Outcomes update

Community Services Priority Projects Branch, DHHS

October 2016

VICTORIA State Government | Health and Human Services

Recap on July presentation

Current state – describing the problem

- The department currently collects significant amounts of input and outputs information from funded organisations.
- However, this information exists in separate systems, is of varying quality and is not routinely reported back to the community services sector.
- It is still difficult to consistently respond to key questions, using existing information. Specifically:
  - ***Are the services we deliver effective?***
  - ***What, if any, inequities exist which need to be addressed?***
  - ***How do we prioritise funds and services?***
  - ***Are the services efficient? What do our services cost to deliver?***
- VAGO has criticised the department for focusing too heavily on input, activity and output measures and not systematically monitoring client outcomes for the services it delivers and funds.

There is a recognised need for a stronger evidence base for the community services system

The department's reforms must be built on a strong foundation of evidence in order to achieve better outcomes for clients.

These reforms are not only reforming service delivery. They are also *reforming the way we develop and use evidence* – including outcomes data.

Royal Commission into Family Violence

- Recommendations highlight the need to improve data, research and evaluation including:
  - The collection, sharing and use of information to enhance system performance
  - Improvement in evaluation standards
  - Greater consistency in data collection within and across departments

Roadmap for Reform

- Commits to the development of a learning system to support the department and agencies to question, re-evaluate, refine and improve the performance of child and family services
- Calls for the implementation of outcomes and performance frameworks to connect client outcomes to system performance

Why do we care about outcomes?

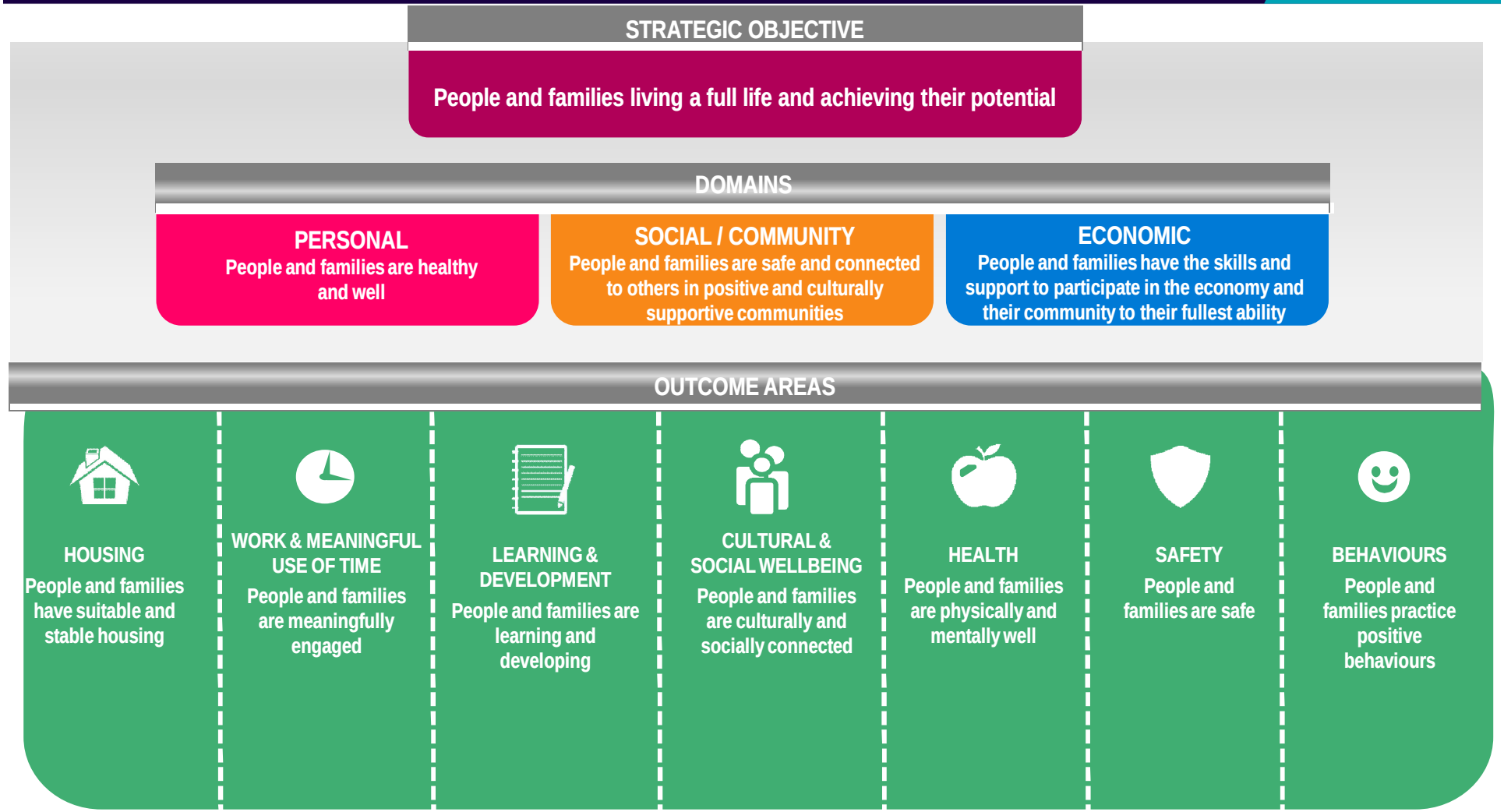
An *outcome* refers to an actual change or difference made to a person's life resulting from services received whereas an *output* is a statement of what is delivered or produced.

Benefits of an outcomes-focused approach:

- **Communicating key priorities** – a framework provides a clear narrative for clients, the community and other parts of government.
- **Motivating and aligning staff** around the core outcomes being sought.
- **Greater flexibility** to tailor interventions to meet the specific needs, circumstances, and local contexts.
- **Service improvement** – measurement of outcomes will enable services to assess their impact.
- **Improved accountability** for both system stewards and service providers
- **Stronger evidence base** can demonstrate value, inform new investment and justify ongoing funding.
- **Enhanced system stewardship** including service planning and resource allocation
- **Collaboration and integration** can be supported through the articulation of a shared vision

Client Outcomes Framework

– tested in Partnerships Feb 2015-Oct 2016



Out-of-home care outcomes framework

- testing commenced April 2016

STRATEGIC OBJECTIVE

Children and young people in out-of-home care living a full life and achieving their potential

DOMAINS

PERSONAL
Children and young people in out-of-home care are healthy and well

SOCIAL / COMMUNITY
Children and young people in out-of-home care are safe and connected to others in positive and culturally supportive communities

ECONOMIC
Children and young people in out-of-home care have the skills and support to participate in the economy and their community to their fullest ability

OUTCOME AREAS

HOUSING
Children and young people have suitable and stable placements

- Suitable placements
- Stable placements

MEANINGFUL USE OF TIME
Children and young people are meaningfully engaged

- Work status
- Engagement in meaningful activity

LEARNING & DEVELOPMENT
Children and young people are learning and developing

- Early childhood development
- School achievement
- Self care skills

CULTURAL & SOCIAL WELLBEING
Children and young people are culturally and socially connected

- Family and relationships
- Sense of place and belonging

ABORIGINAL IDENTITY & RIGHTS
Children and young people are proud of their Aboriginal identity and exercise their rights as Aboriginal people

- Aboriginal identity
- Exercises rights

HEALTH
Children and young people are physically and mentally well

- Physical health
- Mental health
- Free from injury

SAFETY
Children and young people are safe

- Safe from child abuse, neglect and family violence

BEHAVIOURS
Children and young people practice positive behaviours

- Reduced offending

Important lessons about collecting outcomes data

We have learned important lessons from the tests in the Partnerships and OoHC in relation to:

- Outcomes framework design
- IT requirements for outcomes data collection
- Analysis and reporting
- Governance and consultation approaches
- Workforce capability
- Supporting a culture of outcomes monitoring

Developing an outcomes-focused performance framework

An effective accountability regime ensures that good practice and outcomes are recognised and rewarded, to improve the safety, quality and effectiveness of services over time.

Currently, performance monitoring and management of service providers is focused on outputs rather than client outcomes.

- Monitoring inputs, activities and outputs is required by the Department of Treasury and Finance for accountability purposes, and provides important measures of safety and quality.
- Some output measures can provide useful short-term proxies (or 'lead indicators') for outcomes.
- However, we need to adapt our current performance management approaches to include outcomes.

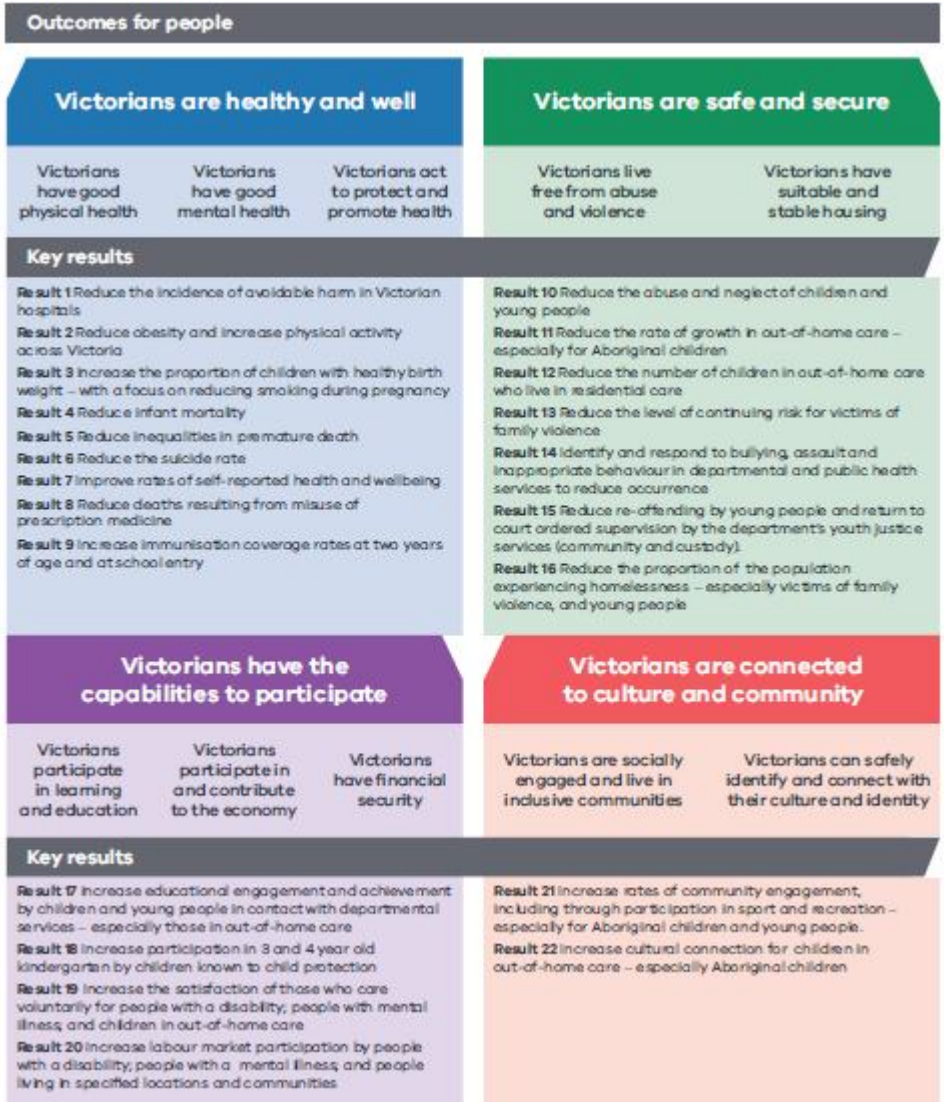
The outcomes focused performance framework project has begun looking at ways to align planning and accountability policy and mechanisms to the achievement of client outcomes.

- The project considers the best ways to monitor (in terms of inputs, outputs and outcomes) and manage the performance of services delivered or funded by the department in a future, integrated system.

What’s happened since July?

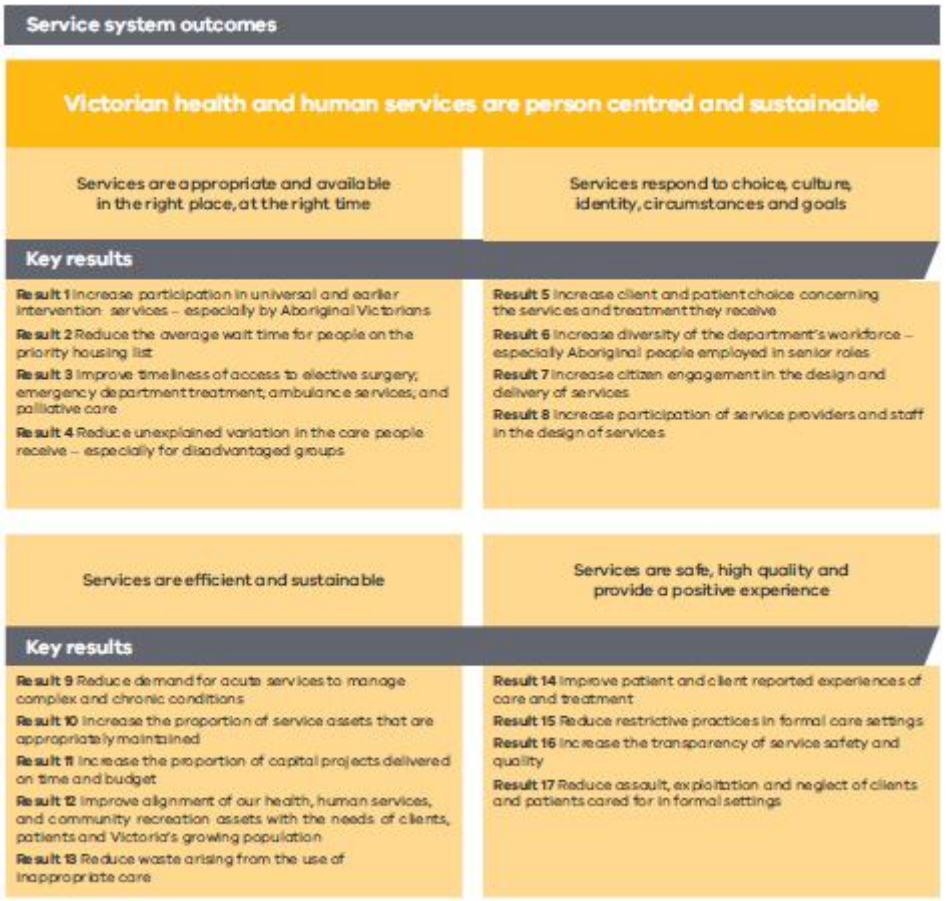
DHHS key results outcomes framework: outcomes for people

1. **Victorians are healthy and well**
   - Good physical health
   - Good mental health
   - Protect and promote health
2. **Victorians are safe and secure**
   - Free from abuse and neglect
   - Suitable and stable housing
3. **Victorians have the capabilities to participate**
   - Participate in learning and education
   - Participate and contribute to economy
   - Financial security
4. **Victorians are connected to culture and community**
   - Socially engaged, inclusive communities
   - Safely identify and connect with culture and identity



DHHS key results outcomes framework: service system outcomes

1. **Services are appropriate and available in the right place, at the right time**
2. **Services respond to choice, culture, identity, circumstances and goals**
3. **Services are efficient and sustainable**
4. **Services are safe, high quality and provide a positive experience**



Roadmap for Reform Symposium

- On 11–12 August 2016, around 150 representatives from the community services sector and government attended the Roadmap for Reform Symposium.
- One of the breakout sessions at the symposium focused on evolving funding models to better deliver holistic, wrap-around supports, tailored to the specific needs of Victorian children and families.
- The Roadmap symposium signalled the first step in an engagement process on future funding arrangements.
- Engagement on evolving funding models will be an ongoing part of the broader Roadmap service co-design and engagement activities.

What’s next for outcomes?