

# Accelerating Community Health Improvement through Results Based Accountability™

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Creating a  
Culture of  
Results

What is results-  
based  
accountability?

"Trying  
hard is not  
good  
enough"  
- Mark Freidman

How does RBA™  
relate to Evidence  
Based Strategies  
or to  
Collective Impact?

# Presentation Plan

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## Two Objectives

- 1) Identify the utility of the RBA™ framework for use as a planning/evaluation model.
- 2) Demonstrate the use of common planning & evaluation language to promote collaboration among stakeholders.

# What is RBA™ ?

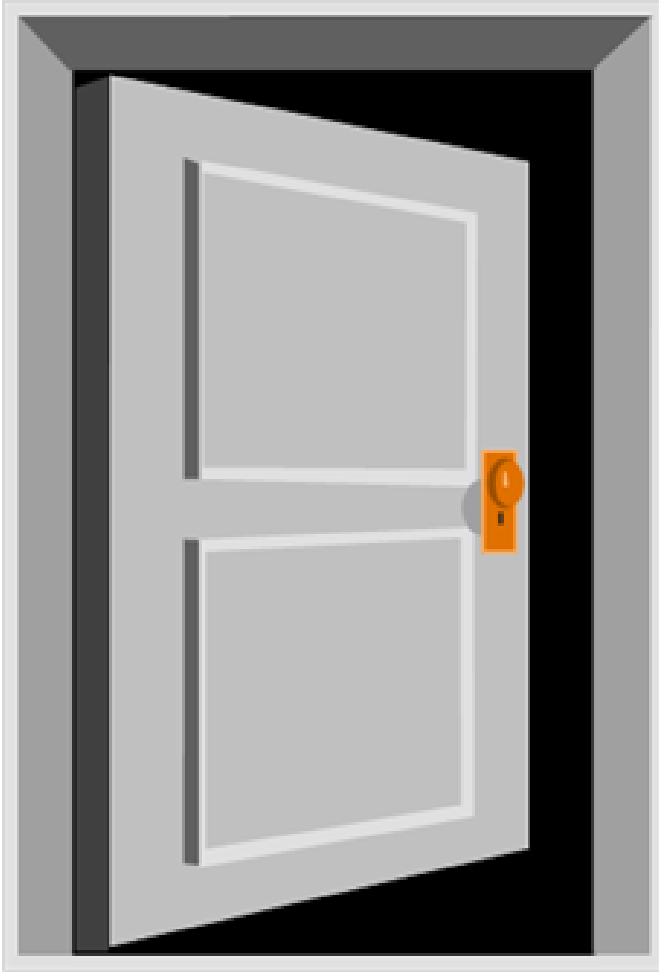
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- **A disciplined way of thinking and taking action to help improve lives in our communities.**
- **Starts with ends and works back to means.**
- **Plain language**

*A way to help think through how collective impact works and how we measure and talk about the impact of our work.*

# What is RBA™ ?

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- ***Common Ground***
- ***Common Language***
- ***Common Sense***
- ***Act, Measure, Adapt***

# THE LANGUAGE CHALLENGES

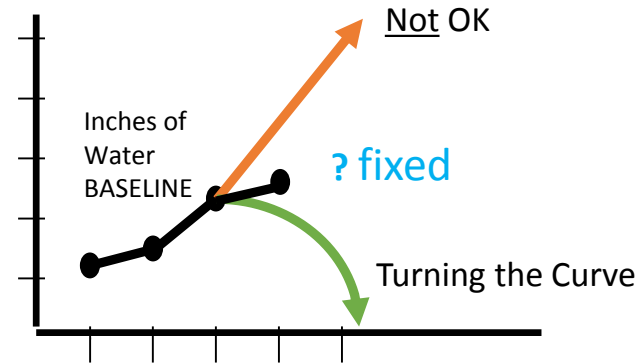


# *Results Thinking in Everyday Life*

## LEAKING ROOF

➡ Experience

➡ Measure



➡ Story behind the baseline (causes)

➡ Partners

➡ What Works

➡ Action Plan #2

## DEFINITIONS FOR TODAY

ENDS

### Result

- A condition of well-being for children, adults, families or communities (whole populations).

### Indicator

- A measure which helps quantify the achievement of a result.

### Strategy

Through the

- A coherent collection of actions (programs, initiatives, systems, and services) that has a reasoned chance of improving results.

### Performance Measures

- A measure of how well a program, agency, service system or strategy is working. 3 Questions:

How much did we do?  
How Well did we do it?  
Is anyone better off?

MEANS

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# Let's Turn the curve!



# 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?

# Population Turn the Curve™

Result: All children healthy, safe & thriving.

Indicator:

Story behind the numbers:

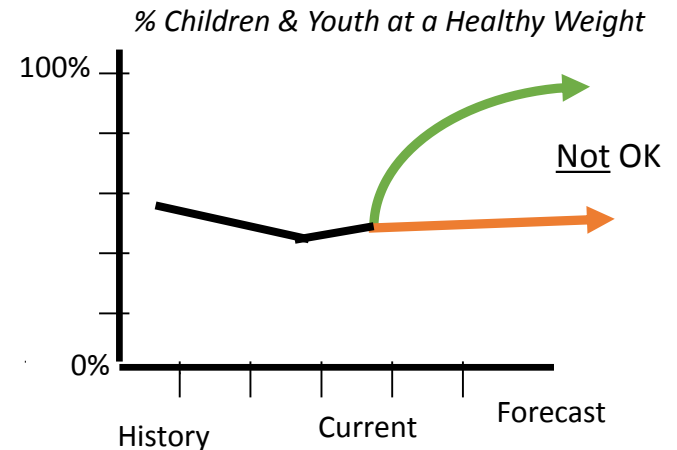
- No daily school physical education
- Unhealthy snacking at sports events & practices
- Too many hours indoors & plugged in
- Few safe places to be physically active

Partners:

- School administration and faculty/staff
- Organized child & youth sports providers including parks & recreation
- Parent and community booster groups & sponsors (List as many as needed)

3 best ideas - what works:

- Fully implement NC Healthy Active Children policy 30 minutes PA per day K-8
- Healthy meals, healthy snacks, limit sugared beverages
- Joint use agreements for physical activity space (No Cost/Low cost)
- \_\_\_\_\_ (Off the wall idea)



# Population Turn the Curve™ Report

Result: All children healthy, safe & thriving.

Story behind the baseline: Indicator

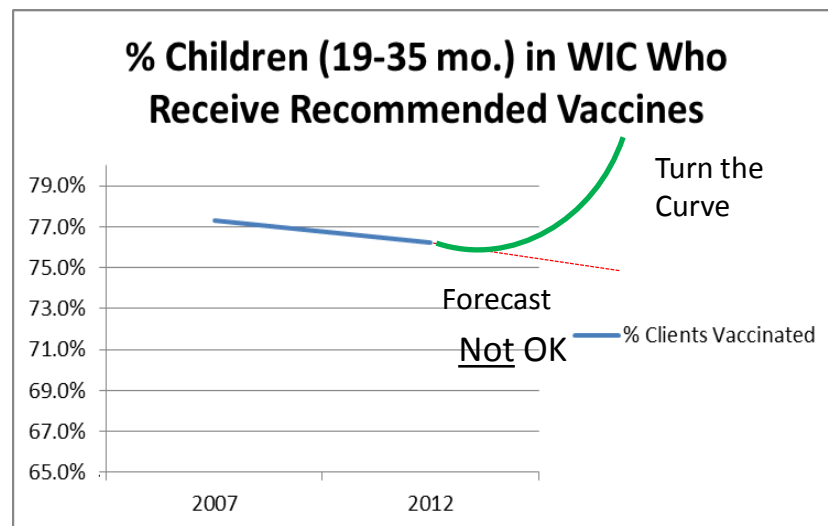
- Parents fear vaccine safety
- Conflicting media messages
- \_\_\_\_\_ (List as many as needed)

Partners:

- Pediatric primary care providers
- Child care centers
- Media (List as many as needed)

3 best ideas - what works:

- Use alerts in EHRs
- Provide vaccines in child care centers
- \_\_\_\_\_ (No cost/low cost)
- \_\_\_\_\_ (Off the wall idea)

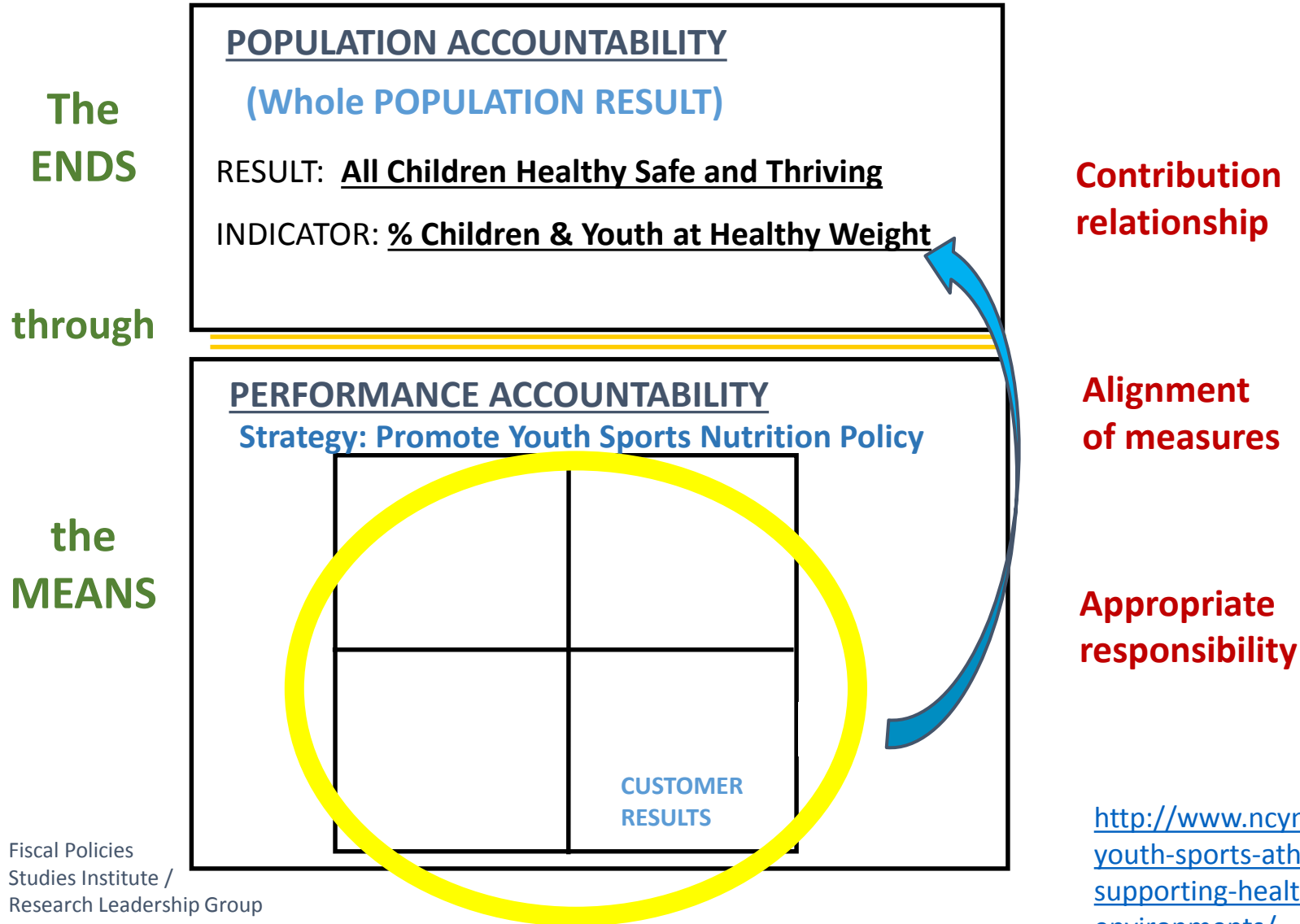


Data as reported by Healthy North Carolina 2012

Forecast

# Results-Based Accountability™

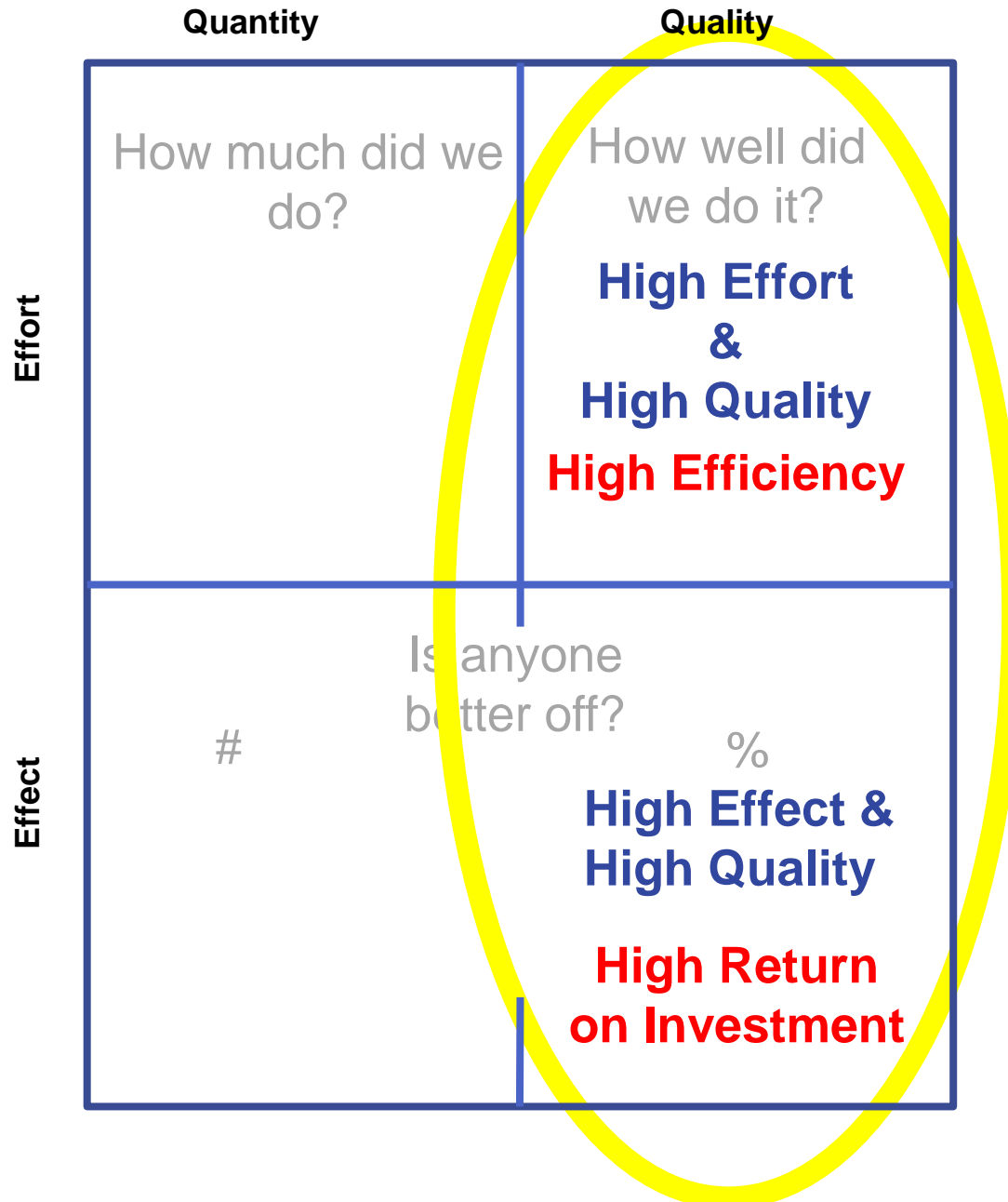
www.raguide.org



# 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?

# Performance Measures – 3 Questions



# Performance Measure Examples

<p><u>How much did we do?</u></p> <p><b># Customer's served (by customer characteristic)</b></p> <p><b># Activities (by type of activity)</b></p>	<p><u>How well did we do it?</u></p> <p><b>% Common measures</b> Workload ratio, staff turnover rate, staff morale, percent of staff fully trained, worker safety, unit cost, <i>customer satisfaction: Did we treat you well?</i></p> <p><b>% Activity-specific measures</b> Percent of actions timely &amp; correct, percent clients completing activity, percent actions meeting standards</p>
<p><u>Is Anyone Better Off?</u></p>	
<p><b># Attitude / Opinion</b></p> <p><b># Skills / Knowledge</b></p> <p><b># Behavior</b></p> <p><b># Circumstance</b></p>	<p><b>% Skills / Knowledge</b></p> <p><b>% Attitude / Opinion</b> <i>Including customer satisfaction: Did we help you with your issue?</i></p> <p><b>% Behavior</b></p> <p><b>% Circumstance</b></p>

## Promote Youth & Adolescent Sport Nutrition Policy

<p>How much did we do?</p> <p><b># youth sports leaders reached.</b></p> <p><b># parent/family groups reached.</b></p> <p><b># media events.</b></p>	<p>How well did we do it?</p> <p><b>% providers reached willing to consider policy.</b></p> <p><b>Family &amp; provider engaged in 80% steering meetings.</b></p>
<p>Is anyone better off?</p> <p><b># Providers who adopt policy.</b></p> <p><b># Who actually include healthy options.</b></p> <p><b># Youth served by healthy options.</b></p>	<p><b>% Providers who adopt policy.</b></p> <p><b>% Who actually include healthy options.</b></p> <p><b>% Youth served by healthy options.</b></p>



# Performance Turn the Curve™

**Project:** Implement youth & adolescent sports nutrition policy

**Performance Measure:** % of youth sport events offering healthy snack choices

## **Story behind the numbers:**

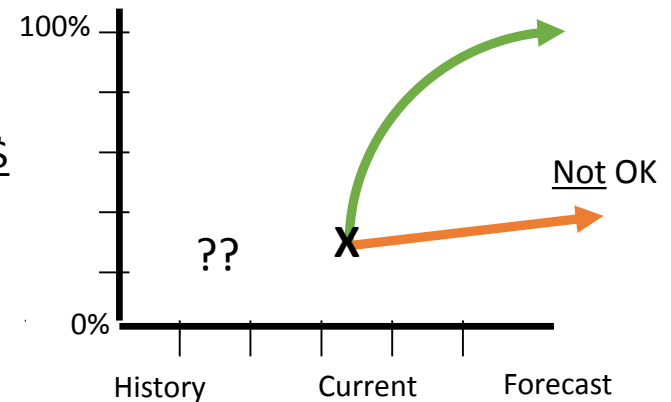
- Soccer parents not yet on board
- High school athletic boosters concerned about losing \$
- Traditions/habits hard to change
- Packaged snacks so easy to store and last longer

## **Partners:**

- Parents & families
- Coaches and other school leaders
- Soccer, Little League, Tennis, YMCA staff & volunteers (List as many as needed)

## **3 best ideas - what works:**

- Parent awareness campaign through youth sports communication
- Pilot project with one league or organization
- Local high school stars trained to promote healthy eating (No Cost/Low cost)
- \_\_\_\_\_ (Off the wall idea)



# Results-Based Accountability™

www.raguide.org

The  
ENDS

through

the  
MEANS

## POPULATION ACCOUNTABILITY

(Whole POPULATION RESULT)

RESULT: All Children Healthy Safe and Thriving

INDICATOR: % Children & Youth at Healthy Weight

Contribution  
relationship

## PERFORMANCE ACCOUNTABILITY

Strategy: Promote Youth Sports Nutrition Policy

# youth sports  
leaders reached.

# parent/family  
groups reached.

# media events.

% providers reached  
willing to consider  
policy.

Family & provider  
reps in 80% steering  
meetings.

# Providers who adopt  
policy.

# Who actually include  
healthy options.

# Youth served by  
healthy options.

% Providers who adopt  
policy.

% Who actually include  
healthy options.

% Youth served by  
healthy options.

CUSTOMER  
RESULTS

Alignment  
of measures

Appropriate  
responsibility

<http://www.ncymcaalliance.org/youth-sports-athletics-supporting-healthier-food-environments/>

# 5 Conditions for Collective Impact

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- Common Agenda
- Mutually Reinforcing activities\*
- Shared Measurement System
- Continuous Communication
- A back bone support organization

\* Alignment

Collective impact information drawn from the work of John Kania & Mark Kramer and FSG.

# Collective Impact Condition 1: *Common Agenda*

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## RBA Key Points

- Clarify the difference between improving population quality of life and improving program performance.
- Collective Impact agendas can be about both priority population results & priority indicator curves to turn.
- Collective Impact agenda can include priority performance measures as the means to turn indicator curves.

## Suggested CI Performance Measures

- Partners can describe the common agenda.
- Partners publicly discuss or advocate for common agenda results.
- Partners' individual work is increasingly aligned with the common agenda.

# Collective Impact Condition 4: *Continuous Communication*

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## RBA Key Points

- Uses plain language to describe core ideas, replacing current confusing jargon.
- The disciplined use of RBA language enables partners to work together more effectively.
- Language discipline & turn the curve thinking provide a structure for communication that can be used and understood.

## Suggested CI Performance Measures

- **Relevant stakeholders are engaged.**
- **Partners report increasing trust with one another.**
- **Partners feel supported & recognized in their work.**
- **Partners communicate and coordinate efforts regularly.**

RLG & **FSG**

# Results Scorecard – Performance Level

P KIP Kids in Parks

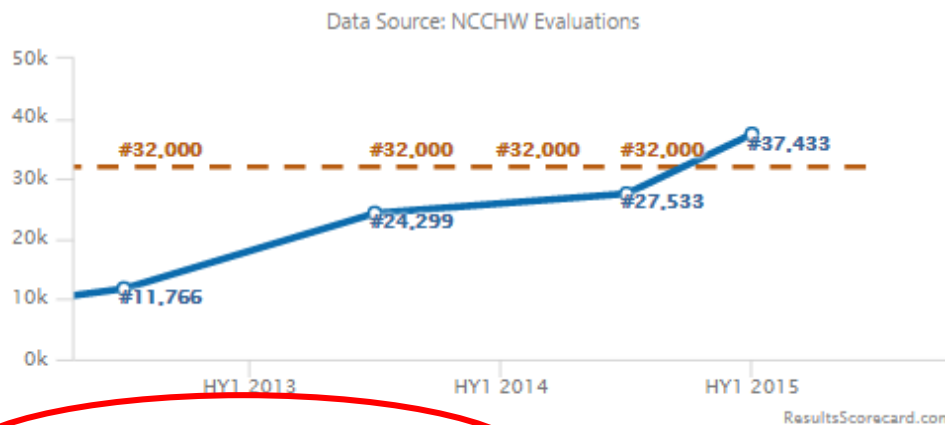
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## Performance Measures

PM KIP Estimated Number of NC Child hikers



Story Behind the Curve

How We Impact

All Data Showing...

+ PM KIP Miles of KIP trails in NC

2015 #91.5 #100.0 6 6000% ↑

+ PM KIP KIP trails in Tier 1 NC Counties

HY1 2015 #12 #40 1 1100% ↑

<http://resultsscorecard.com/>

# Results Scorecard

## Why Is This Important?



[Kids in Parks](#), a program created by the Blue Ridge Parkway Foundation first funded by the Blue Cross and Blue Shield of North Carolina Foundation, features a dedicated network of family-friendly TRACK Trails with kid-friendly adventure backpacks.

## Partners



- [Blue Cross and Blue Shield of North Carolina Foundation](#)
- [Blue Ridge Parkway Foundation](#)
- [National Park Service](#)
- [National Park Foundation](#)
- [Appalachian Regional Commission](#)
- [North Carolina Center for Health and Wellness at UNC Asheville](#)

<http://resultsscorecard.com/>

## Accountability...for what? TO WHOM?

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- Customer results contribute to population results.
- What we do for our customers is our contribution to the quality of life of the community.
- Programs can be held responsible for what they do for their customers.
- Avoid holding individual programs responsible for producing population level change.
- Communities must take collective responsibility for the well-being of the children, adults and families that live there.

Mark Friedman *Trying Hard Is Not Good Enough*, page 97-98



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# Questions? Comments?

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# Resources

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- Collective Impact Forum
  - <http://collectiveimpactforum.org/what-collective-impact>
  - <http://collectiveimpactforum.org/>
- Fiscal Policy Studies Institute
  - <http://resultsaccountability.com/>
- Results Leadership Group
  - <http://resultsleadership.org/>
  - [http://www.communityresearch.org.nz/wp-content/uploads/2013/08/RBI-Collective\\_Impact.pdf](http://www.communityresearch.org.nz/wp-content/uploads/2013/08/RBI-Collective_Impact.pdf)
  - <http://www.collaborationforimpact.com/wp-content/uploads/2014/03/Results-Based-Accountability-the-Collective-Impact-toolkit.pdf>