Action Plan

Shared Outcome Measurement

A cross-sector measurement of shared outcomes

SUMMARY
(more details about each section provided on pages 2-6)

Objective
Develop, implement, and sustain the measurement of a few community-wide outcomes for children, families, individuals, and our community.

Final Products
1. Approved cross-sector data-sharing policies.
2. A list of shared outcomes.
3. A funded and developed or selected electronic system.
4. Defined and pilot tested reports.
5. A three-year management plan.

Shared Values
1. Data is a tool that serves our missions.
2. We agree to share our data.
3. We will prioritize simplicity. we will integrate and build on existing outcomes measurement resources.
4. We will use this shared outcome data to strengthen our service delivery systems. We will prioritize sustainable, reasonable, and user friendly data collection and analysis choices.
5. We accept that measuring shared outcomes is a long-term commitment.

Benefits
1. Increased collective knowledge.
2. Strengthened missions of organizations.
3. Improved ability to target funding and share resources for collective goals.
4. Improved funding practices.
5. Opportunities to celebrate shared successes.
6. Increased community-wide awareness about shared accomplishments.

Work Plan
1. Convene a cross-sector, time-limited team.
2. Research best practices from other communities.
3. Inventory existing shared outcomes measurement systems.
4. Select and define shared outcomes.
5. Define roles; develop Polices and Memorandums of Understanding.
6. Build on the experience of related initiatives.
7. Invite review and comment.
8. Develop a three-year scope of work.
9. Develop a multi-year budget; identify multi-year funding.
10. Develop a system or conduct a procurement process.
11. Receive Board of Supervisors approval.

DETAILS

Objective: Develop, implement, and sustain the measurement of a few community-wide outcomes for children, families, individuals, and our community.

Objectives this action plan will <u>not</u> achieve

This action plan represents a next step to developing shared outcomes measurement. The following objectives, while important, are not the objectives of this current action plan.

1. Replace existing case management systems or provide case management functionality where none currently exists.
2. Measure service delivery processes at the level needed by organizations for internal reporting.
3. Identify and reduce duplication of direct client services.
4. Identify community members who need but are not accessing available services.
5. Understand referral processes between organizations.

Description of Final Products

1. Approved cross-sector <u>policies</u> about data sharing including, when appropriate, approved Memorandums of Understanding.
2. A <u>list of shared outcomes</u> to track with common definitions and defined forms of measurement.
3. A funded and developed or selected <u>electronic system</u> to capture, store, protect, and report the selected shared outcomes.
4. Defined and pilot tested <u>reports</u> and a plan to produce them regularly.
5. A three-year <u>management plan</u> to implement the scope of work and ensure that all objectives are met.
6. A <u>foundation for future</u>, more complex, shared data analysis and use.

Shared values that will guide this work

1. <u>Data is a tool that serves our missions</u>. Data can help us to more fully understand the results of our work in our community. Data can and should be presented in a way that recognizes the complexity of the lives we touch. We will describe children, families and individuals as members of a community. Our reports will reflect our value for the individuals to the vitality of our community. And, because it may add workload to individual organizations, it must also provide an added value to organizations. For instance, it should add to individual organization's understanding about the needs of and/or and their relationship with the community they serve.
2. <u>We agree to share our data</u>. In so doing, we will follow all applicable state, federal, and County laws, regulations, and policies related to data sharing, including memorandums of agreement and client confidentiality provisions whenever necessary. Data will most likely be individual data; it will be aggregated for the purpose of understanding patterns of services and outcomes. It will not be used or reported about individuals.
3. <u>We will prioritize simplicity</u>. We will reduce and avoid, whenever possible, multiple data entry. Whenever possible, we will integrate and build on existing outcomes measurement resources rather than creating new systems. When applicable, we will accept other organizations' data instead of collecting our own. We understand that implementing iterations of systems is difficult and we will avoid this whenever possible.
4. <u>We will use this shared outcome data to strengthen our service delivery systems</u>, not to call out weaknesses. We will improve our collective commitment rather than lay blame. We commit to address the issues that are identified by the data. Together we will work towards achieving the best outcomes for our community.

5. <u>We will prioritize sustainable, reasonable, and user friendly data collection and analysis choices</u>. We will prioritize accuracy, data quality, third-party validation, a scientific method, transparency, and clear shared definitions (ie recidivism).
6. <u>We accept that measuring shared outcomes is a long-term commitment</u>. To see true results, we will need to track these outcomes for ten or more years. Whenever possible and reasonable, we will dedicate the resources that will be necessary for system development, training and learning over time.

Benefits of the shared outcome measurement
1. <u>Increased collective knowledge</u>. A broader and deeper understanding of our services and our impacts. We have a shared and deeper understanding of the challenges and obstacles in our community. A more robust outcomes-based approach to service delivery. A deeper understanding of when and where community members enter our systems, their needs, and the collection of services they receive. A framework for shared measurement will be a resource to all measurement activity. Shared definitions of success, Regularly produced and used community scorecard (with information not previously available) that is understood by all.
2. <u>Strengthened missions of individual organizations</u>. Identify which individual services or collection of community services are effective in achieving our desired outcomes. Encourage the improvement of our organizations and our work. Our organizations will be more accountable to the community and to funders for achieving outcomes. The lessons we learn about the results of our work together strengthens our future work. We will focus more in prevention and less on maintenance. We will reduce cycles of remediation. We develop more effective policies.
3. <u>Improved ability to target funding and share resources for collective goals</u>. Increased capacity of the service providers to target their interventions towards shared outcomes. More successful and meaningful alignments. Improved collaboration between organizations results in less overhead costs and improved efficiencies. Stronger communication. Adaptive and timely responses by individual organizations and the community when resources changes or issues emerge.
4. <u>Improved funding practices</u>. A more focused approach to making funding decisions and to collectively leveraging funding. Changed partnerships with funders that demonstrate that funders are "not here to tell you, here to help you get better." Clear and shared funding priorities.
5. <u>Opportunities to celebrate shared successes</u>. Increase our ability to recognize the broad network of individuals and organizations that contribute to our collective success. Develop understanding of success that is beyond the work or impact of individual organizations.
6. <u>Increased community-wide awareness about the value of our shared work and our shared accomplishments</u>. An objective and regular reporting of collective information that will be viewed by the community as accurate, objective, and credible (similar to the "unemployment rate" or the "poverty rate" or "graduation rates." We will see positive changes in legislation and funding.

Risks of the shared outcome measurement
1. Discouragement – both from the difficulty of measuring shared outcomes and from outcomes that are difficult to achieve.
2. We may not be able to develop a common understanding of our outcomes. Or, we may become clear about our outcomes but we still may not be accountable with our funding and resources.
3. Some things cannot be measured and we will miss important understandings. We may miss and lose sight of the intangibles. A focus on the numbers can overcome the humanity of our work.
4. We may receive bad publicity if outcomes are not positive. This may reinforce negative perceptions, distrust, and barriers between the community and County government.

5. We may misinterpret the data (for instance, because of our own biases).
6. Attributing outcomes to a large group may reduce the value and impact on outcomes within the larger group by smaller groups.
7. Our funding may actually decline if our outcomes do not support our hypotheses.

Interdependencies and Related Work
1. Client assessments: Throughout the community a vast number and variety of assessment tools are used now (and each is individually important). Information from these assessments may be a source of information for shared outcome measurement.
2. Case management: Most services provide case management functions and these functions are assisted by an array of electronic systems. These existing systems may be a source of information for shared outcome measurement.
3. Contracting: Reporting of impacts or outcomes is required for most contracts. This information may be a source of information for shared outcome measurement. And, the process of contracting may be useful in promoting shared outcomes measurement. Collaborating with existing integrated contracting initiatives may be beneficial. Contracts provide an opportunity to articulate outcome goals related to community-wide initiatives such as Upstream, Health Action, etc..
4. Budgeting: We should see our budgets reflect alignment to our shared priorities and outcomes.
5. Emerging Shared Outcomes Measurement Initiatives: Several activities are emerging to expand the measurement of shared outcomes (for instance, First 5, Community Development Commission, Community Corrections Partnership, County Inter-Departmental Data Sharing Pilot). This work can build on any or all of these initiatives.

Proposed Work Plan
To be revised as necessary during the course of the planning. Completion of these tasks may not be sequential.

Task	Group(s) Involved	Completion Date
1. Convene a cross-sector, time-limited team to develop a plan. Include the following representatives: County First 5 Sonoma County Probation Community Development Commission Health Services Human Services Information Services Others who are interested Partners Sonoma County Office of Education United Way Community Foundation Others who are interested	− Human Services	September 2012

Task	Group(s) Involved	Completion Date
2. Research best practices from other communities and from the industry. Identify lessons learned for Sonoma County.	– Human Services – Workgroup	November 2012
3. Inventory existing shared outcomes measurement systems. – First 5 Sonoma County – Community Development Commission – Family Justice Center – SWITS (Sonoma County Alcohol and Other Drug Services data system) – Community Corrections Partnership – Integrated Justice System – Water Agency – Others? What do these existing siloed and shared data systems measure? What are the pros and cons of our current data systems and in what ways are they expandable? Will we start from scratch or borrow from or expand existing systems? Will we create a single portal, and if so, for what?	– Human Services – Information Systems – Workgroup	January 2013
4. Select and define shared outcomes to measure.	– Workgroup – Human Services Department	January 2013
5a. Define roles. – What are the private and public roles and responsibilities? – How will we fund shared outcomes measurement? – Who "owns" a shared outcomes measurement system? – Who has responsibility for technical assistance? – How will confidentiality be protected? – Who has what access to the information and for what purposes? 5b. Develop Polices and Memorandums of Understanding that reflect the defined roles.	– Workgroup – Human Services – Information Services	January 2013
6. Build on the experience and lessons learned of other related initiatives within the community – especially First 5, Community Development Commission, Integrated Justice System, and the County Inter-Departmental Data Sharing Pilot.	– Human Services	Ongoing
7. Invite review and comment whenever appropriate from partners, providers, community, County Counsel, County Administrator's Office, and others as necessary. Report to and solicit decisions from the Upstream Policy Committee and/or the Board of Supervisors when necessary.	– Human Services	Ongoing as necessary

Task	Group(s) Involved	Completion Date
8. Develop a three-year Scope of Work. Include: – Memorandums of Understanding – System specifications – System administration and maintenance plan (including staffing) – Reporting plan: What will be reported when, by whom, to whom? – Dissemination plan: How will information be shared throughout the community? How will reactions to the information be managed?	– Human Services – Information Systems – Workgroup – Upstream Policy Committee	March 2013
9. Develop a multi-year budget. Identify multi-year funding (include in budgets beginning July 2013).	– Human Services Department – Workgroup – Upstream Policy Committee	June 2013
10. Develop system in-house or conduct a procurement process that meets County procurement rules.	– Human Services Department – Information Services Department	October 2013
11. Receive Board of Supervisors approval for three-year Scope of Work and selected contractor.	– Upstream Policy Committee	December, 2013