



# THE NC ASSOCIATION OF COUNTY BOARDS OF SOCIAL SERVICES

## Leading By Results (LBR) Overview

### *Achieving Successful Outcomes for North Carolina's Children, Families and Adults*

The goal of Leading by Results is to help North Carolina achieve two outcomes.

- 1: NC County Departments of Social Services (Board, Director and Staff) to be outcomes focused and results driven in their service to the people within their counties
- 2: NC DHHS to be outcomes focused and results driven in its supervision of County Departments of Social Services

#### **LBR Components**

- *Developing A Leadership Focus DSS Board is governing by result:* Leadership team is leading by results
- *Developing A Framework Of Results And Indicators:* The agency and Board have a framework of measures and outcomes
- *Utilizing Results Data To Track Performance On Results And Indicators:* Performance on result and indicators is tracked using measurable indicators.
- *Aligning Resources And Efforts To Move Indicators:* Agency aligns its people, resources and efforts to move indicators to achieve real results for children, families and adults
- *Engaging And Collaborating With Community Stakeholders In The Alignment Process:* Agency engaging and collaborating with community partners in the alignment process to achieve results by moving indicators and improving performance
- *Creating A Culture That Focuses On Results (Outcomes):* Agency culture that focuses on results and indicators along with performance measures

#### **Key LBR Terms**

- **Result Statements** – define the fundamental, high-level impacts that the social services system is intended to cause for specific customers. These statements are by themselves, not measurable but do define the basic “businesses” of the system and the local departments. These statements are long term and in harmony with the mission and principles of the agency.

*Example: At-risk children and families to be safe and healthy in stable environments* This is a core result (outcome) County Departments of Social Services are in the business of helping cause within their counties. But it cannot be measured alone. It is best measured through indicators.

# Leading By Results (LBR) Overview

continued

## Key LBR Terms continued...

- Indicators – The most important, specific, measurable rates of change that mark progress toward the result statements. They describe impacts, not process. They can be tracked and measured at a county and state level as well as used to set improvement targets over a specified period of time.  
*Example: Annual % of abused/neglected (substantiated) children who are not repeat victims of substantiated maltreatment. A good indicator for the result statement in the example above (At-risk children and families to be safe and healthy in stable environments).*
- Performance Measures – consist of other secondary important measures of efficiency and effectiveness. These include additional impact and process measures.  
*Example: Annual % of foster families who complete MAPP. A good process measure that will help to achieve the result (outcome) but this is more a measure of an important output rather than a measure of progress on a result or outcome.*
- Output – Often confused with outcomes, outputs are not outcomes. Outputs are what go out of the system – products, services, partnerships, etc. Examples:
  - ◊ A completed food stamp application.
  - ◊ A completed family group conference
  - ◊ A completed training course such as pre-service training
- LBR Alignment – A strategic process of aligning the services, programs, budgets, people, policies, practices, technology, etc. to best move indicators in a positive direction to achieve results.
- Results Based Data – Data that is tracked by DSS Boards, Directors and Leadership Teams to determine progress toward positive indicator movement and result achievement
- Results Based Best Practices – Practices that successfully helped move indicators in a direction that led to the achievement of results.

## **There are several compelling reasons to focus on outcome work:**

- To tell citizens the difference we are making in the lives of people rather than how many applications were processed. Provides measures and documented results for budget needs
- To show legislators to what degree the funding they appropriate will reduce our state child abuse rate rather than the size of our child protective services caseloads
- Clearly defines the county business objectives, tracks progress, improves practice and creates accountability
- Focuses county efforts away from process measures and on to the results they are in business to achieve
- Facilitates collaboration of all programs, budgets, staff, management and technology
- Creates a positive impact on the lives of those we serve in our community
- Strengthens the focus and leadership of directors, leadership teams, and DSS Boards
- Focuses scarce state fiscal and human resources to the most important results
- Focus data and information technology to effectively capture and evaluate outcomes

## **The counties listed below are implementing or have implemented the outcome measures process are:**

Alamance, Carteret, Catawba, Chatham, Craven, Greene, Guilford, Haywood, Iredell, Macon, Mecklenburg, Moore, New Hanover, Polk, Rockingham, Rowan, Scotland, Stokes, Surry, Swain, Wake, Washington, Wayne and Wilson