Here is the second edition of the Health and Human Services Performance Update! This e-newsletter will keep you and your agency up to speed on recent news and innovations in performance management reforms in social service and public health programs. We also provide useful information about research and best practice models in key social services and public health program areas.

If your social services or public health have been implementing performance management and budgeting reforms and innovations and you want to share the results, please send me an email with some of the details and I can have my research staff get in touch with you. We need to highlight and share management innovations in all areas of government!

-Carl DeMaio



April 2004

If you find this newsletter useful and informative, please forward it to your friends and colleagues!

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Results-based Management in Social Services & Public Health

Department of Labor Can Help States Improve Quality of Performance Outcome Data and Delivery of Youth Services

While the youth program under the Workforce Investment Act exceeded most of its performance goals, these data were determined to be questionable because of problems with state information systems and inadequate oversight of data quality. While states will be required to verify data, concerns remain as per their ability to fully implement the requirement and the Department of Labor's capacity for monitoring implementation consistently. GAO recommends that DOL and the Department of Education coordinate efforts to clarify how schools can work with workforce officials to help connect school dropouts to local WIA youth programs and improve overall outcomes for at-risk youth. To view this report go to: http://www.gao.gov/new.items/d04308.pdf

Model Performance Measures for Health and Human Services Programs

At the 2004 Conference on Performance Measurement and Performance-Based Contracting (PBC) for Social Services, Jack Pellegrino, Deputy Director, San Diego Health and Human Services Contract Support, presented on "Show Me the Measures," focusing on model performance measures for health and human services programs. Applying the right outcome performance measures for health and human services programs to progress toward self-sufficiency for all clients. Identify key elements of migration toward PBC, where to begin and results to date. To view this presentation go to:
http://www.performanceweb.org/social/presentations/jack_pellegrino.pdf

Case Management Strategies for Social Services - Utilize Performance-Based Case Management for Children, Youth, Family, and Employment Services (May 12-14, San Diego, CA)

Social service agencies are facing increasing pressures to deliver higher standards of customer service, better management of their caseloads and facilitate programs that enable individuals to become more self-sufficient. All are expected within the confines of dwindling budgets and limited staff. Implement proven strategies for overcoming barriers and achieving program outcomes. Utilize technology-based tools to facilitate data reporting and CM program management. Positively engage patients to improve adherence to treatment plans and maintain ongoing communication. Learn to enhance developmental, problem-solving and coping capacities of clients. For more information go to:
http://www.performanceweb.org/social/s153/s153.htm

Workforce Development & Self-Sufficiency Innovations

Helping Low-Income Entry-level Workers Retain their Jobs

The Achieve program run by Towards Employment in Cuyahoga County, OH, aims to reduce turnover among low-wage, entry-level employees so that they can stabilize their incomes and increase their opportunities for advancement. Most former welfare recipients leave their first job within 6 months, even sooner in successive jobs. In the Achieve program, staff provides case management services at the employer's worksite, so that participants do not have to leave work to access social services or get help resolving personal issues. Achieve provides supportive services, information & referral, counseling, workshops and support. Employers participate by sending supervisors to relevant training. The results were so promising and the program so unique - the only worksite-based, employer driven retention program in the country - that the Achieve Program was invited to participate in a national research and demonstration project sponsored by the U.S. Department of Health & Human Services. For more information go to:
http://www.towardsemployment.com/achieve.htm

National Welfare Caseload Contrasts with Rising Food Stamp Caseload

According to a recent report by the Center for Law and Social Policy, 27 states reported increases in Temporary Assistance for Needy Families (TANF) caseloads. While it might be expected that caseloads for the two programs move simultaneously during economic downturns, the Food Stamp Program has been far more responsive to increased economic need than the TANF program. In fact, CLASP reports that the number of households receiving food stamps increased 14.8 percent, while the TANF caseload increased 0.4 percent. To view the full report, go to:

http://www.clasp.org/DMS/Documents/1077051715.36/Q3_2003_TANF_caseload.pdf

Developing Innovative Sources of Funding and Human Capital to Sustain and Enhance One-Stop Career Centers

At a recent conference on One-Stop Centers, Pete Kaiser, President of the Kaiser Group and General Manager of the Brevard Job Link, Brevard County Florida, presented on understanding common performance measures, securing non-traditional sources of funding, using blended learning approaches to develop a continual training program. Kaiser also discussed the key principles of an effective workforce development system, challenges to the one-stop system, evaluating enhanced models, and identifying performance standards at all levels of the system. Furthermore, he described various One-Stop Models, including "Mini" One-Stops in FBOs, schools and chambers. To view this presentation go to:
http://www.performanceweb.org/social/presentations/kaiser.pdf

Employment Retention and Advancement Strategies for Low-Wage Workers - Achieving Self-Sufficiency for the Hard-To-Serve Population (April 19-21, Washington, D.C.)

This summit is for all workforce development professionals that help improve matching workers to jobs and overcome barriers to long-term employment for clients. Welfare recipients need more than just a job. Effective welfare reform requires a broader look at the challenges and issues facing welfare recipients and the low-income communities where they live. Few jobs held by former welfare recipients offered health care benefits and most paid only slightly more than minimum wage. While there's success moving clients off state caseloads, there is little success helping them out of poverty. Identify support services, implement training and education programs to improve employment outcomes for low-wage workers. For more information go to:
http://www.performanceweb.org/social/S145/S145.htm

Child & Family Services Innovations

Public-Private Partnership Awarded for Accomplishments in Early Childhood Programs

Deputy Secretary of Health and Human Services Claude A. Allen recently presented an award to Steve Hilton, President of the Conrad N. Hilton Foundation, for his support of Early and Migrant Head Start programs that serve infants and toddlers with significant disabilities and their families. Over a ten-year period (1997-2007), the Hilton Foundation, in a public-private partnership with the Administration for Children and Families' Head Start Bureau, will contribute $18.7 million toward intensive training programs for teachers and parents that will improve services to these often-underserved children. Over 500 communities serving more than 6,500 children per year will complete the training. For more information on the early childhood initiatives of the Conrad N. Hilton Foundation go to:
http://www.hiltonfoundation.org/main.asp?id=53

FY 05 Budget Plans for Improving Head Start

The President's budget released in early February calls for an increase in Head Start program funding by

$169 million, including $45 million to support State implementation of a demonstration authority to: promote better coordination of existing programs, improve services for families and children, and achieve better results with the resources already being used. For more information go to: http://www.whitehouse.gov/omb/budget/fy2005/hhs.html

2004 Youth Services Conference - Improve Development Services and Outcomes for Disadvantaged and At-Risk Youth (June 21-23, Washington, D.C.)

While many programs and agencies at the federal, state and local levels provide services to young children, less attention has been given to the needs of teenagers and young adults. Join us for this interactive forum to improve positive outcomes for disadvantaged youth. Help States incorporate youth into all areas of programs and services, implement services that address legislative requirements, and prepare for Child and Family Services Review (CFSR) and Program Improvement Plan (PIP) development and implementation. Learn strategies for actively engaging youth in community activities with improved outreach and transitional living programs. Ensure that all youth acquire the necessary skills and work experience to successfully transition into adulthood and help young people become independent and engaged citizens. For more information go to: http://www.performanceweb.org/social/S156/S156.htm

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Behavioral & Public Health Services Innovations

Indiana Chronic Disease Management Program to Help Fight Cost of Obesity

With the growing rate of obesity the growing top cause of preventable death in the nation, the states are responding with program implementation to avoid costly services in the future. In Indiana, state officials say that the Chronic Disease Management Program is helping fight the high cost of obesity in that state. The program is a joint initiative of the state's Family and Social Services Administration (FSSA) and the Indiana State Department of Health. This program is important given that chronic disease accounts for 75 percent of the health care costs in Indiana. For more information go to: http://www.in.gov/fssa.

New DALTCP Website Launched

The Office of Disability, Aging and Long-Term Care Policy (DALTCP) is charged with developing, analyzing, evaluating and coordinating HHS policies and programs which support the independence, productivity, health and long-term care needs of children, working age adults and older persons with disabilities. The DALTCP report was added online during March 2004. A total of 9 reports have been added online in 2004, while 27 reports are awaiting formatting, final approval or final versions from contractors. The new site provides a useful glossary of terms, describes research currently being conducted by and/or for DALTCP, as well as research completed in the past five years, a "what's new" section, as well as other useful information for those working with the disabled and aging. To visit this new website go to: http://aspe.hhs.gov/daltcp/home.shtml

SAMHSA Reports Five Million Parents Have Alcohol Problems

According to a recent report by the Substance Abuse and Mental Health Services Administration (SAMHSA), almost 5 million parents have a drug or alcohol abuse problem and have at least one child living at home under the age of 18, which constitutes over a quarter (28 percent) of all adults with alcohol dependence or abuse. The majority of these parents (62 percent) are male and most of the parents (69 percent) were married. SAMHSA also partnered with the National Association for Children of Alcoholics (NACoA) to develop and distribute materials to community-based organizations to help them initiate local activities that can help reach children and youth who live in family environments dominated by alcohol. To view this report go to:
http://www.samhsa.gov/oas/2k4/ACOA/ACOA.htm

Grants, Contracts, & Partnerships News

New Funding Opportunities through the Office of Faith-based Initiatives

The White House Office and the Centers for the Faith-Based and Community Initiative -- located in seven Federal agencies -- are working to support the work of faith-based and community organizations. The Mentoring Children of Prisoners Grant is now open. The Family and Youth Services Bureau is currently soliciting for applications to carry out the mentoring activities described in the Mentoring Children of Prisoners program announcement. The Mid-Atlantic Network of Youth and Family Services (MANY) will provide technical assistance to interested parties about the Mentoring Children of Prisoners Program and grant opportunity through workshops. Applications due 04/23/04. For more information, go to:
http://a257.g.akamaitech.net/7/257/2422/14mar20010800/edocket.access.gpo.gov/2004/04-3844.htm

Performance-Based Grants Management Training Program (June 14-15, Arlington, VA)

As we move closer and closer to a fully results-oriented management system in government, grant making agencies and non-profit organizations have to enforce the meeting of specific performance standards in order to continue qualifying for federal and state financial assistance. This increased focus on performance goes hand-in-hand with a sizable improvement in financial transparency and overall program accountability, and redefining various challenges for grants managers. This training will provide grant managers with the skills necessary to design and award grants that are performance-based in their origin and that incorporate evaluation and reporting strategies within their structure. Through the use of the Government Performance Logic Model framework, both managers and recipients will be able to focus on developing performance goals, timelines and resource allocation strategies specific to each grant or program. Through the incorporation of outcome-oriented performance measures, managers will be able to communicate, monitor and enforce the compliance requirements that will guarantee a successful closing or extension of the grant. For more information go to:
http://www.performanceweb.org/pi/training/courses/grantsmgmt.htm

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Program Spotlight: REACH-Milwaukee

The REACH-Milwaukee is a youth development program designed to help Milwaukee youth living in high poverty areas of the city successfully transition into adulthood and become productive and contributing

members of their community. The program serves youth 14-21 years old living in target neighborhoods and seeks to help youth graduate from high school, find meaningful employment opportunities, and enroll in post-secondary education and training, and contribute to the economic development of the entire community. Thus, REACH-Milwaukee is designed to reconnect youth with school, work and careers.

Each youth in the program is matched with a Youth Development Specialist who works one-on-one to help the participant set short- and long-term goals. They also create an independent development plan to help lead the participant on a path to fulfilling his/her goals. Additionally, the youths, as well as their families, are assisted with accessing community resources to help them achieve these goals. REACH-Milwaukee provides such services as: Sports, cultural, and recreation activities; youth leadership opportunities; academic tutoring; job readiness training; and GED preparation and testing.

Key objectives of this model program include: increased high school graduation rates and lowered number of drop-outs, increased meaningful employment opportunities, increased enrollment in post-secondary education and training, and improved quality of life in the area by lowered crime and unemployment. To ensure the appropriate resources are available to participants, REACH-Milwaukee works with several agencies and service providers in the Milwaukee area. REACH is part of a nationwide initiative funded by the US Department of Labor to provide youth living in high poverty areas with more opportunities to become successful. Programs currently operate in 36 communities throughout the country.

For more information go to:
http://www.jsonline.com/news/metro/jan04/200647.asp or www.milwjobs.com.

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The Health & Human Services Performance Update is provided as an informational newsletter to all social services, public health and workforce development agencies about news and innovations in performance management reforms in social service and public health programs.

The Performance Institute is a private think tank that serves as the nation's leading authority and repository on performance-based management practices for government organizations. Its mission is to identify, study and disseminate the leading management innovations pioneered by "best-in-class" government programs at federal, state and local levels. Through its national conferences on pressing issues, interactive executive training programs, and best practice research projects, the Institute provides cutting-edge expertise in the design, implementation and evaluation of strategies to solve operational challenges and enhance government performance.

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