



Connecting Resources to Results Through Outcomes-Oriented Approaches

MassHire and Third Sector Learning Community

July 13, 2020

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Purpose

- To share how outcomes-oriented approaches can be used to connect resources to results
- To give an overview of the MassHire and Third Sector Learning Community
- To share results and key takeaways from the Learning Community
- To provide recommendations on how MassHire Partners who are interested in outcomes orientation can move forward

Agenda

10 minutes ***Learning Community Overview***

20 minutes Key Takeaways

15 minutes Closing and Next Steps

Third Sector Team



H. Kay Howard

Director

howard@thirdsectorcap.org



Temi Oyowe-Carrington

Senior Associate

toyowecarrington@thirdsectorcap.org

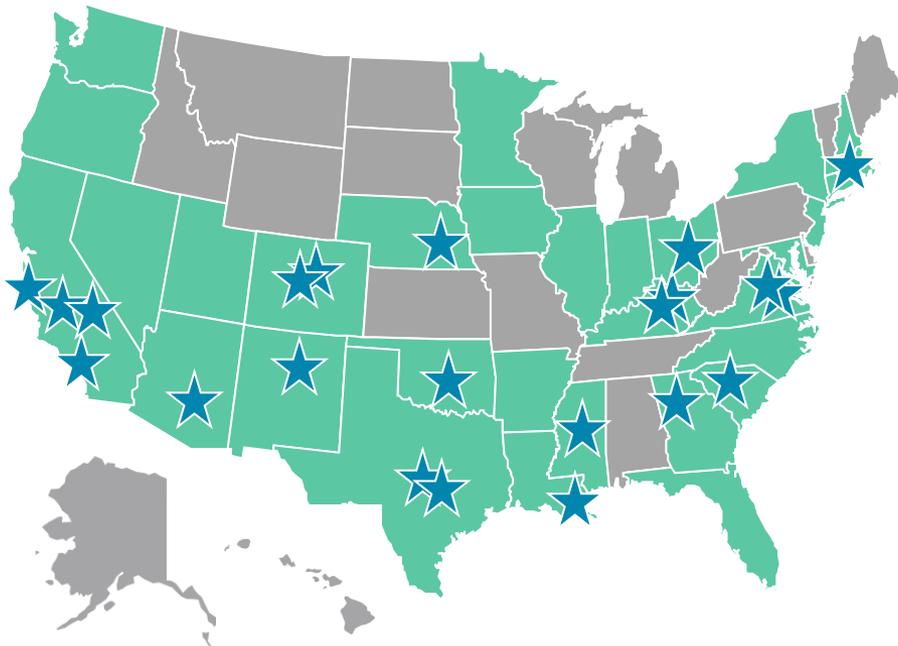


Emma Goodman

Associate

elgoodman@thirdsectorcap.org

Third Sector has supported state and local agencies to deploy \$806M in public funding via outcomes contracts



- ### Sample Education and Workforce Outcomes
- Improved educational functioning level
 - High school equivalency
 - English language proficiency
 - Measurable skills gain
 - Nationally-recognized credential attainment
 - 12+ college credits
 - Job placement
 - Job retention (30, 90, & 180 days)
 - Wages (above minimum wage or area median income)
 - Wage growth over time

The MassHire and Third Sector Learning Community convened a diverse group of MassHire Partners to explore using outcomes-oriented approaches

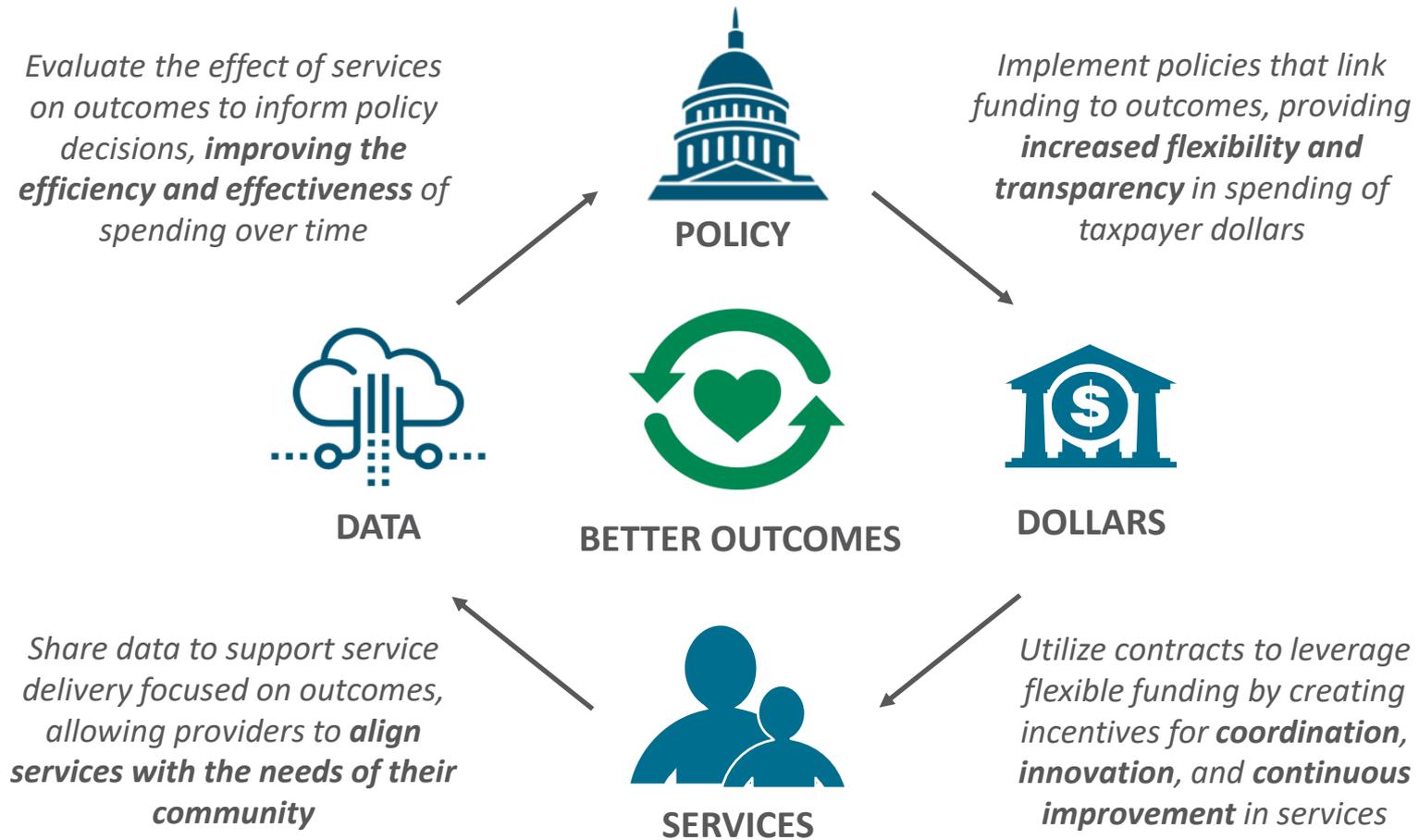
MassHire and Third Sector Learning Community

Name	Region	Career Centers	Labor Force*
Central Region Workforce Board	Central	Two (Worcester & Southbridge)	323,465
Franklin Hampshire Career Center	Pioneer Valley	Three (Greenfield, Northampton, Orange)	144,181
Greater Lowell Workforce Board	Northeast	One (Lowell)	162,497
Hampden County Workforce Board	Pioneer Valley	Two (Springfield & Holyoke)	236,359
Metro North Workforce Board	Greater Boston	Three (Cambridge, Woburn, Chelsea – satellite)	492,148

* From EOLWD Labor Force and Unemployment Data, November 2019

Outcomes-oriented approaches align policy, dollars, data, and services around improved outcomes for communities

Anatomy of an Outcomes Orientation



Outcomes-oriented contracting offers a range of benefits to workforce boards, service providers, job-seekers, and employers

Traditional vs. Outcomes-Based Contracting

Traditional Contracting

Periodic Enrollment



Providers serve clients who walk in the door

Prescriptive Services



Providers funded for delivering specific, prescribed service components

Ad Hoc Data Gathering



Minimal, self-reported data is tracked at the beginning and end of services

Cost Reimbursement



Providers are reimbursed for time and materials

Outcomes-Based Contracting

Coordination and Outreach



Partners use data to coordinate proactive recruitment and referrals of specific, underserved populations

Flexibility to Customize Services



Providers have flexibility to adapt evidence-informed services to local context and client needs

Outcomes Tracking & Data Sharing



Education and employment outcomes are tracked in real time and data is shared across agencies

Financial and Nonfinancial Incentives



Providers earn financial and/or nonfinancial benefits for measurable results

Third Sector aimed to provide approaches for using outcomes orientation to guide stakeholder engagement, and program evaluation and improvement

MassHire and Third Sector Learning Community Goals

- 1** **Build the Learning Community's knowledge of outcomes-oriented approaches** and highlight gradual steps towards outcomes-oriented contracts
- 2** **Enable the use of data analysis and other tools** to set targeted goals and improve outcomes for specific subpopulations
- 3** **Identify other community stakeholders to engage with** in order to improve outcomes for subpopulations
- 4** **Map out initial next steps for applying outcomes-oriented approaches** to local contexts and gain feedback on areas for support by Third Sector and the State
- 5** **Facilitate the sharing of ideas and solutions** between MassHire Partners from different regions

Third Sector led a series of three workshops focused on data disaggregation, stakeholder engagement, and building towards contracts

MassHire and Third Sector Learning Community Workshop Series

Workshop 1: Data Disaggregation and Outcomes

February 5

Topics:

- Disaggregating data to identify focus subpopulations
- Defining success for underserved groups

Tools:

- Data Disaggregation Activity
- Logic Model Activity

Workshop 2: Continuous Improvement & Stakeholder Engagement

May 8

Topics:

- Using data to align on goals with key stakeholders
- Establishing continuous improvement processes

Tools:

- Stakeholder Mapping
- Root Cause Analysis

Workshop 3: Building Towards Outcomes-Based Contracts

May 29

Topics:

- Exploring the range of nonfinancial and financial incentives in contracts
- Aligning on next steps to build towards outcomes orientation and areas for State support

Tools:

- Prioritized Next Steps List

Third Sector provided optional one-on-one support between workshops

Third Sector introduced the six components of outcomes-oriented approaches to the Learning Community

Components of Outcomes Orientation



Stakeholder Engagement

All components are developed in close collaboration with a community of agencies, funders, providers, and service recipients



Goals

The funder and provider identify goals they collectively want to achieve for a defined population



Metrics

Both the funder and the provider will measure progress against quantifiable metrics



Data Sharing & Evaluation

The funder and provider collect and share data on those metrics during the contract period (and afterwards) to ensure accountability



Continuous Improvement Process

The funder will give providers flexibility to access and learn from data, innovate, and continually improve outcomes



Incentive Structures

The funder will reward providers that meet or exceed outcomes goals through a customized incentive structure that may include financial & non-financial incentives

Components can also be applied to COVID-19 response and recovery efforts: <https://www.thirdsectorcap.org/news/five-principles-for-government-agency-emergency-procurement/>

The Learning Community focused on process of building stakeholder relationships and examining data before adding incentives

Outcomes Orientation Components for Short-Term Implementation



Third Sector demonstrated the value of the process of shifting towards outcomes-orientation, which can be as impactful as incorporating financial incentives into contracts and/or RFPs.

Over the course of the three workshops, MassHire Partners completed a series of activities designed to help set outcomes-oriented goals

Data Disaggregation Activity to select priority subpopulations

Logic Model Activity to select outcomes for priority subpopulations

Data Analysis to determine subpopulation outcomes trends to discuss with stakeholders

Stakeholder Mapping Activity to determine the key stakeholders to engage and complete root cause analysis with

Root Cause Analysis Activity to identify underlying causes of data trends and brainstorm solutions to improve outcomes



GOALS

For example, MassHire Partners completed a root cause analysis activity during Workshop 2 in order to prepare for conversations with stakeholders

During the root cause analysis (RCA), MassHire Partners hypothesized root causes of a data trend that emerged during the workshop discussion by asking ‘Why’ at least 5 times. Third Sector typed up each root cause and created lines between interconnected root causes.

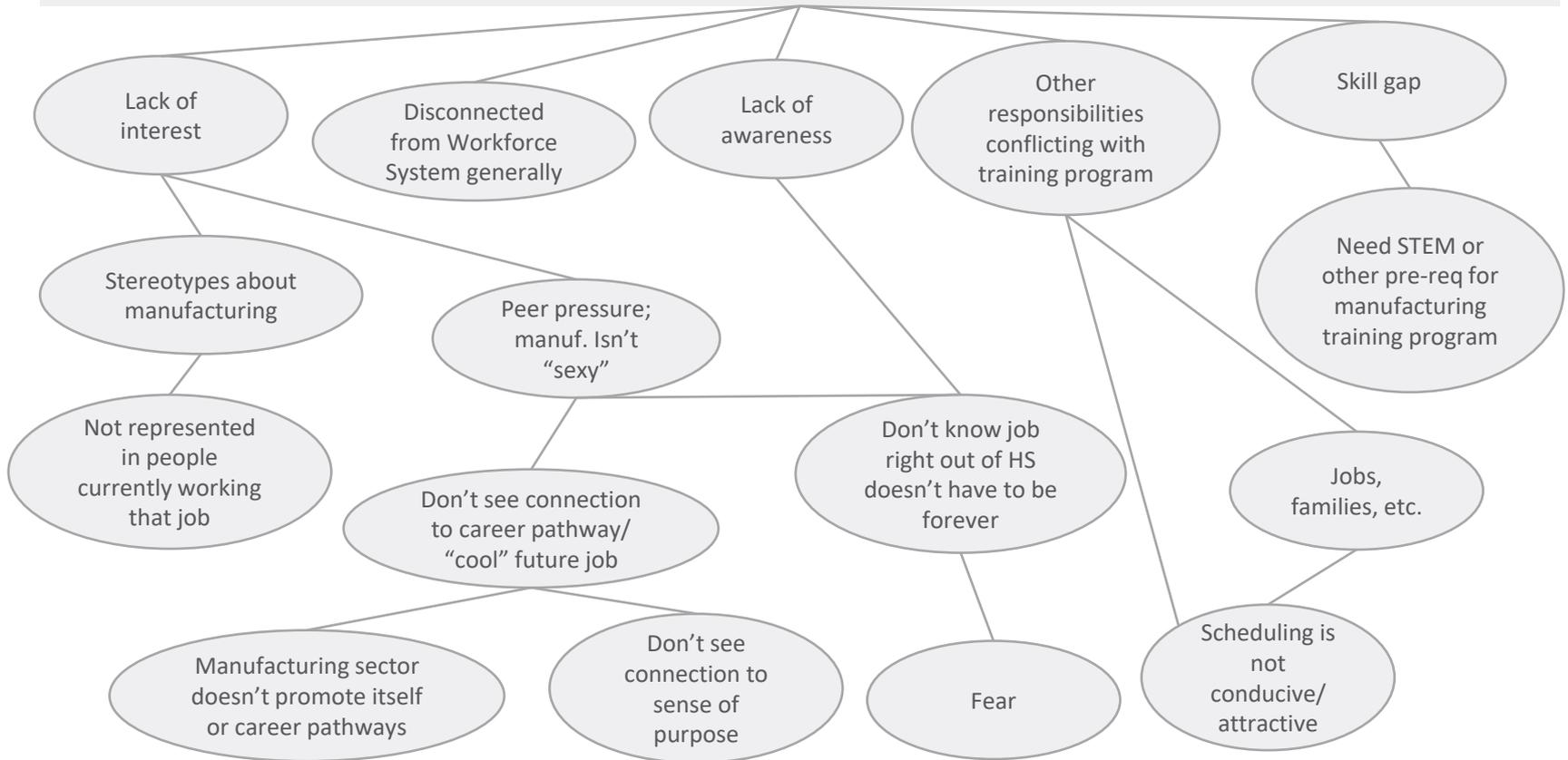
Goals of Root Cause Analysis (RCA) Activity:

1. Develop a shared understanding of some of the reasons why an outcomes disparity may exist with your “stakeholders.”
2. Begin to narrow in on which root causes you can and would want to address with your “stakeholders.”
3. Practice RCA so that you can replicate the process with actual stakeholders.

The following slide will be an example of a “Root Cause Tree” created during the Learning Community.

The RCA uncovered diverse causes of low enrollment of older, out-of-school youth into Manufacturing training programs

Data Trend: *Low enrollment of older, out-of-school youth into Manufacturing training programs*



Agenda

10 minutes Learning Community Overview

20 minutes ***Key Takeaways***

15 minutes Closing and Next Steps

As a result of the workshops, MassHire Partners developed goal statements and identified next steps to advance outcomes for chosen subpopulations

Learning Community Examples

	Focus Area	Key Takeaways
Franklin Hampshire Career Center	Increase focus of WIOA youth provider on training and credential attainment , as well as outreach to and enrollment of new youth subpopulations	<ul style="list-style-type: none"> • Exploring how to have data-driven conversations with the provider • Considering embedding continuous improvement processes into collaboration with provider
Greater Lowell Workforce Board	Improve outreach and enrollment of older, OSY and non-Lowell youth to ensure career pathways and living wage jobs	<ul style="list-style-type: none"> • Identified new stakeholders to engage with more closely, including high schools and nonprofit agencies outside of Lowell • Planning to conduct a Root Cause Analysis with Youth Council
Hampden County Workforce Board	Increase recruitment, hiring and retention of youth in the Manufacturing sector	<ul style="list-style-type: none"> • Using workshop materials to build outcomes-oriented capacity internally • Planning for relationship development with training providers and outreach coordinators

MassHire Partners shared some key takeaways on outcomes-orientation from the workshop series

Learning Community Takeaways

- 1** **Engaging stakeholders (including providers) early in conversations around outcomes and data** lays the groundwork for continuous improvement
- 2** **Root cause analysis is an important tool for uncovering the “why”** behind outcomes trends and developing impactful goals
- 3** **Building outcomes-oriented capacity internally is a key step** towards implementing outcomes-oriented approaches to local initiatives
- 4** **Process incentives are just as important as payment incentives** in helping providers achieve outcomes

Do you have any questions on takeaways from the MassHire and Third Sector Learning Community?



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MassHire Partners can take initial steps to embed outcomes-oriented approaches across funding streams and program areas

Suggested Next Steps

Adopt Continuous Improvement Strategies

- What **existing data could be shared and discussed with providers** in real-time in pursuit of ongoing learning and improvement?

Engage Additional Stakeholders

- What **agency or state-wide goals** could be advanced?
- How do **providers and participants define success** for the program?

Identify Populations & Outcomes

- Are there any **subpopulations** that you serve that **experience outcomes disparities**?
- Which **outcomes** would you like to see improved?

Review Funding Streams

- Are there program areas that are not meeting desired outcomes or are **ripe for a re-bid**?
- Are there any **upcoming procurements**?

If you are interested in pursuing outcomes-oriented approaches, please reach out to Third Sector or one of the Learning Community members

Next Steps for MassHire Partners



To learn more about applying outcomes-oriented approaches in your own context, please feel free to reach out to the Third Sector team at any time via email.



You can also reach out to any of the members of the Learning Community with questions or to discuss how they are incorporating learnings from the workshop series into their own work.

Do you have any questions on the MassHire and Third Sector Learning Community?



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info@thirdsectorcap.org | www.thirdsectorcap.org