



Alameda County
**Social Services
Agency**

SSA's Implementation of Results-Based Accountability

History of Results-Based Accountability



2011-2012 Grand Jury Report

Findings stated that SSA needed to implement a streamlined and coordinated effort to hold CBO contractors accountable for their performance in providing services to Alameda County residents served through SSA contracts.



2015-16 Grand Jury Report

Emphasized the need for SSA to bolster the oversight of contracts with CBOs. Although the report acknowledged that concrete steps have been taken to improve oversight, the report laid out recommendations focused on strengthening data collection, expanding capacity, and improving the RFP process.

Performance Metrics Implementation Plan

Phase 1

2013-2016

- Trained SSA staff on Results-Based Accountability
- Implemented a team-based approach to embedding performance measures in contracts
- Embedded performance measures into all new RFPs/RFQs

Phase 2

2017-2019

- Launched a Cross-Departmental Workgroup
- Began using Scorecard- a web-based data system to streamline tracking of performance measures
- Developed communication tools to train various audiences on Scorecard and RBA

Phase 3

2020-2023

- **100%** of all Human Services contracts have performance measures
- **18%** of all Human Services contractors are entering data directly into Scorecard*
- **80%** of all Human Services contracts have data in Scorecard (FY 21-22)

*WDB & AAS have federally mandated data tracking requirements and therefore contractors will not reporting into Scorecard

Performance Metrics & Implementation Plan

FYs 24-27 (7/1/2024-6/31/2027)

Phase 4

2024-2027

- Create ongoing infrastructure for Scorecard and RBA Trainings for both staff and contractors
- **100%** of all identified* Human Services contractors will enter data into Scorecard
- 100% of all Human Services contracts will have data in Scorecard
- Ensure that all contracts have language that requires data submission on performance measures
- Develop an ongoing process to assess contract performance and process improvements based on data

Where are we going?



100% OF HUMAN SERVICES CONTRACTORS WILL ENTER DATA DIRECTLY INTO SCORECARD*



CREATE AND OFFER MORE TRAINING OPPORTUNITIES FOR SSA EMPLOYEES



INCREASE CROSS-DEPARTMENTAL COLLABORATION

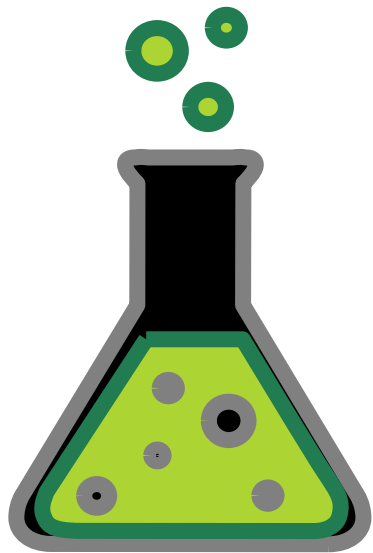


ENSURE THAT ALL CONTRACTS HAVE A DATA COLLECTION PLAN FOR PERFORMANCE MEASURES THAT MATCH THE LANGUAGE IN THE CONTRACT

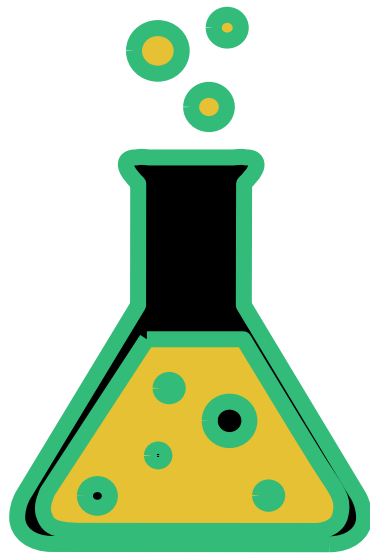


INCREASE THE USE OF PERFORMANCE MEASURE DATA TO HOLD CBOS ACCOUNTABLE FOR THEIR PERFORMANCE

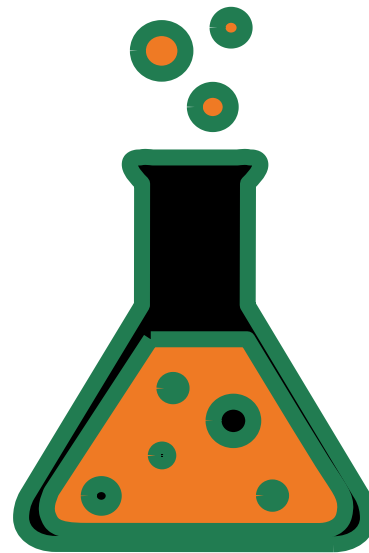
Values of RBA



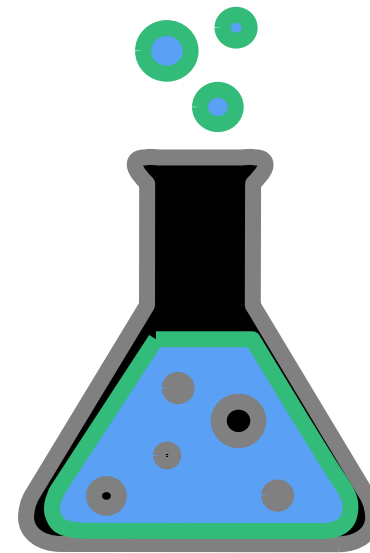
Simple



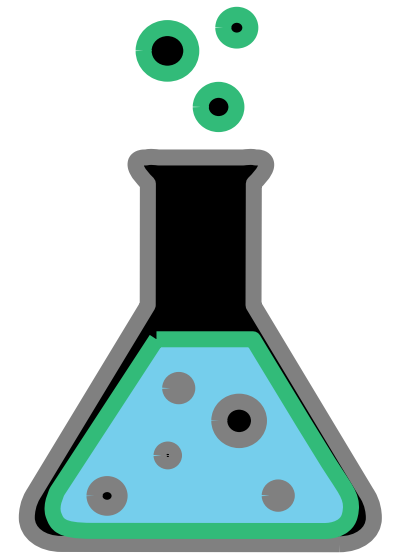
Common Sense



Plain Language



Minimal Paper



Useful

Disciplined method of thinking and taking action to help organizations get from talk to action quickly

The Language Trap

Too many terms. Too few definitions. Too little discipline



Term: Measurable Urgent Systemic Indicators

Performance Measurement Matrix

Quantity

Quality

Effort

How much did we do?

How well did we do it?

of Customers Served

Customer Satisfaction

Activities

Retention Rates

Following Protocols

How productive?

#

%

Are we doing things right?

Effect

Skills / Knowledge

#

%

% Skills / Knowledge

Attitude / Opinion

% Attitude / Opinion

Behavior

Is anyone better off?

% Behavior

Circumstance/Condition

% Circumstance/Condition

Are we doing the right things?

The Matter of Control

Quantity

How much did we do?

Quality

How well did we do it?

Effort

Most

Control

#

%

Effect

#

%

Collective Impact

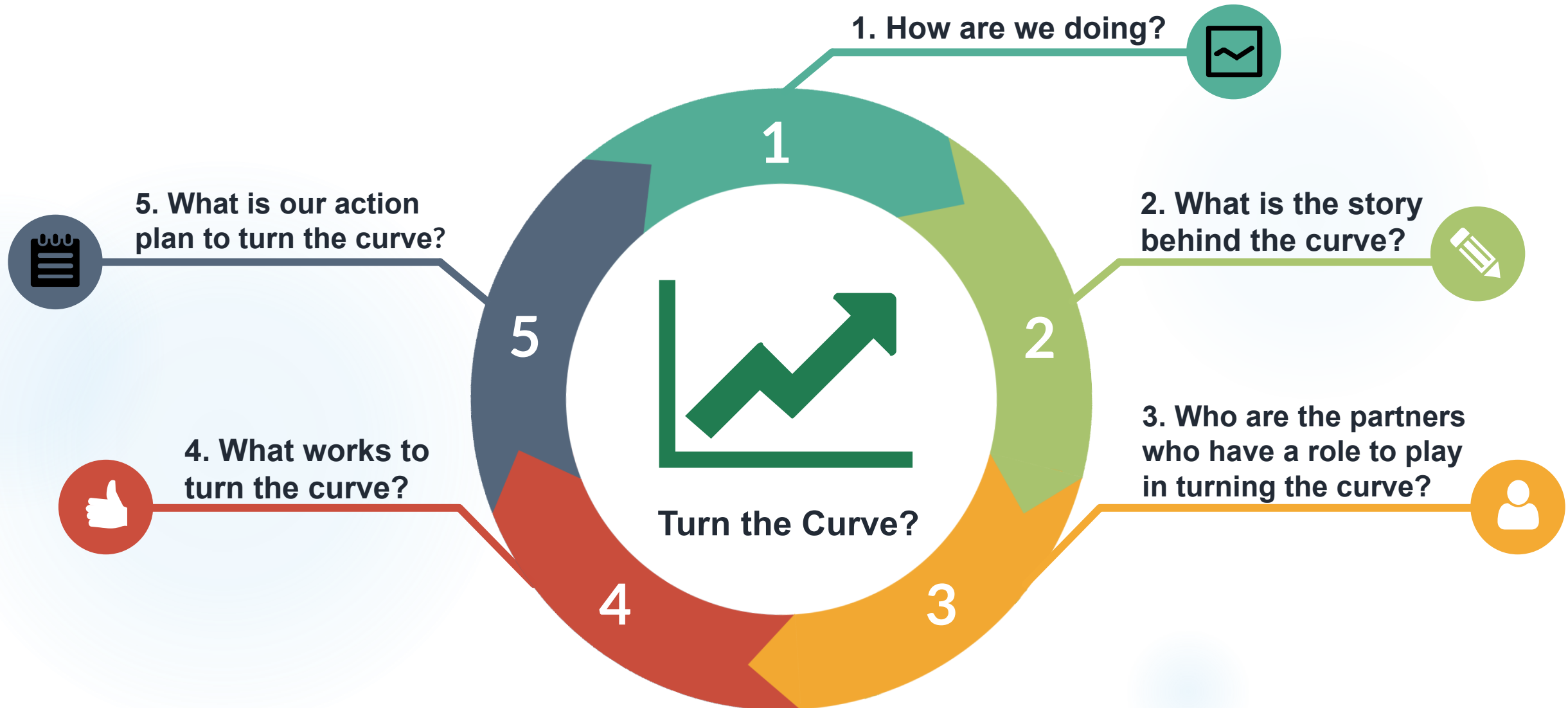
Least

Control

Is anyone better off?

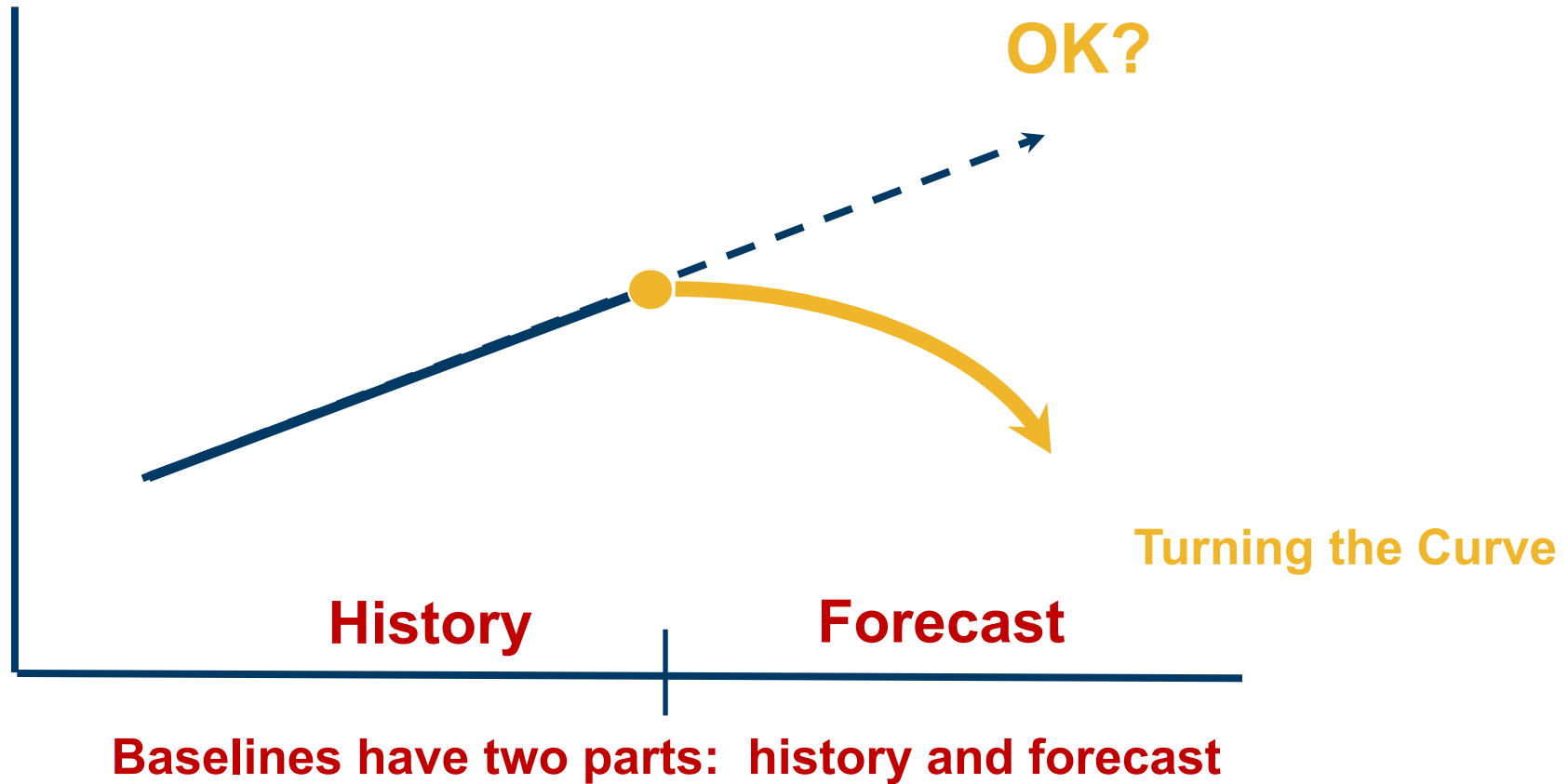
Partnerships

Turn the Curve Thinking

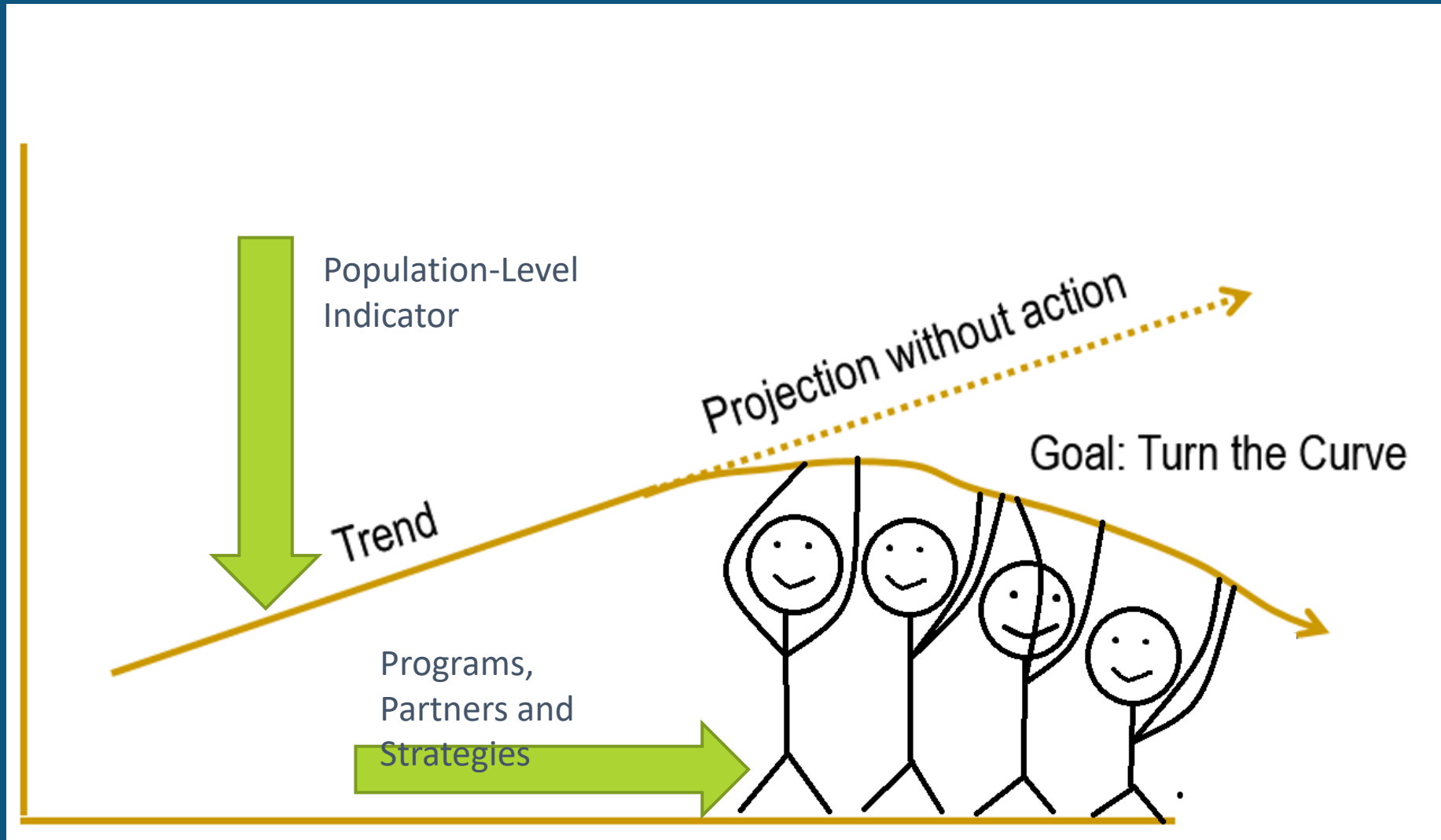




The Matter of Baselines



Matter of Baselines - Turning the Curve





Story Behind the Curve



Identify Root Causes

- Disaggregated Data
- Demographic Factors
- Cyclical Factors

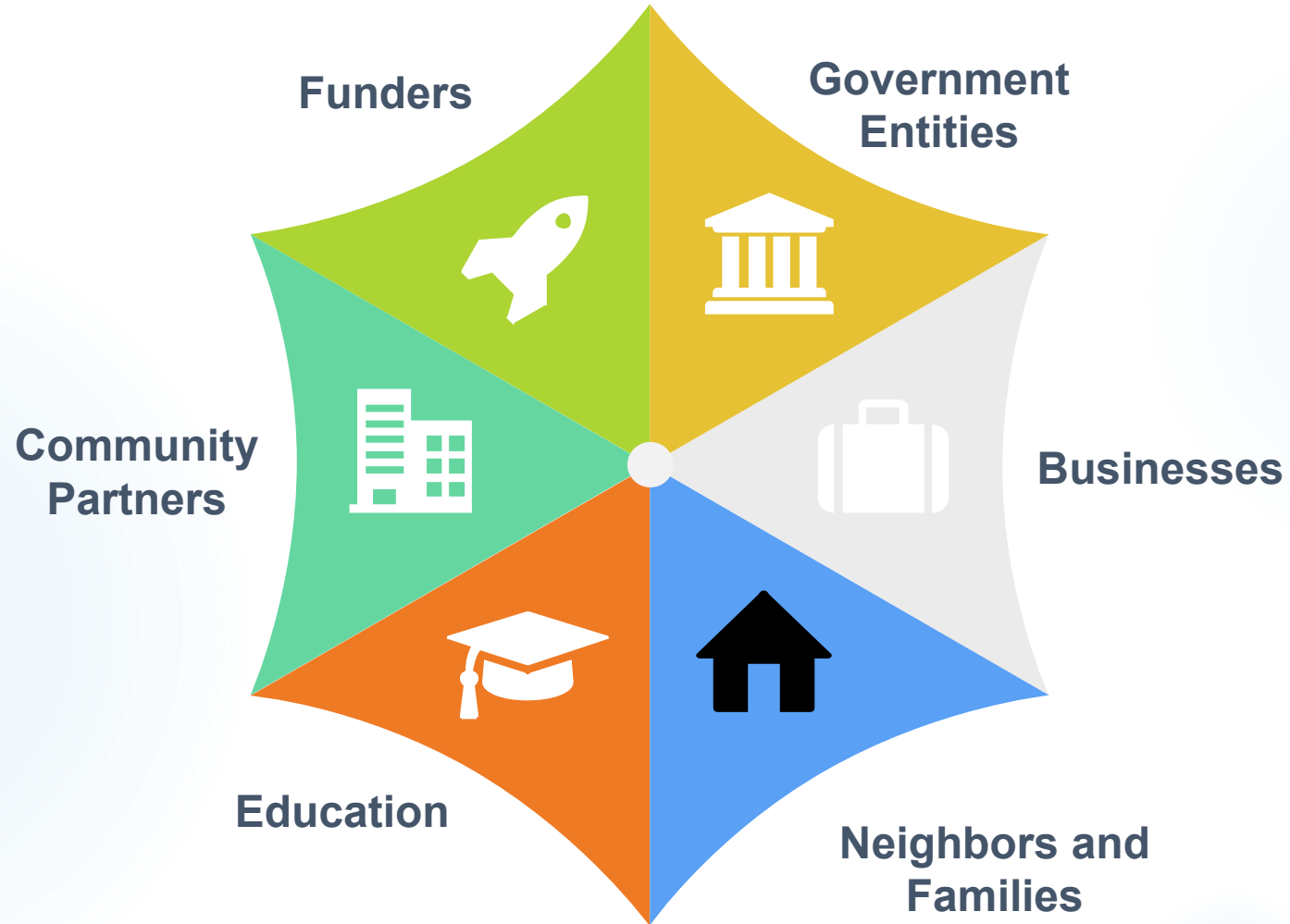
Force Field Analysis

- Consider the Restricting and Contributing Factors
- Bullet Point
- Prioritize the top 3-5



Partners

Who Has a Role to Play in **Improving Progress**?





What Works

What would work to **Turn the Curve?**

Evidence-based

What can we apply in our community?



Promising Practices

Our best guess about what will work here in our community



Low Cost/No Cost

- What can we start without a grant?
- What is the role of clients and community residents?



Off the Wall

Suggest “off the wall” and outrageous ideas as well as researched best practices.



Multi-Faceted

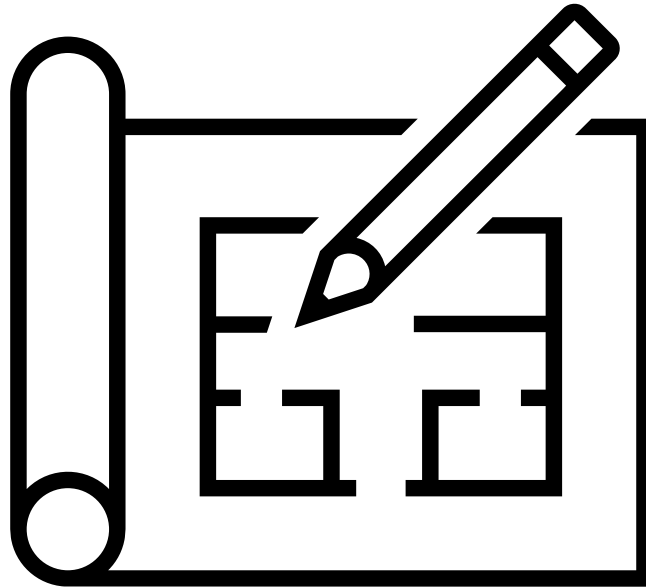
Does the proposed solution address multiple root causes or just one?





Action Plan

What do we propose to do to **Turn the Curve**?



Be specific: Who, What, by When?

Questions?

Maryam Bhimji, MSW/MPA
Performance Management Analyst, SSA-GCR
mbhimji@acgov.org