

Results-Based Accountability and Funding

**Linking budget and funding requests to
strategic priorities**

What is RBA?

- A lens through which we view our performance management and strategic planning efforts
- Promotes the use of data to inform decision-making
- Focuses our accountability on results or outcomes for our customers and target populations

Start with the end

Identify the intended result, or the intended outcome, of your work

For example:

- Utah families, children, adolescents, and young adults have optimal health, safety, and quality of life
- Utah residents who are elderly (65+) or have disabilities live engaged lives in supportive environments of their choosing
- DHHS decision makers receive timely and accurate information
- Utah residents have optimal mental health
- All Utahns have fair and equitable access to culturally appropriate public health, healthcare, and social services
- DHHS has a culture of continuous quality improvement

Describe the experience of the result

- What does our population experience if we accomplish the result?
- What does the result look like?

| Result | Experience of the result |
|-------------------------------|--|
| All children in Utah are safe | Parents are able to safely care for and nurture their own children |
| | Children thrive physically and emotionally |
| | Children maintain a sense of belonging |
| | Families are supported and have access to the services they need |

Identify meaningful measures

| Quantity | Quality |
|---|---|
| <p data-bbox="384 430 794 465">How much did we do?</p> <p data-bbox="455 481 722 516">Quantity of effort</p> | <p data-bbox="1141 430 1561 465">How well did we do it?</p> <p data-bbox="1230 481 1472 516">Quality of effort</p> |
| Impact | |
| <p data-bbox="770 778 1161 813">Is anyone better off?</p> <p data-bbox="728 828 1203 863">Population or Customer impact</p> <p data-bbox="392 873 1539 908">The effect of the work we do, as measured by quantity and quality measures</p> | |

Define your strategies and objectives

Strategies

- While measures reflect the breadth of the organizational unit work, strategies represent your priorities for the plan period, not the entirety of the work you do.
- Strategies may be driven by concerning patterns in your measures or broad areas of focus for the unit.

Objectives

- These are specific and timed goals that work on your strategies.
- Articulate the actions needed to achieve the objective and who will do them.

**How does this
apply to funding
items?**

DHHS budget request process

- Begins internally in May
- Operational units (OUs) are required to show how any budget asked tie back to strategic plans and to provide proposed performance measures
- Strong ties and meaningful measures are elevated to the governor

- Line Item: Division of Child and Family Services
 - Performance measure: percent of reunification
 - Measure target: 2% increase over previous fiscal year rate
- Line Item: Office of Substance Use and Mental Health
 - Performance measure: rate of Utahns dying of drug-related causes
 - Measure target: decrease rates of Utah drug deaths by 1 per 100,000 in each year from 2022 through 2027

Line Item examples

- Funding item: Placement and services for Division of Child and Family Services and Juvenile Justice and Youth Services high acuity clients
 - Performance measure: Percent of children and youth placed under sole source contracts
 - Why? - The proposed rate increase for moderate level residential provider and the additional funding appropriated to help support the high acuity youth will help reduce the number of youth who are placed in the high acuity sole source placements.
- Funding item: Services for people with disabilities waiting list
 - Performance measure: Percentage reduction in people who have been on the waiting list for more than 10 years
 - Why? - Reduction of individuals who have been on the waiting list the longest is the best indicator of the funding turning the curve and serving its intended purpose

Temporary Funding examples

How do we make it work?

- Provided training to all DHHS leadership and key staff in RBA and how to tie it to all financial planning (agreements, grants, budget requests)
- Maintain a library of measures lets every OU know what is being measured across the department
 - Allows us to be proactive in conversations with LFA and GOPB
 - Allows OUs to see if performance measure is already being tracked - we don't recreate the wheel or have two OUs duplicating effort
- Worked in advance to educate GOPB and Legislature about RBA and how it tied into our strategic measures and budget planning process
- Maintain a forward facing scorecard that allows anyone, including the public and policy makers, to see how we are doing on any performance measure at any given time

Using RBA principles

- The use of RBA principles can be found in connection to a specific strategy or objective in your plan, **or** to a measure you are accountable for, **or** to your result statement and the experience of it.
- RBA principles can also be seen in your focus on the intended outcome of the funding request, not just the activities.

Contact:

Shannon Thoman-Black

Director, Division of Continuous Quality & Improvement
sthomanblack@utah.gov

Abby Acton, Director

Office of Innovation
abigailacton@utah.gov