

State of Israel

**Ministry of Social Affairs and Services
Senior Division for Research, Planning and
Professional Training**

Outcomes Measurement in the Israeli Social Services

**Conference on Effectiveness and Social Services
Praha, April 2013**



Outcomes Oriented Management and Practice in Human Services (OOMPH)

Presentation of the Israeli initiative

Yekoutiel (Couty) Sabah

Director, Senior Division for Research, Planning and
Professional Training



The Ministry of Social Affairs and Services

- Addresses an array of social issues (*elderly, persons with disabilities, children at risk, dysfunctional families, new immigrants, substance abusers, juvenile delinquents ...*)
- 20% of Israeli households
- Local departments as primary providers of personal social services according to the ministry policy
- The social services departments (SSD's) are staffed primarily by certified social workers



OOMPH Vision

The continuous improvement of Israeli social services through the ongoing self-monitoring of their outcomes by program managers and practitioners



The Background

- Fiscal constraints: “Need to do more with less”
- Incapacity to supervise effectively
- The impact of the New Public Management movement
- Israel accession to the OECD
- PMO’s comprehensive performance measurement initiative
- The Evidence-Based Practice orientation in Social Work
(but limited local evaluation of programs)



The Background (Ctd.)

- Increased (but slow) penetration of ICT's in social services
- Limited outcomes measurement (OM) in administrative databases
- Almost no performance-based budget allocation
- Virtually no formal and OTJ training in OM
- Skepticism regarding the feasibility of OM in social services
- Relative costs in a small country (scalability)



STAGE 1: Trial and Learning

Principles:

- OM is for learning and improvement only
- “Practice what you preach”: headquarters first and every unit participates
- Units are free to choose the program to be measured
- Simple and uniform terminology
- Comprehensive consultation available
- Transparency and mutual learning
- Structured, uniform process



STAGE 1: Trial and Learning

Steps:

1. Decide to participate in the initiative
2. Choose a program to be measured
3. Formulate the *logic model* of the program
4. Build measurement plan
5. Collect data
6. Analyze the data
7. Drawing conclusions for improvement

Consultancy



Stage 1: Achievements

- Successful initiation and partial implementation of 38 measurements pilots
- Increasing acknowledgment of the importance of OOMPH and its benefits
- Broad acceptance of the terminology
- Initial development of internal competencies in OM
- Lessons learnt for further development



Stage 2: Towards Institutionalization

Principles:

- Implementation in “core” programs
- Implementation handbook
- Modular training
- Tailor-made and more available consultancy
- Repository of measurement tools
- Moratorium on setting specific outcomes targets
- Synergy with other efforts to improve governance
- “Field” implementation: Central district DSS’s



Stage 2: Achievements

- Measurement initiated in 21 core programs
- Extensive implementation of the principles
- Significant progress in the district initiative
- Significant lessons learnt for third stage



Stage 3: Principles to be Implemented

- Systematic synergy with other governance related efforts
- Integration of OOMPH in the strategic planning processes
- Outcomes set by a learning team of managers, supervisors and fieldworkers
- From specific programs to target populations
- Generic OOMPH computerized infrastructure
- Continuous tailor-made consultancy



To sum up ...

Regulation

OOMP

Outcomes mainly set by
directors and supervisors

Outcomes mainly set by
practitioners at all levels

External monitoring

Self-monitoring

Inspection and sanctions

Learning and improvement

Evidence based policy and
practice

Recognizes the importance of
practice wisdom

Implementation

Invention

‘There is nothing a government hates more than to be well-informed, for it makes the process of arriving at decisions much more complicated and difficult.’ John Maynard Keynes



**‘Not everything that counts can be counted,
and not everything that can be counted
counts.’** Albert Einstein

