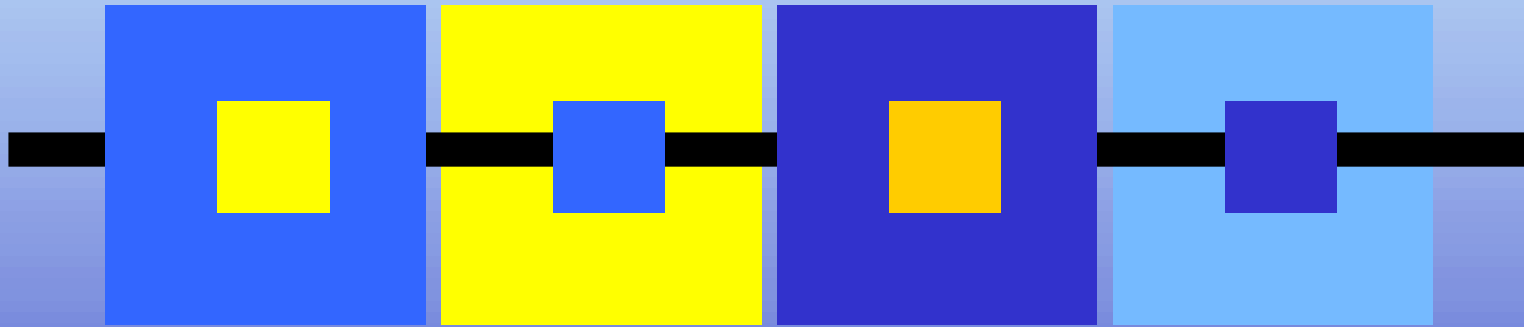


Outcomes, Accountability, and
Funding:
Key Redesign Themes



Richard P. Barth
Jordan Institute for Families
School of Social Work
University of North Carolina

Accountability

- What it is:

- Answerability
- Explainability
- Responsibility

"How do you account for what has occurred and what will you (or your organization) do to improve on it?"

- What it isn't:

- Punishment-focused

"We'll hold you accountable (by taking something away)"



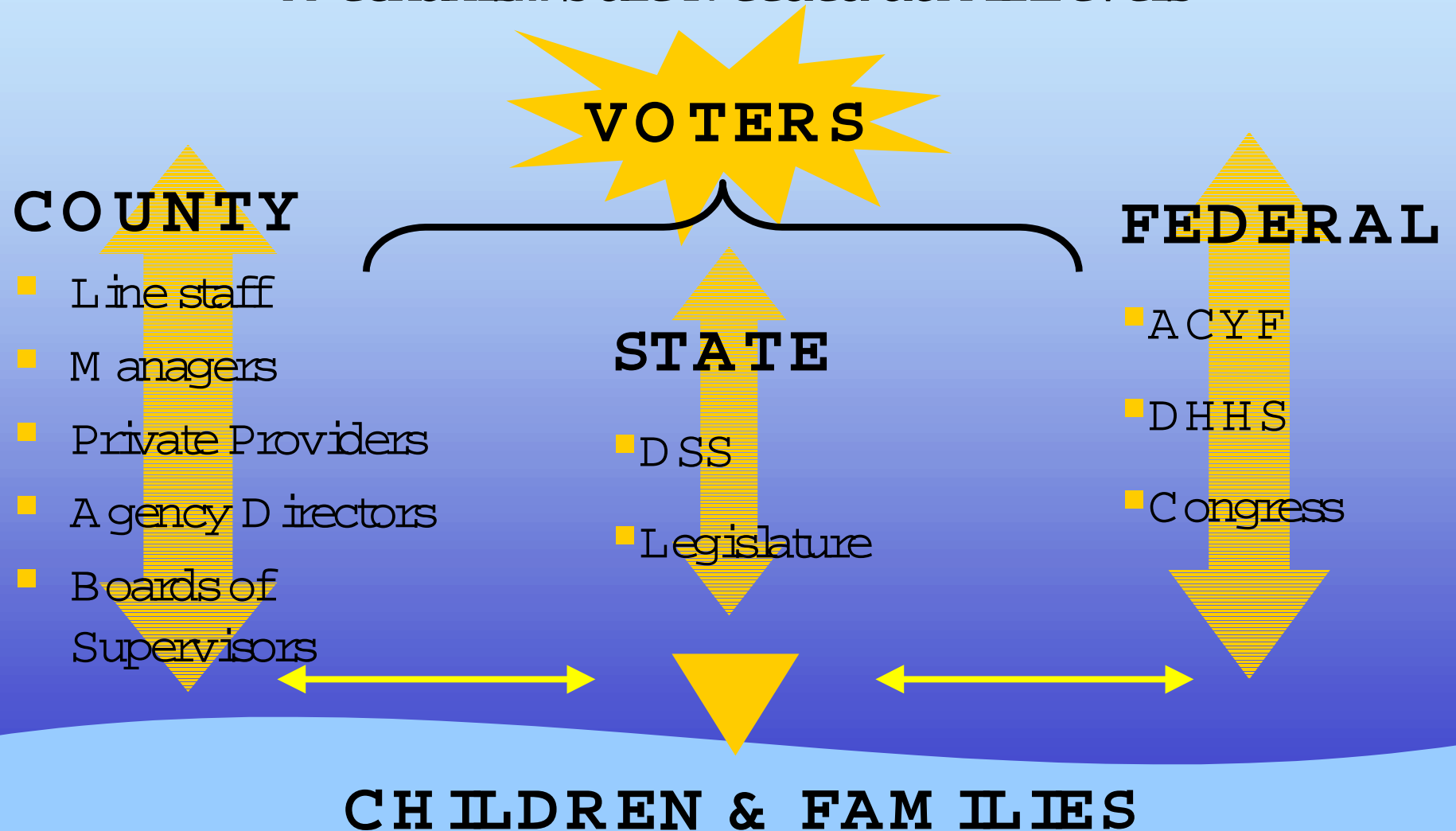
Keys to Accountability



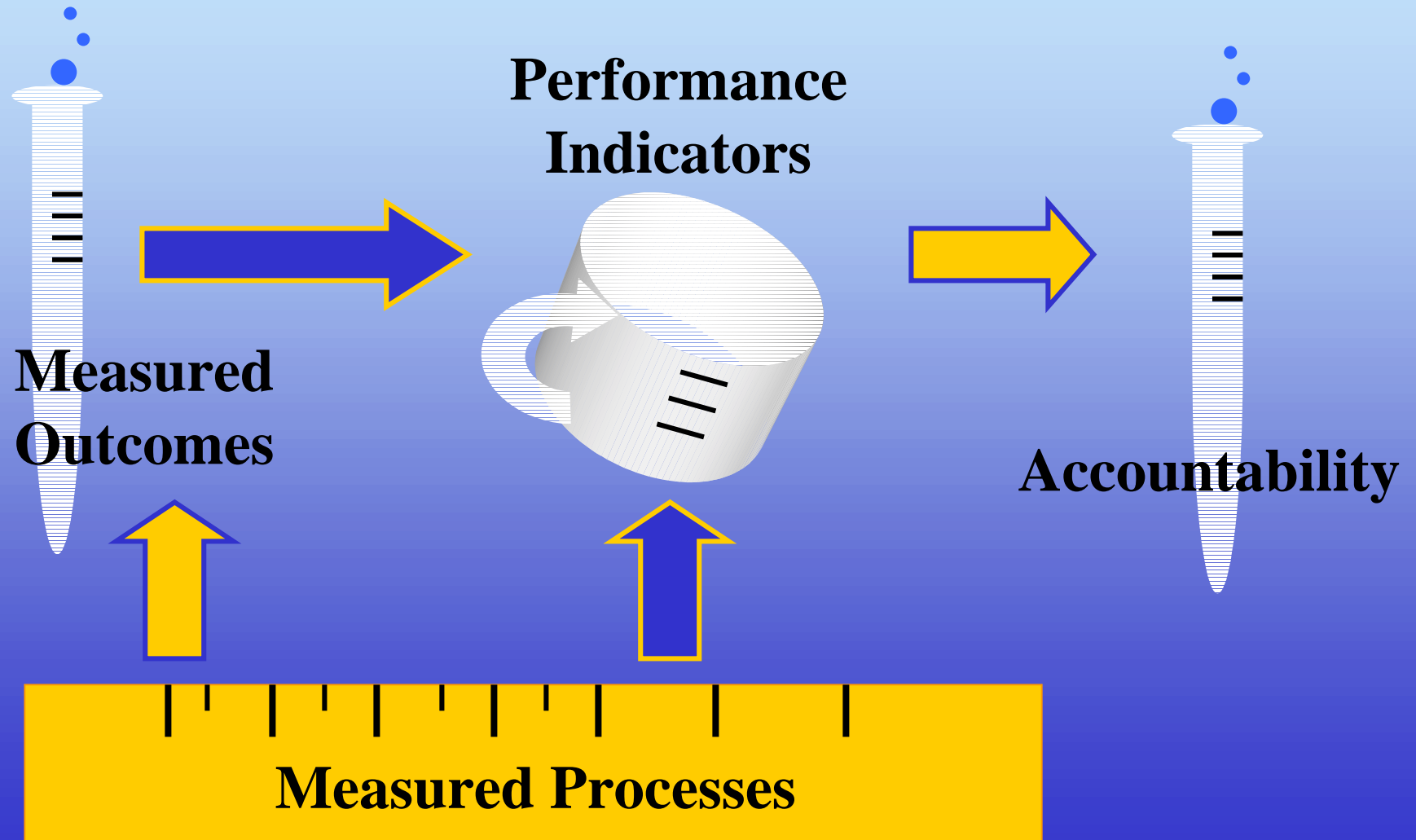
- INFORMATION ABOUT PROCESSES & OUTCOMES
- RESOURCES
- FISCAL STRUCTURES THAT SUPPORT IMPROVEMENT

Information and Accountability

Mechanisms are Needed at All Levels

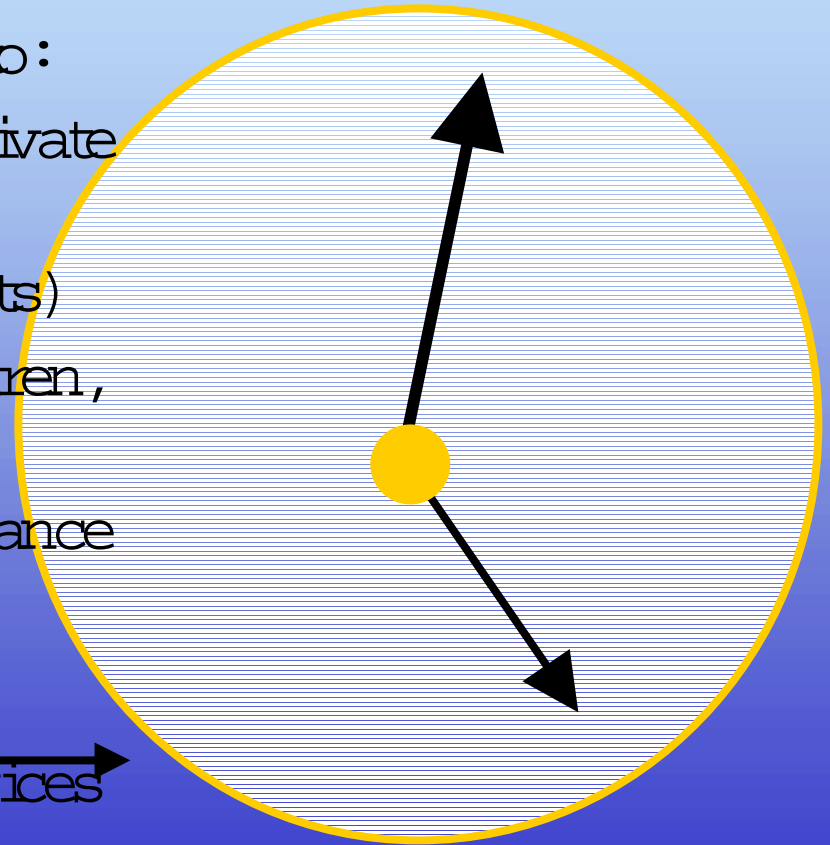


Measured Processes & Outcomes =
"Performance Indicators"



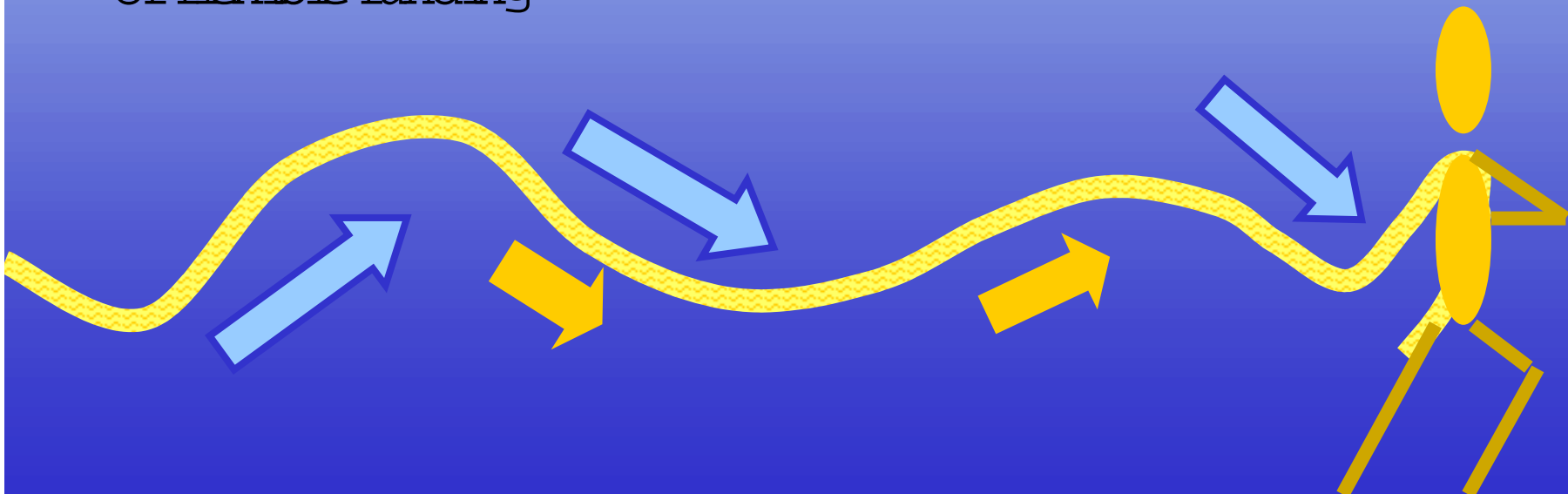
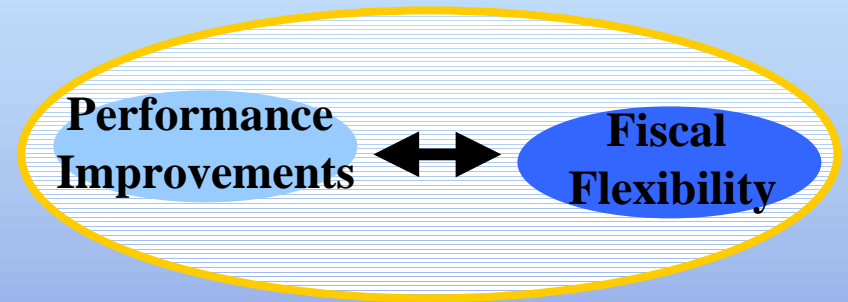
Purposes of "Performance Indicators"

- Information regarding performance to:
 - Service Deliverers (public and private agencies)
 - Service Funders (taxpayers, clients)
 - Service Recipients (parents, children, grandparents)
- Basis for comparing service performance
 - Across settings/agencies
 - Across time
- Provide feedback for improving services



Developing and Using Performance Indicators is A Long-Process

- Rallying point for action planning
- Management tool regarding implementation of redesign
- Information to identify needs for corrective action
- Aid to improving performance and use of flexible funding



Standards for Performance Indicators

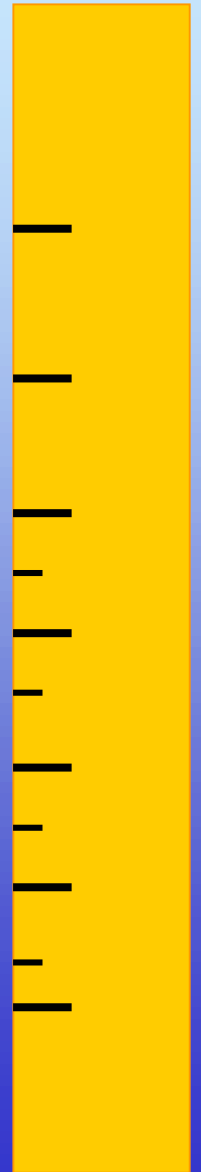
- First and foremost, "Measure What You Manage"

- Also measure:

- Factors related to what you manage
- Conditions that you want to see improved
 - CW S
 - Dual (CW S and Other Program in Agreement)
 - Community Partnerships

- Measure the entire distribution (i.e., avoid notches)

- Break into meaningful social and developmental groups



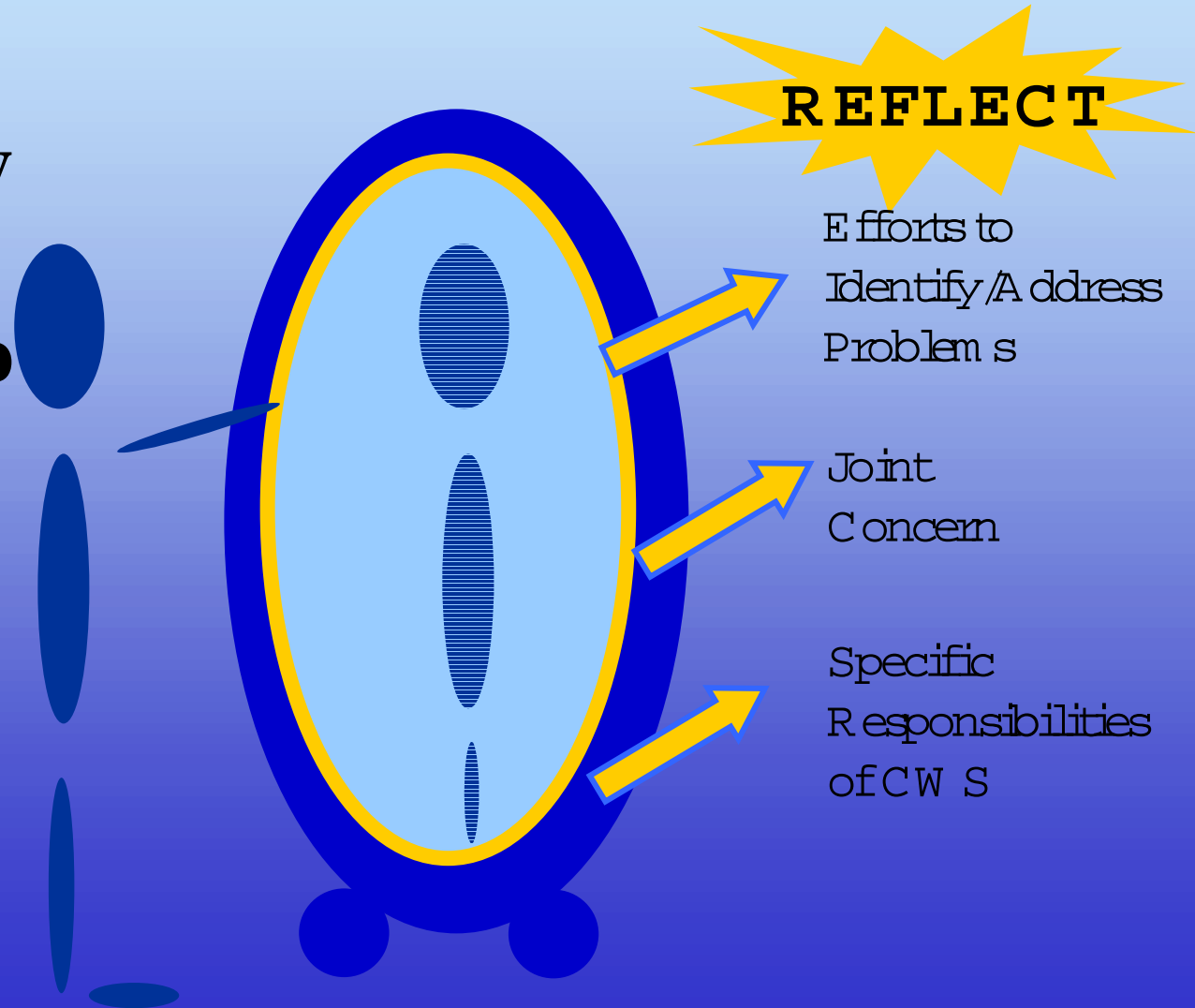
Standards for Using Performance Indicators

- Use rates, rather than counts
- **M**ulti-method data collection
 - Use a mixture of data collection methods (CW S administrative data, surveys, archival data)
- Patterns vs. single indicators
- Provide Information to all:
 - Service providers, clients, funders, other stakeholders



Three Levels of Performance Indicators

- **Community**
- **Dual Partnership**
- **CWS**



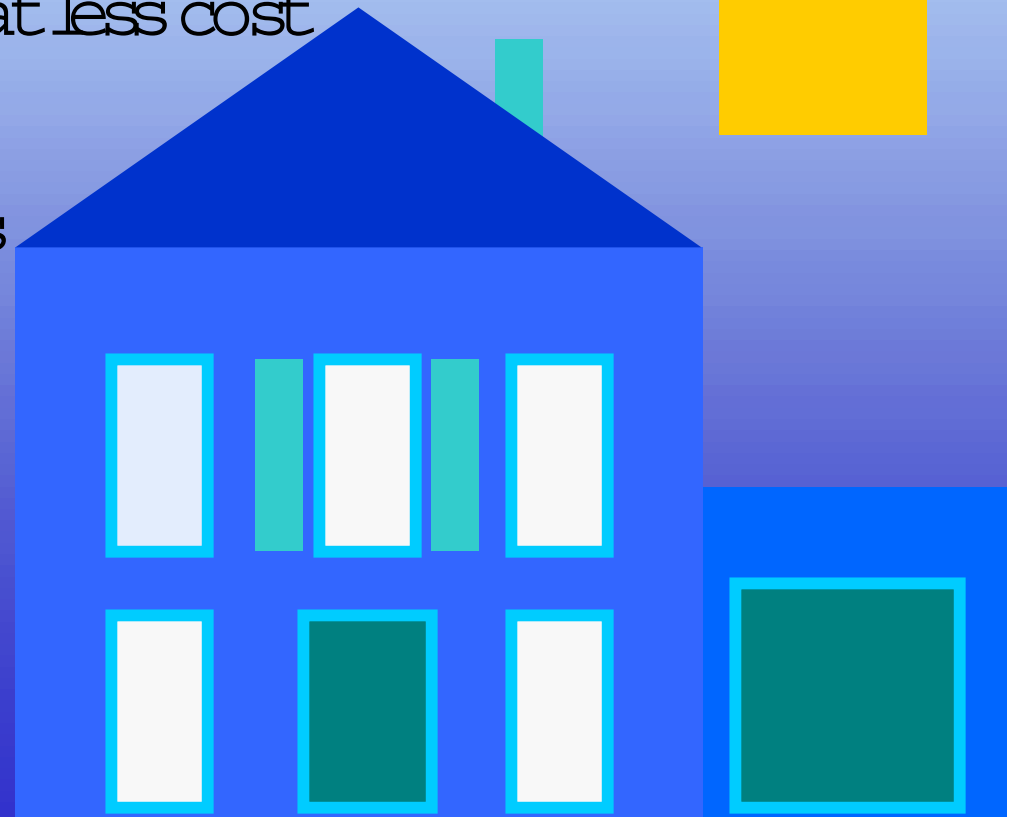
From Performance Indicators to Flexible Funding

- Greater accountability for performance will help justify **NEW** and more **flexible funding**



Possibilities to Provide More Efficient Services

- Two prime areas of practice that could yield better practice at less cost
 - CPS "Investigations"
 - Out-of-home Care Costs



Standard Fiscal Strategies

Often Protect Against Disaster



- **Placement:** So that no child will be denied a placement that they need no matter how long they need it or what it costs per day.
- **CPS:** So that no child should be denied a necessary investigation for abuse and neglect should they need one, no matter how often they need one

Flexible

Fiscal Strategies

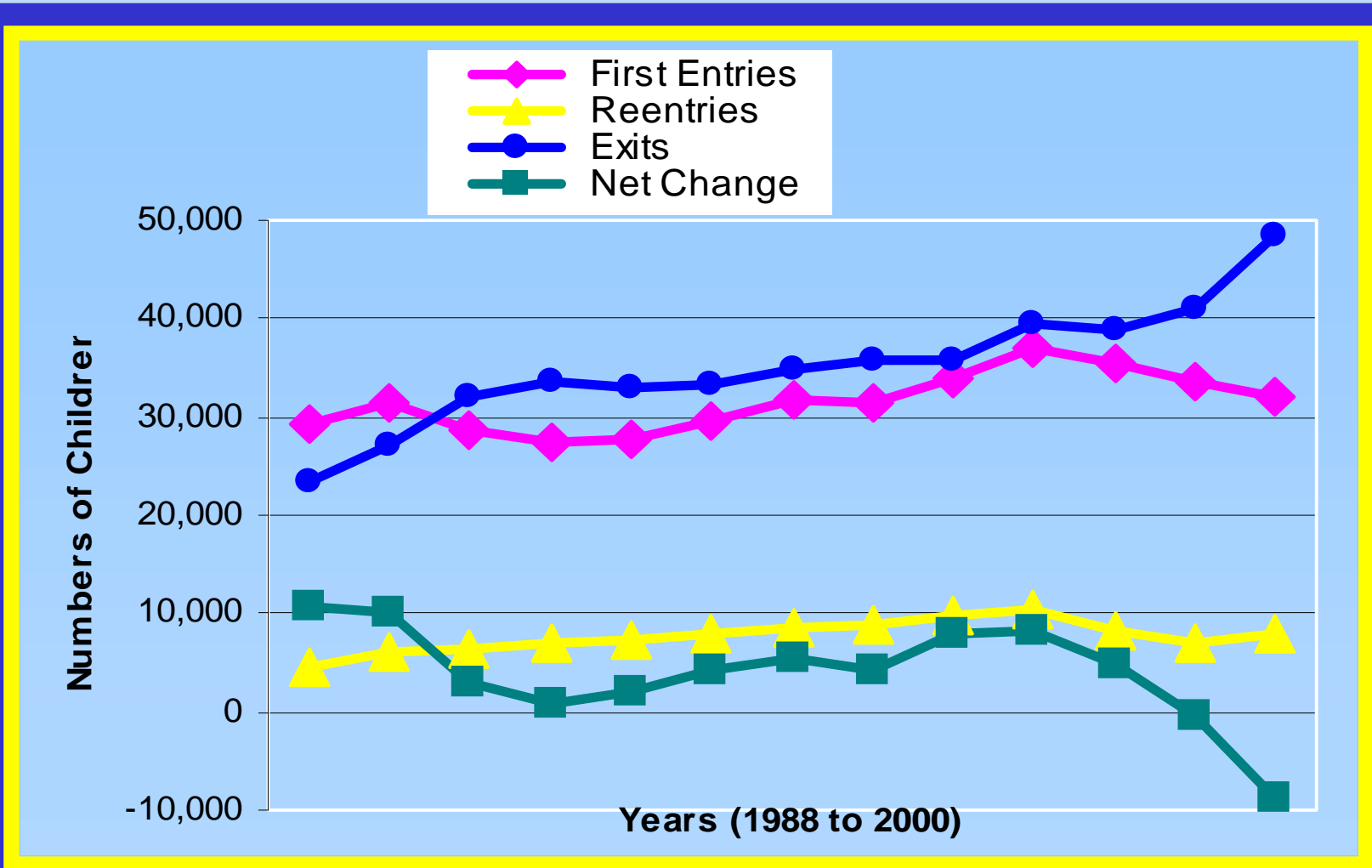
Must Also

Support

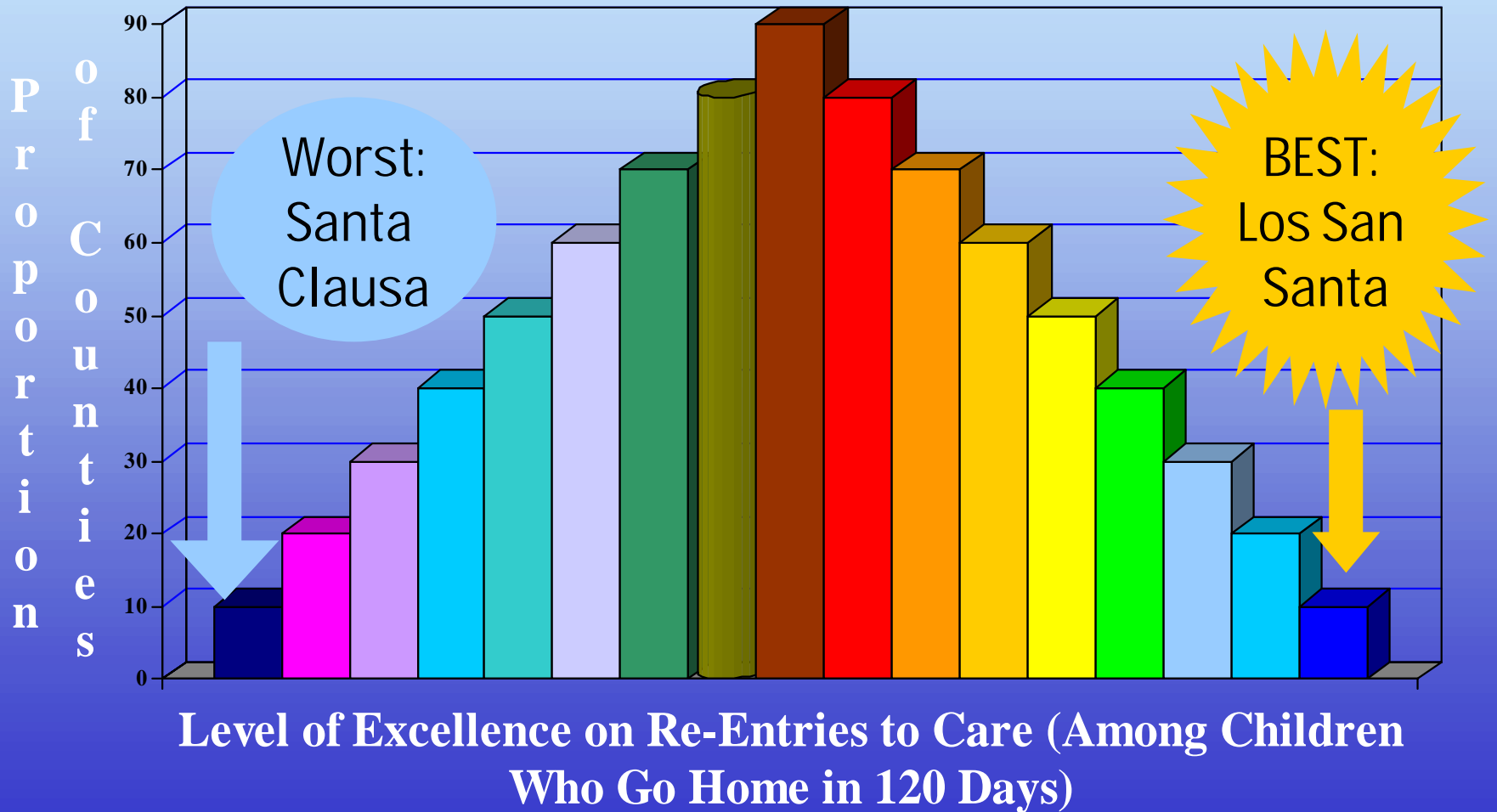
EXCELLENCE



California Foster Care Caseload Dynamics



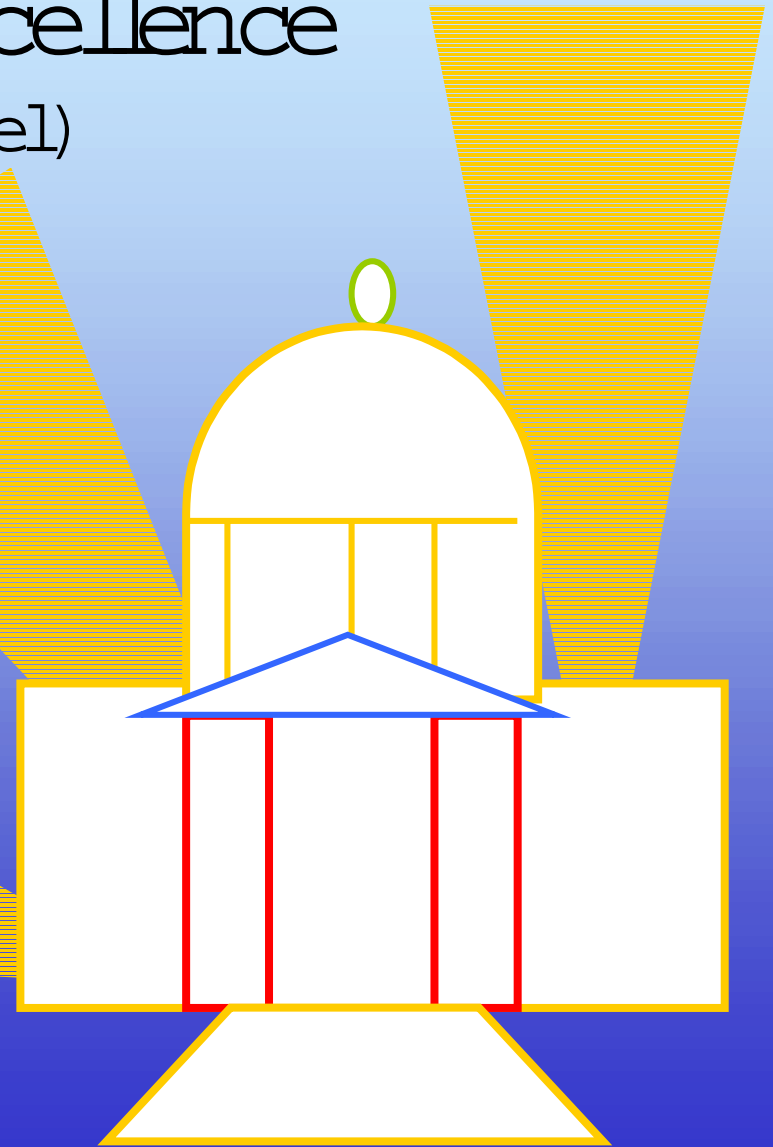
Supporting Excellent Performance and Addressing Poor Performance



Examples of Mechanisms of Support for Excellence

(County Level)

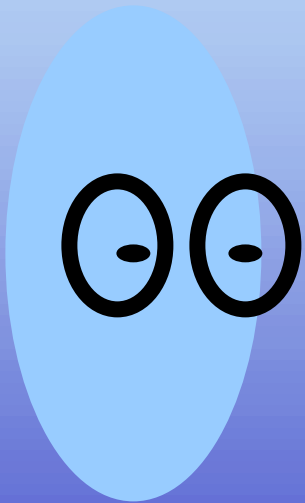
- Program Improvement with Peer Consultation
- Fiscal Flexibility
- Greater State Involvement and Local Oversight



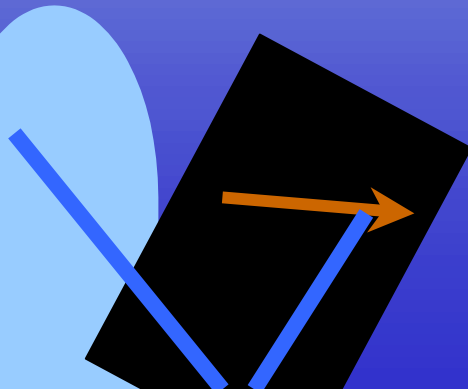
Maintaining "Safeguards" Against Poor Performance

- Vigilantly contrasting current performance with prior performance and with performance of comparable counties
- Obtaining performance information from non-child welfare agencies to be sure that poor child welfare performance is captured outside of the CW S
- Having performance indicators in place
- **HAVING ACCOUNTABILITY MECHANISMS IN PLACE**

Comprehensive
Accountability Mechanisms
Must Be Enhanced



- CW S /CM S has capacity to analyze many accountability units, including performance of individual workers, supervisors, program managers, counties, and statewide CW S

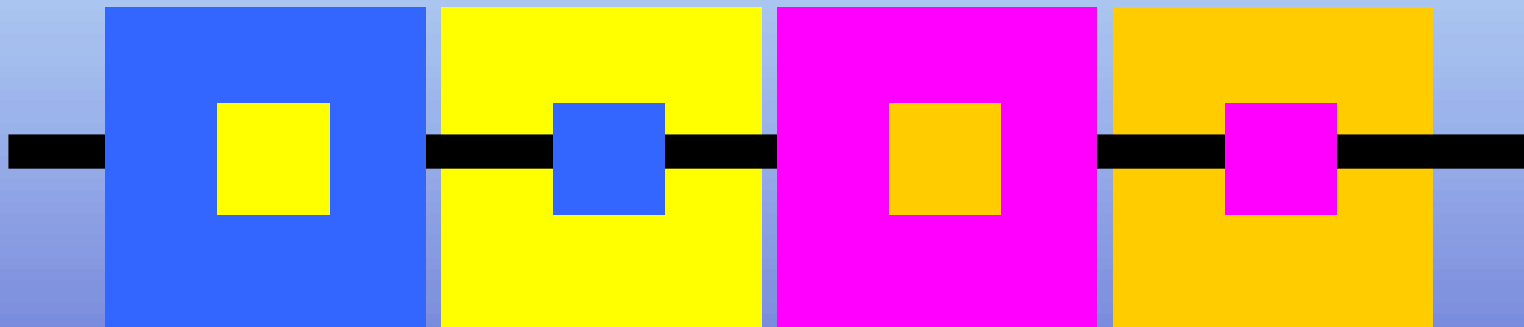




Next Steps

- **C**larify the top priority indicators and levels of accountability
- **D**evelop performance indicator partnerships with allied agencies
- **C**larify data collection needs
- Develop **long-term plan** for providing information needed for accountability
- Identify **strategies** for addressing high and low performance by accountable units

W orkshop O ptions



M A Y 16 , 2002

A N A H E M , C A L I F O R N I A