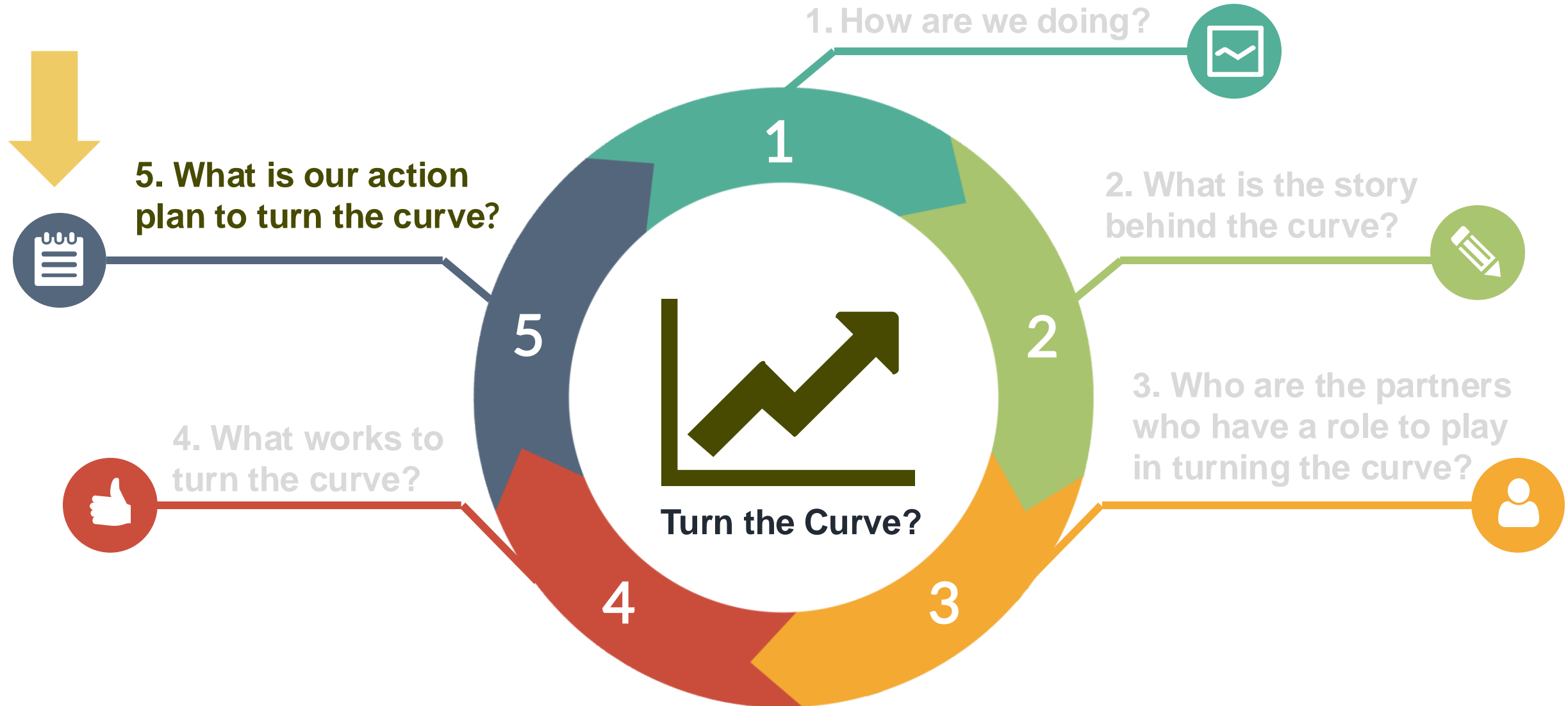


Off-the-wall



Information and  
research agenda

# Turn the Curve Thinking: Five Core Questions



# Action Plan

- What are our actions (in order of priority)?
- Criteria for selecting an Action Plan
  - ✓ **Leverage** ➡ Addresses priority root causes in story behind the curve.
  - ✓ **Feasibility\***
  - ✓ **Values (consistent with shared values)**
  - ✓ **Specificity**

\* also known as “Reach”





**We must use common sense.**

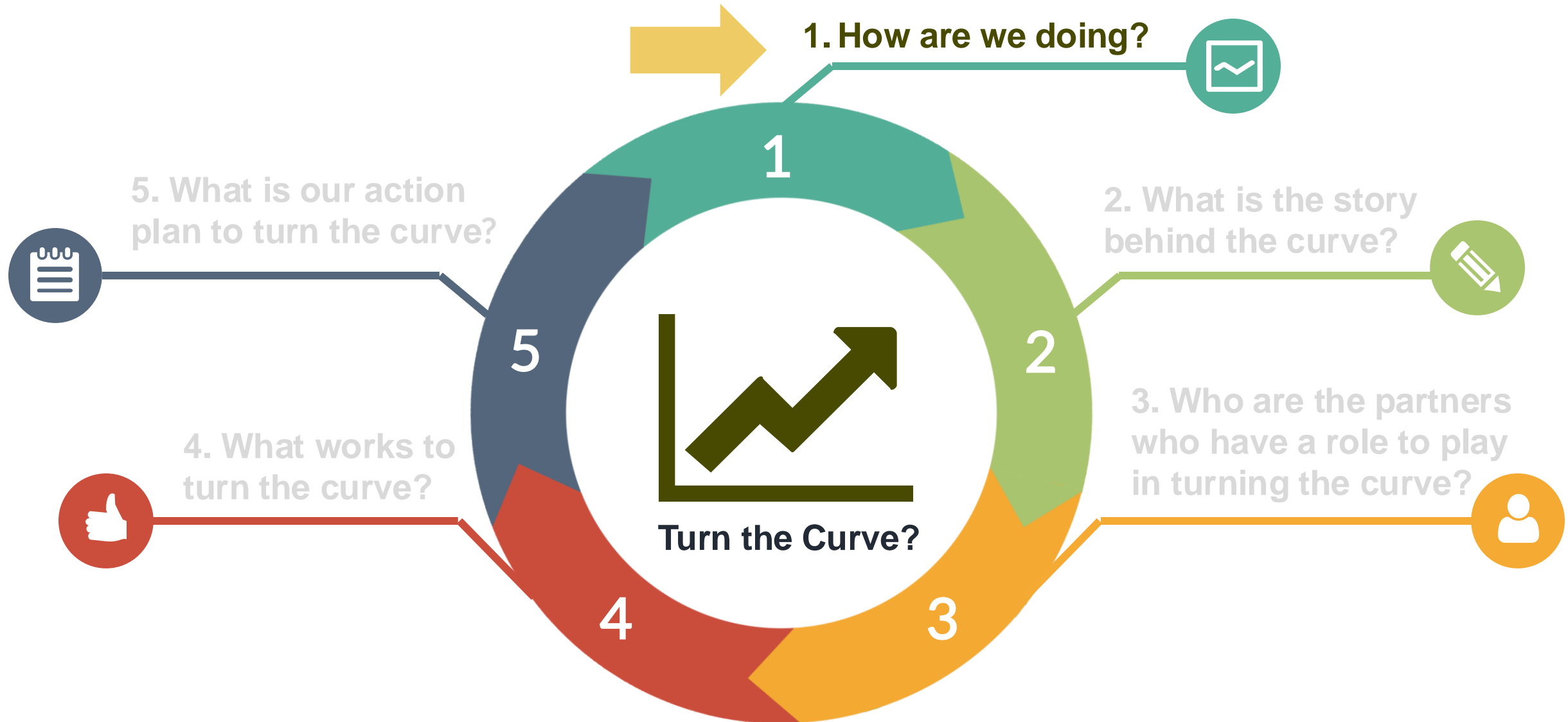
“The story behind the baseline should always precede thinking about actions.”

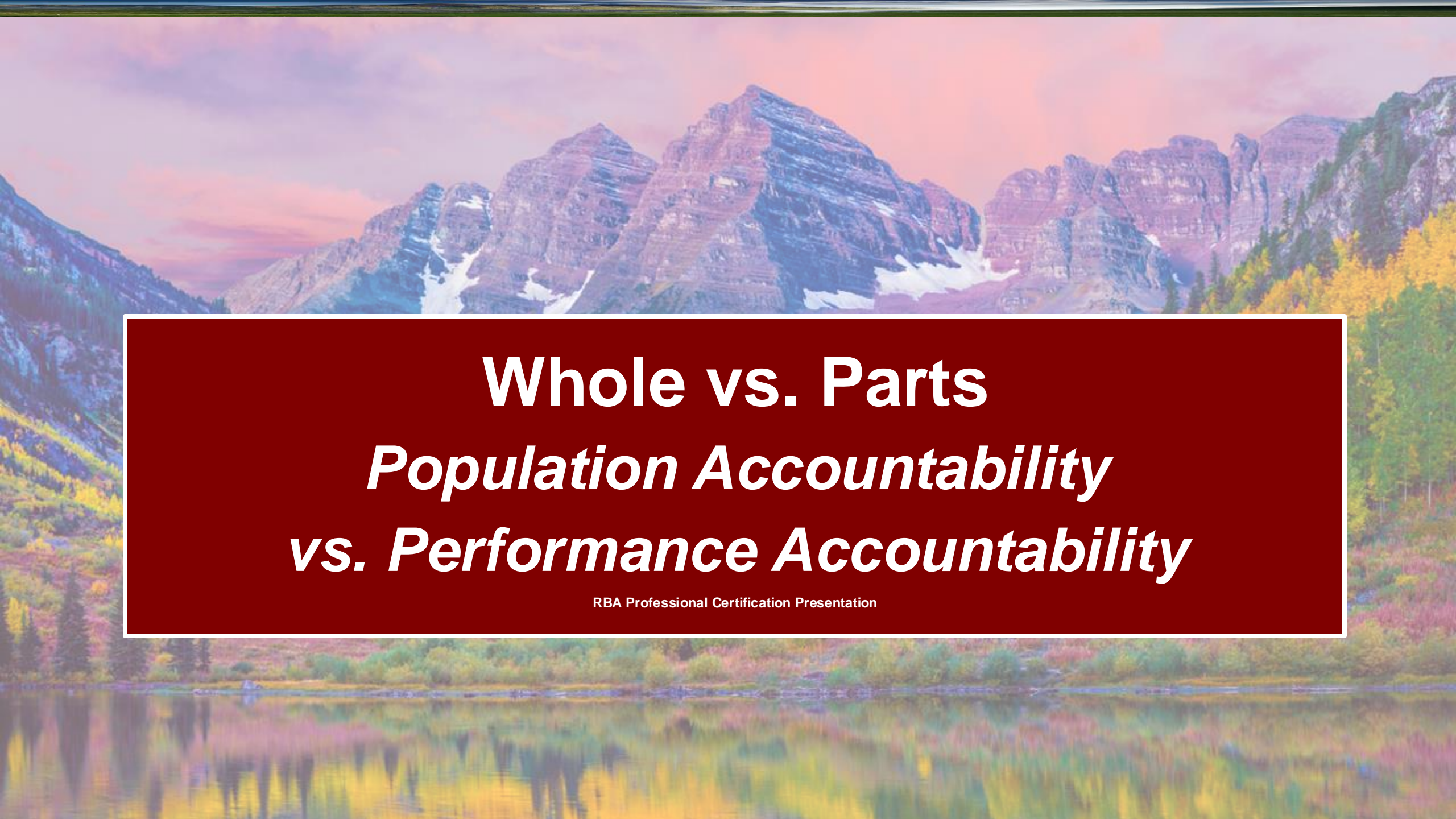
# Action Plan

Rate each strategy as High, Medium or Low for each of the criteria.

	Leverage	Feasibility (aka Reach)	Values	Specificity
Strategy 1	H M L	H M L	H M L	H M L
Strategy 2	H M L	H M L	H M L	H M L
<b>Strategy 3</b>	<b>H</b> M L	<b>H</b> M L	<b>H</b> M L	<b>H</b> M L
Strategy 4	H M L	H M L	H M L	H M L
Strategy 5	H M L	H M L	H M L	H M L

# As a table share, which of the 5 core questions does your org neglect most often?

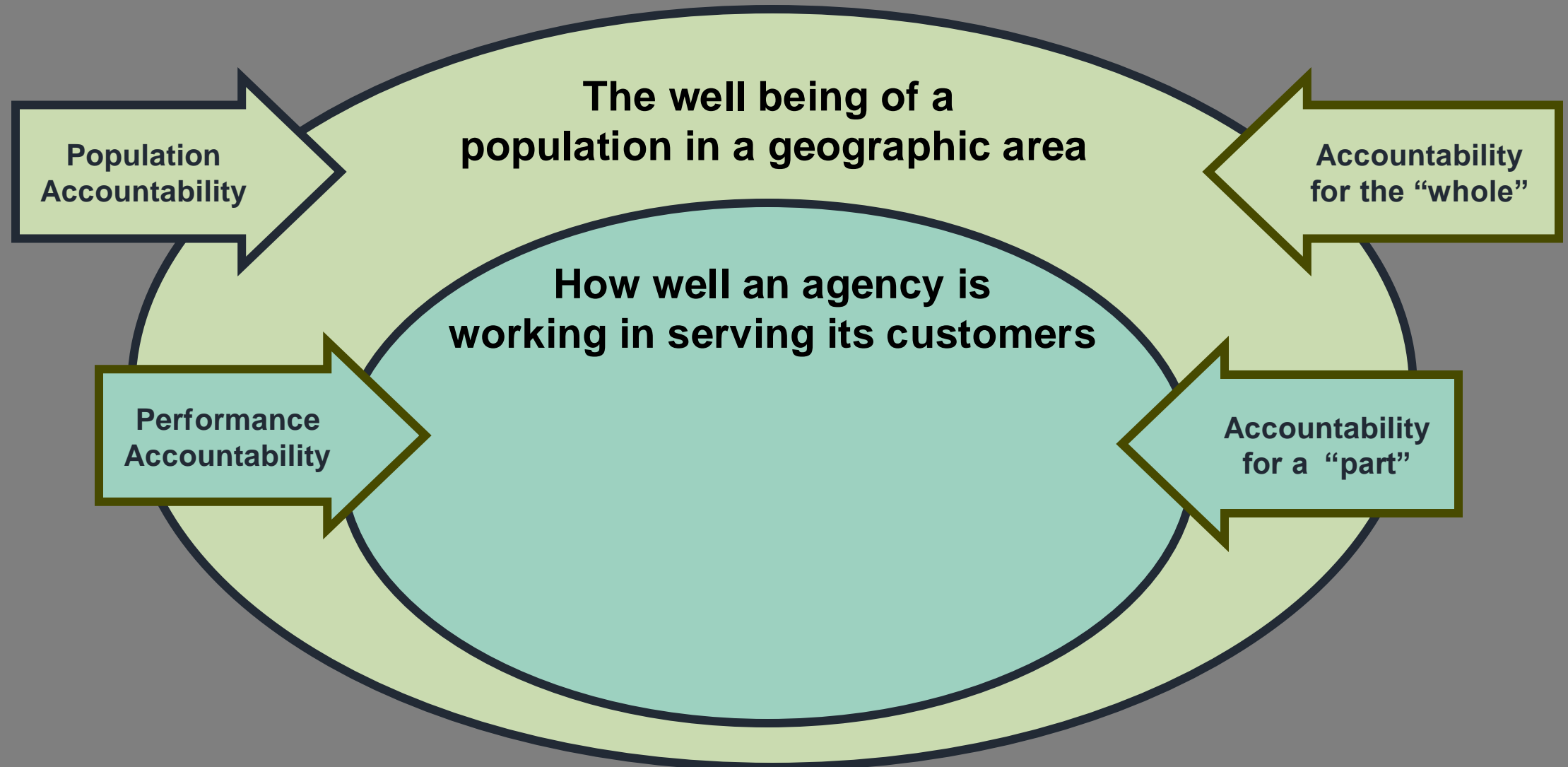




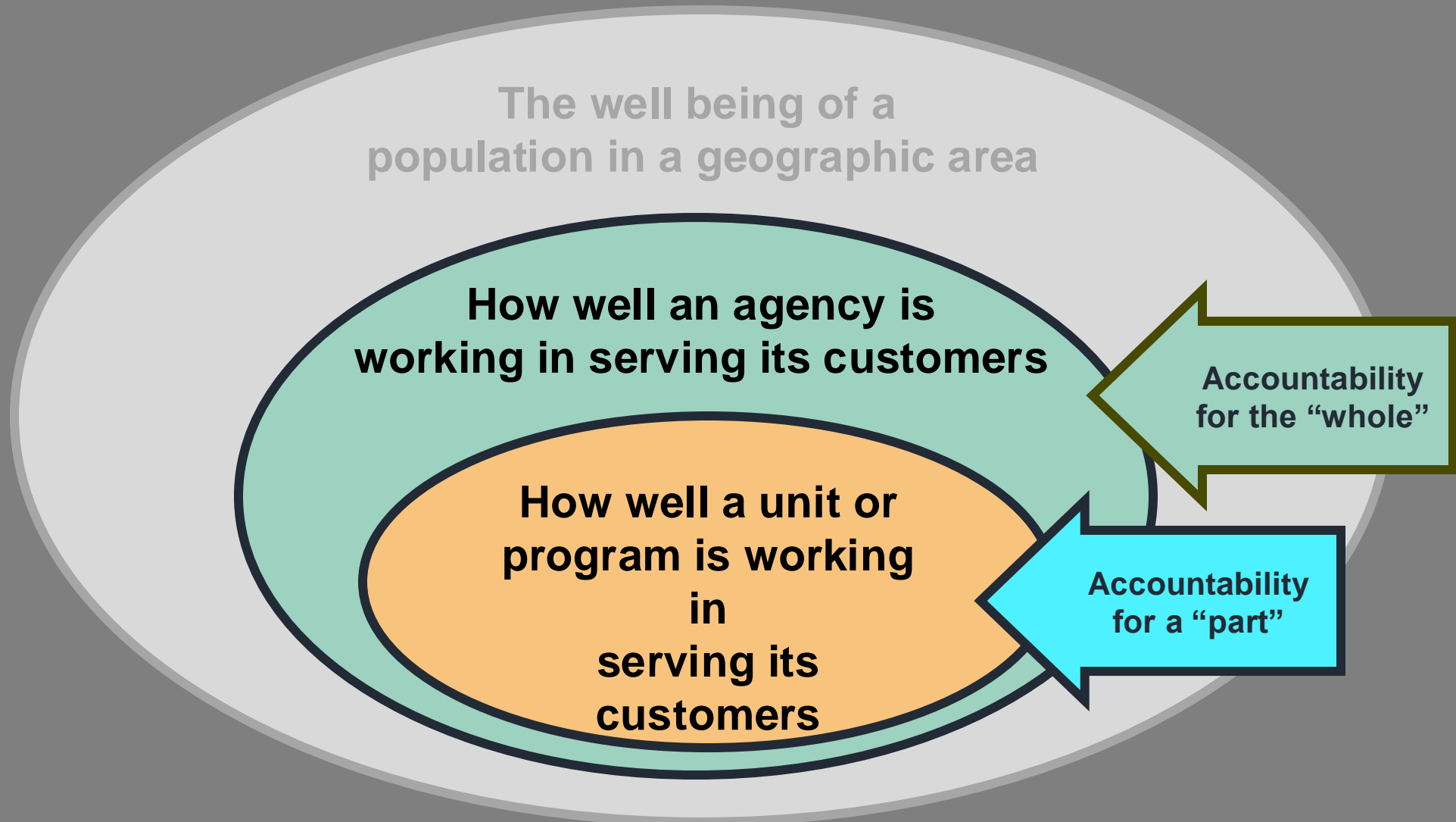
# **Whole vs. Parts** ***Population Accountability*** ***vs. Performance Accountability***

RBA Professional Certification Presentation

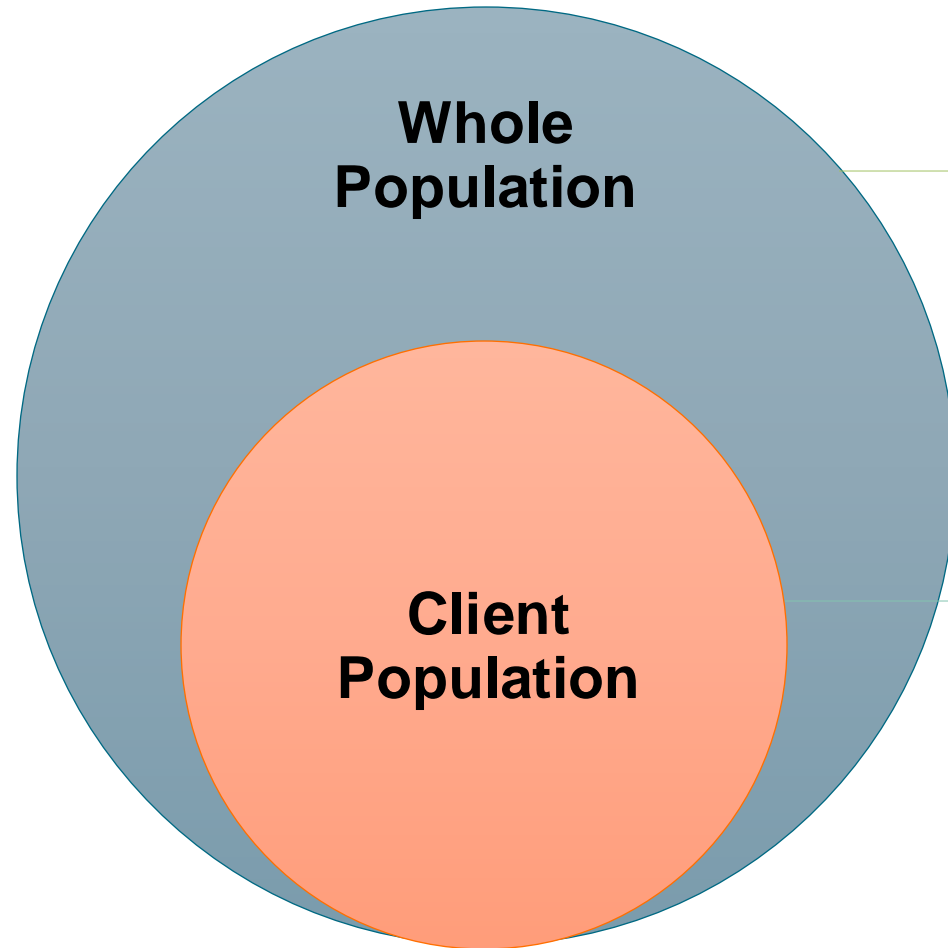
# Accountability: The Whole vs. the Parts



# Accountability: The Whole vs. the Parts



# Population & Performance Accountability



## Population Accountability

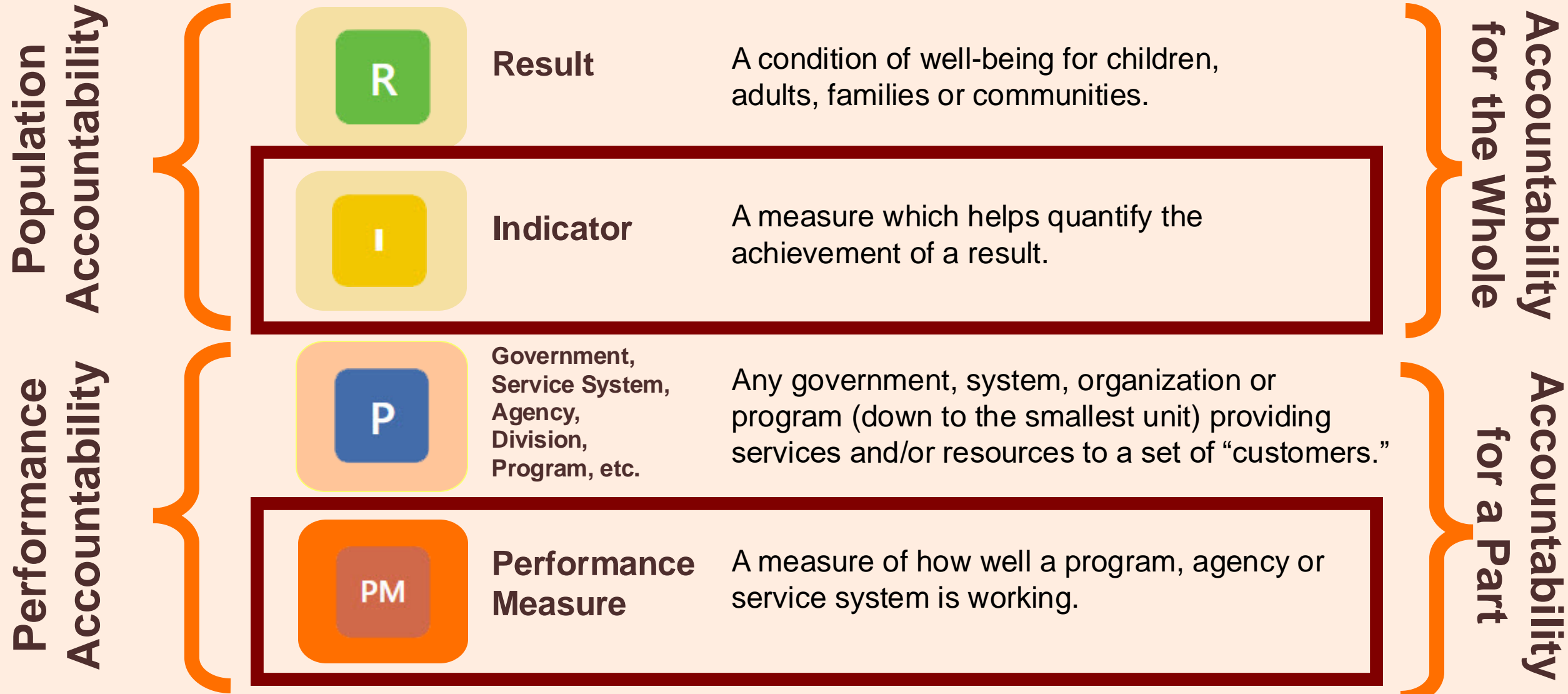
The well-being of **Whole Populations**  
Communities, Cities, Counties, States, Nations, World



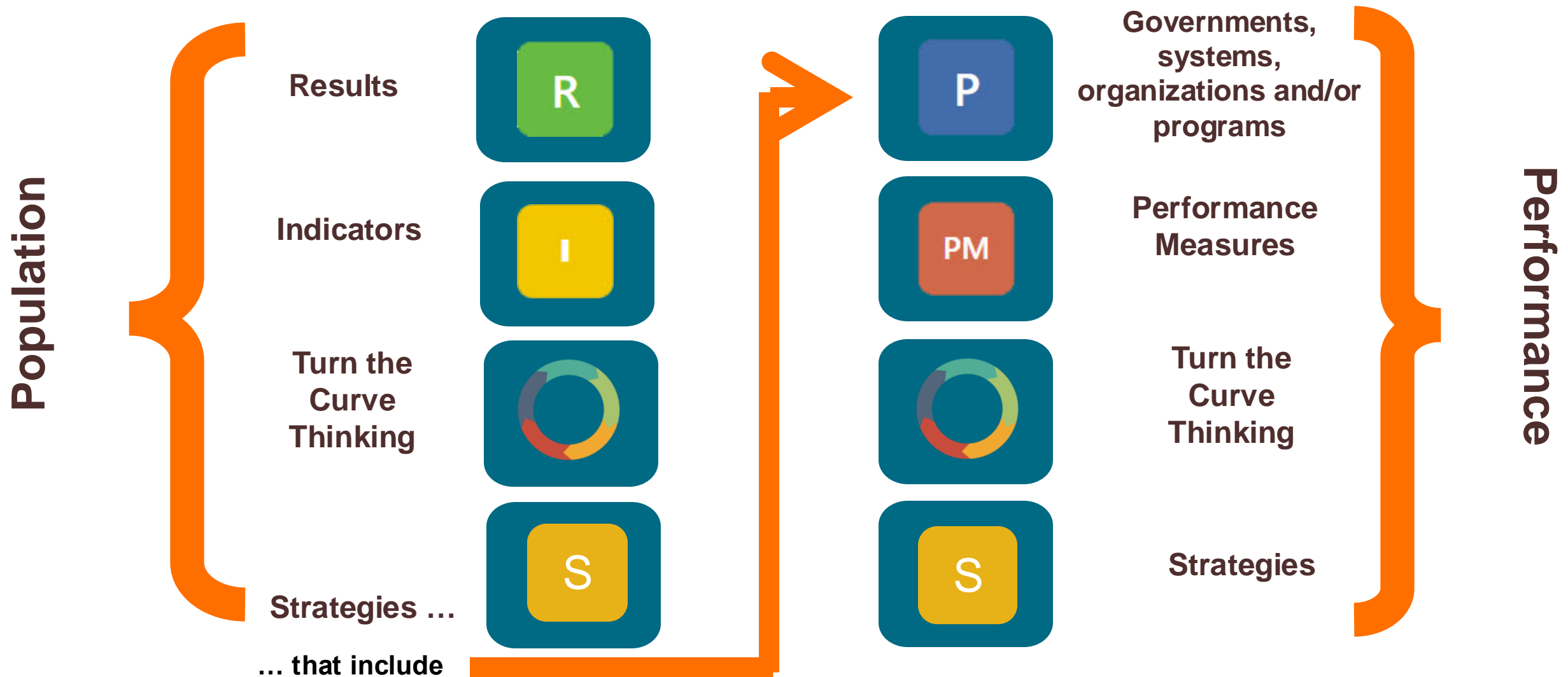
## Performance Accountability

The well-being of **Client Populations**  
Governments, Multi-agency Service Systems,  
Agencies, Organizations, Programs, Units

# An Accountability Framework & Language Discipline



# An Accountability Framework & Language



# Which turn the curve conversation?

## Population

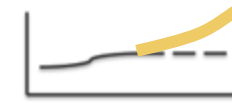
Multiple partners share joint accountability for a population result and its indicator(s) – the “whole.”

A Population Result and its Indicator(s)



Each partner (e.g., programs, agencies, a whole government) holds accountability for its role and its own performance measures – its “part.”

Each program, agency, government, etc. and its Performance Measure(s)



The Whole

The Parts

## Performance

## Table Discussion

Describe your experience...championing population-level change and running amazing programs. It takes both.

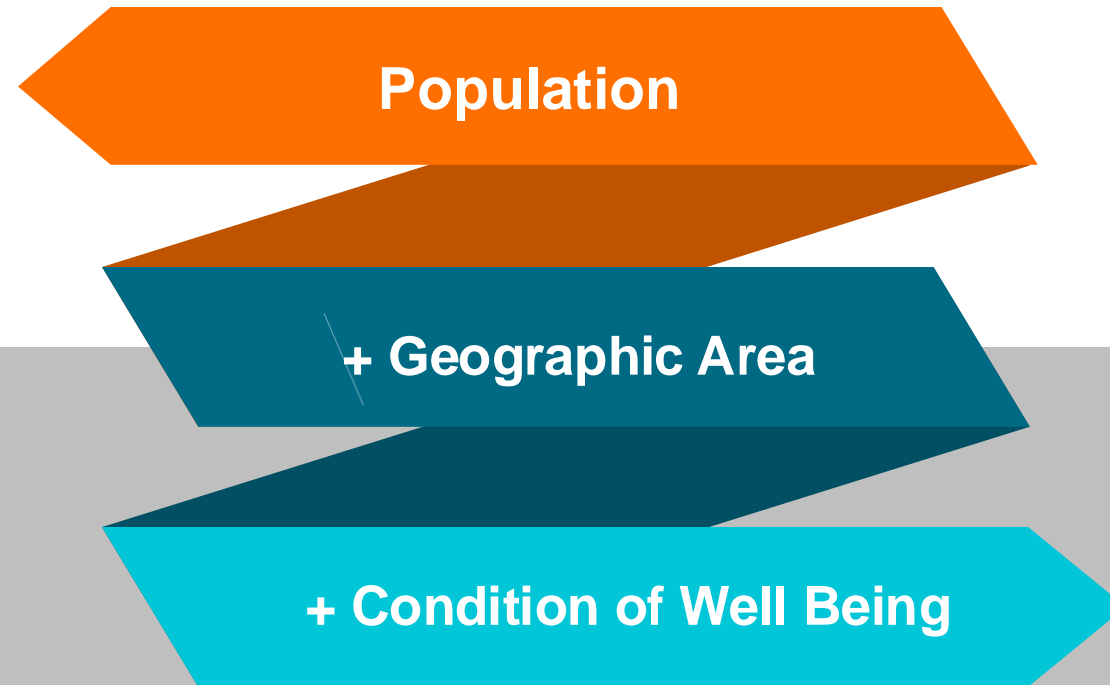


The background of the slide is a photograph taken from inside a tent. The tent's interior is visible, with its tan-colored fabric walls and a network of dark support poles. The tent's opening is unzipped, revealing a serene outdoor scene. In the foreground, a calm body of water, likely a lake or a wide river, reflects the surrounding greenery. The water is a clear, vibrant green. In the distance, a line of trees with various shades of green and some autumnal colors stands against a bright blue sky with scattered white clouds. The overall atmosphere is peaceful and natural.

# Selecting Results, Indicators, and Performance Measures

RBA Professional Certification Presentation

# Population Results



**= Population Result**

# Criteria for Selecting Indicators

Less is more!



## Communication Power

Does the indicator communicate to a broad range of audiences?



## Proxy Power

Sometimes referred to as “Importance 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?

# Selecting Headline Indicators

Result                     All Residents of Johannesburg are Safe                    

Candidate Measures	Communication Power	Proxy Power <small>aka "Importance Power"</small>	Data Power
Indicator 1	H M L	H M L	H M L
Indicator 2			
Indicator 3			
Indicator 4	H H	H H	H L
Indicator 5			
Indicator 6			
Indicator 7			Data Development Agenda
Indicator 8			





# Performance Measures

# Performance Measures

**Quantity**

**Quality**

**Effort**

**How much  
service did we  
deliver?**

**How well  
did we deliver  
it?**

**Effect**

**How much  
change  
did we produce?**

**What quality of  
change did we  
produce?**

# Performance Measures

## Quantity

## Quality

Effort

**How much did we do?**

*Who are our customers and what services do we provide for them?*

**How well did we do it?**

*How well do we provide those services?*

Effect

**Is anyone better off?**

*What is the desired impact of those services on our customers (a.k.a. “customer results”)?*

# Drug/Alcohol Treatment Program

## Quantity

## Quality

Effort

How much did we do?

How well did we do  
it?

Number of  
persons  
treated

Percent of staff  
with training/  
certification

Effect

Is anyone better off?

Number of  
clients off of  
alcohol & drugs

Percent of  
clients off of  
alcohol & drugs

# ✓ Key Elements of RBA



**Turn the Curve Thinking**



**Accountability for the Whole vs.  
Accountability for a Part**



**Population Accountability vs.  
Performance Accountability**



**Selecting Results, Indicators  
& Performance Measures**

# Our Focus Areas in Florence County



**Home  
Rehabilitation**



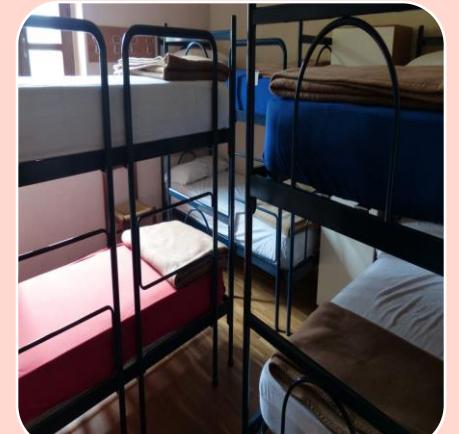
**Education  
(0-4)**



**Youth**



**Mental Health**



**Basic Needs**

# It's Time To Think, Pair, and Square

- **Think:** Quietly review the DRAFT RBA metrics for your area

## Communication Power

Does the indicator communicate to a broad range of audiences?

## Proxy Power

Sometimes referred to as “Importance 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?

- **Pair:** Find ONE other person in your area and discuss.
- **Square:** Find another pair, and synthesize your findings and place on a post it note

This document is a work in progress and is meant to be shaped by your feedback.

# RESULTS - BASED ACCOUNTABILITY METRICS

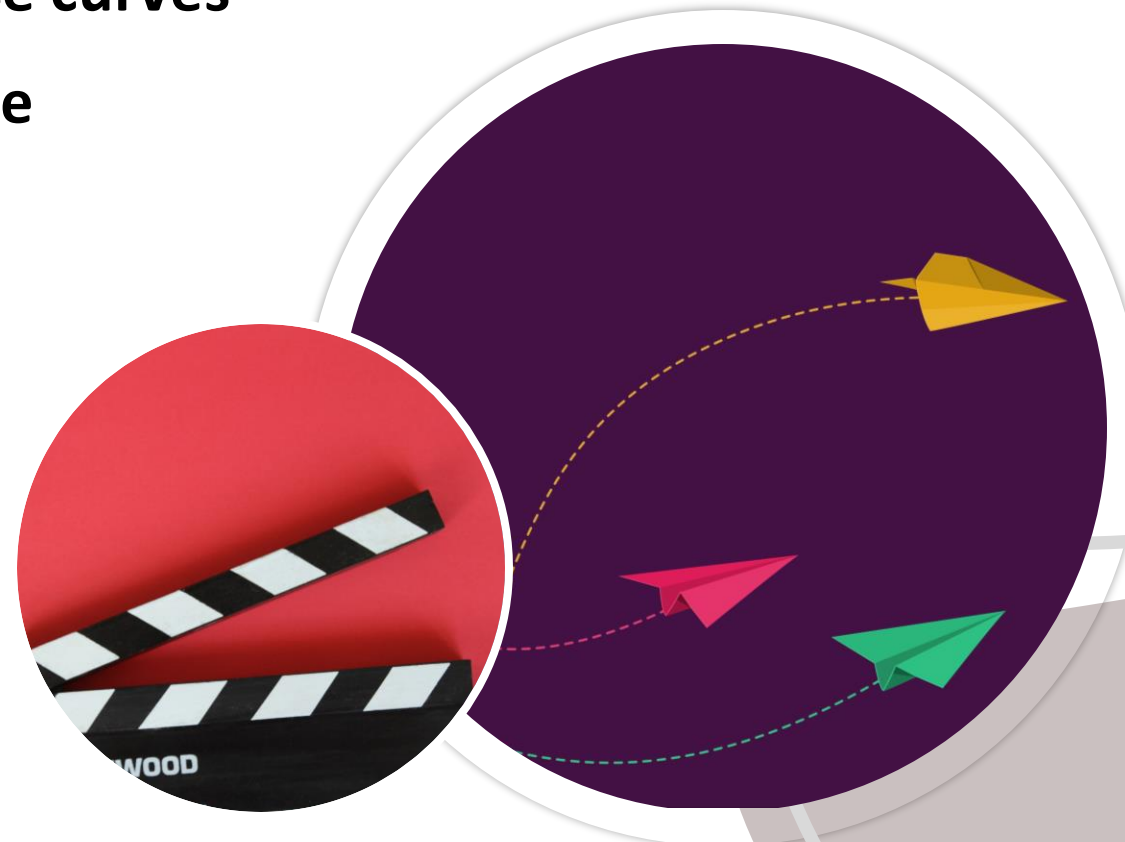


United Way  
of Florence County

# What can we do after all of this?

Create action meetings! (10 min – 2 hours)

1. New data on the curves we are trying to turn
2. New information on the story behind those curves
3. New partners we need to bring to the table
4. New information on what works
5. New information on financing
6. Changes to the action plan and budget
7. Adjourn





# Collective Impact Framework



# Collaboration

Convene around  
programs/initiatives

Prove

Addition to what  
you do

Advocate for ideas

# Collective Impact

Work together to  
move outcomes

Improve

Is what you do

Advocate for what  
works





**Awareness  
brings  
action.**



**What is your  
comprehensive  
strategy to turn  
the curve?**

**We must not  
get weary in  
well-doing**





### Results Based Accountability: Seven Critical Questions:

1. Who are our participants/clients? Whose lives are we affecting?
2. How can we measure if our participants/clients are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of those 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?



Selecting Performance Measures		
	Quantity	Quality
Effort	How much service did we deliver?  # of clients/customers served # of activities (by type of activity)  <b>LEAST IMPORTANT, MOST CONTROL</b>	How well did we deliver it?  % Common measures % Activity-specific measures  <b>IMPORTANT</b>
	Is anyone better off? How much change did we produce?  # # # #  <b>Point in Time vs. Point-to-Point Improvement</b>	Is anyone better off? What quality of change did we produce?  % Behavior % Attitude % Circumstance % Knowledge/Skills  <b>MOST IMPORTANT, LEAST CONTROL</b>  <i>Partnerships</i>



### Brainstorming Prompts (What result are we seeking with this program?)

People experiencing \_\_\_\_\_ (body, mind, spirit):

- Can
- Will
- Are
- Recognize
- Have
- Feel/Believe
- Provide

What is different  
because of our  
program?

### Select 3-5 Headline Performance Measures

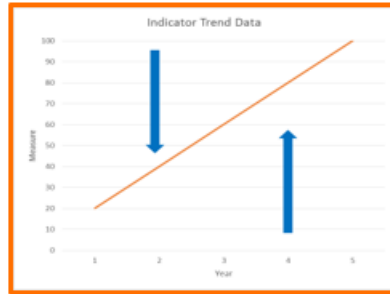
Use the following criteria when selecting Headline Performance Measures:

- **Communication Power** - Does the information communicate to a broad range of audiences?
- **Importance Power** - Does the information say something of central importance to the result?
- **Data Power** - Is quality data available on a timely basis?

Headline Performance Measures typically come from the "Quality" performance measures rather than the "Quantity" measures.



### Turn the Curve Thinking...



How are we doing on the data?

What's the story behind the curve?

--	--

What are the factors pushing up?

What are the factors pushing down?

--	--



Who are the partners that have a role to play?

--

What solutions can address or enhance the factors?

- Evidence-based practices
- Promising practices
- Off the wall ideas
- No-lost/low-cost solutions
  - Systems changes/collaboration with others
  - Policy or advocacy



--

What is our action plan to turn the curve? (*Strategies and Solutions*)

--



# Thanks!

**Holly Hayes, MSPH**

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