

## APPENDIX A. PRINCIPLES OF ACTIVE CONTRACT MANAGEMENT

The State of Rhode Island seeks to actively and regularly collaborate with the vendor and other stakeholders to enhance accountability and contract management, improve results, and adjust the delivery of products or services based upon learning what works.

As part of this effort, the State expects all awarded vendors to adhere to the following principles of active contract management in order to improve the performance of contracted products and services over time.

### 1. Defined Performance Objectives

The vendor and the State recognize the importance of defining key performance objectives that the contracted products or service(s) are intended to accomplish. Performance objectives inform data fields to be collected, outcome and indicator metrics to be reported, and trends to be monitored.

### 2. Reliable Data Collection and Reporting

The vendor and State recognize that reliable and relevant data is necessary to ensure contract compliance, evaluate contract results, and drive improvements and policy decisions. Sharing data between the vendor and the State on a regular basis can ensure that key stakeholders operate with a common understanding of performance and trends.

### 3. Consistent and Collaborative Meetings to Review and Improve Performance

The vendor and the State recognize that regular reviews of and conversations around performance, results and data, particularly related to the defined performance objectives, will allow the State and vendors to employ real-time information to track performance, identify good practice, and swiftly, collaboratively, and effectively address any challenges

**Commented [MK1]:** Some of the most important work for improving the performance of contracts happens during the course of the contract itself. Agencies can use active contract management strategies to establish an ongoing collaboration with vendors to strategically improve performance.

For more information on active contract management, see the following policy brief:  
[https://govlab.hks.harvard.edu/files/siblab/files/acm\\_policy\\_brief.pdf](https://govlab.hks.harvard.edu/files/siblab/files/acm_policy_brief.pdf)

Performance Improvement Opportunities	Implementation
1. What is the motivation for regularly reviewing performance data?	6. What is the appropriate cadence for meeting with providers to review real-time performance data and promote continuous learning and improvement?
2. What are the most important leading indicators, outcome metrics, or other performance measures that we want to be frequently tracking and reviewing with providers? Identify up to five.	7. Who needs to regularly be “in the room” to enable rapid barrier busting when performance lags? How can sufficient participation by senior leadership be assured to support these efforts?
3. Against what benchmarks shall provider performance be compared? Potential benchmarks may include historical outcomes, peers, specified targets, third-party standards, national best practices, or others.	8. What data sources are available – or need to be developed – to generate performance information for frequent review? How reliable is this data?
4. In human services, how are we going to match and refer clients to services? How will we check if matching and referral procedures are working?	9. Who from the agency will perform necessary data analysis and develop meeting materials? Who will be responsible for directing further analytical needs and identifying the practice implications raised by the data?
5. On what topics do we anticipate needing in-depth analysis on provider performance and client outcomes to proactively support system improvement?	10. How will the agency support regular follow-up and action based on dashboard and roadmap information? Potential solutions may include ad hoc working groups, individual case pulls, and/or dedicated follow-up time on meeting agendas.