Commitment to Outcomes
Overview
April 29, 2019
OUR MISSION

Working with community partners, we connect Chicago residents and families to resources that build stability, support their well-being, and empower them to thrive.

OUR PRIORITIES

Deliver and support high quality, innovative, and comprehensive services that empower clients to thrive.

Collaborate with community partners, sister agencies, and public officials on programs and policies that improve Chicagoans’ lives and advance systemic change.

Inform the public of resources available to them through DFSS and its community partners.

Steward DFSS’ resources responsibly and effectively.
Department Overview: Program Divisions*

DFSS invests $420 million annually serving 300,000 of Chicago’s residents

**Children Services**
- **What**
  - Early Head Start
  - Head Start
  - Child care
  - Preschool
- **How**
  - Community-based early learning sites

**Division on Domestic Violence**
- **What**
  - 24/7 DV hotline
  - Legal counseling & advocacy
- **How**
  - Counseling providers
  - Legal advocates

**Homeless Services**
- **What**
  - Prevention
  - Outreach & shelter
  - Housing supports
  - System coordination
- **How**
  - Service providers
  - Call center

**Human Services**
- **What**
  - Case management
  - Referrals to services
  - Public benefits assessment
- **How**
  - Community Service Centers with DFSS staffing
  - Service providers

**Senior Services**
- **What**
  - Meals on Wheels
  - Caregiving
  - In-home care
- **How**
  - Senior Centers staffed by DFSS employees
  - Service providers

**Workforce Services**
- **What**
  - Job preparation, training & placement
  - Connection to supports
- **How**
  - Job training providers
  - Community Re-Entry Support Centers

**Youth Services**
- **What**
  - One Summer Chicago
  - Out of School Time
  - Services for youth with complex needs
- **How**
  - Afterschool programs
  - Mentoring

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*selection of programs, not an exhaustive list*
Why develop a commitment to outcomes?

• Each year, the Chicago Department of Family and Support Services (DFSS) serves 300,000 Chicagoans

• Social service funding is generally flat or decreasing, while DFSS’ constituents, and the need for its services, are increasing

• It is essential to minimize organizational and leadership silos and expand our ability to prioritize resources

To help prioritize resources and provide coordinated service delivery, DFSS must:

☐ Clearly describe, measure, and report on the outcomes it wants to achieve

☐ Use these outcomes to drive decisions around programming, funding, and collaborations

☐ Adopt effective internal practices to coordinate across program areas
Through a commitment to outcomes, it is anticipated that DFSS will be able to...

✓ Make better decisions based on desired outcomes instead of outputs or program history

✓ Examine how the organization makes decisions and thinks about its impact in the social service community

✓ Be more proactive

✓ Set expectations for stakeholders so they understand what types of funding, programs, and collaborations DFSS will pursue

✓ Improve services through greater internal collaboration across program areas
At its heart, DFSS’s commitment to outcomes is about *better results* for vulnerable Chicagoans
We have engaged multiple stakeholders throughout the process to obtain input:

- **DFSS staff**
  - Interviews and surveys
  - Focus group meetings
  - Workshops

- **External stakeholders**
  - Advisory Committee
  - Mayor’s Office
  - Interviews with grantees and other human service agencies

- **External support**
  - Civic Consulting Alliance
  - Harvard Kennedy School
  - Government Performance Lab
Commitment to Outcomes Timeline

Phase 1: Developing a Strategic Framework
July 2016 – November 2017
- Setting and operationalizing internal priorities, outcome goals and metrics, and decision-making procedures

Phase 2: Strategic Contracting
November 2017 – June 2020
- Engaging grantees to improve services and integrating outcome goals and metrics into results-driven requests for proposals and contracts

Phase 3: Performance Improvement
- Implementing a performance improvement system to prioritize and execute efforts and improve results

Civic Consulting alliance
an affiliate of the Civic Committee of the Commercial Club of Chicago

HARVARD Kennedy School
Government Performance Lab
**Phase 1: Developing a Strategic Framework**

**Refreshed DFSS’s overall mission and priorities with stakeholder input**

**Set division-level outcome goals in line with DFSS priorities**

**Started to “live into” framework internally**

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**Goal #1a: Reduce by 5% the number of homeless households identified in the Continuum of Care One List**

Actual = 10% decrease (YTD)

- # Homeless households (YTD)
  - # Other
  - # Sheltered
  - # Unsheltered

- # Total homeless households (YTD)

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1. Measuring, reporting on, and refreshing priorities and goals
2. Making decisions
3. Driving collaboration
Phase 2: Strategic Contracting

**Refreshed RFP**
- Focus on shared outcome goals rather than activities

**Updated selection criteria**
- To reflect our focus on results and best practices

**Revised application questions**
- To help DFSS make more informed decisions

1. Strength of proposed program
2. Program performance, outcomes, and quality
3. Organizational capacity
4. Reasonable costs, budget justification, and leverage of funds

**Example questions**
- “What are the challenges and critical needs facing your intended client population?”
- “Describe the evidence base and/or best practices that support the proposed program.”
- “Please tell us about 1-2 times your agency made a programmatic or organizational change based on data collected.”
Strengthen links in our process to help prioritize, resource, and drive action and improvement

Phase 3: Performance Improvement

- Identify Priorities
  - What initiatives and programs are priorities?
  - For example: Is performance lacking? Are there gaps in service delivery?

- Choose an Improvement Strategy
  - What is the problem we’re trying to address?
  - In what different ways could we address this problem?

- Improve Results
  - Have results improved?
  - If not, what do we believe needs to happen in order to improve results?

- Resource and Execute
  - What needs to be accomplished in order to achieve results?
  - How will we measure and track whether results are achieved?
Active Contract Management

- Regularly and proactively collaborating with delegate agencies to improve outcomes
- Using data to understand current performance, monitor progress, and quickly identify trends and troubleshoot problems
- Identifying opportunities to improve service delivery systems and share best practices across delegates
- Improving regular communication through “feedback loops” about performance between DFSS and delegates

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<tr>
<th>Data</th>
<th>Insights</th>
<th>Action</th>
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<td>Identify key dashboard metrics and in-depth analysis opportunities to effectively monitor progress toward outcomes.</td>
<td>Uncover patterns in the data that reveal what is and is not working. Ask operationally-oriented questions to keep learning what’s driving those patterns.</td>
<td>Connect insights to concrete action steps and follow up mechanisms to remediate problems and scale effective practices.</td>
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Key Partners

Civic Consulting

HARVARD Kennedy School
Government Performance Lab

Chapin Hall
at the University of Chicago

all Chicago
making homelessness history

thrivechicago

UIC
University of Illinois At Chicago