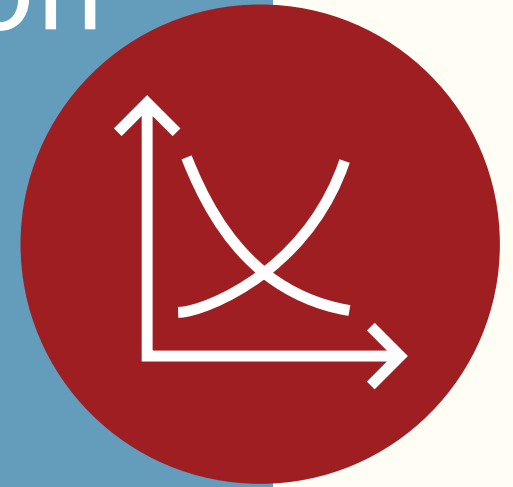


Results Base Accountability: Cultivating a Learning Organization

AUGUST 4, 2022



Your Evaluation Team



Shelley Facente
Principal



Elizabeth Yarly
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Philanthropy and Equity



Please put your name,
pronouns, and
organization in the chat

Plan for Today



- Logistics & Reminders
- Results Base Accountability Overview
- Tips for Cultivating a Learning Organization
- Questions & Answers
- Closing



NOTE: Since we are only asking for one data point through this grant, much of this overview will not apply to the grant evaluation process.

It's just for your own learning. 😊



Training Trajectory

-This is the fourth of our seven-part optional training series

Topic	Date/time
Gilead Oncology's overarching approach to evaluation	July 14 @ 12pm PST
Detailed training on the evaluation guide and systems	July 19 @ 12pm PST
Survey design and administration	July 26 @ 10am PST
Using the Results-Based Accountability framework	August 4 @ 9am PST
<i>TNBC Grantee Convening in Foster City, CA (in-person)</i>	<i>September 13 - 15</i>
Best Practices for telling the story of your program	September TBD
How to do a case study	October TBD
How to develop a theory of change	October TBD

The Grantee Guide to Evaluation

Key Components

- ✓ Evaluation Philosophy
- ✓ Theory of Change
- ✓ **Overview of Results-Based Accountability**
- ✓ Selecting Evaluation Measures
- ✓ Telling Your Story
- ✓ Impact Template

Reminders



This session is being recorded

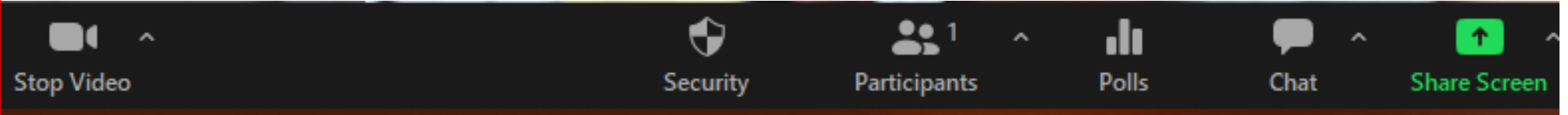
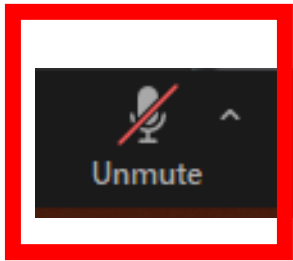


Training materials, including the recording link, will be shared after the session on:

https://facenteconsulting.com/gilead_oncology_evaluation.php

Our Requests for Today

- Please mute yourself when not speaking



- Please change your Zoom name to *Name/Pronoun/Org*



- Share your thoughts in the chat
 - *We will capture your comments, and this is a great way to interact*



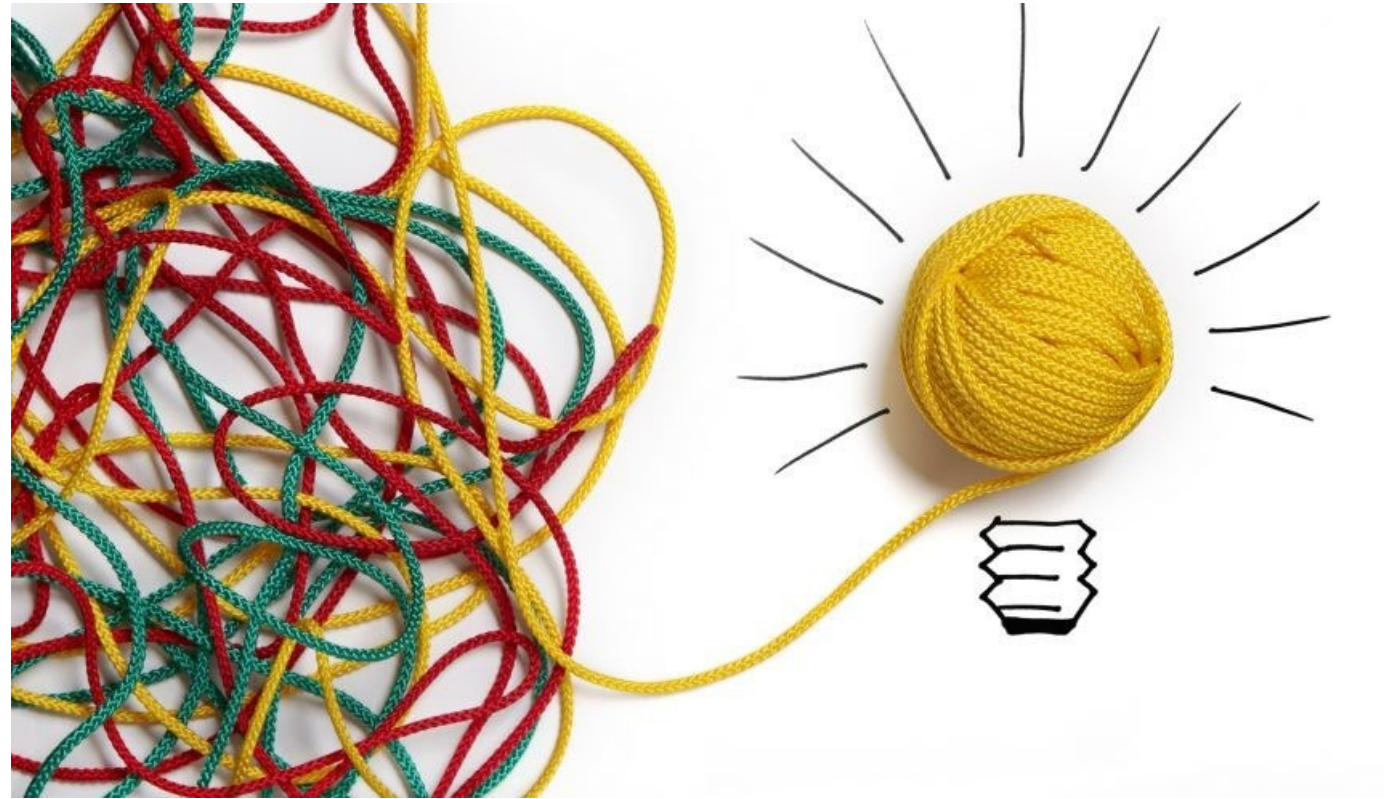
RBA Overview

The Why

- **Gilead is not assessing or evaluating the merits of your program.**
 - We know your program has merit! That's why you're a grantee!
- Instead, this is an opportunity for you to:
 - examine your work,
 - gain greater insights into the aspects of your program that have the most impact on the population you are serving, and
 - tell the story of that impact.
- This includes if you are providing capacity-building services – the population you are serving is the organizations you are supporting.

Results-Based Accountability™

A disciplined way of thinking and acting to improve entrenched and complex social problems.



Accountability

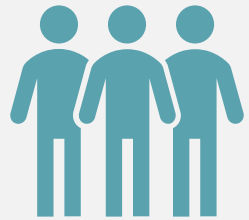
What words come to mind?

- Transparency
- Trustworthiness
- Liability
- Scapegoat
- Others?

What emotions do you feel?

- Apprehension
- Anxiety
- Pressure
- Fear
- Others?

Accountability = Outcomes



THE GOOD THAT WE ARE DOING FOR
SOCIETY AND HOW THE PROGRAMS ARE
MEETING THAT NEED



SERIES OF PRINCIPLES AND VALUES THAT
HELP US MOVE OUR PLANS FROM TALK
TO ACTION

What Makes RBA Unique



- Works backwards from the results you want to see to the program design
- Inspires creative partnerships and collaborations (collective impact)
- Prioritizes “turning the curve” over setting unachievable targets
- Promotes “root cause” thinking
- Excellent tool to address equity

RBA is a bold choice.

*What does it really mean to commit
yourself to results?*

RBA Key Terms and Concepts

Population
Accountability

Performance
Accountability

Results

Indicators

Performance Measures

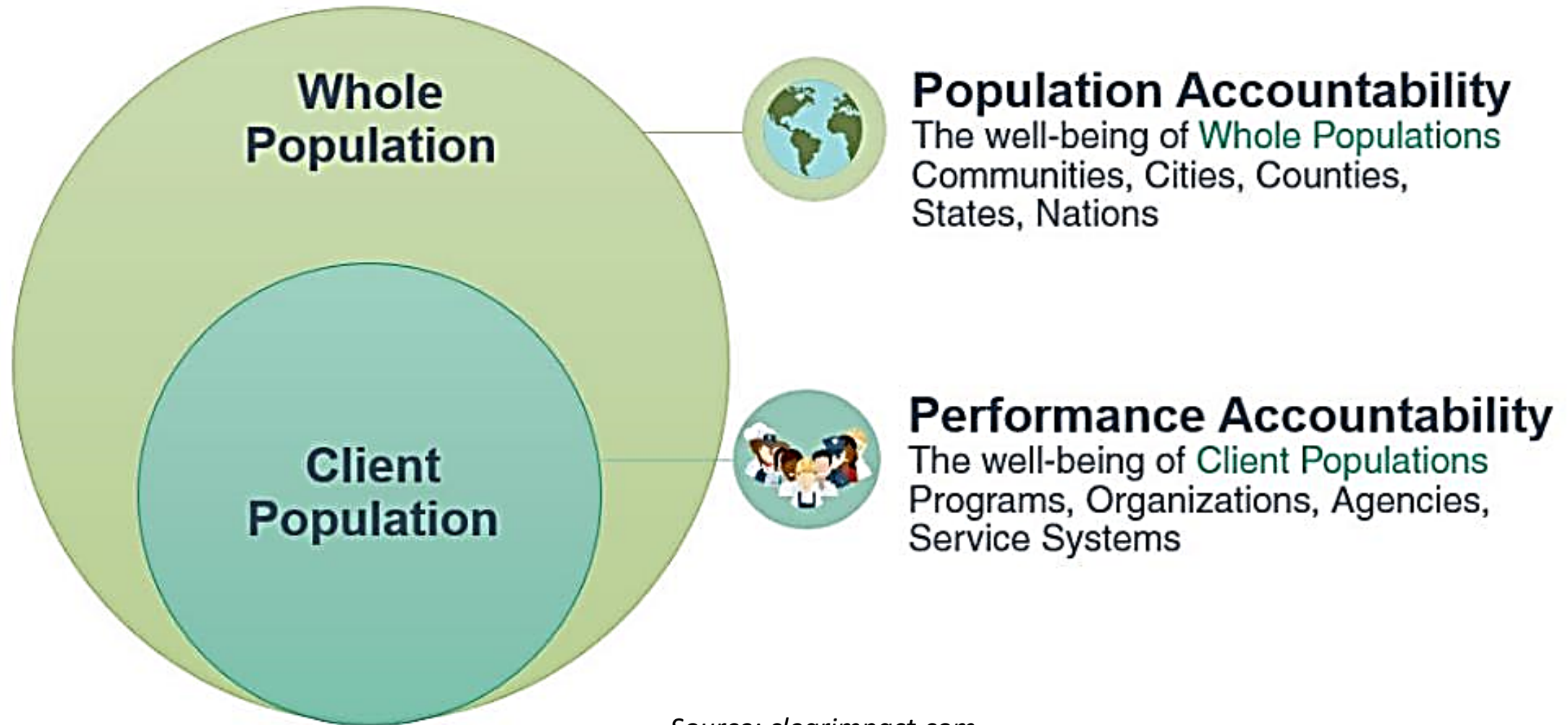
Clients/Patients

How much did we do?
How well did we do it?
Is anyone better off?

Turning the Curve

Story Behind the Curve

The of RBA



Source: clearimpact.com

Population vs. Performance Accountability

POPULATION
ACCOUNTABILITY

RESULT

A condition of well-being for children, adults, families or communities.

Health equity and triple negative breast cancer survival rates are maximized.

INDICATOR

A measure which helps quantify the achievement of a result.

of people in Detroit who survive triple negative breast cancer (TNBC)

% of Black women in NC diagnosed with TNBC who survive 2 years past diagnosis

PERFORMANCE
ACCOUNTABILITY

PERFORMANCE MEASURE

Performance Measures

A measure of how well a program, agency, or service system is working.

There are three types of performance measures:

1. How much did we do?

of participants receiving TNBC education



2. How well did we do it?

% of participants who complete all program sessions



3. Is anyone better off?

/ % of participants who survive TNBC 2 years past diagnosis






Three Kinds of Program Performance Measures

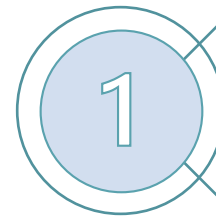
	Quantity	Quality
Effort	<p>(1) How much did we do?</p> <p># patients served # activities # policies introduced</p>	<p>(2) How well did we do it?</p> <p>% customers satisfied % staff turnover % attendance</p>
Effect	<p>(3) Is anyone better off? (4)</p> <p># changed behavior # changed attitudes # increased skills/knowledge # changed circumstances</p> <p>% changed behavior % changed attitudes % increased skills/knowledge % changed circumstances</p>	

Not All Performance Measures Are Created Equal

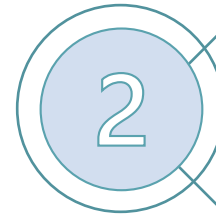
	Quantity	Quality
Effort	<p>How much did we do?</p> <p>Least important</p> <p>Most control</p>	<p>How well did we do it?</p>
Effect	<p>Is anyone better off?</p>	<p>Most important</p> <p>Least control</p> <p>COALITIONS</p> <p>PARTNERSHIPS</p> <p>COLLECTIVE IMPACT</p>

Selecting Your RBA Measures

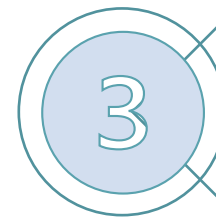
Format for Measure		Examples
	Measures with this symbol will require collecting data directly from clients/patients/community members	
<i>How much did we do?</i>		
	# of [client population receiving education] receiving education on supports available to address barriers	<i># of participants in the Care Connections Program who received education on the supports available to address barriers to mammography</i>
	# of [client population receiving education] receiving education on [screening recommendations, importance of attending appts., etc.]	<i># of participants in the Care Connections Program receiving education on the importance of regular, routine mammography screenings</i>
	# of [client population receiving education] who gave input/feedback on the development of the [materials, curriculum, presentation, workshop, etc.]	<i># of participants in the Care Connections Program who gave input/feedback on the development of the program workshops</i>
If a community-wide campaign:		
	# of campaign placements	<i># of Care Connections Program media campaign placements</i>
	# of social media [posts, views, comments, likes, retweets]	<i># of social media posts made by the Care Connections Program</i>
<i>How well did we do it?</i>		
	% of [client population] program participants attending at least X of the X educational sessions	<i>% of Care Connections Program participants attending at least 4 of the 6 educational sessions</i>
	% of [client population] program participants who shared the information with others from the population of focus (family, friends, etc.)	<i>% of Care Connections Program participants who reporting sharing the information learned in the workshop with family and/or friends</i>
	% of [client population] program participants reporting that they saw themselves reflected in the materials	<i>% of Care Connections Program participants reporting that they saw themselves reflected in the materials</i>



Determine how many and which types of measures to select

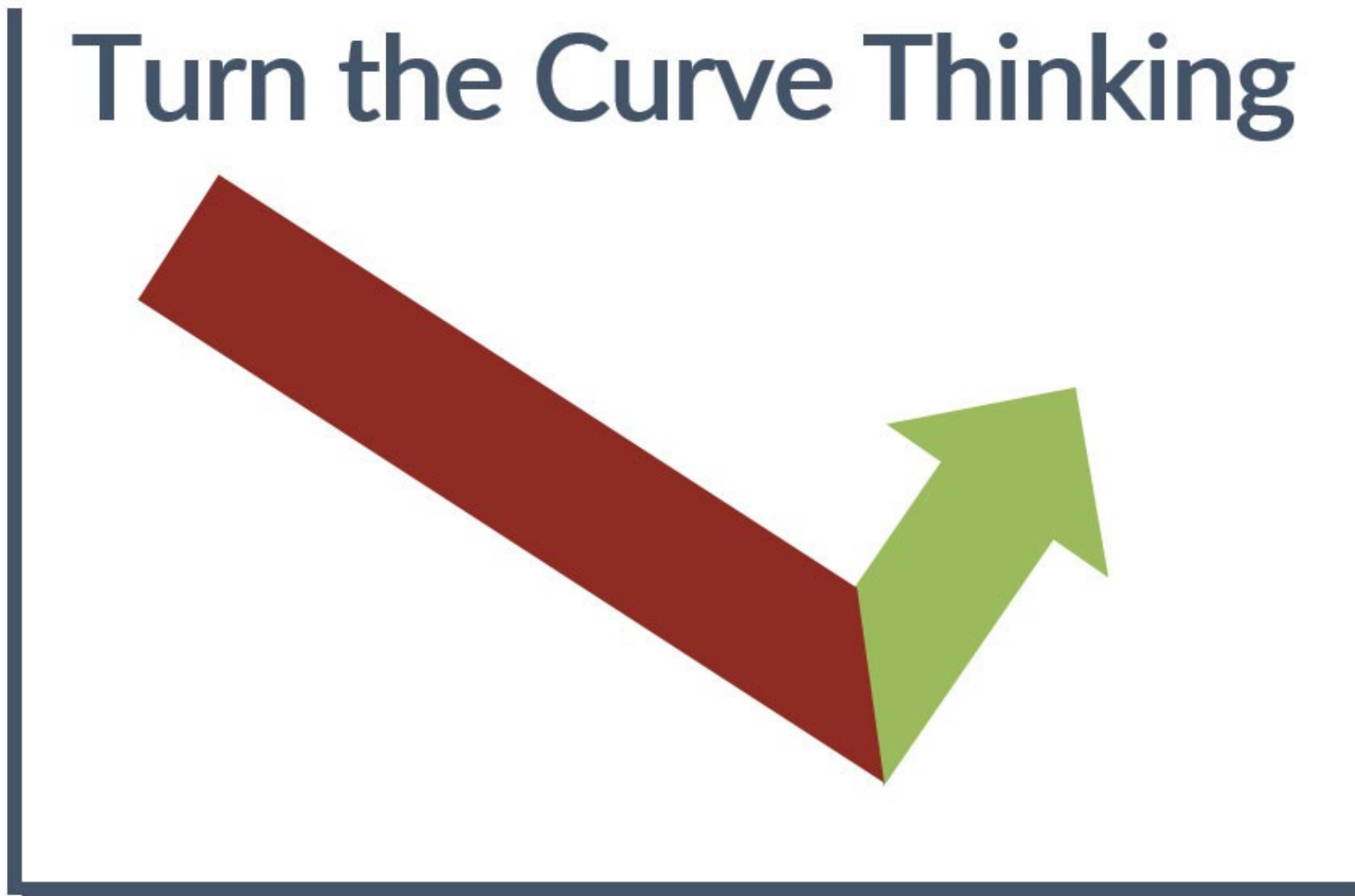
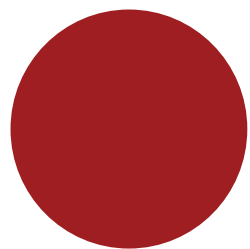


Consider the implications for selecting measures

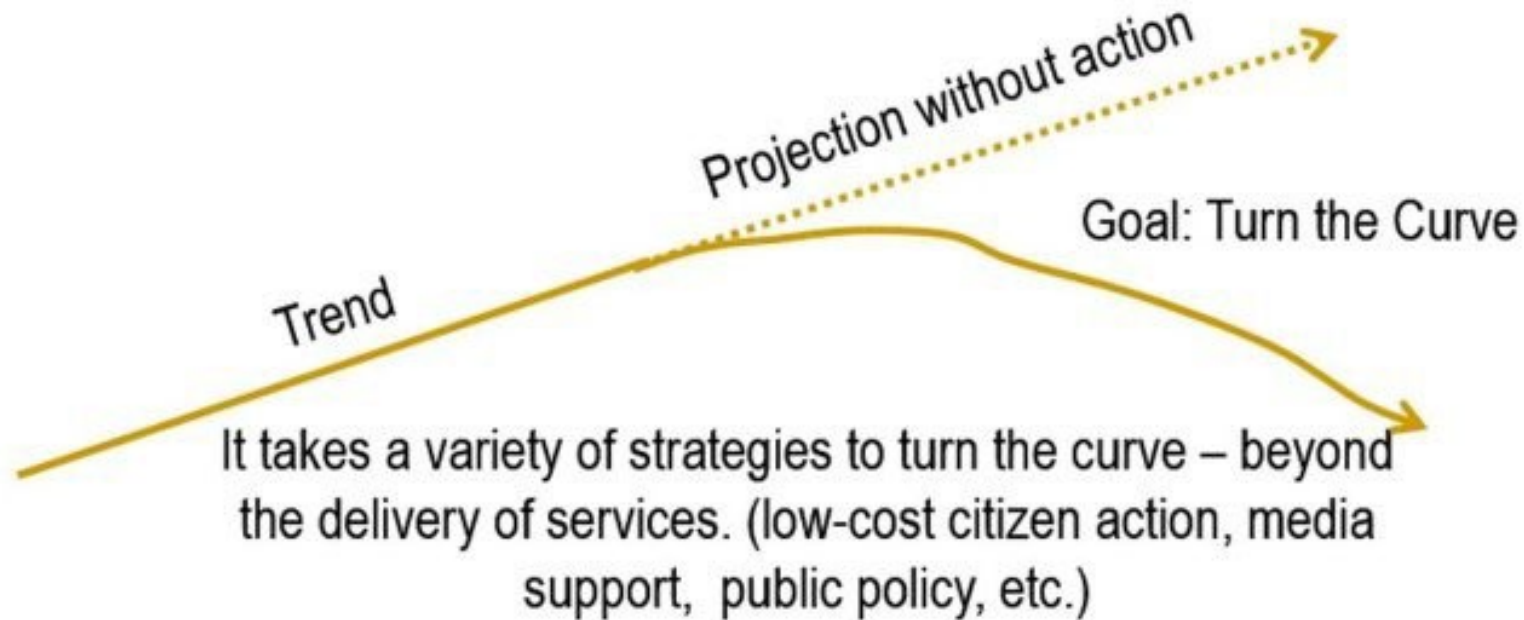


Select your measure(s)

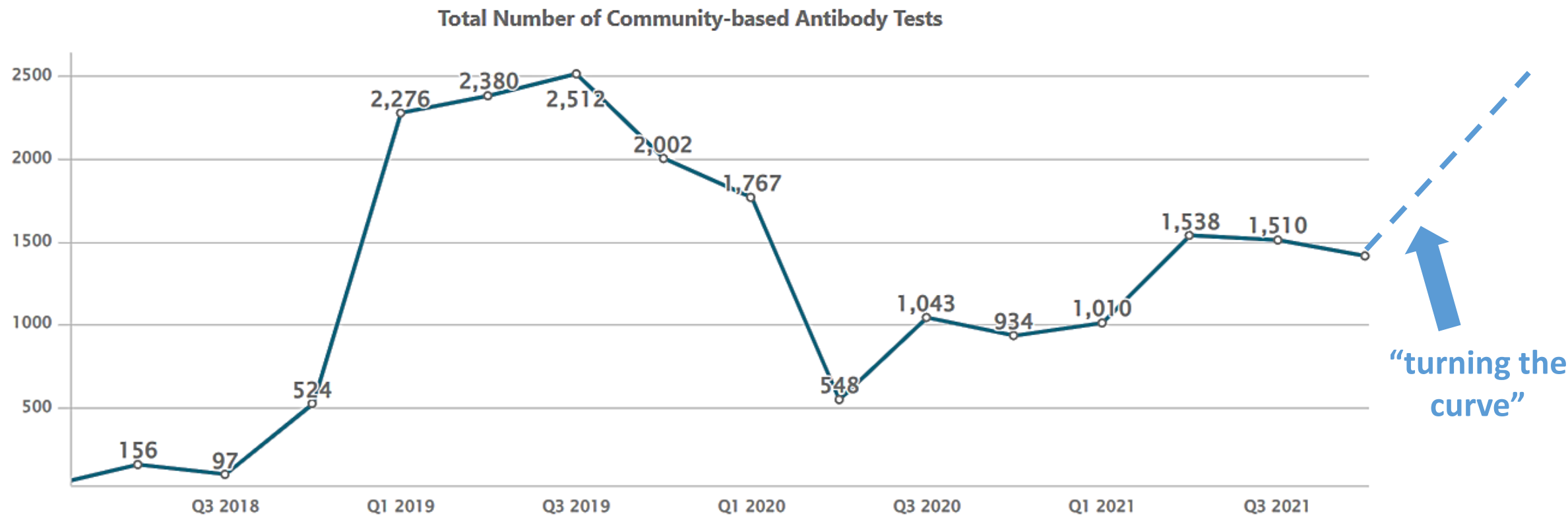
Turn the Curve Thinking



Results-Based Accountability - “Turning the Curve”



Evaluation looks different when the focus is on turning the curve

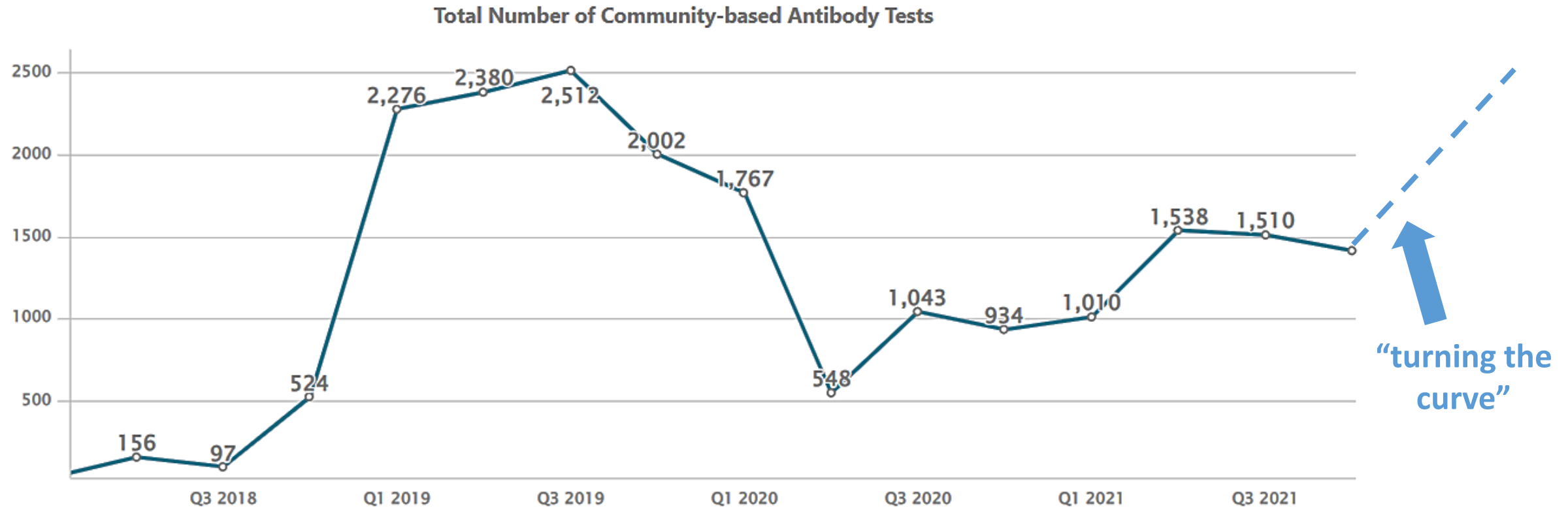


Source: End Hep C SF
<https://endhepcsf.org/evaluation-dashboard/>

Turn the curve thinking applies to both indicators and performance measures.



Evaluation looks different when the focus is on turning the curve



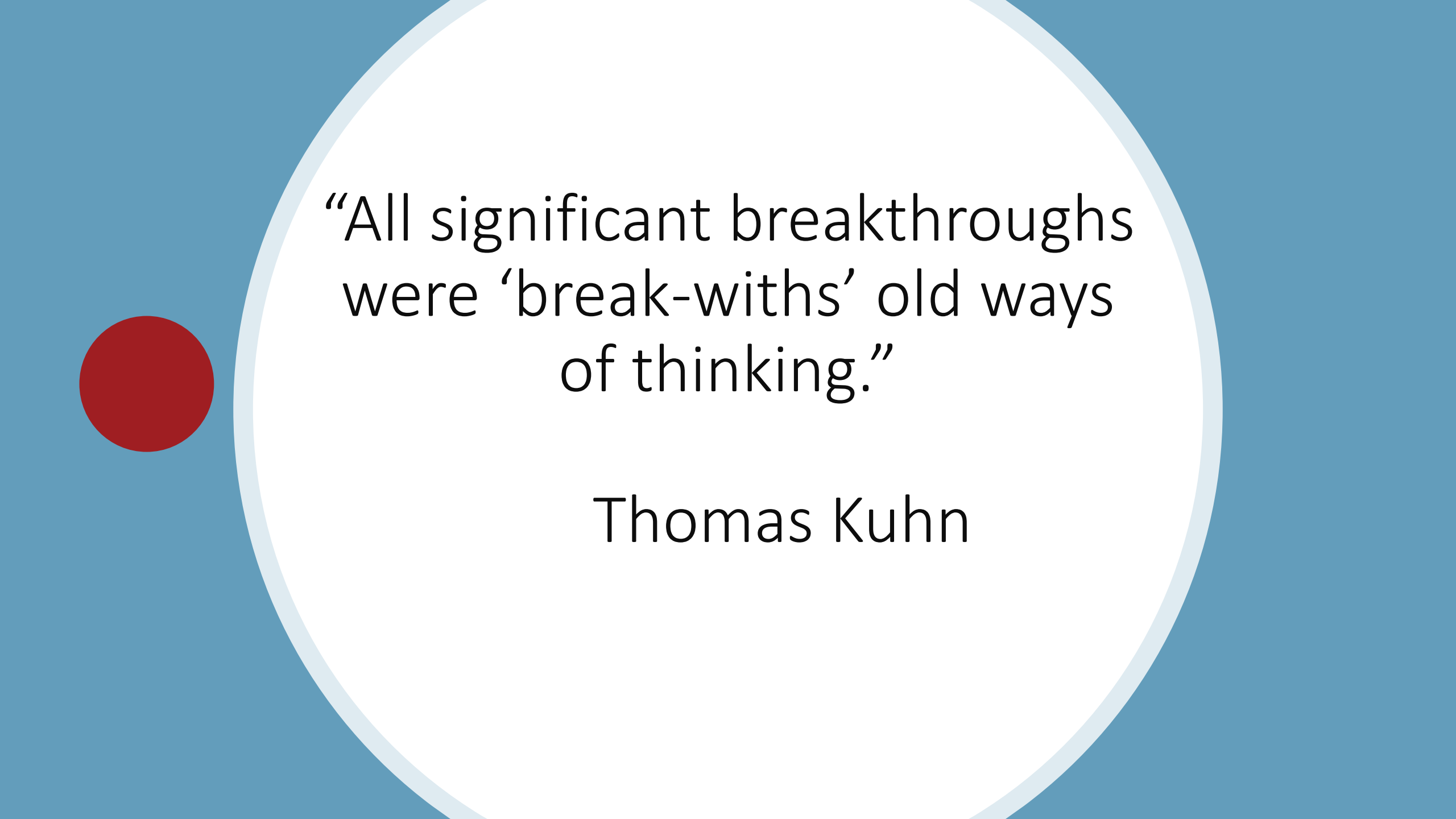
Source: End Hep C SF

<https://endhepcsf.org/evaluation-dashboard/>



2

Cultivating A Learning Organization



“All significant breakthroughs
were ‘break-withs’ old ways
of thinking.”

Thomas Kuhn

Learning
Organizations

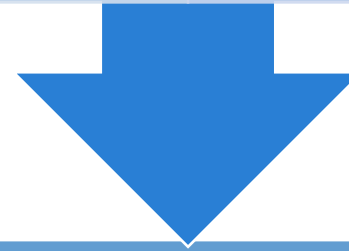
Together build a culture that



Discourage



Encourages



The use of data and transparency
to get better results

Transparency in Decision Making



Advocacy

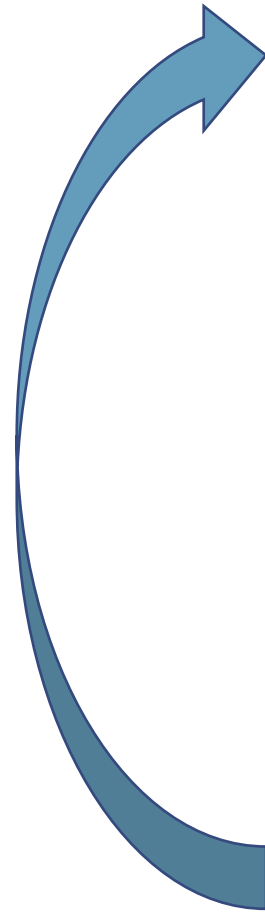
Making your own thinking and reasoning more visible to others



Inquiry

Inquiring into the thinking and reasoning of others

Turn the Curve Thinking



1. Graph the data.
2. Analyze the story behind the curve.
3. Identify partners who can help turn the curve.
4. Brainstorm what works to do better.
5. Develop and implement a plan of action.

Discussion

vs

Dialogue



To tell, persuade, decide



To inquire to learn



To justify/defend
assumptions



To uncover and examine
assumptions



"I wonder which of these is
the right one?"



"I wonder how these pieces
combine to create a whole?"

Promoting Dialogue to Surface Challenging Assumptions

Start with questions	
Listen	Understand the information being shared
Suspend judgement	Be open to new ideas and possibilities
Inquire	Ask clarifying questions
Explore assumptions	Surface thoughts about the direction things are headed and why

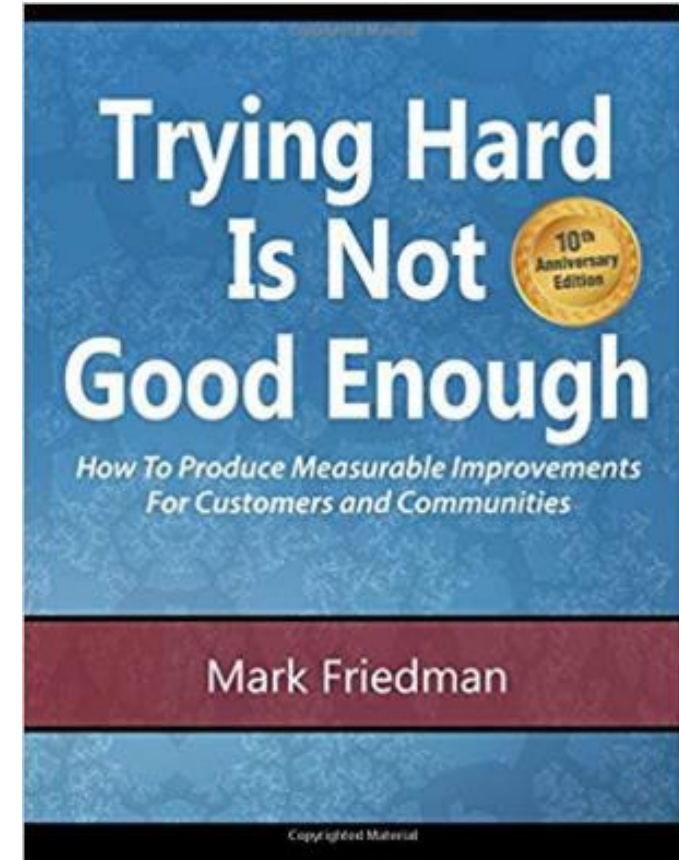
Acknowledgments and Resources

Mark Friedman

Trying Hard Is Not Good Enough

www.resultsaccountability.com

www.raguide.org



- ✓ Questions?
- ✓ Comments?
- ✓ Insights?

How can I access support?

- Training materials, including the recording link, will be shared on our evaluation website:
https://facenteconsulting.com/gilead_oncology_evaluation.php
- Registration links for upcoming sessions
- Sign-ups for regularly scheduled office hours: 9-10 am PST on Wednesdays
- By appointment (Zoom/phone/email) when you need, by reaching out to gileadoncology@facenteconsulting.com



Next Up

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THANK YOU!