Using Data to Make Decisions

Results-Based Accountability & The Collective Impact Toolkit

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The 5 Conditions of Collective Impact

- Common agenda
- Shared measurement systems
- Mutually reinforcing activities
- Continuous communication
- Backbone support organization

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
Designed to be:

- Simple
- Common sense
- Use plain language
- Require a minimal amount of paper
- Be useful to people implementing it
MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
• Provide Results-Based Accountability training & consulting to non-profit & government organizations around the world

• Developers of the Results Scorecard Software/Collective Impact Toolkit – A set of tools designed to help launch and sustain your Collective Impact Initiative with RBA
Agenda

• How RBA Works/Aligns with Collective Impact
• The Collective Impact Toolkit
• Questions and Answers
Two Key Principles for Achieving Measurable Community Results

1. Start with the ends, work backwards to means

2. Data-driven, transparent Decision Making
RBA in a Nutshell
2-3-7

2 - Types of Accountability
- Population accountability
- Performance accountability

3 - Kinds of Performance Measures
- How much did we do?
- How well did we do it?
- Is anyone better off?

7 - Questions to get from ends to means in less than an hour (aka. Turn the Curve Thinking)
Results-Based 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

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
Watch your mouth!
How can we work together if we can’t communicate?
RESULT
A condition of well-being for children, adults, families or communities.

All children succeed in school, A safe community, A clean environment

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

Rate of high school graduation, Crime rate, Air quality index

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?

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
IS IT A RESULT, INDICATOR OR PERFORMANCE MEASURE?

RESULT 1. Safe Community

INDICATOR 2. Crime Rate

PERF. MEASURE 3. Average Police Dept response time

RESULT 4. A community without graffiti

INDICATOR 5. % of surveyed buildings without graffiti

RESULT 6. People have living wage jobs and income

INDICATOR 7. % of people with living wage jobs and income

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

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
Why Distinguish Population from Performance Accountability?

RESULT & INDICATORS

A STRATEGY & PERFORMANCE MEASURES

A question of ENDS versus MEANS

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
END

Result: Children are ready for school, work & life

Indicators:

MEANS

Comprehensive Strategy

1. Doing the right things?

2. Doing those things right?

Program A

Collective Impact Initiative

Agency/Program Performance Measures

Initiative Performance Measures

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
Population Accountability
Result =
A Population
+ Geographic Area
+ Condition of Well Being
Populations?

- All Australians
- All senior citizens
- All children prenatal to 5 years old
- People with developmental disabilities
- People that enjoy water sports
Geographic Area?

- Sydney
- Glebe
- New South Wales
- Australia
- Earth
Conditions of Well Being?

- Healthy
- Safe
- Living with Dignity
- Economically Secure
- Succeeding in School
Selecting Indicators
Criteria for Selecting Indicators

✓ 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.
## Choosing Indicators Worksheet

**Result_______________________**

<table>
<thead>
<tr>
<th>Candidate Indicators</th>
<th>Communication Power</th>
<th>Proxy Power</th>
<th>Data Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure 1</td>
<td>H M L</td>
<td>H M L</td>
<td>H M L</td>
</tr>
<tr>
<td>Measure 2</td>
<td>H</td>
<td>H</td>
<td>H</td>
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<tr>
<td>Measure 3</td>
<td>H</td>
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<tr>
<td>Measure 4</td>
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<tr>
<td>Measure 5</td>
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<tr>
<td>Measure 6</td>
<td>H</td>
<td>H</td>
<td></td>
</tr>
<tr>
<td>Measure 7</td>
<td>H</td>
<td>H</td>
<td></td>
</tr>
<tr>
<td>Measure 8</td>
<td>H</td>
<td>H</td>
<td>L</td>
</tr>
</tbody>
</table>

**Data Development Agenda**

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**MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES**
Population Accountability

✓ A Common Agenda
Performance Accountability: Defining Performance Measures
The Three Types of Program Performance Measures

<table>
<thead>
<tr>
<th>Effort</th>
<th>Quantity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much did we do?</td>
<td>How well did we do it?</td>
<td></td>
</tr>
<tr>
<td>Effect</td>
<td>Is anyone better off?</td>
<td>#</td>
</tr>
</tbody>
</table>

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
Selecting Headline Performance Measures

How much did we do?

# Clients/customers served

# Activities
(by type of activity)

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
## Selecting Headline Performance Measures

**How well did we do it?**

<table>
<thead>
<tr>
<th>% Common measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. workload ratio, staff turnover rate, % staff fully trained, unit cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% Activity-specific measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. % timely intakes, % accreditation standards met</td>
</tr>
</tbody>
</table>
Selecting Headline Performance Measures

How much did we do?  |  How well did we do it?

<table>
<thead>
<tr>
<th>Is anyone better off?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>#/% Skills / Knowledge</td>
<td>(e.g. cognitive, social, physical)</td>
</tr>
<tr>
<td>#/% Attitude</td>
<td>(e.g. toward language, parenting)</td>
</tr>
<tr>
<td>#/% Behavior</td>
<td>(e.g. reading to child at home)</td>
</tr>
<tr>
<td>#/% Circumstances</td>
<td>(e.g. child care, transportation)</td>
</tr>
</tbody>
</table>

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
Health Sector

<table>
<thead>
<tr>
<th>Effort</th>
<th>Quantity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>How much did we do?</td>
<td>How well did we do it?</td>
</tr>
<tr>
<td>Number of patients treated</td>
<td>Percent of patients treated in less than 1 hour</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is anyone better off?</td>
<td></td>
</tr>
<tr>
<td></td>
<td># children fully immunized</td>
<td>% children fully immunized</td>
</tr>
</tbody>
</table>

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
### Education

<table>
<thead>
<tr>
<th>Effort</th>
<th>Quantity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much did we do?</td>
<td>Number of students</td>
<td>How well did we do it?</td>
</tr>
<tr>
<td></td>
<td>Student-teacher ratio</td>
<td></td>
</tr>
<tr>
<td>Effect</td>
<td>Is anyone better off?</td>
<td>Percent of students that graduate on time</td>
</tr>
<tr>
<td></td>
<td>Number of students that graduate on time</td>
<td></td>
</tr>
</tbody>
</table>

**MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES**
Fire Department

<table>
<thead>
<tr>
<th>Effort</th>
<th>Quantity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much did we do?</td>
<td>Number of responses</td>
<td>How well did we do it?</td>
</tr>
<tr>
<td></td>
<td>Number of fire related deaths (in catchment)</td>
<td>Response Time</td>
</tr>
<tr>
<td>Effect</td>
<td>Is anyone better off?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rate of fire deaths per 100,000</td>
<td></td>
</tr>
</tbody>
</table>

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
Not All Performance Measures Are Created Equal

<table>
<thead>
<tr>
<th>Effort</th>
<th>Quantity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Least</td>
<td>How much did we do?</td>
<td>How well did we do it?</td>
</tr>
<tr>
<td>2nd Most Important</td>
<td>2nd Most Important</td>
<td>Least Important</td>
</tr>
<tr>
<td>3rd Most Important</td>
<td>Is anyone better off?</td>
<td>Most Important</td>
</tr>
</tbody>
</table>

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
### The Matter of Control

<table>
<thead>
<tr>
<th>Effort</th>
<th>Quantity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much did we do?</td>
<td>How well did we do it?</td>
<td></td>
</tr>
<tr>
<td>Most Control</td>
<td>Least Control</td>
<td></td>
</tr>
</tbody>
</table>

- Is anyone better off?
- **PARTNERSHIPS**

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**MEASURABLE RESULTS** FOR CLIENTS AND COMMUNITIES
Selecting Performance Measures

✓ A shared measurement system
Two Key Principles for Achieving Measurable Community Results

1. Start with the ends, work backwards to means

2. Data-driven, transparent Decision Making
Turn the Curve Thinking™

Getting from talk to action
Story behind the baseline

Partners (with a role to play in turning the curve)

What Works

Strategy (w/ Budget)
How are we doing?

Turn-the-Curve Thinking™ Talk to Action

Data Baseline
3 parts to any baseline

* The “ROI” is not financial, it is Results

OK?

Turning the Curve

Return* on Investment
Turn-the-Curve Thinking™: Talk to Action

Result or Program: ____________________________________

Data
Baseline

Why?
Story behind the baseline

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
The Story Behind the Baseline

- **Root Causes** (ask “Why?” five times)

- **Prioritize** – which are the most important to address to “turn the curve” of the baseline?

- **Positive and negative**
Tell both sides of the story

Factors Restricting?

Factors Contributing?
Turn-the-Curve Thinking™ Talk to Action

Result or Program: ____________________

Data
Baseline

Story behind the baseline

Partners (with a role to play in turning the curve)
Partners

- Who are partners who may have a role to play in turning the curve?

- Does the story behind the curve suggest any new partners?
Turn-the-Curve Thinking™: Talk to Action

Result or Program: __________________

Data Baseline

Story behind the baseline

Partners (with a role to play in turning the curve)

What Works

What are the Options?
What Works

- Options for actions to “turn the curve”?
- Research-based?
- Low-cost/no-cost?
- Off-the-wall ideas?
Turn-the-Curve Thinking™: Talk to Action

Data Baseline

Story behind the baseline

Partners *(with a role to play in turning the curve)*

What Works

Criteria: Leverage; Feasible; Logistics; Values

Strategy

Propose to do?

FOR CLIENTS AND COMMUNITIES
Criteria

- **Leverage:** will this turn the curve of our baseline?
- **Feasible (a.k.a. “reach”)**?
- **Logistics:** who, what, when, where, how?
- **Consistent with values**?
Turn-the-Curve Thinking™: Talk to Action

Result or Program:

Data
Baseline

Story behind the baseline

Partners (with a role to play in turning the curve)

What Works

Strategy (w/ Budget)
Turn the Curve Thinking™

✓ Mutually Reinforcing Activities
✓ Continuous Communication
MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
THE COLLECTIVE IMPACT TOOLKIT

Powered by:

Results SCORECARD

MEASURABLE RESULTS FOR CLIENTS AND COMMUNITIES
**Condition #1: A Common Agenda**

The use of population Results and Indicators provides a clear, practical and measurable way of articulating a common agenda for a community. The tools below can help you to define your agenda, communicate it to your partners, and monitor ongoing progress.

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**Virtual Facilitator:**

Population Results and Indicators Tutorial

The **RS3.0 Virtual Facilitator**, featuring a special video series led by Mark Friedman (author of *Trying Hard is Not Good Enough*), guides new users through each step of the RBA process. The **Population Results and Indicators tutorial** helps users define the population Results they are seeking to achieve and choose Indicators to monitor them.

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**Interactive Scoreboard:**

Common Agenda Scorecard

This scoreboard displays the status of early childhood development indicators and performance measures for the city of Indianapolis.

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Whether your community is focused on one result and indicator or numerous, the **Interactive Scoreboard** in RS3.0 can help you to define the Common Agenda that you and your partners are passionate about and monitor progress over time.
Condition #2: Shared Measurement Systems

Defining performance measures for each community partner that clearly align with the Common Agenda (Population Results and Indicators) provides the information needed to make decisions and revise strategies going forward. The tools below can help you to define the performance measures for each partner and monitor on-going progress.

The Program Performance Measure Tutorial, part of the RS3.0 Virtual Facilitator, helps each community partner define its role in the Common Agenda and select measures to monitor its performance.

Interactive Scoreboard: Program Performance Scorecard

From small local collaborations to large national initiatives and everywhere in between – the RS3.0 Interactive Scoreboard can organize your program performance data and analyses to ensure that the information you need to make decisions is never more than a few clicks away. Zoom out to see how the partnership is performing as a whole, or zoom in to focus on the performance of any individual program.
**Condition #3: Mutually Reinforcing Activities**

Collecting data is only half the battle. The tools below can help you to use data to make decisions and guide your strategies to improve.

The **RS3.0 Turn the Curve template** guides users through a data-driven decision making process that leads to the development of strategies and actions that can be assigned to specific people/partners. Capture analysis, document meetings, define your strategies and define the actions to implement them all in one easy-to-use interactive tool.

**Action Manager**

Once you’ve defined your strategy, use the **RS3.0 Action Manager** to assign specific tasks to the users who will be responsible for them. Establish due dates and monitor progress as users complete each action to add an element of personal accountability to the implementation of your strategy.
Condition #4: Continuous Communication
Communication, not just between partners but also with funders and the public, is a key component to any successful Collective Impact initiative. The tools below can help you provide real-time, transparent communication to stakeholders, funders and/or the public with just a few clicks of the mouse.

Embedded Scorecards

Provide complete transparency and accountability to funders and the public by embedding elements from Results Scorecard into your website or sharing them on social media. Shared/Embedded elements are automatically updated in real-time so you can quickly and easily provide an ongoing, up-to-date stream of information to those that need it.

Quickly Share Scorecards and Turn the Curve reports via email or on Facebook, LinkedIn, Google+ or Twitter with just a few clicks of the mouse.
RBA Virtual Facilitator

Virtual RBA Facilitator

My name is Mark Friedman and years ago I created the Results Based Accountability framework to help communities and organizations be more effective through using simple language and accountability techniques. Throughout the Results Scorecard software you will have the opportunity to use RBA Workshops that will guide you through the steps of defining results, turning the curve on population indicators, planning successful strategies, and much more. These virtual tutorials have been derived from on-site work I, and many other consultants, have done over the past years with countless organizations in an effort to better share our knowledge and techniques with more people at a lower cost.

Virtual Workshops

Population Result and Indicator Tutorial

This workshop will help you define the population Results you are seeking to achieve and choose the indicators to monitor your Results. Then you have the chance to place the Results on Scorecards.

What you should have on hand:
- Cooperative team of planners
- Initial list of possible indicators available in your area

Estimated completion time: 10-30 minutes

Get Started

Program Performance Measure Tutorial

The Program Workshop will walk you through the steps of identifying and describing the Programs that are working to achieve your Population Results. Once you have defined the Program this workshop will also walk you through the Performance Measure selection process.

What you should have on hand:
- Cooperative team of planners
- List of Results you are identifying programs for
- List of Programs you would like to track performance for

Estimated completion time: 20-30 minutes

Get Started

Turn the Curve Tutorial

In this workshop you will create/select an Indicator or Performance Measure that you want to analyze and create a plan to change for the better.

What you should have on hand:
- Historical Indicator Data (if available)
- Community partner list

Estimated completion time: 15-45 minutes

Get Started

Condition #5: A Backbone Support Organization

A backbone organization provides the supporting infrastructure for a Collective Impact effort and is a facilitator of a highly structured data-driven decision making process. The Results-Based Accountability™ framework, as defined by Mark Friedman in the book, “Trying Hard is Not Good Enough,” provides a simple but rigorous process for Backbone Support Organizations to align the efforts of the collaborative group.

The RBA Virtual Facilitator in Results Scorecard 3.0 provides a scalable set of tools designed to build your community’s capacity and reduce the need for ongoing consultant support to create your common agenda (Result and Indicator Tutorial), shared measurement system (Performance Measure Tutorial) and mutually reinforcing activities (Turn the Curve Tutorial.)