Results-Oriented Accountability

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What is Results-Oriented Accountability?

• s. 409.997, F.S. - Plan for a comprehensive, Results-Oriented Accountability Program

• System of data analysis, research review, evaluation, and quality improvement to monitor and measure:
  • Use of resources
  • Quality and amount of services provided
  • Child and family outcomes
Results-Oriented Accountability Program

DCF Actions:

• Selected North Highland as consultant
• Convened Technical Advisory Panel
• Consulted with Mark Testa, Ph.D., author of *Fostering Accountability* and other experts
• Developed a blue print for achieving significant improvement in outcomes for Florida’s children
Program Goals

• Shared accountability for outcomes by everyone with a role in Florida’s child welfare communities

• Effective collaboration between the Department of Children and Families, Community-Based Care (CBC) lead agencies and the Florida Institute for Child Welfare

• Research and evidence-informed focus to improve the lives of children and families served by the Child Welfare Community
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<tr>
<th>Mission</th>
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<td>To develop an integrated, research-informed framework designed to inform communities, the child welfare system, and legislators on essential elements of child protection (Chapters 20, 39, and 409, Florida Statutes).</td>
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<tr>
<th>The Problem Statement</th>
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<td>There is a need to be able to review and analyze outcomes with more breadth and depth; e.g., analyze performance across multiple variables, by measure drivers, over time.</td>
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<td>There is a lack of evidence to support process measures (measure drivers) are valid and reliable.</td>
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<td>Interventions are often implemented and replicated based on face validity, without a review to determine if the intervention is research-informed, or an evaluation to determine if results (positive or negative) are due to the intervention.</td>
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<th>Guiding Principles</th>
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<td>Establish a collaborative, statewide child welfare community accountable for safety, permanency, and well-being that is focused on the best interests of children.</td>
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<td>Translate data collection in the child welfare community to meaningful and useful information to enable outcome-focused decision-making.</td>
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<td>Create a cycle of accountability framework that is focused on results and continuous quality improvement.</td>
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<th>Vision</th>
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<td>Child Welfare Communities have a united or collaborative approach to provide quantifiable assurances demonstrating resources are used responsibly to ensure child and family outcomes are met and informs continued investment in the future of Florida’s children and families.</td>
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<th>Solution Goals</th>
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<td>All children have an equal opportunity to be safe, healthy, and developmentally and academically on track.</td>
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<td>Outcomes are clearly defined and measurable, are supported and informed by sufficient data that includes common data definitions and data sharing across the community.</td>
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<td>Community resource and service decisions are supported by transparency, accountability, and an understanding of root causes and contributing factors.</td>
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Cycle of Accountability

1. Outcome Monitoring
2. Data Analysis
3. Research Review
4. Evaluation
5. Quality Improvement
Outcomes Monitoring includes activities required to define, validate, implement and monitor outcome measures throughout the Child Welfare Community. In this phase, outcome goals are defined, valid and reliable performance measures are constructed and data is collected to evaluate and corroborate performance. This stage establishes construct validity, or the match between measures and the complex ideas or theories they are supposed to represent.
Results-Oriented Accountability Program

Outcome Measures:

- Must be valid and reliable
- For nine outcomes related to child safety, permanency, and well-being
- Compiled from national research, recognized experts, and iterative reviews by the Technical Advisory Panel
- Span the child welfare service continuum - from hotline to permanency
All Children Deserve the Opportunity to be Safe, Healthy and Developmentally and Educationally On Track in a Permanent Environment

Objectives

Safety

Well Being

Permanency

Outcomes

1. Children are first and foremost protected from abuse and neglect.
2. Children are safely maintained in their homes, if possible and appropriate.
3. Services are provided to protect children and prevent their removal from their home.
1. Families have enhanced capacity to provide for their children’s needs.
2. Children receive services to meet their physical and mental health needs.
3. Children receive appropriate services to meet their education needs.
4. Children develop the capacity for independent living and competence as an adult.
1. Children have permanency and stability in their living arrangements.
2. Family relationships and connections are preserved for children.

Outcome Measures

S1.1 S1.2 S1.3 S1.4 S1.5 S1.6 S1.7 S1.8
S2/3.1 S2/3.2
WB1.1 WB2.1 WB2.2 WB3.1 WB3.2 WB3.3 WB4.1 WB4.2 WB4.3 WB4.4 WB4.5 WB4.6 WB4.7
P1.1 P1.2 P1.3 P1.4a P1.4b P1.5 P1.6
P2.1

Hotline > Child Protective Investigation

Family Support > Judicial In-Home > Judicial In/Out of Home > Independent Living

Reunification > Permanent Guardianship > Adoption
**Data Analysis** encompasses approaches and procedures required to critically analyze performance results to determine if variances noted are in fact issues which should be explored further. This phase is concerned with determining the *statistical validity* of the observed gap, i.e., is the variance spurious or is it an actual issue to be explored further, based on statistical tests?
**Research Review** is a series of activities employed to gather and to validate evidence to support interventions to address results not meeting expectations. Research Review assesses *external validity*, or the credibility of promising interventions in a variety of settings, with different populations.
**Evaluation** includes the activities and procedures required to consider promising interventions for children and families to determine if implementation on a wider basis is warranted. The Evaluation phase helps to establish *internal validity* of the intervention, through development of empirical evidence that the intervention is causally linked to the desired outcomes.
**Quality Improvement** is an interrelated series of actions required to implement interventions across new domains, or to challenge, modify and test new assumptions about the underlying goals supporting the Child Welfare practice model. Quality Improvement increases or validates *construct validity*, by creating a culture in which performance is tracked, actions are taken and new strategies are developed.
Three Key Functional Components

Results-Oriented Accountability Program Governance

Program Operation
- Data Collection
- Data Analysis
- Data Presentation
- Implementation and Replication
- Project and Implementation Management

Program Improvement
- Assess Validity and Integrity of Measures
- Predictive Analytics
- Recommendations for Action
- Research
- Evaluation
- Training
• **Enhanced Quality Assurance/Quality Improvement Function** – This function builds on the current QI function, and leverages its QA component while adding capabilities in the area of Quality Improvement. This function will be primary area within the Program Quality and Performance Management area with responsibility for the major activities of the Results-Oriented Accountability Program.

• **Data and Analysis Function** – This new function within the OCW Program Quality area is responsible for deeper statistical analysis of Program data. Data and Analysis is the QI-focused set of activities conducting deep analysis of the data, conducting root-cause studies, and engaging in more scientific analysis of a wider variety of factors affecting outcomes.

• **Performance Management and Reporting Function** – Performance Management is the production-focused aspect of providing information to support processes such as federal Reporting and Compliance, day-to-day operations and Executive reporting needs.
Results-Oriented Accountability Program

Components:

- Resources
- Capacity building
- Technology enhancements
- DCF/Institute/CBC partnership
• Technical Advisory Committee
• Governance Process
• Data collection and Review Process
  • Outcome measure development and validation
  • Assess FSFN data gaps regarding required data to calculate the measures.
  • Dashboard / Reporting
  • Data Management Strategy
• Data Analysis Process
  • Establish initial analytics software/hardware
  • Performance Management Unit
• Research Review Process
  • Research Standards
  • Evidence Based Practices
• Evaluation Process
  • Pilot Study Standards
  • IRB Policy Updates
• Quality Improvement Process
  • Implementation Science
• Assessment of system-wide capacity to conduct case reviews and other QI-related activities.
  • Increase ability to collect and utilize qualitative data
• Assess Quality Improvement needs associated with the Program that will lead to the development or modification of a QI Program Plan and procedures, to include Results-Oriented Accountability functions.
• Subject matter expertise will be needed to assess and develop a plan around the various technological aspects of operationalizing ROA.
  • System Interfaces
  • Data gap resolutions/enhancements to FSFN
  • Data lab needs
  • Data quality solutions
• Operationalize Technology Solutions
• Expand current Quality Assurance (QA) efforts into Quality Improvement (QI).
• Fully Integrate ROA Program into Business Processes
• Continued refinement and adjustments
• Continue to validate outcome measures
• Fully Operationalize Cycle of Accountability
Significant Program impacts are expected in areas beyond the assessment of outcomes:

- **Policy** – The organization created by the Program will use results to shape policy in the Child Welfare Community.

- **Practice** – Evidence created by the Program and corroborated by DCF and FICW will identify effective interventions currently utilized and create opportunities to validate promising interventions, ultimately leading to practice changes.

- **People** – A fundamental culture shift will occur as the system becomes a learning, reflexive entity encourages the use of evidence and data for decision-making.

- **Organization** – The organizational borders will expand to include new partners in accomplishing meaningful, evidence informed outcomes for children. Contracts between DCF and its existing partners could also require modification to support the key activities of the Program.

- **Technology** – Innovation resulting from the Program will lead to new solutions to support Child Welfare in new ways – for example, the use of explanatory, predictive and preventive analytics will lead to enhancements to practice and policy.

- **Shared Accountability** – Assigning accountability to those organizations and entities having a role in achieving outcomes for children extends the vision of Child Welfare accountability to all stakeholders.
Long Term Vision

Child Welfare communities have a united or collaborative approach to provide quantifiable assurances demonstrating resources are used responsibly to ensure child and family outcomes are met and inform continued investment in the future of Florida’s children and families.