Maximizing the Results Scorecard 2.0

A comprehensive guide to using the Results Scorecard for:

- Strategic Planning
- Community Collaboration
- Grant Management
- Staff Management

By
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Designed by the Results Leadership Group and based on the principles of Mark Friedman’s Results-Based Accountability™ framework, the Results Scorecard™ helps public-sector leaders to collaborate, make data-driven decisions, and align the performance of their programs and initiatives with the impact that they create in the community.

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Results Scorecard™

Transparent, Collaborative, and Data-Driven Decision Making
In an environment characterized by increasingly scarce resources and complex social problems, communities, government agencies, service systems, and individual programs face unprecedented pressure to improve quality and demonstrate their contribution to positive outcomes. Results-Based Accountability™ (RBA) is a framework that outlines a process designed explicitly to help public and non-profit sector leaders, organizations, and systems navigate this daunting challenge. RBA encourages users to begin with “ends” – i.e., results – and then helps them work backwards toward “means” – i.e., the strategies and actions necessary to move an indicator in a desired direction.

**The process is proven to help users:**
- Establish results and select key indicators for monitoring achievement toward the results;
- Develop aligned, data-driven strategic plans with specific action steps and task holders;
- Track performance in real and over time; and
- Celebrate successful “Turn the Curve” efforts, and, whenever appropriate, make strategic and tactical adjustments to get back on track.

In recent years, organizations in 40 states and 11 countries, including government agencies, human service systems and individual programs have successfully deployed RBA to “turn the curve” on both population and program level results.
The Results Scorecard™ is a powerful, web-based application designed to support effective use of the RBA framework. The Results Scorecard enables RBA users to quickly, intuitively, and collaboratively:

- Define and align results, indicators, and improvement activities;
- Monitor improvement plan implementation and track impacts across programs, and ultimately results; and
- Identify successful strategies and recalibrate unsuccessful ones.

Because the Results Scorecard was engineered around the RBA framework, it is fully capable of supporting accountability initiatives at both the population and performance levels. In fact, users throughout the United States, Australia, UK, New Zealand, and Canada are increasingly using the Results Scorecard to capture their RBA work to:

- Develop, implement, and evaluate results-driven strategic plans;
- Organize and manage comprehensive community change efforts;
- Automate grant monitoring and reporting; and
- Drive results-focused staff development and management routines.

To discover how RBA and the Results Scorecard can help you work smarter and measurably improve results for your customers and community, visit www.resultsleadership.org or contact Justin Miklas at the Results Leadership Group at: 301.907.7541 or justin@resultsleadership.org.

- Results are articulated.
- Indicators are tracked.
- Strategies are outlined.
- Performance measures are clear.

Results-Based Accountability™ Software for Public Sector Leaders
Chapter 2: Results Scorecard for Strategic Planning

Results-Based Accountability™ (RBA) is a framework that outlines a process for disciplined thinking and taking action. Community leaders, government agencies, nonprofits, and other organizations can use RBA to develop strategic plans and manage continuous improvement efforts. The RBA framework starts with ends (results) and works backwards toward means (strategies and tactics for improving population results and program outcomes). Organizations throughout the world use RBA to specify, orient, and coordinate population- and program-level activities in ways that enable them to pursue measurable impact at both levels.

To capture their work, organizations have adopted the Results Scorecard™ (Scorecard), which is a web-based strategic data system designed to enhance the usability and sustainability of RBA as a strategic planning process. The Scorecard allows you to build a results-based strategic plan that is interactive, highly visual, and maintains real-time data. Moreover, strategic planning processes are iterative, and therefore require regular performance feedback to help leaders adjust, refine, and ultimately increase the effectiveness of their population- and program-level improvement initiatives. Having the strategic plan laid out in the Scorecard supports the planning process, allows for multiple people to be involved, and reinforces the call to action and accountability. (See example on the following page.)
As you can see in the example below, the Bethesda County Health Department (BCHD) has identified three results around which each of their departments will align their programs.

**Result One: People are Healthy**

As you can see in the example below, the Bethesda County Health Department (BCHD) has identified three results around which each of their departments will align their programs.

**Result Two: Youth have Healthy Behavior**
Result Three: All Babies are Born Healthy

Once results and indicators are specified, the Results Scorecard enables each sector of the BCHD to align its efforts by delineating its contributions and tracking its performance. This functionality allows plan developers to be clear about who is responsible for particular improvements and provides a common, real-time platform for monitoring performance. The functionality also allows program/project leads to efficiently and effectively publicize their successes, and, whenever necessary, modify strategies and tactics to improve contribution and impact.

Community Health and Planning

The image below illustrates how the Community Health and Planning department of Bethesda County Health aligned its programs with the results.
**Worksite Wellness Scorecard**

- Population Results
- Program Performance

**Chronic Disease Prevention Scorecard**

- Population Results
- All Hazards Preparedness Plans
Create Projects and Manage your Work

Additionally, the Scorecard allows users to create projects to track and manage their action plans related to their performance efforts.
Medical Records Review

Even the Medical Records Review department can clearly articulate and align its efforts and capture its performance measures in the Scorecard. Ultimately, the Scorecard is a “living” strategic planning tool within an organization. It allows leaders to transform a strategic plan into a legitimate and sustainable performance management system that is available wherever and whenever they need as long as they have access to the internet.
Turn the Curve Thinking in Strategic Planning

Access alone, however, is not sufficient. Stakeholders also need tools and methods for developing a holistic picture of community and client conditions as well as digging beneath performance data to get to the “hows” and “whys”. The Scorecard’s interactive Turn the Curve template enables stakeholders to have disciplined and focused conversations regarding plan implementation and progress.

Here, leaders can outline the contributing and restricting factors for the data baseline.

Here, leaders can identify who has a role to play in turning the curve in the right direction.

Here, leaders list an action or collection of actions that has a reasonable chance of impacting the result.

Story Behind The Curve

Over the past 20 years, our nation has experienced a dramatic increase in obesity among our adults and youth. According to the cdc, in 2010, there was no state with a prevalence of obesity less than 20%. In Bethesda County, this trend mirrors the national rates.

http://www.cdc.gov/obesity/data/trends.html
Community change efforts can succeed and be sustained when government agencies, businesses, nonprofits, and community stakeholders collaborate for collective impact. The process of organizing effective cross-sector coalitions, however, is far easier said than done. Too often such coalitions are rendered ineffective by competing agendas, unaligned goals, and siloed performance management languages and systems. However, with the Results Scorecard, facilitating collaborative efforts has become manageable, in that communities can use the tool to accomplish the following:

- Determine a common vision (shared results);
- Provide a visual profile of their community conditions that inspires a need for change;
- Conduct an in-depth exploration of the “story behind the data” in your community;
- Strategically plan in a coordinated manner to align programs across participating agencies;
- Identify and communicate what is working in your community and what is needed; and
- Monitor and help to improve the organization.

Altogether, the interactive Scorecard improves leaders’ abilities to support and sustain results-based community change and collective impact efforts. Below is an example of a community’s clearly defined results and indicators; relevant programs and performance measures; and report on progress, performance, and effectiveness of efforts.
Maximizing the Results Scorecard

Visually Communicate Community Conditions by Reporting Results & Indicators

Map and Track Partners’ Program Performance

The Results Scorecard is optimized to make performance data readily available to community members, which enables them to build a culture of transparency and accountability.
Turn the Curve Thinking in Community Collaboration

Use Turn the Curve Thinking to monitor, manage, and report on each program’s performance and impact.

Turning the Curve

Southeast: Better Off: % of cases with repeat abuse and neglect

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Actual Value</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>51%</td>
<td>54%</td>
</tr>
<tr>
<td>2011</td>
<td>53%</td>
<td>52%</td>
</tr>
<tr>
<td>2010</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>51%</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>51%</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>49%</td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td>48%</td>
<td></td>
</tr>
</tbody>
</table>

About Actual Values

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Actual Value</th>
<th>Forecast</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>51%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>52%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Story Behind The Curve

Story Behind the Curve:
- The poor economy adds to household stresses
- Required training after first offense doesn’t address coping mechanisms for parents
- Lack of support network to help when there are high-risk situations

Partners

County Workforce Development Office, Volunteers, Parents

What Works

Better initial screening and decisions on placements

Action Plan

- Do random follow-up visits to homes to assess safety
- Develop a more intensive parent training program
- Partner with County Workforce Development Office for job training referrals
Chapter 4:
Results Scorecard for Grant Management

A growing number of grant-making organizations use RBA to monitor, discipline the expenditure of, and improve social returns on their philanthropic investments. Correspondingly, a growing number of grantee organizations have embraced RBA as an efficient and effective framework through which to drive continuous improvement efforts, demonstrate value and impact, and, ultimately, attract additional investment in their programs and services. RBA benefits both grant-makers and grantees by giving them strategies and tools to:

- Establish clear, common expectations about the use of grant dollars;
- Define and align expected relationships between sponsored programs and services (“means”) and client outcomes (“ends”);
- Tell success stories and identify improvement priorities in terms of return on investment (ROI) and results that matter to the local community;
- Use the Scorecard to streamline and enhance the use of RBA for grant reporting and performance management in multiple ways, such as:
  - Drill down to any program and collect real time data about progress, performance, and projects;
  - Make the connection between population results and programs’ performance in multiple views;
  - Explain how the investments in certain strategies are beneficial to population results;
  - Use performance measures to support resource allocation decisions;
  - Reduce the use of paper by collecting grantees’ reports online; and
  - Expect continuous updates to allow for rapid data feedback.

The Results Scorecard enables grantmakers and grantees to define the expected relationships between and evaluate the relative contributions of programs to the impact on population results and indicators. Grantmakers can leverage this functionality to assess whether their program-specific investments are influencing population-level results in the expected direction. Grantees can use this functionality to publicize their successes or, when necessary, modify strategies and actions to make measurable improvements.

On the next few pages are some examples of how a local United Way aligns community results with programs and tracks their performance.
### Example 1: Funded Programs Contributing to the Education Result

**Boy Scouts: After School Scouting**

#### Population Results

<table>
<thead>
<tr>
<th>Name</th>
<th>Same Period Prior Year</th>
<th>Prior Period</th>
<th>Current Value</th>
<th>Change</th>
<th>Most Recent Period</th>
<th>Comments/Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>CI: Education: All youth are ready for college, work and life</td>
<td>86.19%</td>
<td>86.19%</td>
<td>89.34%</td>
<td>2</td>
<td>FY2010</td>
<td></td>
</tr>
</tbody>
</table>

#### Program Performance

<table>
<thead>
<tr>
<th>Name</th>
<th>Same Period Prior Year</th>
<th>Prior Period</th>
<th>Current Value</th>
<th>Change</th>
<th>Most Recent Period</th>
<th>Comments/Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-BS: AFS: Boy Scouts: After School Scouting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P-BS: AFS: 1. How much: Number of students</td>
<td>308</td>
<td>375</td>
<td>382</td>
<td></td>
<td>Q1 FY2012</td>
<td></td>
</tr>
<tr>
<td>P-BS: AFS: 2. How well: Quality assessment rating</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td></td>
<td>FY2012</td>
<td></td>
</tr>
<tr>
<td>P-BS: AFS: 3. Better off: Number of cub scouts and boy scouts who advance one rank after learning skills that foster a sense of personal achievement and esteem</td>
<td>248</td>
<td>248</td>
<td>252</td>
<td>1</td>
<td>FY2012</td>
<td></td>
</tr>
<tr>
<td>P-BS: AFS: 3. Better off: Number of cub scouts and boy scouts who stay in the program for 4 consecutive years or longer</td>
<td></td>
<td>206</td>
<td>206</td>
<td>210</td>
<td>1</td>
<td>FY2012</td>
</tr>
</tbody>
</table>
Example 2: Funded Programs Contributing to the Income Result

Population Results

- C1: Income: All families are economically self sufficient
  - C1: Headline: Percent of lower income working families that are self sufficient
    - Current Value: 86.6% in FY2010

- C1: Increase income through access to education and employment
  - C1: Secondary: Median Household Income
    - Current Value: $62,783 in FY2009
  - C1: Secondary: Unemployment Rate
    - Current Value: 5.5% in FY2009
  - C1: Secondary: Number of young adults 16-19 years either in the labor force (employed/unemployed) or enrolled in school
    - Current Value: 27623 in FY2009

Program Performance

- P-CC:RCS: Catholic Charities: Refugee Resettlement Program
  - P-CC:RCS: 1. How much: Number of adults in the program
    - Change: 14 to 37 in Q1 FY2012
  - P-CC:RCS: 3. Better off: Number of refugee adults ready for work
    - Change: 6 to 25 in Q1 FY2012
  - P-CC:RCS: 3. Better off: Number of refugee adults placed in a job
    - Change: 0 to 8 in Q1 FY2012
  - P-CC:RCS: 3. Better off: Number of matching grant clients placed in jobs within 180 days or less
    - Change: 0 to 3 in Q1 FY2012
  - P-CC:RCS: 3. Better off: Average wage at placement
    - Change: $0.00 to $8.74 in Q1 FY2012
Example 3: Funded Programs Contributing to the Health Result

The Results Scorecard provides a collaborative online workspace where grant-makers and grantees can:

- Map driver relationships between grantmaking, program action plans, and results;
- Collect and profile grantee performance data, and;
- Make more strategic decisions regarding current and future grantmaking and expenditures.
Chapter 5: Results Scorecard for Staff Management

As a part of their broader continuous improvement initiatives, an increasing number of organizations use RBA as a staff management system. Intuitively, this makes sense: efforts to improve community conditions and service delivery are catalyzed or constrained by the attitudes, behaviors, and skills of the people responsible for implementing them. Not surprisingly, high capacity, results-oriented teams and staff are more likely to “turn curves” and positively impact their customers.

The Scorecard allows you to manage the people who report to you without having to do their work. Moreover, it allows you to remain aware of what is going on in your agency without being stuck in the details. Likewise, having staff share succinct program and turn the curve reports allows you to stay informed. The Scorecard benefits both micro- and macro-managers. Ultimately, the Scorecard for staff management allows managers to trade accountability for flexibility.

Organizations that currently or intend to use RBA for staff management should be aware that the interactive Scorecard offers important functionality that can help them set goals, define performance measures, align improvement strategies, outline action plans, and track progress for team-, project-, and individual staff performance goals. Having these tools and strategies allows managers and their team to be accountable, transparent, and effective in their efforts to positively impact their customers.

Examples of how RBA and the Scorecard can be used to manage teams, individuals, and projects are presented on the next few pages.
Example 1: Staff Management for Teams

Program Presentation

CF: Development Team will raise $120,000 by Quarter Four

Our team works to acquire key supporters to make and stick to personal fundraising commitments.

Performance Measures

CF: # of donations requested
Q4 2011: 50
Story Behind the Curve: 3

CF: % of meetings secured to further discuss possible donation
Q4 2011: 50%
Story Behind the Curve: 3

CF: Dollar amount received
H2 2011: $120,000
Story Behind the Curve: 1
Example 2: Staff Management for Teams and Individuals

### Program Performance

<table>
<thead>
<tr>
<th>Name</th>
<th>Prior Period</th>
<th>Current Value</th>
<th>Change</th>
<th>Most Recent Period</th>
<th>Comments/Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CF: Development Team will raise $120,000 by Quarter Four</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CF: # of donations requested</td>
<td>40</td>
<td>50</td>
<td>3</td>
<td>Q4 2011</td>
<td></td>
</tr>
<tr>
<td>CF: % of meetings secured to further discuss possible donation</td>
<td>36%</td>
<td>60%</td>
<td>3</td>
<td>Q4 2011</td>
<td></td>
</tr>
<tr>
<td>CF: Dollar amount received</td>
<td>$82,000</td>
<td>$120,000</td>
<td>1</td>
<td>2011</td>
<td></td>
</tr>
<tr>
<td><strong>CF: John Jameson's Performance Plan</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CF: How well: % invoices processed in a timely manner</td>
<td>65%</td>
<td>70%</td>
<td>11</td>
<td>Dec 2011</td>
<td></td>
</tr>
<tr>
<td>CF: Better off: # of monthly budget reports complete on time</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>Dec 2011</td>
<td></td>
</tr>
<tr>
<td><strong>CF: Kelsha Vance's Performance Plan</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CF: How much: Average # of interactions with grantees</td>
<td>16</td>
<td>18</td>
<td>3</td>
<td>Q4 2011</td>
<td></td>
</tr>
<tr>
<td>CF: How well: % of grantees submitting progress reports on time</td>
<td>85%</td>
<td>90%</td>
<td>3</td>
<td>Q4 2011</td>
<td></td>
</tr>
<tr>
<td>CF: Better off: % of grantees with performance measures trending in the right direction a.k.a. turning curves</td>
<td>85%</td>
<td>90%</td>
<td>3</td>
<td>Q4 2011</td>
<td></td>
</tr>
</tbody>
</table>
Example 3: Managing Projects

Below is an example of how a Scorecard can be set up with projects to track customer satisfaction. This helps promote accountability for implementation of actions committed to by staff.

<table>
<thead>
<tr>
<th>CF: Client Satisfaction</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CF: How much: # of clients surveyed</td>
<td>25</td>
<td>20</td>
<td>2  Q4 2011</td>
</tr>
<tr>
<td>CF: How well: % of clients that were treated well</td>
<td>90%</td>
<td>90%</td>
<td>3  Q4 2011</td>
</tr>
<tr>
<td>CF: Better off: % of clients that had their problem solved</td>
<td>90%</td>
<td>100%</td>
<td>3  Q4 2011</td>
</tr>
</tbody>
</table>

Project Presentation View

CF: Client satisfaction project

Prefix: CF
Parent Project: 
Name: Client satisfaction project
Start Date: 06/23/2011
End Date: 12/23/2011
Percent Complete: 0
Color: Light Blue
Assigned To: Marc Stone
Assigned By: Jonny Queen
Description: Survey clients to assess their satisfaction with products and services
Status: On Track
Status Update:

Project Comments
Edit Project Status
Edit
Print
Example 4: Performance Feedback & Reporting

The Scorecard’s interactive Turn the Curve feature allows managers and staff to review performances and adjust improvement plans using RBA’s Turn the Curve Thinking. This process is oriented around 4 primary questions:

- **Story Behind the Curve**: What are the contributing & restricting factors?
- **Partners**: Who are the partners with a role to play?
- **What Works**: What does it take to do better?
- **Action Plan**: What do we propose to do?

An example of the Result Scorecard’s Turn the Curve functionality is presented below: